



London Ambulance Service **NHS**  
NHS Trust

## **Flexible Working Policy**

## **DOCUMENT PROFILE and CONTROL**

### **Purpose of the document:**

This document sets out the procedure for all members of staff wishing to apply for flexible working. It also sets out the process through which requests will be considered, the conditions under which they will be agreed and the procedure for reviewing flexible working arrangements on an on-going basis.

**Sponsor Department:** Human Resources

**Author/Reviewer:** Senior Human Resource Manager (South). To be reviewed by June 2017.

**Document Status:** Final

<b>Amendment History</b>			
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04/07/14	3.2	IG Manager	Document Profile and Control update
30/06/14	3.1	Senior HR Manager	Minor amendments following comments of SMT
24/6/14	2.2	Senior HR Manager	Amendments in line with legislative changes effective 30 June 2014.
23/01/14	2.1	IG Manager	Document Profile and Control update
15/01/13	1.7	HR Manager- Employee Relations	Minor- amendments for clarity and re-formatting.
05/12/13	1.6	HR Manager- Employee Relations	Completion of Implementation Plan
05/12/13	1.5	IG Manager	Document Profile & Control update and revised Implementation Plan
03/12/13	1.4	HR Manager- Employee Relations (assisted by flexible working group comprising AOMs, HRMs, Resource centre manager and roster review project members )	Full Review and rewrite at the request of EMT
28/11/13	1.3	HR Manager- Employee Relations	Major- amended process for considering requests from operational staff, additional flexible working options added, further information provided on the terms under which various options will be agreed and inclusion of template letters. Title amended to reflect wider scope of the policy.
17/5/10	1.2	Senior Human Resource Manager (South)	Minor – reformatting.

11/3/09	1.1	Senior Human Resource Manager (South)	Minor - paragraphs (including 4.4) amended to reflect change in Statutory right. Language also modernised to reflect national guidance.
1/4/07	1.0	HR Manager (Policies and Projects)	Major – First approved version.

**\*Version Control Note:** All documents in development are indicated by minor versions i.e. 0.1; 0.2 etc. The first version of a document to be approved for release is given major version 1.0. Upon review the first version of a revised document is given the designation 1.1, the second 1.2 etc. until the revised version is approved, whereupon it becomes version 2.0. The system continues in numerical order each time a document is reviewed and approved.

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## 1. Introduction

Flexible working opportunities can provide mutual benefits for both the Trust and individuals, provided that they are appropriately managed. They can allow staff to undertake personal commitments, which in turn can help the Trust to recruit and retain staff with valuable skills and experience.

## 2. Scope

This policy sets out the processes to be followed in respect to flexible working requests and on-going flexible working arrangements. It applies to:

- All staff wishing to submit a request to work flexibly (for durations of 4 weeks or longer), inclusive of operational and support staff;
- All line managers responsible for reviewing and/or considering requests;
- The Operational Flexible Working Panel, which will consider requests from operational staff;
- All staff who work flexibly, inclusive of operational and support staff;
- All managers responsible for reviewing flexible working arrangements, whether routinely or as a result of structural or roster changes;
- The principles of this document may be applied to assist in making reasonable adjustments for disabled staff in line with the Equality Act (2010).

While the key principles and processes outlined should be followed for all flexible working requests/arrangements, management judgment will need to be applied in some cases, given the different working environments in place in the Trust and the individual circumstances of staff members.

It should be noted that, whilst Control Services are subject to this policy, the current arrangements in place for assessing requests and agreeing shifts patterns already differ from those of frontline operations. These arrangements (i.e. offering shifts from a suite of options) will be reviewed at a later date (no later than April 2014) to ensure they are still fit for purpose.

NHS 111 (South East London) staff are currently outside of the scope of this document, and as such, will continue with their own local arrangements until such a time as these are reviewed (no later than April 2014). However, the principles of this policy should be considered whenever new requests for flexible working arrangements are submitted by this staff group.

This policy does not cover:

- Employment breaks (see Employment Break Policy- HR/07/10);
- Office based staff working flexi-hours (see Flexible Working Hours Policy- HR012);
- Ad hoc arrangements for staff to work at home, where appropriate to their role;
- Short term flexible arrangements (less than 4 weeks).

### **3. Objectives**

1. To set out the process through which individual staff members may request to work flexibly.
2. To list the various forms of flexible working arrangements available to staff.
3. To clearly define the process for consideration of requests:
  - a. For operational staff by the Operational Flexible Working Panel;
  - b. For support staff by line managers.
4. To standardise the terms under which flexible working arrangements are agreed with staff.
5. To set out the expectations the Trust has of staff who work flexibly.
6. To define the process through which flexible working arrangements will be regularly reviewed and, where necessary, amended to achieve optimum operational effectiveness/ customer service and/or to meet the changing requirements of staff.

### **4. Responsibilities**

#### **Staff members applying to work flexibly**

- All requests for flexible work arrangements should be made in accordance with this policy;
- Flexibility should be shown wherever possible, in order to assist the Trust in accommodating requests without detriment to service delivery or other colleagues.
- **Ambulance Operations Managers (AOMs)**
- Guidance should be offered by AOMs to operational staff wishing to request flexible working. For example, it may be appropriate to assist the

staff member in identifying a potential line/job share partner (where this is the desired arrangement) and in completing the request form;

- AOMs are responsible for reviewing flexible working requests in accordance with this policy, and ensuring all essential information is provided to the Operational Flexible Working Panel to allow for the request to be considered;
- On-going flexible working arrangements must be reviewed regularly;
- AOMs should ensure that time frames for the consideration of flexible working requests are met, which may involve delegation to other members of their local management team.

### **Operational Flexible Working Panel**

The Operational Flexible Working Panel will consist of representatives from the Resource Centre, HR and A&E Operations. Members will sit on a rotational basis.

The Operational Flexible Working Panel will be responsible for:

- Considering flexible working requests from operational staff, once they have been reviewed by AOMs;
- Wherever possible, identifying individual flexible working arrangements which are mutually beneficial to the individual and the Trust;
- Advising AOMs as to whether requests can or cannot be accommodated;
- Providing reasons for any refusal of a request and wherever possible, suggesting alternative arrangements which could be accommodated;
- Prompting AOMs to undertake regular reviews of individual working arrangements in line with the procedure set out in this policy.

