

FLEXIBLE WORKING AND FLEXI TIME POLICY MARCH 2018

Authorship:	eMBED Health Consortium (eMBED) Human Resources (HR) Policy Lead
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POLICY AMENDMENTS

Amendments to the Policy will be issued from time to time. A new amendment history will be issued with each change.

New Version Number	Issued by	Nature of Amendment	Approved by & Date	Date on Internet
0.1	CCG	Draft Policy for consideration	SMT – 05/02/14 JTUPF – 26/03/14	
1	CCG	Approved	26/03/14	03/14
2	CCG	Legislative update and new template letters for managers use	JTUPF – 26/03/14	
3	CCG	Legislative update and new template letters for managers use.	SMT – 24/04/17 JTUPF – 20/10/17	10/17
3	CCG	All references to Commissioning Support Unit or 'CSU' replaced with eMBED Health Consortium or eMBED.p.15 Appendix 1 revised.	SMT – 24/04/17	10/17
3	CCG	3.3 – Bribery Act Wording updated;	JTUPF – 20/10/17	10/17
3	CCG	Part 3 – Former Flexi Time policy amalgamated into this policy	SMT – 24/04/17	10/17
3	CCG	p. 14 – Revised Appendices list	JTUPF – 20/10/17	10/17
3	CCG	p.15 Appendix 1 revised;	SMT – 24/04/17	10/17
3.1	CCG	General Data Protection Regulations wording	SPF 10/01/18 SMT 12/03/18	29/03/18

Approval Record – Record of last approval				
Applicable Y/N	Committee / Group	Consultation / Ratification	Date taken to group	Date last Approved
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	Council of Clinical Representatives	Ratification		
Y	SMT	Ratification	04/17	04/17
	Remuneration Committee			
	Audit and Governance Committee			
	Finance and Contracting Committee			
	Business Committee			
	Communications and Engagement Committee			
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Y	All Employees	Consultation	09/17	09/17
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1 INTRODUCTION

The CCG is committed to providing a range of flexible working options for employees in order to maintain a committed and skilled workforce, able to deliver high quality, cost effective services in an environment which maximises opportunities for employees to balance work and personal commitments. This policy is part of that commitment.

Flexitime and Flexible working is a system which enables staff some latitude in deciding their starting and finishing times at work subject to workloads and needs of the service and as such offers staff particular benefits in deciding their working day.

The CCG expects managers to encourage open discussion among their team(s) to determine the most appropriate and preferred options for both managers and team members to be able to benefit from the use of flexible working and flexi time. Managers are strongly encouraged to facilitate arrangements to work flexibly wherever reasonably practicable. For further information on flexible working please see the Flexible Working Policy

The needs of the department must take priority and continuity of service (e.g. covering lunch breaks) must be maintained.

Heads of Service will retain the right to insist that his/her staff work particular set hours when required.

The CCG is committed to ensuring that all personal information is managed in accordance with current data protection legislation, professional codes of practice and records management and confidentiality guidance. More detailed information can be found in the CCGs Data Protection and Confidentiality and related policies and procedures.

2 ENGAGEMENT

- Social Partnership Forum Policy Development Group
- SRCCG staff via team meetings/team brief/internet

3 IMPACT ANALYSES

3.1 Equality

In applying this policy, the CCG will have due regard to the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and

sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.

An Equality Impact Assessment is attached at Appendix 6.

3.2 Sustainability

A Sustainability Impact Assessment has been completed for this policy and is attached at Appendix 7.

3.3 Bribery Act 2010

The Bribery Act 2010 makes it a criminal offence to bribe or be bribed by another person by offering or requesting a financial or other advantage as a reward or incentive to perform a relevant function or activity improperly performed.

The penalties for any breaches of the Act are potentially severe. There is no upper limit on the level of fines that can be imposed and an individual convicted of an offence can face a prison sentence of up to 10 years.

The Bribery Act applies to this policy.

4 SCOPE

This policy applies to all CCG employees and will be applied in accordance with the CCG's Equality and Diversity Policy.

The policy will be applied in accordance with NHS Terms and Conditions of Service Handbook.

5 POLICY PURPOSE & AIMS

5.1 Flexible Working

The CCG has an overriding responsibility to deliver timely services. It also has the right to seek ways of developing the capacity of its services, improving the capabilities of its employees and improving effectiveness.

This policy allows any employee, from their first day of employment onwards, the right to apply for a change in their contracted hours of work but does not guarantee a change will be made.

The statutory right to apply for flexible working applies to all employees who have at least 26 weeks continuous employment with the CCG and have not made a request under this right during the past 12 months.

