

Smarter Working Guidance Note

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Governance Committee		Date approved	
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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.

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

Change record

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1 Introduction

1.1 This guidance note complements the Council's Smarter Working Policy and sets out :-

- How to apply and the consideration procedure for applications for smarter working locations and smarter working patterns
- The standard associated letters
- Details of the appeal procedure, and
- Details of the operating principles for coreless flexi, flexible working hours, homeworking and mobile working, and job sharing.

2 How to apply

2.1 An employee who wishes to request a change in their work pattern/location should submit an application (Letter 1) to their line manager. The employee should confirm within the letter that they meet the appropriate eligibility criteria. In the case of an application to work flexibly from a Head of Service/Assistant Chief Executive, the request should be sent to the Chief Executive or appropriate Assistant Chief Executive.

2.2 The request to work flexibly is a voluntary and permanent change to an employee's terms and conditions of employment, unless the arrangement is being requested for a short term basis or temporary period/pilot for a limited or defined period. The line manager and employee can agree in writing to extend the time limits for requesting and considering the application for smarter working following the outcome of the temporary period/pilot.

2.3 All requests to work flexibly must be dealt with within 3 months from the date in which the application is received. This 3 month window includes the time for an appeal where applications have been refused. In cases where a request is granted subject to the outcome of a trial period, the 3 month window may be extended, subject to mutual agreement. Any agreed extensions will be confirmed in writing.

2.4 Employees should submit applications to work flexibly a minimum of 3 months before the date when they would like to commence the new work pattern/new work location. This allows sufficient time for the

request to be considered and for management to put in place appropriate arrangements.

- 2.5 The timescale for requesting smarter working has particular significance for women who are due to go on maternity leave and may wish a flexible work pattern/flexible work location to be effective on their return. In this instance, an employee may wish to apply before going on, or during, maternity leave and may need to attend meetings whilst on leave in order that the request is properly considered.
- 2.6 If an employee fails to provide complete information, the line manager should inform the employee of what information is omitted and ask them to resubmit the application. The line manager is not obliged to consider the application until it is completed and resubmitted. In the case of an application from a Head of Service/Assistant Chief Executive, this is the responsibility of the Chief Executive or appropriate Assistant Chief Executive to inform the applicant.
- 2.7 For employees applying for a short term request we recognise that this might be required within a short timescales and 3 months' notice might not be applicable however employees should provide as much notice as possible. The same application process is required for short term requests.

3. Considering an application

- 3.1 The line manager should arrange a meeting with the employee to consider this request following an informal discussion with the employee.
- 3.2 Before progressing to a formal meeting with the employee, the line manager should take into account the following business and individual factors which may determine whether a smarter working arrangement is likely to be suitable:-
 - What level and type of staffing is required to meet the needs of the Service?
 - What currently happens to cover sickness absence and annual leave?
 - Do you have other employees working a flexible pattern/flexible work location at the moment? Consider the pattern and location worked by others and whether there is room for compromise with the requesting postholder. For example, could they work an alternative pattern that would fit with the needs of the team or the service?

- Will the proposed change have a detrimental effect on the Service provided to external and internal customers? If so, can anything be done to overcome this?
- Are there any future projects, organisational restructures planned, which may have a negative or positive impact in considering certain smarter working options?
- Does the job involve supervision/management of others? If so, what supervision arrangements can be implemented to ensure the required level of cover?
- Does the employee have a particular skill or expertise that is fundamental to the current running of the business? If so, could another member of the team be trained to meet the need?
- How can employees ensure that effective communication is maintained?
- Does the job involve peak levels of work and does the proposed working arrangement enable these peaks to be met?
- What working arrangements and times are the most appropriate in order to maintain the smooth operation of the business? How can the request meet the needs of the service, the post holder and the rest of the team? Is there an environmental impact e.g. security, commuting outside peak hours?
- Will this create an arrangement that proves difficult to recruit/replace if the requesting post holder or another member of the team leaves?
- Should the working arrangement be reviewed after an agreed period of time?

(It should be noted that any change to an employee's working hours/pattern/work location will normally be permanent unless requesting this through a short term basis.

- 3.3 The line manager should arrange a meeting with the employee to consider the request. In the instance of an application from a Head of Service/Assistant Chief Executive, this will be arranged by the Chief Executive or appropriate Assistant Chief Executive. The meeting should take place within 28 calendar days after the date an application is received. It provides an opportunity to discuss the desired work pattern/work location at length and consider how it might be accommodated.
- 3.4 The line manager will convene the meeting and consider the application. In the case of an application from a Head of Service/Assistant Chief Executive, this will be convened by the Chief Executive or appropriate Assistant Chief Executive.
- 3.5 The meeting should be arranged at a convenient time and place to all parties.

