

# Smarter Working Policy

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<b>Governance Committee</b>		<b>Date approved</b>	
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**Strategic Alignment**  
*Improving the Council’s Resource Base – A Workforce Strategy that is built around the needs of the Council (as a single resource base) to deliver the priority outcomes, ensuring future workforce requirements, new skills and innovative approaches, and succession planning are recognised.*

<b>Consultation process</b>		
<b>Stakeholders</b>	Contacts identified for each service	
	<i>Joint Trade Unions</i>	
<b>Distribution</b>		

### Change record

<b>Date</b>	<i>28/02/2019</i>	<b>Author</b>	<i>Employee Relations Team, <a href="mailto:EmployeeRelationsTeam@northlan.gov.uk">EmployeeRelationsTeam@northlan.gov.uk</a></i>
<b>Change made</b>	<i>New format</i>		

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## **1. Policy Statement**

- 1.1 North Lanarkshire Council recognises that its employees are its most valuable asset and is committed to attracting and retaining the very best talent and experience available. It also appreciates that the UK workforce is becoming increasingly diverse and includes a high percentage of parents and individuals with other caring responsibilities, as well as those whose interests and aspirations impact on their time. It therefore appreciates that the standard Monday to Friday, 9am to 5pm working week is, in many cases, incompatible with increasing demand for a better work-life balance.
- 1.2 The Council believes that there are definite benefits to the organisation, the employee and the environment by working in a more flexible way to deliver services to our communities. The benefits of smarter working has a proven link to increased employee motivation, commitment, morale, job satisfaction and productivity; increased attraction and retention of skilled and experienced employees by offering them more effective ways of working; reduced stress and reduced sickness absence; improved work life balance; allowing employees the autonomy to manage their working day in an efficient manner to meet their required work outcomes.
- 1.3 The Council's Smarter Working Policy provides employees with the opportunity to achieve a positive balance between their home and working lives whilst continuing to provide excellent services, sustainability, equality and best value. It also recognises that staffing levels must at all times remain in line with the demands of the business and may also at times request that staff work more flexibly to meet the needs of the business.
- 1.4 Through this policy the Council is looking at new ways of working which will make us more efficient and able to provide better services for our customers. This policy encourages employees and managers an opportunity to review their working location and/or their working pattern.

## **2. Aims**

2.1 The main aims of this policy are:

- To provide clear guidance to employees on the Council's smarter working options and the procedures to be followed
- To promote the Council as an employer of choice
- To facilitate improved service delivery through a move towards more flexible ways of working
- To continue to comply with our legislative duties that allow for employees to request smarter working
- To help employees to more easily balance life pressures with their work

responsibilities

- To assist with the recruitment and retention of employees by actively promoting and encouraging employees to consider smarter working options to more easily balance life pressures with their work responsibilities.
- To reduce the Council's property costs when space is freed up through the introduction of flexible locations/patterns, and continually reviewing the property portfolio
- To assist with the Council's carbon management programme

### **3. Legislation**

3.1 This policy takes into account and incorporates those principles detailed in the following legislation:

- Flexible Working (Eligibility, Complaints and Remedies) (Amendment) Regulations 2006 and 2009
- Work and Families Act 2006
- Employment Act 2002
- Employment Rights Act 1996
- Children and Families Act 2014

### **4. Scope**

4.1 This policy applies to all Council employees, but there are distinct conditions affecting each smarter working location and smarter working pattern, with specific eligibility criteria which may preclude certain employees from being eligible for specific working arrangements.

### **5. Eligibility**

5.1 Although it is recognised that not all of the smarter working patterns considered will be suitable for all sections of the organisation's workforce, there should be no arbitrary barriers. Employees in all areas and all levels of the organisation will be considered for smarter working regardless of their age, sex, sexual orientation, race, or religion or belief, or whether they have a disability, their current working pattern, or whether they are employed on a permanent or fixed term basis. However there is no automatic right for employees to change their work locations or working pattern to any of the options included in the policy, each application will be considered on the basis of the particular work involved and the impact the change could have on individual, team or business performance.

5.2 The Employment Right Act 1996 gives employees with 26 weeks' continuous service the right to request a change to the number of hours that they work, the

times that they work or their place of work. However the Council will allow all employees, regardless of length of service, to make a request under this policy, although they must not have made another application in their current post, to work flexibly under her/his right during the past 12 months.