All requests will be given full consideration in a reasonable manner. No reasonable request will be refused. However, in certain circumstances the needs of the business may not allow for the request to be granted. If a request is denied, a full and detailed reason for the refusal will be given in writing to the employee. Any flexible working requests will be considered on a case by case basis.

Managers will ensure that staff who request a flexible working arrangement are aware of the implications (if any) on their terms and conditions of employment e.g. salary, annual

leave, pension. Managers should seek the assistance of HR Team Representative where necessary.

As far as practicable the CCG will consider flexible working arrangements such as:

- Part-Time Working – this is where an employee is contracted to a number of hours that are less than the normal hours of work of a comparable full-time employee.
- Job Share – this is normally where two people share the duties and responsibilities of one full-time post in a partnership arrangement.
- Flexible hours – allows employees to vary their actual working hours. This means that employees can vary their start and finish times to better fit their domestic responsibilities, travel arrangements or for work purposes.
- Flexible Rostering – using periods of work of differing lengths within an agreed overall period.
- Tele-working – this is where people work from home for all or part of their hours with a computer or telecommunication link to the CCG.
- Fixed work patterns – this is where, by agreement, days off can be irregular to enable, for example, access by separated parents to their children and flexible rostering.
- Compressed Hours – this is where working hours are condensed into lesser days to create an additional day off without a reduction in pay.
- Flexible Retirement – where someone retires from full time work and resumes their previous role on a part time basis.
- Working from another base – a member of staff may request to work from another SRCCG/NHS base for personal reasons but travel/mileage expenses will not be paid.

Where a request for a permanent change to an employees working arrangements is requested, the CCG reserves the right to and will usually, impose a trial period, the length of which will be at the director's discretion but will normally be between 3 and 6 months, to establish whether or not the new working arrangements meet service needs and suit the needs of the employee.

Employees are able to apply no more than once per year, unless there has been a significant change in circumstances.

For details of arrangements covering emergency time off for the care of dependants, see the Special Leave Policy.

Support will be provided to all Line Managers in the implementation and application of this policy by the HR Team upon request.

5.2 Flexi Time

The scheme applies to all CCG staff on Agenda for Change bands 1 to 6, full time and part-time, where both the individual and their manager agree it is an appropriate way of working. Staff / managers working above this level are required by the nature of their work to manage their hours appropriately and flexibly and may wish to use the flexitime record sheet as a way to record the time worked.

It will not be appropriate for every post, in particular where there are fixed hours, (e.g. opening and closing times) or where individual work depends on the attendance of another colleague. The decision on working patterns will be the responsibility of the appropriate manager.

The needs of the department must take priority and continuity of service (e.g. covering lunch breaks) must be maintained.

Heads of Service will retain the right to insist that his/her staff work particular set hours when required.

6 ROLES / RESPONSIBILITIES / DUTIES

Each individual employee is responsible for ensuring working times are recorded honestly and accurately. Authorising managers are required to make reasonable checks to satisfy themselves that claims are genuine and authorise and also maintain suitable records incorporating this information.

The success of the system depends, to a large extent, on the individual employees exercising discretion with respect to workloads, peak periods etc, in his or her own department ensuring cover is arranged with colleagues as necessary.

Participation in the scheme is a privilege and as such could be withdrawn from an individual in certain circumstances (e.g. abuse of the system or if there are particular needs for the service etc).

7 PROCEDURES

7.1 Flexible Working

A request to change the contracted hours of work must be made by the employee in writing using the attached form (Appendix 1), to their line manager and must:

- be dated and submitted allowing sufficient time between the submission of the request and the proposed start date for the application to be considered.
- state whether a previous application has been made and, if so, the date on which it was made;
- include the reason the request is being made and whether or not it is being made under the statutory right to apply to work flexibly;
- include details of the proposed change, and proposed start date, and an explanation of the employee's view of the effect on the CCG's business and how this may be dealt with;
- relate to hours, times or place of work.

The line manager will acknowledge the request and will arrange a meeting with the employee and the responsible director to discuss the application as soon as possible. Consideration will be given to the implications of the request, current working arrangements, including working patterns of staff within the same team and any methods for mitigating and concerns.

The law requires the consideration process must be completed within three months of first receiving the request, including any appeal. If for some reason the request cannot be dealt within three months then an employer can extend this time limit, provided the employee agrees to the extension.

A decision will be made as soon as possible within this timeframe. The notification will either:

- accept the request and establish a start date and any other action or
- confirm a compromise agreed at the meeting or
- reject the request, detailing all of the facts and demonstrating the business rationale behind the decision
- include details of the appeals process

Should the application be approved then a contract variation must be completed immediately.

Should a trial period be agreed then a review date must be set.