### **Support services line managers**

- Guidance should be offered by line managers to support staff wishing to support staff request flexible working;
- Support services line managers are responsible for considering flexible working requests in accordance with this policy;
- On-going flexible working arrangements must be reviewed regularly;
- Line managers should ensure that time frames for the consideration of flexible working requests are met, which may involve delegation to other members of their local management team.

### **Resource Centre**

The Resource Centre will be responsible for:

- Advising self-rostering staff on shift availability and booking them on to shifts;
- Ensuring that the requirements of the Working Time Directive are met;
- Auditing operational resource flexibility on a quarterly basis.

### **Staff members working flexibly**

- Flexible workers must ensure that they fully comply with the individual arrangements put in place for them;
- If a flexible worker experiences difficulty at any time in complying with their arrangement, they must raise this with their AOM/line manager as soon as possible;
- Where it is necessary to make amendments to their flexible working arrangements, staff must cooperate with management in order to identify a new agreement which is mutually beneficial.

### **Operational Demand and Capacity Review Group (ODaCRa)**

- ODaCRa will be responsible for reviewing the outcomes/ recommendations arising from the quarterly audit of operational resource flexibility.

## **5. Legal / Statutory position**

This policy takes into account the 'right to request' legislation, namely:

- The Flexible Working (Eligibility, Complaints and Remedies) Regulations 2002;
- The Flexible Working (Procedural Requirements) Regulations 2002 and amendments implemented 30 June 2014;
- The Work and Families Act 2006 and the changes implemented from 6 April 2009.

In addition, it reflects:

- The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002;

- The Working Time Regulations 1998;
- The NHS Terms and Conditions of Service Handbook.

## **6. Short Term Arrangements (less than 4 weeks)**

- 6.1 There may be exceptional circumstances whereby a staff member requires flexible working arrangements for a period of less than 4 weeks. In this circumstance, they should discuss this in the first instance with their AOM (operational staff) or line manager (support staff), who may agree to such arrangements without requiring a full application.
- 6.2 Any short term arrangements should be notified to the Resource Centre and HR by email, clearly stating the nature of the arrangement and the dates this will start and finish. This should highlight any requirements for amendments to pay and conditions.

## **7. Eligibility**

- 7.1 The Trust will consider flexible working requests submitted by any member of staff.
- 7.2 The statutory right to request applies to any member of staff who has worked continuously for the Trust (or other NHS employer) for a minimum of 26 weeks at the date the application is made. In the event that demand for flexible working cannot be met then prioritisation will be given to those applying under the statutory right to request.
- 7.3 Staff requesting flexible working arrangements in order to facilitate a second job, must also comply with HR001 Management Policy Statement and Procedure: Employee's duty to request permission to undertake second jobs.
- 7.4 Other than in exceptional circumstances, the individual should not have made a formal flexible working request in the previous 12 months. The 12 months run from the date that the previous request was submitted.
- 7.5 The Managing Attendance Policy should be followed when a disability requires that changes be made to a staff member's working arrangements. However, the options and principles set out in this policy may assist in identifying reasonable adjustments.



## 8. Types of flexible working

- 8.1 The types of flexible working available will depend on the individual's role and the ability of the Trust to continue to provide an effective service, but may include:
- 8.2 **Part-time working:** This applies to all circumstances in which an employee works less than 37.5 hours per week on average (exclusive of unpaid rest breaks). This may involve working shorter and/or fewer days. Unless agreed otherwise, all terms and conditions of service remain the same, except for pay and benefits which are pro-rata.
- 8.3 Where the duties of a role cannot be fulfilled in less than part-time hours, consideration may be given to dividing a full-time post into two or more separate part-time posts. Such an arrangement is only possible when the role can be undertaken by a number of equally qualified and experienced staff based at the same location. This arrangement is likely to be more suitable for office based roles than operational roles.
- 8.4 **Compressed hours:** Office based staff who wish to work their contracted hours over fewer days, may apply to work compressed hours. For example, rather than working 37.5 hours over a standard 5 day week, it may be possible to work these hours over 4 days. As this will involve working longer days, the requirements of the Working Time Directive should be carefully considered (see HR/05/008 Guidance on the Working Time Regulations).
- 8.5 **Job/line sharing:** This involves two people voluntarily agreeing to share the work, duties and responsibilities of a single full-time post. In operational posts, this would involve two colleagues in the same role (e.g. Paramedic) sharing a line.
- 8.6 It will be a decision for management as to whether a full time post is suitable for job-share. Job-share will normally be available for half time hours (18.75 hours per week on average, exclusive of rest breaks), although other proportions will be considered. Unless otherwise agreed, all terms and conditions of service remain the same, except for pay and benefits which are pro-rata.

- 8.7 Conditions particular to job/line share arrangements, including the process for recruiting to shared roles and the procedure which will apply when one job/line sharer vacates their post, are set out in Appendix 1.
- 8.8 **Term-time only working:** Staff who wish to be at home at the same time as their children are on school holidays, may apply for term-time only working. Unless otherwise agreed, all terms and conditions of service remain the same, except pay and benefits which are pro-rata. Payment of salary is usually made in equal amounts on a monthly basis. In these circumstances, an adjustment to pay may be necessary if an employee leaves the Trust having worked fewer or more hours than they are contracted for.
- 8.9 **Individual rostering:** This involves the development of a mutually agreeable, non-standard rota pattern (i.e. not a full core or relief line), which may consist of working the same days/times each week, or a variable pattern of work over a number of weeks.
- 8.10 Unless an employee is sharing a core line with a colleague (see paragraph 8.5), flexible working patterns for operational staff will be accommodated from the relief factor. Consideration may be given to fixed shift patterns, start/finish times and/or shift start locations but this is dependent upon vehicle and crew availability.
- 8.11 If a member of staff's request for flexible working is successful, any permanent line will only be held open for a period of three months. If the employee wishes to continue flexible working after this time, they will vacate their permanent line.
- 8.12 Staff who work permanent nights, or mostly night shifts, may be required to attend work during the day from time to time, in order to attend meetings, interviews or training.
- 8.13 **Self-rostering:** Rather than working to a fixed roster pattern, it may be possible for staff to self-roster. This involves liaising with the Resource Centre on a regular basis in order to identify shifts when the Service requires relief cover and which the individual is able to work. Conditions will apply to any such arrangement and these are set out in Appendix 2.

8.14 Self-rostering staff may be required to attend work at a time agreed with their management team in order to attend meetings, interviews or training.