These arrangements should be confirmed in writing (Letter 2).

- 3.6 If a request is to be considered by a member of management who is absent due to annual leave or ill health, it is recognised that this may lead to a mutually agreed extension to the 3 month timeframe. This will be confirmed in writing. In these circumstances, the Council will continue to make every effort to finalise the smarter working application as soon as possible.
- 3.7 The employee has the right to be accompanied at the meeting.
- 3.8 An employee can withdraw an application during any stage of the procedure (Letter 3(a)). However, they should consider the implications. They will not be eligible to submit another application for 12 months from the date the application was made, unless she/he moves to another post within the Council.
- 3.9 If an employee fails to attend the meeting, it should be rearranged at a mutually agreeable time.
- 3.10 If an employee fails to attend the meeting more than once and does not provide a reasonable explanation, the application should be treated as having been withdrawn. Confirmation of the withdrawal will be sent in writing (paragraph one of Letter 3(b) needs to be adjusted to accommodate this).

4. How to deal with competing requests

- 4.1 All requests to work flexibly will be considered in the order they are received. Having considered and approved the first request, the manager should remember that the business context has now changed and can be taken into account when considering the second request against the business reasons set out at 5.2.2.
- 4.2 The manager should consider each case on its merits, looking at the business case and the possible impact of refusing a request.
- 4.3 Where a manager cannot accommodate any further requests for smarter working due to the number of existing smarter working arrangements within the team, it may be appropriate to consider the following:

- (i) Speak to the requesting postholder to understand the reason for the request and whether there is any room for compromise. For example, the employee may have requested a condensed working week where they do not work on a Friday. The manager may not be able to accommodate a Friday off but could allow the employee to have a non working day on a Wednesday.
 - (ii) Speak to existing flexible workers to determine if they are willing or able to amend their working pattern to allow the accommodation of the current request. It should be noted that there is no requirement for existing flexible workers to change their working pattern.
- 4.4 Where multiple applications are received simultaneously, the manager should attempt to resolve any “clashes” through discussion/agreement with the affected employees. Please speak to the appropriate HR Business Partner team for advice, as required.
- 4.5 For requests submitted by post, it is essential that all applications received are date stamped/marked on the day received. For e-mail communication, the request is considered 'received' on the date of transmission unless shown to be otherwise.

5 Reaching a decision

- 5.1 Once the meeting has taken place and the request discussed, the line manager must notify the employee of the decision in writing. In the case of an application from a Head of Service/Assistant Chief Executive, the decision will be communicated in writing by the Chief Executive or appropriate Assistant Chief Executive. Notification must take place within 14 calendar days following the date of the meeting.
- 5.2 There are two possible outcomes from the meeting. The application for smarter working is either:
- Accepted – with or without a pilot period (Paragraph 5.2.1)
 - Declined (Paragraph 5.2.2)

5.2.1 Accepted

- (i) If the request is accepted, the agreed work pattern will be a permanent change to the employee's contractual terms and conditions and the agreed flexible work pattern/work location will continue throughout the entire course of employment. Notification will be detailed in Letter 4.
- (ii) Where a short term request/ pilot / temporary period or time limited period is agreed, this will also be confirmed in writing (Letter 5).
- (iii) It is recognised that an employee's personal circumstances and the needs of the Service can change with time and so it may be appropriate in certain circumstances, for a review of the smarter working arrangements to be undertaken. However, employees must be aware that an agreement to undertake a smarter working arrangement is a permanent contractual change unless the employee has applied for a short term request. Any change made in the future will only be made with the agreement of both the employee and the manager.

5.2.2 Declined

- (i) A request to work flexibly may only be refused where there are clear business reasons.
- (ii) 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.
- (iii) The grounds for refusal must include an accurate factual explanation about why the business reasons apply in these circumstances (Letter 6).

6 Management initiated requests

- 6.1 Where a Service proposes to introduce a smarter working location/ smarter working pattern as detailed in the Smarter Working Policy, the relevant senior manager will present the proposal to the affected employee(s)/relevant Trades Unions in writing, identifying the employee(s) affected, detailing the proposed smarter working location with measurable outcomes, and defining a date when it is proposed that the arrangement be introduced. It will also detail why the proposed smarter working location/ work pattern is compatible with the needs of the Service and the manner in which it is intended to be introduced. 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.
- 6.2 Informal meetings/discussions may take place with the affected employee(s)/relevant trades unions to discuss the proposals, any compromise suggested, the specific terms and conditions associated with the proposed arrangements and the manner and date of implementation. These meetings will take place prior to the implementation of the smarter working location/working pattern. These discussions may become formal as matters are clarified.
- 6.3 If the proposal or a compromise is agreed with the affected employee(s)/Trades Unions, the senior manager will write to the affected employee(s)/Trades Unions detailing the date when the arrangement will commence, and any other relevant implementation issues (including the definition of specific terms and conditions which apply to the arrangement). Where the employee is not a member of a Trades Union, then discussions will be between the employee and the senior manager.