Applications for flexible working agreements will be refused only for one or more of the following reasons:

- the burden of additional costs;
- detrimental effect on ability to meet customer demand;
- inability to reorganise work among existing staff;
- inability to recruit additional staff;
- detrimental impact on quality;
- detrimental impact on performance;
- insufficiency of work during the periods the employee proposes to work;
- planned structural changes.

7.2 Flexi Time

Staff must complete a flexitime record sheet accurately recording the time they start and finish work and include the time taken at lunch. It is the employee's responsibility to record and total up hours worked and the Manager's responsibility to check the timesheet, certify it is correct and return it to the Employee. An electronic copy of the spreadsheet, which includes formulas for assisting in calculating flexitime, is available on the intranet.

Intentions to use flexi-time should be recorded within the employees electronic calendar and if appropriate colleagues made aware.

If the employee is absent due to sickness, annual leave, study leave or any other type of paid authorised leave, the standard hours that would normally be worked during that shift should be entered on their timesheet.

The minimum statutory lunch break required is 20 minutes however the CCG expectation is that a minimum of 30 minutes is used if the employee is working more than 6 hours that day, therefore staff must record a minimum of 30 minutes on their timesheet for every continuous period worked that exceeds 6 hours. This is for the health and safety of all staff and managers should not ask staff to forego this break.

At the end of each 4 week period completed timesheets must be passed to Line Managers for authorisation.

Non completion of a sheet or false entries will be regarded as a serious disciplinary offence under the CCG's Disciplinary Policy and could result in the scheme being withdrawn and disciplinary action taken.

7.2.1 Use of Flexi Time

Basic rules of the system:

Each Flexitime cycle will cover four weeks

Earliest Start Time: 8:00am

Latest Start Time: 9:30am

Earliest Finish Time: 4:00pm

Latest Finish Time: 6:30pm

Flexible Lunch Period: 12 noon to 2:00pm (minimum lunch break ½ hour unpaid)

NOTE: Where a meeting has been pre-planned and takes place outside of flexi time periods shown above (e.g. evening meetings) then this time should be taken as time in lieu rather than banked as flexi time. Lieu time should be discussed and agreed with your line manager.

Employees are able to have an earlier start time and finish time but are based upon the standard service delivery need of the CCG. Any hours worked outside of these times would need prior line manager agreement.

Organisational Needs – It is an expectation of the CCG that all telephone calls will be answered and visitors to the building welcomed between the hours of 8:30am and 5:00pm. It is therefore the line manager's responsibility to ensure that there is sufficient and appropriate team cover between these hours. This cover may be shared, at the manager's discretion, across different teams.

Departmental Needs - The appropriate Director will retain the right to insist that his/her staff work particular set hours when required.

A standard working day is 7 hours and 30 minutes (based upon a 37.5 hour a week contract).

A half day is 3 hours 45 minutes (based on a 37.5 hour a week contract)

Flexitime may be taken to suit staff wishes with the agreement of their line manager. Time can be taken in minutes, hours, half days or full days up to a maximum of one day each four week cycle. This will be pro-rata for part-time staff. Anything in advance of the one day can only be taken with agreement of the manager and is dependent on service needs and demands.

When taking flexitime within core hours, the Employee must arrange this in advance with their line manager. Credit balances are not overtime they are for work that has been

completed above your normal working hours and should be taken back at an agreed time with your manager and will not be paid. Overtime may only be worked after agreement with the line manager.

If an employee is due to leave the CCG, flexi hours should be maintained to ensure that no credit or debit is outstanding on the last working day.

Medical appointments should be taken in the employees own time or use flexitime to cover the hours that they are absent from work. Wherever possible the appointment should be made at the start or the end of the day to minimise disruption to service delivery.

Hospital appointments will be accommodated within working time, where prior manager approval has been obtained. Employees should attempt to minimise the time by requesting appointments at the beginning or end of a working day wherever possible.

Flexible working arrangements are intended to make starting and finishing times flexible for staff with the aim of improving service delivery and working lives. It is not intended to be used as a means of accumulating sufficient hours for future leave to be taken.

Full time staff may carry forward up to 7 hours 30 minutes debit or credit from one cycle to another. For Part-time staff this is pro rata. Exceptions to this would need to be agreed by the manager.

Full time staff may take flexi-leave of one day (7 hours 30 minutes) or two half days (3 hours 45 minutes each) in any one Flexitime cycle, subject to the needs of the service. Part time staff may take flexitime pro rata e.g. if you work 20 hours per week over four days you would be able to take one day (5 hours) or two half days (2 hours 30 minutes)

It is not necessary to be in credit before flexi-leave is taken, however, this must not exceed 7 hours 30 minutes (one standard day) or pro rata for part-time staff, at any point.