8.15 **Working at home:** Where their role allows, employees may request to occasionally work from home, either to carry out particular pieces of work away from interruption or to help manage particular household matters. Managers may agree such requests on an ad hoc basis, where the needs of the Trust allow. The procedures set out in this policy need not be followed.

8.16 Where an individual's role allows, they may request to work from home on a longer term basis. The staff member should consider the impact on their home insurance (building and contents) and utilities. Conditions particular to such arrangements are set out in Appendix 3.

8.17 **Flexi-time:** It should be noted that some office based staff already have the option of working flexi-time hours. Details can be found in the Flexible Working Hours Policy (HR012). There is no need to apply for flexi-time using the procedures outlined below.

8.18 **Employment break scheme:** Staff wishing to request a long term break (three months or more) from the workplace should make an application under the Employment Break Policy (HR/07/10).

8.19 The table below indicates whether each type of arrangement, as outlined above, may be suitable for operational staff and which may be suitable for support staff.

<b>Flexible working type</b>	<b>Potentially suitable for operational staff?</b>	<b>Potentially suitable for support staff?</b>
<b>Part-time working</b>	Yes	Yes
<b>Compressed hours</b>	No	Yes
<b>Job share/ line share</b>	Yes (line share)	Yes (job share)
<b>Term time only working</b>	Yes	Yes
<b>Individual rostering</b>	Yes	No
<b>Self-rostering</b>	Yes	No
<b>Working at home</b>	No	Yes
<b>Flexi time</b>	No	Yes (see Flexible Working Hours Policy HR012)

<b>Employment break scheme</b>	Yes (see Employment Break Policy HR/07/10)	Yes (see Employment Break Policy HR/07/10)
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## **9. Requesting flexible working arrangements**

- 9.1 Prior to making a request, staff may wish to informally discuss flexible working options with their AOM (operational staff), line manager (support staff) or colleagues. This may assist in identifying mutually beneficial options, for example, by helping to identify potential job/line-share partners.
- 9.2 The requesting staff member should consider the impact of the changes they are proposing on any unsocial hours payments, high cost area supplements and any other payment to which they are entitled.
- 9.3 The employee should allow plenty of time between the date of their application and the date they would like the flexible working arrangements to start. This is to allow time for the application to be considered and, if necessary, for any further information to be requested. Job/line share requests should be made at least 3 months in advance.
- 9.4 Requests must be put in writing on the attached form (Appendix 4), which should be fully completed, dated and signed.
- 9.5 It should be noted that the more flexible the staff member is able to be, the more likely it is that the Trust will be able to accommodate their request.
- 9.6 Operational staff should submit their application to their AOM. Support staff should submit their applications to their line manager.

## **10. Withdrawal of application**

- 10.1 If at any stage a staff member wishes to withdraw their request during the application process, then he/she should do so in writing to their AOM (operational staff) or line manager (support staff).

## **11. Consideration of requests**

11.1 The way in which requests are considered will differ slightly between operational and support staff.

11.2 A central Operational Flexible Working Panel will consider operational requests. This is to ensure that, given the size of the operational workforce and its geographic complexities, all possible options are considered to maximise the chance of identifying a mutually acceptable working pattern.

11.3 Line managers will consider requests from support staff.

### **a) Requests from operational staff**

11.4 Upon receipt of a request, the AOM should initially check the request form for accuracy and completeness. If the necessary information is not provided in full, then the staff member may be asked to provide further information/ clarification.

11.5 Once a fully completed request form has been submitted, along with any necessary evidence, the AOM should write to the staff member as soon as possible to confirm receipt of the request and either:

- Invite the staff member to a meeting at which the request will be discussed in more detail (see section 12);

**Or**

- Advise the staff member that their request has been forwarded to the Operational Flexible Working Panel, and inform them of the date on which the panel will next sit.

A template letter can be found at Appendix 5. A copy of the letter should be forwarded to the local HR team to place on the individual's personnel file.

11.6 When the AOM is satisfied that the request is complete, it will be forwarded to the Operational Flexible Working Panel.

11.7 The Operational Flexible Working Panel will review all new requests fortnightly. The group will aim to match the individual's request with a working pattern which can be accommodated by the Trust.

11.8 The Operational Flexible Working Panel will only refuse requests on one or more of the grounds set out in section 13. In order to assess the feasibility of requests and whether one of these grounds applies, they will consider the following:

- The ability of the Service to match capacity against demand and meet the needs of patients and service users;
- Vehicle availability;
- Ability to staff a vehicle (where applicable)
- Any planned changes to workforce structure or working patterns

11.9 One of three possible outcomes will be confirmed to the AOM by the Operational Flexible Working Panel:

- The request can be accommodated in full
- The request cannot be accommodated within the individual's exact requirements, but a similar arrangement has been identified which can be offered to the staff member (this may involve working from a different location or altering the requested working pattern)
- The request cannot be accommodated and no suitable alternative arrangement has been identified

11.10 Where a request cannot be accommodated (either in full or in part), the Operational Flexible Working Panel will advise the AOM as to which of the grounds for refusal applies (see section 13) and why.

11.11 It will be for the AOM to relay the decision to the staff member concerned, with the involvement of the local HR Manager. See section 14 for details of the confirmation process.

#### **b) Requests from support staff**

11.12 Upon receipt of a request, the line manager should check the request form for accuracy and completeness as soon as possible. If the necessary information is not provided in full, then the staff member may be asked to provide further information/ clarification.

11.13 Once a fully completed request form has been submitted, along with any necessary evidence, the line manager should write to the staff

member as soon as possible to confirm receipt of the request and either:

- Invite the staff member to a meeting at which the request will be discussed in more detail (see section 12);

**Or**

- Confirm that the requested arrangement can be accommodated (see section 14)

A template letter can be found at Appendix 5. A copy of the letter should be forwarded to the local HR team to place on the individual's personnel file.

11.14 The line manager must consider the potential impact of the request on the wider department and/or directorate.

11.15 There will be three possible outcomes:

- The request can be accommodated in full;
- The request cannot be accommodated within the individual's exact requirements, but a similar arrangement has been identified which can be offered to the staff member (this may involve working from a different location or altering the requested working pattern);
- The request cannot be accommodated and no suitable alternative arrangement has been identified.

11.16 It will be for the line manager to relay the decision to the staff member concerned, with the involvement of the local HR Manager. See section 14 for details of the confirmation process.

## **12. Meetings to discuss requests in more detail**

12.1 The meeting with the member of staff should take place within 28 days of the request being submitted. This is unless the AOM/ line manager is absent (see section 15) or an extension is agreed with the staff member.