7 Standard Letters

- 7.1 Appendix 1 contains the standard smarter working letters detailed overleaf:-

Letter 1	Application form from employee to request smarter working location/pattern
Letter 2	Line manager notification of smarter working meeting
Letter 3	(a) Letter from employee withdrawing request for smarter working or (b) letter from line manager confirming withdrawal of smarter working

Letter 4	Line manager's notification of permanent smarter working arrangement
Letter 5	Line manager's notification of pilot smarter working arrangement
Letter 6	Line manager's notification of declined application for smarter working
Letter 7	Smarter working application- line manager's request for an extension of time limit
Letter 8	Employee's acceptance/rejection of the extension of time limit

8 Appeal Procedure

- 8.1 Where an employee's request is refused and she/he believes their application has not been properly considered, there is the right to appeal within 14 calendar days after receiving notice of the decision.
- 8.2 The employee should appeal in writing to the Employee Relations Team/Assistant Chief Executive who will make the necessary arrangements for the appeal to be heard within 14 calendar days after receiving notice of the appeal.
- 8.3 The Appeal shall be heard by a nominated senior officer. He/she will be assisted by an Employee Relations representative from the relevant Service.
- 8.4 The appellant should be given at least 7 calendar days advance written notice of the time and place of the Appeal Hearing unless otherwise mutually agreed.
- 8.5 The employee has the right to be accompanied by a colleague or a trade union representative.
- 8.6 The outcome of the Appeal Hearing shall be notified in writing to the appellant and her/his representative within 14 calendar days from the date of the Appeal Hearing.
- 8.7 In the circumstance where an employee fails to attend the Appeal Hearing, it should be handled in the same way as an employee who misses the meeting to discuss the application. An employee who fails to attend the Appeal Hearing should contact the nominated senior officer as soon as possible to explain their absence.

- 8.8 If he/she fails to attend the Appeal Hearing more than once and does not provide a reasonable explanation, the appeal application will be treated as having been withdrawn. Confirmation of the withdrawal will be sent in writing.
- 8.9 The decision of the Appeal Panel will complete the Council's appeal procedure for smarter working.

9 Details of the Council's Operating Principles

- 9.1 Details of the Council's operating principles for the following are detailed in Appendices 2, 3 and 4 attached to this guidance note:-
- Flexible Working Hours including Coreless Flexi
 - Homeworking and Mobile Working
 - Job Sharing

Appendix 1

Standard Smarter Working Letters

Letter 1	Application for Smarter Working
Letter 2	Line Manager's Notification of Smarter Working Meeting
Letter 3	(a) Letter from Employee Withdrawing Request for Smarter Working, or (b) Letter from Line Manager Confirming Withdrawal of Smarter Working
Letter 4	Line Manager's Notification of Permanent Smarter Working Arrangement
Letter 5	Line Manager's Notification of Pilot Smarter Working Arrangement
Letter 6	Line Manager's Notification of Declined Decision on Smarter Working Arrangement
Letter 7	Smarter Working Application – Line Manager's Request for an Extension of Time Limit
Letter 8	Employee's Acceptance or Rejection of the Extension of Time Limit

Letter 1 Application for Smarter Working

Dear Manager

Re. Application for Smarter Working

Name:
Employing Service and Section:
Employee Number:
Designation:
Location:
Date:

I would like to apply to work a flexible work pattern/work location that is different to my current working pattern/location under my right provided in law and in line with the Council's Smarter Working Policy. I confirm I meet the specific eligibility criteria highlighted as follows:

- I have not made a request to work flexibly in the last 12 months (from date of application). If a previous application for smarter working (later than 12 months ago) has been made, please confirm the date of this application.

My current work pattern is (days/hours/times worked)/My current work location is

The pattern/location I would like to work is

I would like this new work pattern/location to commence from

I think this change in my work pattern/location will affect service provision and colleague(s) as follows

I think the effect on service provision and colleague(s) can be dealt with as follows

Yours sincerely,

Designation

c.c. HR Business Partner Team

Letter 2

Line Manager's Notification of Smarter Working Meeting

Dear

Re. Application for Smarter Working

Name:

Employing Service and Section:

Employee Number:

Designation:

Location:

I confirm I have received your request to change your work pattern/work location on --/--/-.
.

