

## APPENDIX A

# Flexible Working Policy

November 2020

### 1. Purpose

The Council is committed to providing high quality services for the benefit of those who live, work, study and visit the borough and ensure we deliver the best possible outcomes. This requires the council to respond quickly by adapting work patterns, redesigning jobs and creating a more flexible workforce.

We believe that the best way to achieve this is through an engaged and motivated workforce who have a healthy and sustainable work-life balance. We are committed to adopting flexible working practices wherever possible and this policy sets out the framework that the Council has adopted to provide employees with more choice about where, when and how to do their jobs and still achieve the desired outcomes.

It should be read in conjunction with the Practice Notes on Flexible Working.

### 2. Scope

This policy applies to all Haringey Council employees except teachers directly employed by the Council and all staff appointed by schools operating under local management of schools, which have their own policy.

N.B. Senior managers, who have separate contractual arrangements, may also take advantage of these arrangements where appropriate.

### 3. Business Case

Haringey believes that one of the hallmarks of a good employer is the flexibility on offer which, in turn, will enable us to:

- Offer a supportive environment where talented staff are satisfied with their work-life balance.
- Leverage the non-monetary side of our employment proposition in a demanding and dynamic labour market.
- Build an agile workforce as a way of avoiding redundancy and reducing service costs.
- Adhere to our values, which reinforces allegiance to the employer brand, resulting in increasing productivity and reducing absenteeism.

## **4. General Principles**

The Council recognises that all employees with at least 26 weeks' continuous employment have a statutory right to request a specific flexible working arrangement and that managers have a statutory duty to consider such requests in a reasonable manner and may only decline a request where there is a clear business reason for doing so.

Nevertheless, most employees are now able to work flexibly as standard working practice, and in most situations it is not necessary to formally request flexible working as there will already be a degree of flexibility already in place in most teams.

While there is no automatic right to flexibility, each request for flexible working will be considered on its own merits, however, no application will be considered if it would lead to a negative impact on the delivery of the service, and this includes significant additional costs that may be involved to maintain the service.

While not all of the options within the flexible working framework will be appropriate to all our roles (and therefore to individuals) all the time, by using a matrix approach we anticipate there will be an element of flexibility in all our roles and services.

Formal arrangements, which may involve a contractual variation, will be agreed through a recognised process and application form, as set out in the Practice Notes.

Informal arrangements can be agreed between individuals and their managers without the need for a set process but for business continuity purposes a note of the arrangement should be kept and the arrangement should be reviewed from time to time by both parties.

The reason for the request for flexible working should not be a material factor in granting or declining the application.

## **5. Options and Definitions**

When considering each option, the general principle for pay, pension and other benefits is that these apply pro rata to the hours worked.

### **5.1 Flexitime**

An arrangement whereby an individual can determine (within in agreed timeframe) when they work their contractual hours. The arrangement works for both full-time and part-time workers. Salaries are unaffected.

### **5.2 Part-Time Working**

An arrangement whereby the individual works fewer hours than the standard contractual hours, either by working fewer days in the week or fewer hours in the day or a combination of the two. Salaries are reduced pro-rata.

### **5.3 Job-Sharing**

An arrangement whereby a role is shared between two or more individuals. While the duties and responsibilities remain the same for all sharers the individuals will normally alternate days or weeks or any combination. Salaries are reduced pro-rata.

#### 5.4 Compressed Hours

An arrangement whereby an individual works their contractual hours over fewer days to a working pattern that is pre-determined and agreed. Salaries are unaffected.

#### 5.5 Annualised Hours

An arrangement whereby the total contracted hours over a year are redistributed to match the peaks and troughs in the workload or the individual's availability, or a combination of the two. Individuals receive the same payment each month so matching flexibility with a predictable income which aids budgeting, for both parties.

#### 5.6 Term-Time Only Working

An arrangement whereby an individual reduces their hours in order to take time off during school holidays.

#### 5.7 Unpaid Leave

An arrangement whereby individuals can have additional time off but without pay or contractual benefits.

N.B. The definitions cited above are for illustrative purposes. In practice actual arrangements may be variations or hybrids of any of these provisions.

## 6. Appeals

Should an individual's request for flexible working arrangements be declined, the individual may appeal against this decision within 14 days of being notified.

If an employee wishes to appeal, they should write to the Chief People Officer within 14 days of receiving the written notification of the decision, setting out the reasons for the appeal.

The Chief People Officer will then arrange for the appeal to be heard by an appropriate manager who has had no prior involvement in the case. The appeal hearing will be a review of the decision.

The individual will have the right to attend the hearing accompanied by trade union official or work colleague. The manager who made the initial decision regarding the request may also attend if appropriate.

## Further Advice

## Document Control

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