Managers agreement needs to be obtained prior to the use of any flexi-leave being taken. The employee should record the use of flexitime on their timesheet and calendar and if appropriate make colleagues made aware.

7.2.2 Termination of Flexi Time

Both the employee and their manager have the right to end the flexible working arrangement at the end of the next four week period. If a manager wishes to end the flexible working arrangement they must seek advice from the HR Team prior to any action being taken. If the flexible working arrangement is terminated by either party the flexi hours should be adjusted to ensure that no credit or debit is outstanding on the last day of that four week period.

8 APPEAL PROCEDURE

If an employee believes that a request for flexible working has been unreasonably refused they will have the right of appeal through the CCG's Grievance Procedure. Advice and guidance is available from the HR Team and recognised Trade union representatives.

The employee must submit their appeal in writing within 14 days of them being informed of the decision. If, for some reason, the appeal cannot be dealt with during the above mentioned three month timeframe then an employer can extend this time limit, provided the employee agrees to the extension.

The appeal will be acknowledged in writing and an appeal meeting arranged.

The appeal meeting must take place within 14 days of the notice of the appeal and will be heard by the line manager of the manager who made the original decision, or someone at an equivalent level.

The employee has the right to be accompanied by their trade union representative or a work colleague not acting in a legal capacity at this meeting.

A member of the eMBED HR Team may be present at the appeal meeting.

The decision on the appeal must be given within a further 14 days and is final.

An employee can be accompanied by a work colleague, not acting in a legal requirement, at every stage of this procedure. A work colleague can be their trade union representative or any other co-worker.

9 PROCEDURES FOR WORK OUTSIDE OF REGULAR HOURS

The usual working hours of staff will have already have been determined, either at the time of appointment or by subsequent agreement. These working hours will have been agreed in line with Working Time regulations and to reflect service needs, i.e. to ensure there is office cover at specific times. The will be in accordance with Section 3 of the NHS Terms and Conditions of Service Handbook where applicable.

Where personal circumstances mean that an individual needs to vary their start and finish times on an ad hoc basis- i.e. to attend an appointment this should be agreed following discussion with their line manager.

There is an expectation that staff in Band 7 and above may occasionally need to vary their working hours to accommodate meetings and work load. Each individual is responsible for maintaining accurate records of their working hours and should manage their working hours sensibly themselves to fulfil the needs of their role. This daily individual management of work should not lead to accruing hours that need to be taken back later. Staff in Band 6 and below will follow the CCG Flexitime Policy.

It is acknowledged that from time to time employees at any grade may be required to work outside of their set regular hours. For bands 7 and above this requirement is more significant than the daily time managements set on in 3.3. Such a requirement may arise due to an evening meeting being arranged or a peak in workload at the end of the financial year.

Where there is a requirement for an individual to work outside of their set regular hours at set out in 3.4, this will initially be discussed between the individual and their line manager. The discussion will be initiated by the individual who identifies the need. Where practicable work will be redistributed or altered so that the individual does not need to work outside of

their regular hours. If this is not possible an agreement should be reached to clarify what work should be done and when it should be done. The manager must stipulate the maximum amount of time that should be required. An agreement should also be reached to clarify when these additional hours that have been accrued should be taken back. Where possible, these hours should be taken within 10 working days but in exceptional circumstances they may be carried forward and used within 3 months.

Where it is not possible to take the hours back hours accrued under 3.5 within 3 months then payment will be made for the additional hours worked. Approval for a payment must be granted by the Chief Officer and the Chief Officer must be alerted as soon as it is foreseeable that this may be necessary.

Additional hours that are accrued under 3.5 should be taken back in the same manner as they are accrued, i.e. if an individual works an hour longer one day it should be taken back as an hour deducted from another day. This procedure is not designed as a method of accruing additional leave days.

Records must be kept of additional hours accrued and when these hours are taken back. Staff in Band 6 and below will record their working hours on the flexitime recording sheet.

10 ROLES / RESPONSIBILITIES / DUTIES

This policy will be approved by the Senior Management Team and the Joint Trade Union Partnership Forum. The following have a responsibility to ensure that the policy is appropriately followed:-

- CCG Managers – implementation of policy
- CCG Staff – following process

11 IMPLEMENTATION

This policy will be communicated to staff via team meetings/team brief and will be available for staff on the intranet.

Breaches of this policy may be investigated under the CCGs disciplinary procedure.

12 TRAINING & AWARENESS

A copy of the policy will be available on the CCG intranet. Training needs will be identified via the appraisal process and training needs analysis.

13 MONITORING & AUDIT

The implementation of this policy will be audited on an annual basis by the CCG and reported to CCG Governing Body on an annual basis.