I shall be arranging a meeting with you to discuss your application within 28 calendar days of this date.

OR

I would like to meet with you at --am/pm on --/--/-- in my office.

In accordance with the Smarter Working Policy, considering an application (paragraph 3.7 of the associated guidance notes) you are entitled to be accompanied at the meeting by a colleague or Trades Union representative, and you may wish to give this some consideration. It is your responsibility to make any necessary arrangements.

I have passed a copy of your application to the HR Business Partner Team who will ensure your application is dealt with in accordance with the smarter working application procedure.

Yours sincerely

Designation

c.c. HR Business Partner Team

Letter 3(a)

Letter from Employee Withdrawing Request for Smarter Working

Dear

Re. Application for Smarter Working

Name:

Employing Service and Section:

Employee Number:

Designation:

Location:

I wish to withdraw my application for smarter working which I submitted to you on --/--
/--

I understand that I will not be able to make another application while I am in my current post until 12 months after the above date.

Yours sincerely,

Designation

c.c. HR Business Partner Team

Letter 3 (b)

Letter from Line Manager Confirming Withdrawal of Smarter Working

Dear

Re. Application for Smarter Working

Name:

Employing Service and Section:

Employee Number:

Designation:

I confirm that I have received notice that you wish to withdraw your application for smarter working which you submitted to me on --/--/--

If you remain in your current post, you will not be eligible to submit another application until 12 months after the above date.

I have informed the HR Business Partner Team of your decision and a copy of the documentation previously submitted will be held in your personal file.

Yours sincerely,

Designation

c.c. HR Business Partner Team

Letter 4

Line Manager's Notification of Permanent Smarter Working Arrangement

Dear

Re. Application for Smarter Working

Name:

Employing Service and Section:

Employee Number:

Designation:

Location:

Following receipt of your application and our meeting on, I have considered your request for a new work pattern/work location.

- I am pleased to confirm that I am able to accommodate your application.
- I am unable to accommodate your original request. However, I am able to offer the alternative pattern/location discussed and which we agreed would be mutually suitable and is detailed below.

The HR Business Partner Team will now issue you with a variation to your contract of employment.

If you have any questions on the above, please do not hesitate to contact me as soon as possible.

Yours sincerely,

Designation

c.c. HR Business Partner Team

Letter 5

**Line Manager's Notification of Short Term
Request/Pilot Smarter Working Arrangement**

Dear

Re. Application for Smarter Working

Name:
Employing Service and Section:
Employee Number:
Designation:
Location:

Following receipt of your application and our meeting on, I have considered your request for a new work pattern/work location.

I am pleased to confirm that I am able to accommodate your application on a short term basis/temporary period/pilot basis fromuntil which we agreed would be mutually suitable. This arrangement will be reviewed on

Please be aware that in agreeing to this pilot period, we have mutually agreed that the time taken to consider your request for smarter working will extend beyond the standard 3 month timescale for consideration of your application. A decision on the outcome of your application will now be made by (insert date).

Please be aware that acceptance of the trial period does not equate to a permanent right to work the trial period hours.

The HR Business Partner Team will arrange to issue you with a temporary variation to your contract of employment.

If you have any questions on the above, please do not hesitate to contact me as soon as possible.

Yours sincerely,

Designation

c.c. HR Business Partner Team

Letter 6

Line Manager's Notification of Declined Decision on Smarter Working Arrangement

Dear

Re. Application for Smarter Working

Name:
Employing Service and Section:
Employee Number:
Designation:
Location:

Following receipt of your application and our meeting on, I have considered your request for a new work pattern/work location.

I regret to advise you I am unable to accommodate your request for the following business ground(s):

(Please refer to section 5.2.2 of this guidance note for business reasons as set out in legislation)

The grounds apply in the circumstances because (please ensure an accurate, factual explanation is provided):

I have discussed your application and my inability to accommodate your request with the HR Business Partner Team.

If you are unhappy with this decision, then you can appeal against it. This appeal must be made in writing, to the Employee Relations Team or appropriate Assistant Chief Executive within 14 calendar days of receipt of this letter.

Yours sincerely,

Designation

c.c. HR Business Partner Team

Letter 7

**Smarter Working Application- Line Manager's
Request for an Extension of Time Limit**

Dear

Re. Application for Smarter Working

Name:
Employing Service and Section:
Employee Number:
Designation:
Location:

Further to your application for smarter working, I wish to extend the amount of time I need to make my decision to allow me to: (please delete as appropriate)

- Arrange a meeting to discuss your application
- Notify you of my decision regarding your application
- Arrange a meeting to discuss your appeal
- Notify you of my decision regarding your appeal

I wish to extend the time limit to ** days. This means that I will have until --/--/-- to complete the necessary action. I need the extra time for the following reasons:

Please confirm your response to this request in writing using the attached letter and send it to me by return.