12.2 For operational staff, the purpose of the meeting is to ensure that all the relevant facts will be made available to the Operational Flexible Working Panel, and to explore other possible options if appropriate.

- 12.3 For support staff, the purpose of the meeting is to consider the request that has been made and, if appropriate, to explore other possible options.
- 12.4 The staff member is entitled to bring a Trade Union representative or colleague to the meeting if they wish. If the companion cannot make the meeting arranged, then the employee may seek another date within 7 days of this meeting. If the companion cannot make this second meeting, then the staff member should arrange for an alternative companion to attend.
- 12.5 The role of the companion is to support the staff member. The companion is able to address the meeting, and to confer with the staff member during it, but they may not answer questions on their behalf.
- 12.6 The AOM/ line manager may wish to invite an HR manager to attend the meeting in order to provide advice e.g. on the contractual implications of the proposed agreement.
- 12.7 The meeting should be held at a time which is mutually convenient. If the member of staff fails to attend the meeting and fails to attend another which is subsequently arranged then the manager may deem the application to be withdrawn. The manager should find out and consider the reasons for the member of staff's failure to attend both meetings before reaching a decision to close his or her application.
- 12.8 If there are requests received at any stage by more than one person then they should be considered in the order that they are received. If the first request is approved then those reviewing requests should note that the business context has now changed and can be taken into account when considering the second request.
- 12.9 Managers should avoid making value judgements between competing requests about which request is considered more worthy – the focus should be upon the needs of the business and sound business reasons for allowing or rejecting a request.
- 12.10 Care must be taken not to discriminate when considering requests – the Equality Act prohibits discrimination because of protected characteristics. These are age, disability, gender reassignment,



marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation. Care also must be taken to treat part-time staff consistently with other staff unless different treatment can be justified on objective grounds.

### **13. Business reasons to take into account when considering requests**

13.1 Requests to work flexibly must be considered objectively and may only be refused if one or more of the following grounds apply:

- Planned structural changes
- Burden of additional costs
- Detrimental impact on quality
- Inability to recruit additional staff
- Detrimental impact on performance
- Inability to reorganise work amongst existing staff
- Detrimental effect on the Trust's ability to meet patient/customer demand
- Insufficient work during the periods the employee proposes to work

13.2 An explanation as to why the ground(s) for refusal apply will also be given by the Operational Flexible Working Panel (operational staff) or the line manager (support services staff).

### **14. Confirmation of outcome**

14.1 The outcome must be confirmed, or a meeting held with the staff member, within 28 days of receipt of the application. Where a meeting has taken place, the outcome should be confirmed within 14 days (unless otherwise agreed). This is unless the relevant manager is absent (see section 15).

14.2 When a request has been refused, confirmation should be made in writing using the template in Appendix 6.

14.3 Upon agreeing a request, a discussion must take place between the AOM/line manager and the local HR Manager. If the individual's AOM/line manager will change, the receiving manager should also be notified and provided with all the relevant information.

14.4 When a request is agreed (whether or not this is in line with the original request or an alternative which the employee has accepted), confirmation should be made in writing using the template in appendix 7. The letter should include all the terms and conditions of the arrangement. All other terms and conditions of employment will remain unchanged.

14.5 Acceptance of a flexible arrangement by an operational staff member should be copied to the local HR team. In the case of operational staff, it should also be copied to the Resource Centre.

14.6 It will be the responsibility of the local HR Manager to process the necessary changes (including pay variations, ESR changes, etc.).

## **15. Appeal against a refusal to accommodate a request**

15.1 The staff member can appeal a decision within 14 days of receiving notice that a request has been refused. They should do so by putting this in writing to the person identified in the AOM/ line manager's letter. This will usually be to the next in line manager.

15.2 The appeal letter should be dated and set out the grounds for appeal. It may, for example, challenge a fact that the manager/Operational Flexible Working Panel gave to explain why the ground(s) for refusal apply, or bring the manager's attention to something that he or she was not aware of when the application was rejected.

15.3 The appeal meeting should be held within 14 days of receipt of the appeal letter. This may be extended by agreement with the staff member.

15.4 An HR manager must be in attendance at the meeting.

15.5 The staff member will be entitled to bring a trade union representative or colleague to the meeting with them. Paragraphs 12.4-12.5 apply equally to appeal meetings as they do to initial meetings.

15.6 The purpose of the appeal meeting will be to consider whether:

- The process as outlined in this policy has been followed;
- All relevant facts were taken into consideration as part of the process;

- The reason for refusal has been appropriately applied;
- The reasons for refusing the request have been explained in full.

15.7 An outcome letter should be sent to the staff member within 14 days of the meeting, and should be drawn up by the manager who heard the appeal.

15.8 If the appeal is agreed, the template letter in appendix 7 should be used to confirm new the arrangements.

15.9 If the appeal is rejected, the letter must:

- State the grounds for the decision. These will reflect the staff member's grounds for making the appeal;
- Provide a full explanation as to why the grounds for refusal apply in the circumstances.

15.10 The decision at appeal will conclude the Trust's internal processes. No further appeal may be made under any other HR policy.

## **16. Trial periods**

16.1 Revised working arrangements can be agreed subject to a trial period. This allows both management and staff the opportunity to judge whether the revised arrangements are working to mutual benefit.

## **17. Timescales**

17.1 In summary: a meeting should be held with the member of staff within 28 days of the request to work flexibly being submitted. The outcome of the meeting should be confirmed in writing within 14 days. If the member of staff wishes to raise an appeal then he or she should do so within 14 days of receiving the decision letter. The appeal meeting should be held within 14 days of receiving the member of staff's appeal. The decision letter following the appeal meeting should be sent within 14 days of the appeal meeting.

17.2 The whole process, including any appeal, **must** be dealt with in three months of receiving the original request for flexible working unless an extension has been agreed with the member of staff.