14 POLICY REVIEW

The policy and procedure will be reviewed after 3 years for the CCG Governing Body in conjunction with Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

15 REFERENCES

For further information please refer to the following reference sources

<https://www.gov.uk/flexible-working/overview> <http://www.acas.org.uk/media/pdf/1/a/The-right-to-request-flexible-working-the-Acas-guide.pdf>

16 APPENDICES

Appendix 1 Flexible Working Application Form

Appendix 2 Draft Letter Acknowledging Receipt of Flexible Working Application

Appendix 3 Draft Letter Confirming Outcome of Flexible Working Application

Appendix 4 Draft Letter Confirming Outcome of Trial Period

Appendix 5 Draft Letter Confirming Unable to Continue Flexible Working

Appendix 6 Equality Impact Analysis

Appendix 7 Sustainability Impact Analysis

APPENDIX 1 - FLEXIBLE WORKING APPLICATION FORM

Name:	Dept:
Manager:	Organisation start date:

- I wish to apply to work a flexible working pattern that is different from my current working pattern.
- I understand this application is my statutory right to apply for flexible working
- I confirm that I have been employed by Organisation for at least 26 weeks I confirm that I have not made a request under this right during the past 12 months.

All sections must be completed

1. Reason for request
2. My current working pattern is:
3. The pattern I would like to work is:
4. I would like this working pattern to commence from:
5. I think this change in my working pattern will affect the CCG and my colleagues as follows:
6. I think the effect on the CCG and my colleagues can be dealt with as follows:
7. Supporting Information

Signed: _____ Date: _____

APPENDIX 2 – DRAFT LETTER ACKNOWLEDGING RECEIPT OF FLEXIBLE WORKING APPLICATION

Dear

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

I confirm that I received your request for flexible working, dated [Insert Date] to change your work pattern as follows on ____.

I would like to meet with you to discuss your request on [insert date, time and location]

In accordance with our policy, please be advised you are welcome to be accompanied by a colleague or a trade union representative at the meeting..

Yours sincerely

Name

Job Title

APPENDIX 3 – DRAFT LETTER CONFIRMING OUTCOME OF FLEXIBLE WORKING APPLICATION

Dear

I write further to your application for flexible working, made on [DATE] and our meeting of [DATE].

I am pleased to confirm I am able to accommodate your flexible working request/we were able to reach an agreement further to your flexible working request.

Or

I am pleased to confirm I am able to accommodate your flexible working request/we were able to reach an agreement further to your flexible working request on a temporary basis, as discussed in our meeting. This will be reviewed on INSERT DATE. At this point we will assess whether this new flexible working pattern has been successful and is able to continue.

Your new working pattern will be effective from [INSERT DATE]

Or

Your new temporary working pattern will be effective from [INSERT DATE]

The agreed flexible working pattern is detailed below:

[INSERT DETAILS OF NEW WORKING PATTERN]

All other terms and conditions will remain the same; however will be applied on a pro rata basis if your new working hours are less than full-time.

[ONLY INCLUDE BELOW PARAGRAPH IF THIS IS A PERMANENT CHANGE]

Please be advised this new working pattern is a permanent variation to your contract and there is no right by law to revert to your previous pattern. I would also like to make you aware the CCG will not normally consider more than one flexible working application per year, per individual.

Yours sincerely

Name

Job Title]

Encl. Minutes of meeting

APPENDIX 4 – DRAFT LETTER CONFIRMING OUTCOME OF TRIAL PERIOD

Dear

I write further to my previous letter when I confirmed that your flexible working request had been granted for a trial period of *[INSERT TIMESCALE]*.

I am pleased to confirm the temporary flexible working pattern we agreed upon has been successful and therefore you may continue with this pattern. This will now become a permanent variation to your contract and there is no right by law to revert back to your original working pattern.

All other terms and conditions will remain the same; however will be applied on a pro rata basis if your new working hours are less than full-time.

Please be advised this new working pattern is a permanent variation to your contract and there is no right by law to revert to your previous pattern. I would also like to make you aware the CCG will not normally consider more than one flexible working application per year, per individual.

Yours sincerely

Name

Job Title

APPENDIX 5 – DRAFT LETTER CONFIRMING UNABLE TO CONTINUE FLEXIBLE WORKING

Dear

I write further to your application for flexible working, made on *[DATE]* and our meeting of *[DATE]*.