I have informed the HR Business Partner Team of this and a copy of your response will be forwarded to the HR Business Partner Team

Yours sincerely,

Designation

c.c. HR Business Partner Team

Letter 8

**Smarter Working Application- Employee's
Acceptance/Rejection of Extension of Time Limit**

Dear Line Manager

Re. Application for Smarter Working

Name:

Employing Service and Section:

Employee Number:

Designation:

Location:

I accept your request to extend the amount of time you require to consider my application for smarter working. I will now have your decision by --/--/--.

OR

I do not accept your request to extend the amount of time you require to consider my application for smarter working. My reason(s) for this is/are

Yours sincerely,

Designation

c.c. HR Business Partner Team

Appendix 2 Flexible Working Hours (including Coreless Flexi) Operating Principles



1. Quick Reference Section

- 1.1 Employees may achieve flexibility in their working hours, always provided that the exigencies of the service are maintained.
- 1.2 Accounting periods are 4 weeks duration.
- 1.3 The options for flexible working are:-

Flexible Start	from 07.00 a.m. to 10.00 a.m
Flexible Lunch Break	normally taken between the hours of 12.00 and 14.00 subject to a compulsory minimum break of 30 minutes. Employees on business absence will receive an automatic debit of 60 minutes subject to a credit adjustment, where appropriate, to a minimum of 30 minutes.
Flexible Finish	from 16.00 pm up to 20.00 p.m.
Time Credits	for ease of operation the maximum time credit which may be carried over to the next accounting period is 7 hours (this will be applied on a pro-rata basis for part-time employees).
Time Debit	maximum debit which may be carried over to the next accounting period is 3 hours (this will be applied on a pro-rata basis for part-time employees).
Flexileave	maximum flexileave of 1 day per accounting period and subject to a maximum of 13 days over a calendar year (this will be applied on a pro-rata basis for part-time employees).

2. Eligibility

- 2.1 The Flexible Working Hours Scheme is open to all employees (where in operation) with the exception of employees who have been granted a smarter working pattern in accordance with section 8 of the Smarter Working Policy. Such employees may vary their start and finish times through the use of flexi-time but cannot accrue hours. Employees on a smarter working pattern will, however, have access to coreless flexi leave as outlined in section 5 below.

3 Introduction

3.1 Object of Flexible Working Hours

The primary object of flexible working hours is to allow employees to vary their starting and stopping times of work, from the normal starting and stopping times, to a degree which, whilst suiting their personal circumstances, including travel arrangements, should mean that in the majority of cases the total number of weekly hours worked should vary little from the normal contracted weekly hours and usually will equalise over the accounting period of four weeks. There will be exceptions to this which are allowed for within the terms of the flexible working hours operating principles and which must be agreed between employees and management and reviewed periodically.

The Council recognises that flexible working hours should lead to improvements in job satisfaction and performance and thereby improve efficiency.

Arrangements made under flexible working hours will at all times be governed by the exigencies of the services provided.

3.2 Principles of Flexible Working Hours

The operation of Flexible Working Hours must observe the following fundamental principles:

- 3.2.1 Standards of efficiency of service provided in any part of the Council's undertaking must be maintained.
- 3.2.2 It will not be possible for all employees to reconcile flexible working hours with the exigencies of the service or the requirements of their post. The Council therefore reserves the right to exclude from participation in flexible working hours any post or posts which it considers are of such a nature that the operation of flexible working hours will reduce the effectiveness of the service provided by North Lanarkshire Council.
- 3.2.3 The Council reserves the right to implement flexible working hours where such an arrangement ensures the effectiveness of the service. Such arrangements will be subject to consultation with the appropriate trades union(s).
- 3.2.4 Operation of flexible working hours is dependent upon co-operation between employees and the relevant senior managers to ensure provision of the service at all times throughout notional hours.
- 3.2.5 At public contact points, or to suit particular workload patterns of a section or service, the relevant senior manager, as appropriate, must make arrangements with employees to ensure proper cover for the maintenance of the service. Employees may be required to vary their working arrangements to meet the exigencies of the service and in such circumstances appropriate systematic rotas should be employed.
- 3.2.6 Subject to condition 4.2(b) below "booking in and out" will be required at the start and finish of each day, at lunch time and at times when coreless flexi is being used.