5.3 The statutory right to request smarter working may be granted, subject to service provision being met. Requests will not be granted automatically, but all applicants must be considered seriously and on their own merits, and can only be rejected where there is a recognised business reason. These reasons may be any one or more of the following:

- Burden of additional financial costs.
- Detrimental effect on ability to meet customer demand.
- Inability to re-organise work amongst existing employees.
- Inability to recruit additional staff.
- Detrimental impact on quality/performance.
- Insufficient work during the periods the employee proposes to work.
- Planned structural changes.

## **6. Manager's expectations**

- Ensure equality of opportunity in accessing smarter working
- Consider all smarter working requests and on their own merits
- Promote smarter working within your team and encourage innovative, teamwide approaches to working arrangements
- Consider any individual smarter working requests in a wider team context
- Assess requests based on feasibility and operational requirements
- Ensure flexible workers have access to the appropriate workspace, facilities, technology and equipment.
- Ensure that any pre-existing reasonable adjustments are maintained for employees who commence smarter working or are provided for new employees, as appropriate.
- Review office space requirements, ensure desks and equipment are used effectively
- Review the smarter working arrangements within 3 months of the arrangement commencing
- Set clear performance management targets and objectives and hold regular reviews to ensure these are being met

## **7 Employee's expectations**

- Co-operate with management to facilitate a culture of trust

- Discuss smarter working options frankly, openly and honestly with management, to reach mutual understanding and beneficial solutions
- Consider the impact of their preferred working pattern on service provision, personal and team performance
- Advise their manager of any difficulties arising from their smarter working arrangement, so that these can be addressed
- Accept that smarter working arrangements may require to be amended/withdrawn subject to the needs of the service, and following full discussion and notice

## **8 Principles**

- 8.1 The request to work flexibly must comply with certain specific requirements. Full details of this request procedure can be found in the associated guidance note.
- 8.2 A request for smarter working will receive full consideration, taking account of the needs of the individual and the needs of the service. It is important to stress that not all requests may be able to be accommodated.
- 8.3 Where smarter working patterns are agreed, employees are entitled to the same access to training, career opportunities and other work initiatives as those employees working standard hours. Salary and terms and conditions of employment will be unchanged except where working hours/patterns/work location is varied.
- 8.4 Arrangements for flexible locations/work patterns are separate and distinct from the provisions contained in the Council's Special Leave Policy (which includes details of the Council's arrangements for Carer's Leave and Career Breaks.)
- 8.5 The Council has a responsibility to ensure the safety of the working environment, including an obligation to carry out workplace assessments and compliance with the Working Time Directive. Employees will need to allow representatives, or agents of the Council reasonable access to their workstation in connection with workplace assessments and other health and safety matters or to repair or service equipment. This is particularly relevant to those employees working at home on a permanent or part time basis. The extent to which this happens will be determined by the employee's new way of working.
- 8.6 Any alteration to the home workstation will require re-assessment and therefore the line manager must be advised in advance of any changes.
- 8.7 Employees working remotely (e.g. home working) or on a mobile basis will have the same responsibilities under the Health and Safety at Work Act as all other employees. Employees must take reasonable care of their own health and safety and that of anyone else who might be affected.
- 8.8 Employees working remotely (e.g. home working) or on a mobile basis must comply with the Council's rules to ensure the security of the Council's information and communication technology systems and facilities (ICT). These are contained

in the Council's Acceptable Use of ICT Policy. The aim of the Acceptable Use of ICT Policy is to provide a safe framework to ensure that both the Council and its employees are protected against any unauthorised use, disclosure or modification of ICT. The Acceptable Use of ICT Policy is part of a group of policies and standards which complement the Council's Information Security Policy.

- 8.9 The overriding principle of the Smarter Working Policy is that the flexible location and the work pattern must maintain or improve service delivery and be cost effective. As a publicly accountable body, the Council must ensure that it continues to deliver its services in an efficient and cost effective way. No changes to existing working locations and/or work patterns will be authorised if there is evidence that it will be detrimental to service delivery.
- 8.10 The Council reserves the right to review any approved smarter working location/work pattern at any point after introduction, if it can be shown that the continuation of the arrangement represents a conflict of interest and/or there is evidence that it will be detrimental to service delivery. If a decision is taken by a Service to discontinue an individual arrangement on these grounds, the Service will notify the employee(s) affected and the relevant trade unions. A meeting will be arranged to discuss the implications of the Service's decision and to seek agreement to change the smarter working location/work pattern. This might involve reverting to the previous arrangement or to an alternative arrangement. If an agreement cannot be reached, the Service will make every attempt to identify alternative employment for the affected employee(s). In any event, the affected employee(s) will be given 12 weeks' notice of an intention to terminate the arrangement, unless there are extenuating circumstances that dictate that this should be terminated earlier (e.g. employee working from home and their personal circumstances change and they are no longer able to work at home). In the case of collective agreements, mechanisms to review an approved smarter working location, work pattern at any point after introduction, or to terminate an agreement, will be defined in the relevant collective agreement.