[Following A temporary trial, while I accommodated your request, I have to advise...] I am unable to [continue to] accommodate your request [on a permanent basis] for the following business ground(s) [DELETE THE GROUNDS WHICH DO NOT APPLY]:

- burden of additional costs;
- detrimental effect of the ability to meet customer demand;
- inability to reorganise work among existing staff;
- inability to recruit additional staff;
- detrimental impact on quality;
- detrimental impact on performance;
- insufficiency of work during periods that the employee proposes to work;
- planned structural changes;

The grounds apply in this circumstances because *[INSERT DETAILS]*

During the meeting, we discussed alternative flexible working patterns. However, these too are inappropriate due to *[INSERT DETAILS]*

If you are unhappy with the decision taken, you have the right to appeal against it. Should you wish to appeal, please do so, in writing, to *[THE MANAGER OF THE STAFF MEMBER WHO HAS REJECTED THE REQUEST/SOMEONE OF EQUIVILANT LEVEL]*, clearly setting out the grounds of your appeal. This appeal will need to be submitted within 14 days of receipt of this letter.

Yours sincerely

Name

Job Title

APPENDIX 6 – EQUALITY IMPACT ANALYSIS

<h1>General Information</h1>							
Policy:	Flexible Working and Flexi Time Policy						
Date of Analysis:	March 2018						
Policy Lead: (Name, job title and department)	eMBED HR						
What are the aims and intended effects of this policy?	<p>The CCG is committed to providing a range of flexible working options for employees in order to maintain a committed and skilled workforce, able to deliver high quality, cost effective services in an environment which maximises opportunities for employees to balance work and personal commitments.</p> <p>This policy sets out the flexible working arrangements that are available within the CCG.</p>						
Are there any significant changes to previous policy likely to have an impact on staff, patients or other stakeholder groups?	No						
Please list any other policies that are related to or referred to as part of this analysis	<ul style="list-style-type: none"> • Appeal Procedure • Equality and Diversity Policy 						
Who is likely to be affected by this policy?	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #003366; color: white;">General Public</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="background-color: #003366; color: white;">Service Users</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="background-color: #003366; color: white;">Staff</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> </table>	General Public	<input type="checkbox"/>	Service Users	<input type="checkbox"/>	Staff	<input checked="" type="checkbox"/>
General Public	<input type="checkbox"/>						
Service Users	<input type="checkbox"/>						
Staff	<input checked="" type="checkbox"/>						
What engagement / consultation has been done, or is planned for this policy and the equality impact assessment?	Consultation has taken place with Trade Unions and staff						
<p>Promoting Inclusivity and NHS Scarborough and Ryedale CCG's Equality Objectives.</p> <p>How does the project, service or function contribute towards our aims of eliminating discrimination and promoting equality and diversity within our organisation?</p> <p>How does the policy promote our equality objectives</p>	The policy contributes to promoting equality and diversity by providing a framework for equitable allocation of annual leave.						

Employee Equality Data

General	Total number of employees in the CCG is 87
Age	11.5% of staff are under 30 54.02% of staff aged 30 - 55 34.48 of staff are over 55
Gender	81.61% of staff employed are female 18.39% of staff employed are male
Race / Nationality	87.36% of staff employed in the CCG declared themselves White 10.34% of staff are not stated/undefined 2.30% of staff declared themselves Mixed
Disability	75.86% of staff employed declared themselves as having no disability 22.99% of staff did not declare /undefined 1.15% of staff declared a disability
Sexual Orientation	63.22% of staff described themselves as heterosexual 1.15% of staff described themselves as gay 35.63% did not wish to respond /undefined
Gender Reassignment	No information available
Religion / Belief	Christianity is the largest religious group declared by staff in the CCG 42.53% 35.63% were undefined or did not wish to declare 21.84% of staff declared other faith or religious beliefs
Pregnancy and Maternity	No information yet as the CCG has not been established long enough to build meaningful data
Marriage and civil partnership	58.61% of employees are married. 24.14% of employees are single 6.90% of employees are divorced 9.20% of employees were undefined or did not wish to declare 1.15% of employees are in a civil partnership

Assessing Impact

Is this policy (or the implementation of this policy) likely to have a particular impact on any of the protected characteristic groups?