- 3.2.7 In certain circumstances either management or employees, on provision of adequate notice, may revert to notional daily hours. Employees reverting to notional daily hours will require to "book in and out" as specified in 3.2.6.
- 3.2.8 Any grievance relating to the operation of flexible working hours should be processed through the Council's Grievance Procedure for Local Government Employees.
- 3.2.9 Any employee found to be abusing this facility, will be immediately excluded from being able to operate flexible working hours and shall revert to notional daily hours and require to "book in and out" as specified in 2.2.6. In addition, the Council's Disciplinary Procedures may be invoked as appropriate.

4. Basic Principles/Definitions

4.1 Bandwidth (i.e. Permitted Working Hours)

The bandwidth consists of the time between the earliest start of work and the latest finish (i.e. 0700-2000).

4.2 Flexible Working Hours

Within bandwidth staff may fix the start and finish of their period at work and thereby achieve flexibility in working hours.

The options are therefore:-

- (a) a flexible start of work from 07.00 a.m. to 10.00 a.m.
- (b) a flexible lunch break normally taken between 12.00 and 14.00, subject to a compulsory minimum break of 30 minutes. Staff on business absence during the lunch period (i.e. 12.00 to 14.00) will receive an automatic debit of 60 minutes for lunch subject to a credit adjustment, where appropriate, to the minimum break of 30 minutes.
- (c) a flexible finish of work from 16.00 p.m. up to 20.00 p.m.

Anyone wishing to be absent from work outwith the times outlined in section 4.2 should seek to access coreless flexi (section 5) where available.

4.3 Accounting Period and Contracted Daily Hours

The accounting period is the period over which attendance hours are compared with contracted hours and time credits/debits identified. The period shall cover four weeks:-

Contracted Accounting Hours -	140 hours per four week period
Contracted Weekly Hours -	35 hours
Contracted Daily Hours -	Monday - Friday 7 hours

4.4 Notional Daily Hours

Notional daily hours will be:-

Monday - Thursday	-	0845-1645 (lunch break 55 minutes)
Friday	-	0845-1615 (lunch break 50 minutes)

4.5 Time Credits/Debits

4.5.1 At the commencement of each working day, the recording system will automatically debit each employee with 7 hours (or contracted hours agreed in a smarter working pattern). All hours worked by an employee will thereafter serve to reduce this debit or to create a credit if work is continued beyond 7 hours (or contracted hours agreed in a smarter working pattern).

4.5.2 The maximum credit which may be carried over to the next accounting period is 7 hours (pro-rata for part-time employees).

4.5.3 The maximum debit which may be carried forward to the next accounting period will not exceed 3 hours (pro-rata for part-time employees). In any 4 week accounting period, all debit hours in excess of 3 hours must be reduced and debit hours, in excess of this figure will be deducted from salary. Furthermore, any repeat of this particular system violation may result in the officer reverting to notional daily hours with the requirement to "book in and out" as specified in 3.2.7.

4.5.4 Employees terminating employment, or transferring out of flexible working hours arrangements, will be required to reduce their credit/debit hours balance to nil by due date. Any failure to do so, in respect of any outstanding debit balance will be rectified by means of a salary deduction.

4.6 Flexileave

One of the main objects of flexible working hours is to afford employees the opportunity to vary start and finish time in accordance with the principles detailed above. Time credits/debits should, normally, only vary at the margin but at times, flexible arrangements may lead to an accumulation of credit hours and it is expected that these will be settled within the flexible working hours bands of the next accounting period. However, subject to the exigencies of the service, such credit hours may be taken as flexileave subject to the following:

4.6.1 Flexileave may only be taken with prior appropriate management approval, and subject to reasonable notice being given. Approval of such leave will, in any event, be subject to the exigencies of the service.

4.6.2 All requests for and approval of a half day or a full day of flexileave must be authorised in advance and recorded on an employee's annual leave card. Where in operation, the Earmis system should be used to request flexi-leave. Instructions on the use of Earmis can be found at <http://connect/index.aspx?articleid=4375>

4.6.3 The maximum flexileave which may be taken is one day per accounting period subject to a maximum of 13 days over a calendar year (this will be applied on a pro-rata basis for part-time employees).

4.6.4 Flexileave will only be granted when an employee has accrued sufficient credit to cover the request. Under no circumstances will an employee be permitted to accrue a debit balance as a result of taking flexileave.

4.6.5 During the period when flexileave is being taken no credits will be granted and the leave will merely reduce or cancel out credit time accrued to that point.

4.7 Termination of Flexible Working Hours

Flexible Working Hours can be terminated by the Council providing an adequate period of notice is given (i.e. one accounting period or 4 weeks), subject to consultation with the appropriate trades unions.

5. **Coreless Flexi**

5.1 Employees will be eligible for coreless flexi if they currently use the flexible working hours recording system (this includes employees on a smarter working pattern, although as outlined in section 2.1 above, such employees cannot accrue hours to take as flexi-leave).