## **18. On-going monitoring of flexible working arrangements**

- 18.1 All flexible working arrangements will be reviewed on an on-going basis. The Trust reserves the right to amend arrangements if circumstances so demand.
- 18.2 Timely review of temporary flexible working arrangements of individuals must be carried out. The timing of these reviews may vary but it is recommended that there be reviews every 3 months during the initial 12 month period, followed by further reviews every 12 months.
- 18.3 It is the responsibility of the local AOM to review flexible working arrangements for operational staff. In the case of support services staff, reviews should be conducted by the staff member's line manager.
- 18.4 Ad hoc meetings may be requested by either party should the arrangements not appear to be working.
- 18.5 Factors that may prompt a manager to review and/or seek an amendment to a flexible working arrangement may include, but are not limited to:
- The extent to which the arrangement continues to meet the needs of the Service and its patients;
  - The staff member's attendance record;
  - The staff member's adherence to the terms of their flexible working arrangement;
  - The number and pattern of any overtime hours worked by the staff member;
  - Where the circumstances in which a request was originally made no longer exist.
- 18.6 Any requested changes to a flexible working arrangement from an operational staff member must be agreed by the Operational Flexible Working Panel, in order that the wider impact on the Trust can be taken into consideration.
- 18.7 Where a wide scale review of operational roster patterns is being undertaken, the Framework Agreement for the Review of Shift and Working Patterns for Operational Staff will apply.
- 18.8 Employees who are required to return to their previous working arrangements will be given notice in line with their individual terms and conditions of employment.

## **19. Requests to end or amend flexible working arrangements**

- 19.1 If a staff member wishes to end or amend their flexible working arrangements (e.g. return to full-time hours and/or request to be allocated a core line) they should raise this with their AOM (operational staff) or line manager (support staff) as soon as possible.
- 19.2 The Trust will seek to accommodate employees who wish to return to their previous status. These requests will be subject to operational requirements and whether a vacancy/funding is available.
- 19.3 A return to the same station/complex/location cannot be guaranteed.
- 19.4 An operational staff member returning to a fixed rota pattern will not be guaranteed a core line and may be required to work to the relief rota.
- 19.5 Applications to amend or return to previous arrangements should follow the same procedure as laid out in this document.
- 19.6 Particular conditions apply to changes to job/line share arrangements. See Appendix 2.

## **20. Further information**

- 20.1 Managers and staff are encouraged, in the first instance, to speak to their HR Manager if they have queries in relation to the policy.
- 20.2 Further details on the statutory right can be found at the following websites:
- [www.businesslink.gov.uk](http://www.businesslink.gov.uk)
  - [www.direct.gov.uk](http://www.direct.gov.uk)
  - [www.acas.org.uk](http://www.acas.org.uk)

<b>IMPLEMENTATION PLAN</b>				
<b>Intended Audience</b>	For all LAS staff			
<b>Dissemination</b>	Available to all staff on the Pulse			
<b>Communications</b>	Revised Procedure to be announced in the RIB and a link provided to the document			
<b>Training</b>	Briefing provided to relevant HR staff			
<b>Monitoring:</b>				
<b>Aspect to be monitored</b>	<b>Frequency of monitoring AND Tool used</b>	<b>Individual/ team responsible for carrying out monitoring AND Committee/ group where results are reported</b>	<b>Committee/ group responsible for monitoring outcomes/ recommendations</b>	<b>How learning will take place</b>
Number of requests accepted/ refused	Ongoing records to be kept as requests are submitted	Resource Centre will maintain records for operational staff.  Line managers will maintain records within Support Services	To be established during 1 to 1 reviews. Input from Director of Operations, Resource Centre Managers and Human Resources Managers.	Review of process after 1-1s.
Number and nature of operational flexible working agreements Trust wide.	Ongoing records to be kept as requests are agreed.	Resource Centre	To be established during 1 to 1 reviews. Input from Director of Operations, Resource Centre Managers and Human Resources Managers.	Review of process after 1-1s.
Impact of flexible working arrangement on Operations	Quarterly audit of resource capacity/ flexibility	Resource Centre	Operational Demand and Capacity Review Group. (ODaCRa)	Learning be disseminated to AOMs, HRMs and Resource Centre

				managers for the purposes of advising staff on options available which will support service delivery
Continued workability of individual agreements	<p>Approx. quarterly reviews in first 12 months, then annually.</p> <p>Reviews to be in line with factors set out in this policy.</p>	AOM (operational staff)/ line manager (support services staff)	N/A	AOMs/ HRMs to share learning with peers and Resource Centre for the purposes of identifying arrangements which do/ do not support service delivery.

## Conditions particular to job/ line share arrangements

### 1. Recruitment Procedures for Job/line sharing

- 1.1 Existing staff, including those on maternity leave, who wish to job/line-share should make a request at least 3 months before the date they would like this arrangement to start.
- 1.2 A job/ line-share partner may be suggested. Both potential job/line-share partners should already be working to the same job description at the same grade.
- 1.3 If the proposed job/line share arrangement is accepted, after due consideration in line with this policy, and a suitable job/line share partner has been identified, the arrangement will start on a date agreed with the AOM (operational staff) or line manager (support staff).
- 1.4 If a proposed line share arrangement (operational staff) is accepted in principle, but no line share partner has been identified by the member of staff, then the Operational Flexible Working Panel will pair up existing staff requesting such an arrangement, wherever possible.
- 1.5 If necessary, the second half of a job-share (support staff) will be advertised in line with the Trust's procedures.
- 1.6 Whenever it is considered that a vacant support post would be suitable for job-share this will be stated in the advertisement. All applicants will receive details of the post and information on the job-share arrangements, including the hours that the applicant will be required to work.
- 1.7 No job/line share arrangement will be agreed until a job/line share partner has been identified or recruited. The employee will not be able to change to job/ line share hours without the full-time hours, duties and responsibilities of the post being covered. If no job/ line share partner can be identified or recruited, then the member of staff will need to continue to work in accordance with her/his existing arrangements.

### 2. The Job/line share agreement

- 2.1 Each individual job/ line share post will be subject to a specific agreement which will state:



- The split of hours between the job/line share partners (including, where appropriate working days/ shifts)
- Arrangements for hand-over time between job share partners (where applicable)
- Communication mechanisms between the partners, their manager and colleagues (where applicable)
- Any constraints on annual leave arrangements of the partners
- Any specific management arrangements
- Allocation of duties and distribution of work (where applicable)

2.2 Each individual arrangement will need to be carefully considered by both job/line share partners and the manager responsible for the post. HR may be involved in reaching a satisfactory arrangement.

### **3. Individual Learning Account (ILA) Entitlement (where applicable)**

3.1 As ILA entitlement for operational staff is not pro-rata, and only one individual's allowance will have been deducted from the rostered hours, stand down arrangements will have to be made to allow each line sharer to access their full ILA entitlement.

3.2 The number of hours which each line sharer should attend training on non-rostered days, should be in proportion to the percentage of the hours of the full time post they are contracted to work.