## **9. Working Locations Options**

- 9.1 These working locations aim to allow employees to work in an environment that is best suited to the needs of the business and the tasks to be undertaken which will help to meet customer needs, reduce costs for unnecessary travel, increase productivity by having the flexibility to work from locations closer to scheduled meetings, or home (subject to service demands and local team agreements) and improve work life balance.
- 9.2 These options offer employees the opportunity of changing their working location to one of the following different work 'locations'. These options can either be management initiated proposals or employee initiated. Where a service proposes to introduce a smarter working location/smarter working pattern, the relevant senior manager will present the proposal to the affected employee(s) detailing the



proposed smarter working pattern with measureable outcomes. Further information on management initiated proposals can be found in the associated guidance note.

#### 9.2.1 Fixed

Employees who spend the majority of their time working within an office or NLC premises. There is clear business need for them to be present within NLC premises for the majority of the time. Employees can either be permanent working at NLC premises, permanent working at NLC premises with home working as required or permanent working at NLC premises with mobile working as required.

#### 9.2.2 Mobile

The employee predominantly works remotely or out of the office, or NLC establishment. There is a clear business need for them to provide a service by operating in a mobile fashion for the majority of the time. Employees can either have NLC location as base or home base.

#### 9.2.3 Home

The employee uses their home as a base and carries out their duties in the home. This location options generally requires individuals with a limited need to interact with colleagues or members of the public face to face. New employees who wish to apply for home working can do so however it is recognised that there needs to be a period of working to integrate with the team.

9.3 Not all jobs will be suitable for each location option and this is largely determined by the duties related to their specific job. Where an employee spends 100% of the time in a fixed location within NLC premises, it will probably be the case that they will only be suitable for working within NLC premises. There needs to be a clear business need for employees to work in each particular location option.

9.4 All employees will fall into one of these location options; however employees may change the way they work within their chosen location.

### **10. Working Patterns Options**

10.1 Smarter working pattern options offer the option of changing the working pattern of the employee, e.g. the periods during which work is done, the days on which work is done, and/or the number of hours worked per week. These include:

- Annualised hours
- Work is organised on the basis of the number of hours to be worked over a year rather than a week. This is best suited to areas where there are recognised seasonal demand e.g. gardening
- Compressed hours

- Employees can cover their total number of hours in fewer working days, e.g. weekly hours are worked over 9 days instead of 10 days per fortnight
- Employees can vary their start and finish times upon agreement with their manager however cannot accrue leave to take as flexi.
- Coreless flexi – linked to smarter working hours
- Coreless flexi removes the requirement on employees to work during the core business hours of 10.00 – 12.00 and 14.00 - 16.00. This is subject to the service provision being met. Band width for smarter working hours are from 7am to 8pm daily and flexi hours cannot be accrued out with these times. When considering requests within these band widths consideration has to be given whether the property is open during these hours and whether there is business need to operate between these hours.
- Flexitime working (Smarter working hours)
- Allows employees to vary their start and finish times and accrue hours. An employee is required to work during the core times and must work an agreed number of hours during the accounting period.
- Job sharing
- When one full time post is shared between two employees (does not require to be 50/50)
- Part time working
- Employees are contracted to work less than full time hours on either a reduced working day or reduced working week basis
  
- Shift working
- Work is organised on the basis of specific shifts to meet work demands - usually out with the normal 35 hours which are from 08.45- 16.45 Monday - Thursday and 08.45- 16.15 on a Friday.
- Term time working
- An employee is contracted to work only the school term. This is not just restricted to employees who work in schools.

10.2 Further information on the working patterns options and who is eligible for these can be found in Appendix 1

10.3 Every Council employee has an agreed work location and agreed work pattern. Requests for smarter working may therefore involve changes to the work location

and/or to their working pattern. Important factors which should be taken into consideration include health and safety display screen equipment (DSE), lone working, ICT – use of technology to support these locations/patterns, information security and property opening/closing times.