5.2 Coreless flexi is intended to provide employees with additional flexibility to take smaller amounts of leave during the working day (for example, two hours to attend an appointment with a dependent). Notionally, coreless flexi should be used when an employee wishes to be absent from work during the hours of 10am to 12pm or 2pm to 4pm. Outwith these hours, employees can use the existing flexibility of the flexible working hours scheme to vary start and finish times or take a longer lunch break (subject to the exigencies of the service). Employees wishing to take a half day of leave or more should request "flexi-leave" rather than "coreless flexi". Details on applying for flexi-leave can be found at section 4.6.2 above.

5.3 Employees must have accrued sufficient flexi hours (on the day they wish to access coreless flexi) before any request for coreless flexi is made. The definition of sufficient flexi hours is enough time to cover the request, ensuring the employee is not in a negative flexi balance as a result of accessing coreless flexi.

5.4 Coreless flexi must not be used to establish regular work patterns outwith contracted working hours e.g. regularly arriving after 10am or leaving before 4pm. It is not acceptable for employees to request coreless flexi on the same day every month as this will be regarded as establishing a regular work pattern.

5.5 Employees may apply for coreless flexi using the Etarmis system (where it is in operation) or by making a verbal request to their line manager. Where possible, employees must give 24 hours notice of an application for coreless flexi, although it is recognised that this will not always be possible. Approval of coreless flexi is subject to the exigencies of the service.

5.6 Line managers can use the Etarmis system to monitor requests for and use of coreless flexi within their team. Where Etarmis is not in operation, line managers should maintain records of coreless flexi use in their team. The line manager must address instances where it becomes evident that the employee is using coreless flexi to establish a new work pattern.

- 5.7 Employees who work more than six hours per day must take a minimum half hour lunch in line with health and safety regulations. The Council's recording system is programmed to deduct at least 30 minutes from an employee's record each lunch time, if for some reason, no booking is made. For example, an employee taking their lunch between 11.00 and 12.00 and accessing coreless flexi from 12 noon until 2pm must continue to book out as normal. He/she should then make a time adjustment (using Etarmis where in operation) to have the 30 minutes credited back on to their record as the system will have automatically deducted this time.

Appendix 3



Homeworking and Mobile Working Operating Principles

Predominantly Working from Home

1. Equipment and IT Support

Employees will no longer require an office desk and will conduct all previous office based duties from home. The following package shall be provided and maintained by North Lanarkshire Council.

- a. Provision of laptop PC and software.
- b. Provision of "key fob" facility for access to Council systems.
- c. Provision of printer and associated items.
- d. Mobile phone.

All equipment provided by the Council must not be used for private purposes and the use of software other than that provided by the Council is not permitted. The terms of the Council's Acceptable Use of ICT Policy, Information Security Policy and the Data Protection Act will continue to apply.

All equipment provided remains the property of the Council and must be returned upon request. Access to the employee's home may be required for this purpose and arrangements will be discussed in advance to agree a mutually agreeable time.

It will be the employee's responsibility to ensure that the broadband facility, provided and maintained by the employee, is sufficient to support all necessary IT connections and equipment essential for connection to the relevant Council databases. Where there is any break in this service liable to last longer than one week, then the employee should advise their line manager so that appropriate interim arrangements may be discussed. It is advisable that employees check the terms and conditions of their broadband contract to ensure that the provider accommodates the home working arrangements.

2. Working Hours

- 2.1 To provide the greatest level of flexibility employees will work their full contracted hours (e.g. full time = 140 hours) averaged over a 4 week period.
- 2.2 All working hours shall be recorded on an electronic diary which should be submitted to the employee's line manager for approval.
- 2.3 As far as possible the employees' work pattern should be agreed with their line manager at least 1 week in advance. This includes providing employees with an indication of the expected work output and how this will be monitored. It is recognised that this will be easier to do for some jobs than for others and

that there may be occasions where the agreed work pattern may need to be amended.

- 2.4 The employee is required to ensure that working time is without interruption. Under no circumstances should they undertake any other responsibility during working hours.
- 2.5 It may not always be possible to accommodate the employee's requested work pattern and all work patterns will be agreed with the line manager or nominated officer subject to the exigencies of the Service.
- 2.6 As the employee will benefit from increased flexibility in their work pattern, she/he will no longer have access to the current "flexi-time" system.
- 2.7 Employees must work their full contractual hours by the Sunday of the 4th week of the accounting period. However, in order to ensure that a degree of flexibility is available, a credit or debit of up to 2 hours shall be allowed. Any employee who continuously fails to work the agreed number of hours shall be removed from flexible working and may be subject to the Council's Disciplinary process.
- 2.8 There is no requirement to work a minimum or maximum number of hours each day; however the employee's work pattern must comply with the Working Time Regulations.
- 2.9 The employee's line manager will ensure that the proposed work pattern is in accordance with Working Time Regulations. The basic rights and protections that the Working Time Regulations provide are:
 - a) A limit of an average of 48 hours per week which a worker can be required to work.
 - b) A limit to an average of 8 hours in 24 which night workers can be required to work
 - c) A right for night workers to receive free health assessments.
 - d) A right to 11 hours rest a day
 - e) A right to a day off each week
 - f) A right to an in-work rest break if the working day is longer than 6 hours.