3.3 Therefore, the number of hours for which they will need to be stood down, will be inversely proportionate to the percentage of the full time post they are contracted to work.

3.4 For example, where the ILA entitlement for each individual is 24 hours, and a line is shared by a 0.4 whole time equivalent (wte) and a 0.6 wte:

WTE	Training attended on non-rostered days	Stand down requirement to make up full ILA allowance
0.4	40% of 24= 9.6 hours	60% of 24= 14.4 hours
0.6	60% of 24= 14.4 hours	40% of 24= 9.6 hours

#### **4. Action when one job/line-sharer leaves**

- 4.1 When one job/line sharer leaves or the arrangement ends, provided there is a vacancy, the remaining partner will be offered the additional hours and, if he or she accepts, will work full time in the post.
- 4.2 If a remaining line share partner is not able to take on the post full-time, either because of personal circumstance or because there is no vacancy, the Resource Centre will try to match them up with another member of staff wishing to line share.
- 4.3 Where necessary, a job/line share vacancy will be advertised in line with Trust procedures.
- 4.4 In the event that the post cannot be filled, then the remaining partner will be considered for re-deployment on a part-time contract. Every effort will be made to re-deploy the staff member to a similar post but this cannot be guaranteed. If appropriate, the vacant post may then be recruited to on a full-time basis.

#### **5. Changes to rostering arrangements (operational staff)**

- 5.1 In order to match capacity with demand, it may be necessary from time-to-time to amend rosters.
- 5.2 The Framework Agreement for the Review of Shift and Working Patterns for Operational Staff will apply whenever operational rosters are reviewed.
- 5.3 In circumstances in which a line occupied by job-sharers is to be amended, discussions with both partners will take place to establish whether a line within the new roster can be shared between them.
- 5.4 Where an agreement cannot be reached between existing patterns, alternative potential line share partners may be suggested by the staff members concerned. Their AOM/line manager and/or the Resource Centre may be able to assist in this.
- 5.5 Where new line share partners cannot be identified, the process outlined in section 3 of this Appendix will be applied.

## Conditions of self-rostering arrangements

Rather than working to a fixed roster pattern, it may be possible for staff to self-roster. This involves liaising with the Resource Centre on a regular basis in order to identify shifts when the Service requires relief cover and which the staff member is able to work.

### 1. Annualised hours arrangements

- 1.1 Self rostering staff will be subject to an annualised hours arrangement. This means that their contracted hours will be averaged over the period of a year, giving them the flexibility to work a varying number of hours each week or month. The staff member will receive a regular monthly payment that equates to one twelfth of the hours they need to work, unless otherwise agreed.
- 1.2 The number of hours an employee is expected to work each year (their 'annual hours') will be calculated at the start of the self rostering arrangement by deducting their annual leave and bank holiday allowances from their contracted hours.
- 1.3 Each time the individual works a shift, the number of hours worked (exclusive of unpaid breaks) will be deducted from the hours they are required to roster. The remaining balance is the number of hours the staff member is still required to roster during the remainder of the year.
- 1.4 In addition to their rostered hours, self rostering staff will be required to attend training to fulfil their individual learning account entitlement. Communication with the management team should be maintained in this regard.

### 2. Annual leave

- 2.1 There will be no need for a self rostering staff member to book annual leave, as their allowance will already have been taken into account. Time off in lieu can still be earned and taken throughout the year in line with Trust policies and the NHS Terms and Conditions of Service Handbook.

### 3. Calculating annual hours

- 3.1 It is the responsibility of the local management team, with assistance from HR, to calculate a self rostering staff member's annualised hours and to advise the Resource Centre so that ProMis/GRS can be updated. The

annual hours should also be stated in the letter confirming the arrangement with the staff member.

**Annual hours**= average contracted hours per week (x) 52.14 weeks in a year  
(-) annual leave entitlement (-) bank holiday entitlement

3.2 Annual leave and bank holiday allowances will be as per Agenda for Change terms and conditions. All calculations of leave and bank holiday entitlement will be based on a 7.5 hour working day (exclusive of unpaid rest breaks). Annual leave and bank holiday entitlement for a part-time staff member should be calculated on a pro rata basis.

**Example 1:** The annual hours of a full time employee whose contracted weekly hours are 37.5 with an annual leave entitlement of 27 days (202.5 hours) plus 8 public holidays (60 hours) is worked out as:

**37.5 hours (x) 52.14 weeks (-) 202.5 hours annual leave (-) 60.0 hours public holidays (=) 1692.50 hours per annum**

Therefore, the employee in this example would be contracted and paid for 1955 hours per annum but would only be required to physically work 1692.5 because of the deduction of annual leave and public holiday entitlement.

NB- 1955 per annum is derived from (weekly hours x weeks).

The number of hours the employee would be required to roster would be:

**1692.50 annual hours – 24 hours individual learning account = 1668.5 per annum**

**Example 2:** The annual hours of a part time employee contracted to work 20.0 hours per week with an annual leave entitlement of 33 days (pro rata= 132.0 hours) plus 8 public holidays (pro rata= 32.0 hours) is worked out as:

**20.00 hours (x) 52.14 weeks (-) 132.0 hours annual leave (-) 32.0 hours public holidays (=) 879 hours per annum**

The number of hours the employee would be required to roster would be:  
**879 annual hours- 24 hours individual learning account = 855 hours per annum**

## 4. Rostering requirements

4.1 A self rostering staff member has a responsibility to show regard for the needs of the Service by:

- Planning shifts at least 3 weeks in advance by contacting the Resource Centre by telephone or e-mail. Shift times and shift length will be subject to availability.
- Wherever possible, working from their usual complex. Should the Resource Centre advise that there are no shifts available to meet the staff member's request, the individual will need to select alternative dates/times to meet their contracted hours
- Ensuring that they work their contracted hours (both rostered and training hours)
- One quarter of the hours the staff member is required to roster each year should be worked in every three month period, unless otherwise agreed. This will be reviewed by the AOM/ line manager (see section 6 below).
- Working at least 2 bank holidays per year, to include one during the Christmas period (Christmas Day, Boxing Day or New Year's Day).
- Showing a degree of flexibility by considering the needs of the Service during other busy periods (e.g. school holidays, winter pressures).
- Giving the Resource Centre at least one week's notice to cancel an arranged shift. If less notice is given, then a 'failure to honour shift' form will be completed and sent to the local management team to action. If less than 48 hours' notice is given, an unauthorised absence will be recorded. The exception is where the cancellation is authorised, for example, for reasons relating to sickness or special leave.