## **11. Smarter Working Requests**

11.1 Employees who meet the criteria can exercise their statutory right to have their smarter working request considered. Employees who wish to make an application should do so in writing outlining their request.

### 11.2 Short term Requests

11.2.1 We recognise that the way we live our lives is changing and as we move towards becoming more versatile in our service delivery there may be circumstances where employees require to change their working pattern for a short period of time due to personal circumstances and these can be considered under short term requests for smarter working, i.e. to help with childcare arrangements, to help with the care of a dependent etc. These may include options to work from home or have one-off periods of condensed working that may span over a week or a few months. There may also be business reasons and requests offered by management e.g. changing arrangements to work on a specific project or when business requirements change.

11.2.2 Employees and management can make requests to change their working pattern/location in such circumstances and this will only mean a temporary change to their pattern and can then revert back to their substantive working pattern when this requirement is no longer needed.

11.2.3 Employees can request this for up to a maximum period of 6 months otherwise this would need to be considered on a more formal basis.

### 11.3 Long Term Requests

11.3.1 Employees that require a permanent change or longer term change to their working pattern can exercise their right to request smarter working. Requests will not be granted automatically but all applicants must be considered seriously and can only be rejected where there is a recognised business reason. Agreed changes to work patterns will normally become a permanent change to the employee's contract of employment for that post, unless otherwise agreed by mutual consent.

11.3.2 An employee, on submitting a request for smarter working, must do so in writing and give at least 3 months' notice of the proposed start date for a smarter working arrangement. This allows sufficient time for the request to be considered and for management to put in place appropriate arrangements.

11.3.3 Only one application for smarter working can be made by an employee within a 12 month timeframe, commencing from the date the application was made.

11.3.4 An employee who is employed by the Council on more than one contract of employment can only submit one application within a 12 month timeframe relating to the one, or the number of post(s) held. This means that one

application could specify a request for a change to the working arrangements for each contract of employment held by the employee. The application will, therefore, be considered against the current business requirements for each of the specified posts (irrespective of whether the posts are in the same Service or not).

11.3.5 Where an employee has permanently reduced their working hours there is no automatic right to revert back to the standard hours. If employees wish to do so they are required to request this in writing and provide suitable notice of their intention to do so. This will be considered by the manager and the outcome will be notified in writing.

11.4 It should be noted that management has the flexibility to consider existing and new work patterns that may not necessarily be included in this policy, subject to the exigencies of the service and on the basis that they will improve service delivery and/or reduce the Council's costs.

11.5 Further information on how to apply can be found within the Smarter Working Policy guidance note

## **12. Trial periods**

12.1 Smarter working arrangements that are offered by management, or that have been requested by the employee on a permanent basis, may be subject to a trial period to ensure that the arrangement has no negative effects on the employee, the team or service provision. The relevant senior manager will meet with the affected employee(s) to discuss the proposals

12.2 The length of the trial period will depend on the circumstances but will not normally exceed six months and are at the manager's discretion. The relevant senior manager will write to the affected employee(s) within 14 calendar days from the meeting, confirming the smarter working location/work pattern and the commencement date. If there are any terms and conditions of service changes, these will need to be agreed with the affected employee(s) prior to the commencement of the temporary period/pilot.

12.3 The relevant senior manager will review and assess the success of the smarter working location/work pattern at the end of the trial period and should give careful consideration to the results gained from the evaluation of the trial period. The temporary period will then be extended, ended or accepted on a permanent basis.

12.4 Where there is agreement between the relevant senior manager and the affected employee(s), a temporary period can be extended for a fixed period or on a rolling basis. This may occur where more time is needed to evaluate all the influencing factors (i.e. where there are proposed changes to the organisational structure and ways of working; where there is higher staff turnover and flexibility needs to be

continually adjusted etc.). The relevant senior manager will confirm the decision in writing within 14 calendar days following the end of the pilot review.

12.5 If there is evidence to demonstrate that the change to the smarter working location/work patterns is not feasible, then the temporary period will cease. The relevant senior manager will confirm the decision in writing to the affected employee(s) within 14 calendar days following the end of the temporary period review (this will include the reasons why the temporary period has been unsuccessful). The relevant Organisational & People Solutions Section will also be notified of this decision.

12.6 Where there is evidence to demonstrate that the temporary period has been successful and the changes can be accepted on a permanent basis, then the request and consideration procedure set out in Section 2 of the associated guidance note should be followed.