(Based on analysis of the data / insights gathered through engagement, or your knowledge of the substance of this policy)

Protected Characteristic:	No Impact:	Positive Impact:	Negative Impact:	Evidence of impact and, if applicable, justification where a <i>Genuine Determining Reason</i> ¹ exists (see footnote below – seek further advice in this case)
Gender		X		Positive impact women The evidence about women and men's participation in the labour market and the reality of childcare arrangements show that progress towards a more equal division of caring responsibilities between women and men is still very slow (source EHRC Briefing Paper Jan 13) The policy helps some staff (often women) to be supported in childcare responsibilities) in allowing the opportunity to adjust their working day for a particular purpose.
Age		X		Potential impact for older people supporting flexible retirement.
Race / ethnicity / nationality		X		It is not considered that the flexible working framework would have any differential impact on people of different racial groups. However, where individual staff within different racial groups would like to attend cultural events which may require a different working pattern, the flexible working policy will provide a mechanism to provide this need.
Disability		X		Potential positive impact in staff with disabilities where adjusting their work pattern might help them to continue to work.
Religion or Belief		X		Where groups of staff require a different working pattern to support them to follow their religion or belief, the flexible working policy may help to address this need.
Sexual Orientation		X		There is a potential positive impact for all members of staff (with 26 weeks service) as all staff can apply for flexible working.
Pregnancy and Maternity		X		There is a potential positive impact for all members of staff (with 26 weeks service) as all staff can apply for flexible working.
Transgender / Gender reassignment		X		There is a potential positive impact for all members of staff (with 26 weeks service) as all staff can apply for flexible working.
Marriage or civil partnership		X		There is a potential positive impact for all members of staff (with 26 weeks service) as all staff can apply for flexible working.

1. ¹ The action is proportionate to the legitimate aims of the organisation (please seek further advice)

What sources of equality information have you used to inform your piece of work?

(Please refer to the JSNAs and Population data, previous engagement findings, research, patient experience reports etc.)

Not applicable

What measures have been put in place to mitigate any potential impact?

Not applicable

Action Planning:

As a result of performing this analysis, what actions are proposed to remove or reduce any risks of adverse impact or strengthen the promotion of equality?

Identified Risk:	Recommended Actions:	Responsible Lead:	Completion Date:	Review Date:

Sign-off

All EIAs must be signed off by a member of SMT

I agree with this assessment / action plan

Signed off by (Name/Job Title) Sally Brown, Associate Director of Corporate Affairs

Signed: March 2018

APPENDIX 7 – SUSTAINABILITY IMPACT ASSESSMENT

Instructions

Sustainability is one of the CCG's key priorities and consequently the CCG has made a corporate commitment to address the environmental effects of its activities across all service areas. The purpose of the Sustainability Impact Assessment is to record any positive or negative impacts that a Policy / Board Report / Committee Report / Service Plan / Project is likely to have on each of the CCG's sustainability themes. The Sustainability Impact Assessment enables any relevant impacts to be identified and potentially managed.

The Sustainability Impact Assessment is based on assessing the impact of the activity against a series of criteria covering environmental sustainability issues. It would be most desirable for activities to score positively in as many areas as possible, although it is likely that some areas will score positively against some themes, and negatively against others.

Using the Sustainability Impact Assessment template

To complete the Sustainability Impact Assessment template, you should consider whether the Policy / Board Report / Committee Report / Service Plan / Project will have a positive or negative impact on each of the themes by placing a mark in the appropriate column. When you think there is likely to be an impact, please provide some annotations regarding the nature of the impact, and any actions that will be taken to address that impact. Users should note that not every theme will be relevant. Where this is the case the 'No Specific Impact' column should be marked. Users should also consider the following tips:

1. Make relative not absolute judgements (e.g. a new energy efficient service would score positively even if it consumes more energy than if no service were provided).
2. Be aware that small positive changes could be outweighed by negative ones (e.g. new energy efficient lighting in the short term may outweigh the benefits of maintaining current lighting).
3. If there are both positive and negative impacts, these need to be recorded in order to give a balanced view. Be objective and unbiased.
4. Concentrate on the most key significant issues - there is the potential to consider the appraisal in a very detailed way. This should be avoided at this stage.
5. Judge a proposal over its whole lifespan and remember that some impacts may change over different timescales.

If you require assistance in completing the Sustainability Impact Assessment please contact the Corporate Services Team