## 5. Working Time Directive

5.1 It is the Resource Centre's responsibility, when agreeing shifts, to ensure that the requirements of the European Working Time Directive are met. In particular:

- The employee must not work in excess of 48 hours per week in any 7 day period. This can however be averaged over a 17 week reference period.
- The employee must have a rest period of no less than 11 hours between each period of duty, with at least one rest period in any one week period lasting no less than 24 hours, or 48 hours in any two week period.

## 6. Unsocial hours payments and overtime

- 6.1 It is the responsibility of the staff member to ensure that their balance of shifts will result in the same level of unsocial hours payments they were receiving prior to moving on to a self rostering arrangement, should they wish to retain these payments.
- 6.2 Unsocial hours payments will be calculated every 13 weeks and paid in arrears. The Resource Centre should inform payroll so that the appropriate payment can be made.
- 6.3 No payment will be made for overtime until the employee has completed 37.5 hours of work in any week.

## 7. Ongoing review of arrangements

- 7.1 The staff member's local management team must review the hours worked every 3 months. Where there is evidence that the staff member is not complying with these expectations, consideration may be given to placing them back onto a fixed rota, with one month's notice.

## 8. Sickness

- 8.1 A self rostering staff member's sick pay will be calculated based on the hours they are due to work.
- 8.2 If the employee is unable to attend a pre-planned shift due to sickness, they will be credited with the planned hours and paid the appropriate sick pay in line with the NHS Terms and Conditions of Service Handbook.
- 8.3 As annual leave allowance is distributed throughout the whole year of hours worked, for each day taken off sick the hours remaining rosterable need to be reduced to reflect an allowance for leave not taken. The formula for calculating this is as follows:
- Staff with 33 days' leave entitlement:  $33 \times 7.5 = 247.5 = 0.68 \text{ hours} = 41 \text{ minutes}$
  - Staff with 29 days' leave entitlement:  $29 \times 7.5 = 217.5 = 0.60 \text{ hours} = 36 \text{ minutes}$
  - Staff with 27 days' leave entitlement:  $202.5/365 = 0.55 \text{ hours} = 33 \text{ minutes}$

8.4 When an individual is sick on a bank holiday, the allowance given at the start of the year for that day, will not be affected and the shift hours are deducted from the hours balance in the normal way.

8.5 Self rostered employees are subject to the requirements set out in the Managing Attendance Policy concerning reporting and certification of sickness.

## **9. Termination of Employment**

9.1 When an employee leaves the employment of the Trust, arrangements should be made to recalculate the number of hours they should have worked pro rata to the date in the year. This figure should be compared to the actual hours worked which may result in an adjustment to the employee's final salary.

### Conditions particular to long term home working arrangements

Prior to agreeing a request to work from home on a long term basis, the individual's line manager should ensure that a risk assessment is undertaken. The Trust's Health, Safety and Risk team can assist in this process. More information can be found at: [www.hse.gov.uk/toolbox/workers/home.htm](http://www.hse.gov.uk/toolbox/workers/home.htm)

If the line manager supports a request to work from home on more than an ad-hoc basis, the employee's contract of employment will be amended to confirm:

- They are entitled to work from home;
- They are required to comply with the Health and Safety at Work Act and related regulations;
- The individual is responsible for checking his/her liability for matters such as insurance, notifying the mortgage companies or landlords and checking the revised arrangements with their local authority;
- The individual is responsible for compliance with the confidentiality clause in their contract of employment;
- The Management of Attendance Policy, including all sickness notification requirements, will continue to apply;
- They will be expected to visit the office/ central work base on a regular basis and/or as necessary at the request of their manager;
- Any provision which has been agreed to support home working (e.g. any agreement for use of office equipment at home)
- The agreement will be subject to ongoing an regular review

Arrangements must be put in place to ensure the effective management of, and communication with, the home worker. Agreements for home working will be reviewed on a regular basis.



## Flexible Working Request Form

All flexible working requests should be made using this form. Guidance on applying can be found in the Flexible Working Policy.

<b>1. Personal Details</b>	
Name:	
Job title:	
Payroll number:	
Department/ complex:	
Station (if applicable):	
Name of AOM or line manager:	
Date of application:	

Requests will be considered from any member of staff. However, if demand exceeds capacity in terms of what flexible working arrangements can be accommodated, then priority will be given to those with the statutory right to request flexible working i.e. those with 26 weeks NHS service or more.

<b>2. Statutory Right to Request Flexible Working</b>	
Do you have 26 weeks NHS Service?	Yes/ No

<b>3. Previous Requests</b>	
Have you submitted a flexible working request in the past 12 months?	Yes/No
If yes, please specify the date of your previous application and outline any exceptional circumstances which have since arisen to give rise to your new request:	

<b>4. Reasons for request</b>
<b>Please provide details of the reason(s) for your request.</b>

<b>5. Current working arrangements/ pattern</b>	
Are you currently working flexibly?	Yes/No
Contracted hours:	
Work base:	
Working pattern (e.g. days and hours of work/ shift pattern):	

<b>6. Requested working arrangements</b>																													
Are you requesting a change to your contracted hours?  If yes, please specify your requested contractual hours (max 37.5 per week):	Yes/No																												
Are you requesting a job/line share arrangement?  If yes, and you have identified a potential partner, please provide their name:	Yes/No																												
Are you requesting term-time only working?	Yes/No																												
Are you requesting to work at home on a regular basis? (N.B. This option is only available to support staff)	Yes/No																												
Are you an operational staff member requesting a flexible rostering arrangement (i.e. not a standard core or relief line)?  If yes, please indicate the shifts you are <u>unable</u> to work:	Yes/ No																												
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Are you able to work flexible start and finish times? Are you able to work across different complexes?  Please note that the more flexible you are able to be, the more likely it is that the Trust will be able to accommodate your request.	Yes/No Yes/No																												
If the specifics of your request cannot be met at your current station/work base, please indicate any other locations which you would like your request to be considered for (where appropriate):																													

Please provide details of any other aspects of your request including whether you are making your request in relation to the Equality Act 2010, for example as an adjustment for a disability:

**7. Proposed start date and length of flexible working arrangements**

Date on which you would like proposed changes to commence:	
Date to which you would like the proposed working arrangement to continue:	

**8. Impact of new working pattern**

Please outline the impact you think your requested pattern will have on patients, service users, colleagues and/ or partner agencies and the service provided by the Trust:

**9. Further comments**

Please outline any comments you may have about how the Trust could deal with your request

**Signature**.....

**Date**.....

**Template letter- Acknowledgement of flexible working request/ Invitation to attend meeting**

Dear...