### **13. Right of appeal**

13.1 Where an employee's request for smarter working is refused and they believe their application has not been properly considered, there is the right to appeal within 14 calendar days after receiving notice of the decision. The procedure to be followed in submitting an appeal is set out in Section 4 of the associated guidance note.

### **14. Monitoring Arrangements**

14.1 There are various monitoring arrangements in place for the different ranges of smarter working locations to ensure that the smarter working patterns (and/or environment) do not lead to excessive hours and to monitor their impact on the business. Organisational & People Solutions teams will retain an overview of the applications, arrangements and the impact of the Smarter Working Policy on an ongoing basis. However, it is the responsibility of each Assistant Chief Executive to record and monitor smarter working applications and arrangements within their Service.

### **15. Review of Policy**

15.1 The Smarter Working Policy will be reviewed regularly by Organisational & People Solutions to ensure it complies with any new/revised legal duties and responsibilities on employers and that it is fit for purpose to meet changing circumstances.

## Appendix 1 - Summary of Working Patterns Options

Working Patterns Options	Definition	Eligibility Criteria	Features
1. Annualised hours	Work is organised on the basis of the number of hours to be worked over a year rather than a week. This is best suited to areas where there are recognised peaks and troughs in work.	Not all employees can reconcile annualised hours working with the exigencies of the service or the requirements of their post. This may apply to Quality Improvement Officers, Educational Development Officers and Educational Psychologists through the local agreement, but does not apply to Teachers or Music Instructors.	The working pattern may vary and the employee receives an annualised pay over the year, irrespective of the actual number of hours worked in any given period. Committed hours are hours when an employee is contractually obliged to work.
2. Compressed Hours	Employees can cover their total number of hours in fewer working days, e.g. weekly hours are worked over 9 days instead of 10 days per fortnight	This has the potential to apply to all Council employees. There is the potential that this may apply to Quality Improvement Officers, Educational Development Officers and Educational Psychologists through the local agreement, but does not apply to Teachers or Music Instructors.	Band width for the smarter working hours scheme will be from 07.00 until 20.00 daily, Monday–Friday and flexi hours cannot be accrued outwith these times. Flexi-time may be permitted to vary start and finish times outside the core hours.
3. Coreless flexi- linked to smarter working hours	<p>Coreless flexi removes the requirement on employees to work during the core business hours of 10.00 – 12.00 and 14.00 - 16.00.</p> <p>This is subject to the service provision being met. Band width for smarter working hours are from 07.00 until 20.00 daily and flexi hours cannot be accrued outwith these times.</p>	<p>Employees must have accrued sufficient flexi-time before any request for coreless flexi-time is made.</p> <p>Not all employees can reconcile flexi-time working hours with the exigencies of the service or the requirements of their post. This may apply to Quality Improvement Officers, Educational Development Officers and Educational Psychologists through the local agreement, but does not apply to Teachers or Music Instructors.</p>	Employees must request coreless flexi in advance of taking it. Employees must accrue the hours prior to requesting coreless flexi.