Domain	Review questions	Assessment of Impact Negative = -1 Neutral = 0 Positive = 1 Unknown = ? Not applicable = n/a	Brief description of impact	If negative, how can it be mitigated? If positive, how can it be enhanced?
Models of Care	<p>Will it minimise 'care miles' making better use of new technologies such as telecare and telehealth, delivering care in settings closer to people's homes?</p> <p>Will it create incentives to promote prevention, healthy behaviours, mental wellbeing, living independently and self-management?</p> <p>Will it provide evidence-based, personalised care that achieves the best possible health and well-being outcomes with the resources available?</p> <p>Will it reduce avoidable hospital admissions or permanent admissions to residential care or nursing homes?</p> <p>Will it pay for services based on health outcomes rather than activity for example through personal budgets?</p> <p>Will it deliver integrated care, that co-ordinate different elements of care more effectively and remove duplication and redundancy from care pathways?</p> <p>More info: http://www.sduhealth.org.uk/areas-of-focus/clinical-and-care-models.aspx</p>	n/a		
Travel	<p>Will it reduce 'care miles' (telecare, care closer) to home?</p> <p>Will it reduce repeat appointments?</p> <p>Will it provide / improve / promote alternatives to car based transport (e.g. public transport, walking and cycling)?</p> <p>Will it support more efficient use of cars (car sharing, low emission vehicles, community transport, environmentally friendly fuels and technologies)?</p> <p>Will it improve access to services and facilities for vulnerable or disadvantaged groups or individuals?</p> <p>More info: http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/travel.aspx</p>	1	Flexible Working options may include remote working/home working, which could reduce travelling, lower emissions.	Encourage line managers to take into account the potential environmental benefits when considering applications from staff requesting home-working.
Facilities Management	<p>Will it reduce the amount of waste produced or increase the amount of waste recycled?</p> <p>More info: http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/waste.aspx</p> <p>Will it reduce water consumption?</p> <p>Will it improve the resource efficiency of new or refurbished buildings (water, energy, density, use of existing buildings, designing for a longer lifespan)?</p> <p>Will it improve green space and access to green space?</p> <p>More info: http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/energy.aspx</p>	1	Flexible Working options may include remote working/home working, which could reduce travelling, lower emissions.	Encourage line managers to take into account the potential environmental benefits when considering applications from staff requesting home-working.
Adaptation to Climate Change	<p>Will it support mitigation of the likely effects of climate change (e.g. identifying proactive and community support for vulnerable groups; contingency planning for flood, heatwave and other weather extremes)?</p> <p>More info: http://www.sduhealth.org.uk/areas-of-focus/community-resilience/community-resilience-copy.aspx</p>	n/a		

Domain	Review questions	Assessment of Impact Negative = -1 Neutral = 0 Positive = 1 Unknown = ? Not applicable = n/a	Brief description of impact	If negative, how can it be mitigated? If positive, how can it be enhanced?
Procurement	<p>Will it specify social, economic and environmental outcomes to be accounted for in procurement and delivery in line with the Public Services (Social Value) Act 2012?</p> <p>Will it stimulate innovation among providers of services related to the delivery of the organisations' social, economic and environmental objectives?</p> <p>Will it reduce waste, environmental hazards and toxic materials for example by reducing PVC, antibiotic use, air pollution, noise, mining and deforestation?</p> <p>Will it reduce use of natural resources such as raw materials, embedded water, and energy to promote a circular economy?</p> <p>Will it support the local economy through local suppliers, SMEs or engage with third sector or community groups?</p> <p>Will it promote ethical purchasing of goods or services e.g. increasing transparency of modern slavery in the supply chain globally?</p> <p>More info: http://www.sduhealth.org.uk/areas-of-focus/commissioning-and-procurement/procurement.aspx</p>	n/a		
Workforce	<p>Will it provide employment opportunities for local people?</p> <p>Will it promote or support equal employment opportunities?</p> <p>Will it promote healthy working lives (including health and safety at work, work-life/home-life balance and family friendly policies)?</p> <p>Will it offer employment opportunities to disadvantaged groups and pay above living wage?</p> <p>More info: http://www.sduhealth.org.uk/areas-of-focus/social-value.aspx</p>	1	This will promote equal opportunities for all as flexible working applications from all employees will be considered by the organisation. This will also promote healthy lifestyles for all as flexible working practices often promote an improved work/life balance.	Encourage line managers to take into account the potential benefits to employee wellbeing when considering applications from staff for flexible working.
Community Engagement	<p>Will it promote health, increase community resilience, social cohesion, reduce social isolation and support sustainable development?</p> <p>Will it reduce inequalities in health and access to services?</p> <p>Will it increase participation including patients, the public, health professionals and elected officials to contribute to decision making?</p> <p>Have you sought the views of our communities in relation to the impact on sustainable development for this activity?</p> <p>Will it increase peer-support mechanisms?</p> <p>More info: http://www.sduhealth.org.uk/areas-of-focus/community-resilience.aspx</p>	n/a		

Domain	Review questions	Assessment of Impact Negative = -1 Neutral = 0 Positive = 1 Unknown = ? Not applicable = n/a	Brief description of impact	If negative, how can it be mitigated? If positive, how can it be enhanced?
Estimated carbon benefit	<p>What is the estimated carbon benefit (in terms of tCO₂e) from the implementation of this project? As opposed to the current business as usual position. Speak with your sustainability manager and see the following guidance: More info: http://www.sduhealth.org.uk/areas-of-focus/carbon-hotspots/pharmaceuticals/cspm/sustainable-care-pathways-guidance.aspx</p>	n/a		