I am writing to acknowledge receipt of your flexible working request.

**[If meeting required] I would like to invite you to a meeting to discuss your flexible working request in more detail. I have arranged for a meeting to be held on [date] at [time]. The meeting will take place at [location].**

**You are entitled to bring a Trade Union representative or colleague to the meeting if you wish.**

**[Name, HR Manager will be present at the meeting]**

**OR**

**[If no meeting is required and the staff member is operational] In accordance with the Trust's Flexible Working Policy, the details of your request have been forwarded to the Operational Flexible Working Panel. The Panel is due to sit on [date] and you will be informed of the outcome of your request as soon as possible.**

Yours Sincerely

**Template letter- refusal of flexible working request**

Dear...

I am writing in response to the flexible working request you submitted on **[date]**.

You requested **[description of request]**.

Unfortunately, following full consideration, it will not be possible to accommodate your request at this time. This is due to the following reason(s):

- Planned structural changes
- The burden of additional costs
- A detrimental impact on quality
- The inability to recruit additional staff
- A detrimental impact on performance
- The inability to reorganise work among existing staff
- Detrimental effect on the ability to meet patient/customer demand
- Lack of work during the periods you propose to work

**[Full explanation as to why the selected reasons apply]**

**[If applicable]** As an alternative you were offered **[description of alternative offer]**, however you chose not to accept this.

You will not normally be eligible to submit an additional flexible working request within 12 months of the date upon which you submitted this request. However, requests may be considered should exceptional circumstances arise.

You have the right to appeal this decision. If you wish to do so, you should write to **[name of next in line manager]** within 14 days of receipt of this letter, setting out your grounds of appeal. Your appeal may, for example, challenge a fact given to explain the grounds for refusal, or to bring the manager's attention to something that was not known by management when your request was considered.

Yours Sincerely

**Template letter- confirmation of flexible working arrangements**

Dear...

I am writing in response to the flexible working request you submitted on **[date]**.

You requested **[description of request]**.

I am pleased to confirm that your request can be accommodated.

**[Or]**

Although your original request could not be accommodated because **[ground(s) for refusal and explanation of why it applied]**, after discussion you have agreed to accept an alternative arrangement.

<b>Your contracted hours will [remain as/be amended to]:</b>	
<b>Details of your salary are as follows:</b>	<b>[Basic salary + High Cost Area Supplement + Unsocial hours payment + any on call payments due]</b>
<b>Your work base will be:</b>	<b>[State any flexibility requirements]</b>
<b>Your pattern of work will be:</b>	<b>[State how hours split if job/line share] [Set out rosterable hours if self-rostering] [State any flexibility requirements]</b>

These arrangements will begin on **[date]** and continue until **[date]**.

The following conditions apply to your flexible working arrangement:

- All flexible working arrangements are subject to review on an ongoing basis. The Trust reserves the right to amend such arrangements when circumstances so demand.
- **[If applicable and unless otherwise agreed]** Payment of salary will be made in equal amounts on a monthly basis. Adjustments may have to be made to your final pay should you leave the service having worked fewer or more than your contracted hours, calculated on a pro rata basis.

**[For job/line share partners]**

- **[details of handover time, if any]**
- **[details of communication mechanisms between the partners, their manager and colleagues, if any]**

- [constraints on annual leave arrangements of the partners, if any]
- [any specific management arrangements]
- [allocation of duties and distribution of work, where applicable]
- If your job share partner wishes to end this agreement and a vacancy exists, you will be offered the additional hours. If you do not wish to work full-time, the Trust will make all reasonable efforts to identify an alternative partner. Where this cannot be achieved, you may be redeployed on a part-time contract. Every effort will be made to redeploy you to a similar post, although this cannot be guaranteed.
- If there is a need to amend your core line, discussions will be held with you and your partner to establish whether you are able to share a new line. Where agreement cannot be reached, the agreement will end and the process outlined in the above bullet point will apply.

**[For self-rostering staff]**

- You must plan your shifts at 3 weeks in advance by contacting the Resource Centre on. Shift times and shift length will be subject to availability.
- Wherever possible, you should arrange to work from your usual complex.
- Should the Resource Centre advise that there are no shifts available to meet your request, you will need to select alternative dates/times to meet your contracted hours
- You must ensure that you work your contracted hours (both rostered and training hours)
- One quarter of the hours you are required to roster each year should be worked in every three month period, unless otherwise agreed. This will be reviewed on an ongoing basis.
- You must work at least 2 bank holidays per year, to include one during the Christmas period (Christmas Day, Boxing Day or New Year's Day).
- You must showing a degree of flexibility by considering the needs of the Service during busy periods (e.g. school holidays, winter pressures).
- You must give the Resource Centre at least one week's notice to cancel an arranged shift.
- You may from time to time be required to attend work at the request of your management team in order to attend meetings, interviews or training. This is likely to be during day time office hours.

**[For home workers]**

- **You are entitled to work at home**
- **You must comply with the Health and Safety at Work Act and related regulations at all times**
- **You are responsible for checking your liability for matters such as insurance, notifying your mortgage companies or landlord and checking your working from home arrangements with your local authority**
- **You are responsible for compliance with the confidentiality clause in their contract of employment at all times**
- **The Management of Attendance Policy, including all sickness notification requirements, will continue to apply**
- **You will be expected to visit the office/ central work base [state how often/ or as necessary at the request of your manager]**
- **[Details of any provision which has been agreed to support home working (e.g. any agreement for use of office equipment at home)]**

**[For individually rostered staff working permanent nights/ predominantly working hours]**

- **You may from time to time be required to attend work at the request of your management team in order to attend meetings, interviews or training. This is likely to be during day time office hours.**

**[Trial]**

**A trial period of [length] will apply to your new flexible working agreement. A review will take place at the end of this period and should the arrangements not be working to the mutual benefit of you and the Trust, amendments may be made, or you may be required to return to your previous working arrangements.**

Should you wish to end or amend your flexible working arrangements, you should raise this with me as soon as possible, following the process outlined in the Flexible Working Policy. The Trust will seek to accommodate your request, but it will be subject to operational requirements and whether a vacancy/funding is available. A return to the same **[station/complex/location and core line]** cannot be guaranteed.

Yours Sincerely