<p>4. Flexi-time working (Smarter Working Hours)</p>	<p>Allows employees to vary their start and finish times and accrue hours.</p>	<p>Not all employees can reconcile flexi-time working hours with the exigencies of the service or the requirements of their post. This may apply to Quality Improvement Officers, Educational Development Officers and Educational Psychologists through the local agreement, but does not apply to Teachers or Music Instructors.</p>	<p>Standards of efficiency of service provision must be maintained.</p> <p>The Council reserves the right to implement smarter working hours where such an arrangement does not have a negative impact on the effectiveness of the service. Where such an arrangement later proves to impact negatively on the service provisions, the Council has the right to withdraw this facility. Flexi-leave may only be taken with prior management approval and subject to the exigencies of the service.</p> <p>Earliest start and latest finish will normally be 07.00-20.00 Monday to Friday. Maximum flexi-leave which can be taken is one day per accounting period subject to a maximum of 13 days per year (pro-rata for part-time and job share employees). Accounting period covers four weeks. Maximum credit of 7 hours and maximum debit of 3 hours can be carried over to the next accounting period (pro-rata for part-time and job share employees).</p>
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<p>5.Homeworking</p>	<p>An employee who works the majority of their time from home on a permanent basis.</p>	<p>Not all posts, employees or types of work are suitable for homeworking. This applies to Teachers and Music Instructors only within the terms of the McCrone agreement ('time and place of choosing'). It may apply to Quality Improvement Officers, Education Development Officers and Educational Psychologists through the local agreement.</p> <p>Consideration needs to be given to the suitability and confidentiality of information required to be accessed at home.</p>	<p>A risk assessment will have to be undertaken in line with Health and Safety requirements. The line manager and employee must agree the maximum and minimum hours one week in advance, what work output is expected and how this will be monitored. It is recognised that this will be easier to do for some jobs than for others. Consideration also needs to be given to the training required by homeworkers. This training falls into three main categories; task skills training, operational skills training and personal skills training. The supervision of homeworkers requires specific skills to ensure there is regular contact and the employees are kept involved. Similarly employees will require training to adjust to homeworking to prevent isolation from their colleagues. Allowances to employees to cover overheads at home may be payable.</p>
<p>6. Job Sharing (The job sharing operating principles are included in the Smarter Working Policy guidance note.)</p>	<p>When one full time post is shared between two employees (does not require to be 50/50)</p>	<p>This has the potential to apply to all Council employees in permanent posts. The Council's current Job Sharing Policy covers all employees with the exception of those who are covered by the arrangements approved by the Scottish Negotiating Committee for Teachers (SNCT) (as there are separate arrangements to cover this) or Chief Official posts, or unless the post is deemed to be unsuitable for job sharing (by an Executive Director or nominated senior officer).</p>	<p>At point of application, employee does not need to have an identified job share partner. Annual leave entitlement is split on a pro-rata basis. An employee may hold two job share/parttime posts. Where one partner of the job share arrangement leaves, and where there is a requirement for the other half of the post to be filled, the remaining job-sharer may be offered the post on a full time basis. Flexi-time may also be permitted. Job sharers/part time employees qualify for overtime only after working full time hours.</p>



<p>7. Part time working</p> <p>(There are no specific operating principles for part time working as the Council's terms and conditions of service apply)</p>	<p>Employees are contracted to work less than full time hours on either a reduced working day or reduced working week basis.</p>	<p>This has the potential to apply to all Council employees unless there are extenuating circumstances where this cannot be accommodated due to service provision and business needs. This may apply to those who are covered by the arrangements approved by the Scottish Negotiating Committee for Teachers (SNCT).</p>	<p>At point of application, employee does not need to have an identified person to cover the remaining hours (where the post was previously full time, or to cover any reduction in hours).</p> <p>An employee may hold two part time posts. Part time employees qualify for overtime only after working full time hours. Flexi-time may be permitted.</p>
<p>8. Shift working</p> <p>(There are no specific operating principles for shift working as the Council's terms &amp; conditions of service apply)</p>	<p>Work is organised on the basis of specific shifts to meet work demands - usually outwith the normal 35 hours which are from 08.45- 16.45 Monday - Thursday and 08.45- 16.15 on a Friday.</p>	<p>Not all employees can reconcile shift working with the exigencies of the service or the requirements of their post. This does not apply to those who are covered by the arrangements approved by the Scottish Negotiating Committee for Teachers (SNCT).</p>	<p>The employee receives appropriate pay for the relevant shifts worked.</p> <p>Some shifts may involve working unsocial hours which may attract enhanced payments.</p>
<p>9. Term time working</p> <p>(There are no specific operating principles for term time working as the Council's terms and conditions of service apply)</p>	<p>An employee is contracted to work only the school term. This is not just restricted to employees who work in schools.</p>	<p>This has the potential to apply to all Council employees unless there are extenuating circumstances where this cannot be accommodated due to service provision and business needs. There is the potential that this may apply to Quality Improvement Officers, Educational Development Officers and Educational Psychologists through the local agreement, but does not apply to Teachers or Music Instructors.</p>	<p>Term time working is more attractive to employees in those Services that provide services primarily during the school term. Salary is paid in equal amounts over the year.</p>

The following options are available to teachers and members of the Scottish Teacher's Superannuation Scheme:

- Winding Down Scheme – this is a phased retirement option which offers teachers who are members of the STSS, the opportunity to continue in employment on a part-time basis while protecting their overall final retirement pension entitlement. The entry age for this scheme is set at age 56 or over if normal retirement age (NRA) is 60, or age 61 or over if NRA is 65.
- Phased Retirement Scheme – this offers employees who are members of the Scottish Teacher's Superannuation Scheme, the opportunity to continue in employment on a lower salary whilst drawing part of their retirement

benefits. A member must be aged 55 or over and have at least 2 years membership of the pension scheme.