Further information relating to the Working Time Directive can be found at:
<http://www.berr.gov.uk/whatwedo/employment/employment-legislation/working-time-regs/index.html>

- 2.10 No additional payments will be made for any work undertaken outwith the Council's core hours, other than in extenuating circumstances. For example, where, due to Service requirements, employees are asked to work more than five hours outwith the core hours, the employee shall receive the appropriate enhancement to their pay.
- 2.11 If the employee is not working at home all day then the time incurred in travelling from home to their first appointment and from the last appointment to their home should not be included in the worked time for that day.
- 2.12 Notional hours will apply for the purposes of sickness, annual leave and public holidays.

3. Travel and Subsistence

- 3.1.1 There will be no change to the current Council procedure in claiming for mileage. For clarity, for those employees working from home, the daily mileage claim will be equal to the total number of miles travelled minus the number of miles that would normally be incurred in travelling from the employee's home to their designated work base.

4. Health and Safety

- 4.1.1 Assessment of the different working practices will have to be considered to ensure that appropriate controls are in place to control any new risks identified. Full assessment of all risks shall be considered by the Council's health and safety colleagues and appropriate training will be provided to line managers and employees. Specifically this will include guidance on the proposed home workplace to ensure that it is adequate, both for practical working and in terms of the relevant health and safety legislation.
- 4.1.2 The Council will ensure that the proposed home workplace is adequate, both for practical working and in terms of the relevant health and safety legislation, prior to the commencement of smarter working.
- 4.1.3 The employee also has a responsibility to maintain safe systems of work and a safe working environment at all times. If an employee proposes to make any changes to their home workplace that would impact on any risk assessment, they should notify their line manager. Advice is available from the relevant Service's Health and Safety Team.
- 4.4 The Council will be responsible for ensuring the safe installation of any equipment and for advising employees on its safe use. Any necessary training will be provided on all equipment to be used.

5. Taxation, Insurance and Mortgages

- 5.1 Where the home is used for business purposes, as defined by Her Majesty's Revenue and Customs Office – HMRC (formerly known as the Inland Revenue), employees will need to contact HMRC for a personal assessment. It is the employee's responsibility to ensure that they contact HMRC for a personal assessment of their circumstances, or changes to their circumstances. Where it is confirmed that costs will be incurred from a personal assessment by HMRC, the employee is responsible for meeting these costs.
- 5.2 Employees will be responsible for seeking confirmation from domestic insurance companies that their domestic insurance policies have been noted, or adjusted, if necessary.
- 5.3 Working at home may have implications for an employee's mortgage or lease arrangement. Consequently, employees are obliged to advise their mortgage provider or landlord that they are working at home.

6. Security of Information

- 6.1 The employee will be responsible for the security of all Council information,

files, documents, etc in their possession and for ensuring there is no unauthorised access to such information. All information held should be treated in confidence, should not be inappropriately disclosed, and should be in accordance with the Council's Acceptable Use of ICT Policy, the Council's Policy on Data Protection and the Council's Policy on Information Security. Advice is available from the employee's line manager.

7. Attendance at the Office

- 7.1 The employee will be required to attend their normal place of work, as determined by their line manager. The Council reserves the right to request the attendance of the employee at different work locations to carry out service provision as agreed with their line manager, for operational requirements. In circumstances where the employee is required to attend at a different location from their designated work base, travelling expenses will be reimbursed in accordance with standard procedures.

8. Sickness Absence

- 8.1 Where an employee's agreed working day commences before the normal 8.45am start time, employees will be required to make contact with their line manager to advise them of their absence by no later than 9.30 am.
- 8.2 Where an employee's agreed working day commences after the normal 8.45am start time; employees will be required to make contact with their line manager within an hour of their scheduled start time. Should contact with their line manager not be possible then notification of the absence should be advised to the line manager or nominated officer by e-mail at their earliest convenience, and the line manager will then make contact with the individual at the first available opportunity.

9. General

- 9.1 Employees participating in the Smarter Working Policy will continue to be governed by the Council's policies and procedures with the exception of the aforementioned exclusions (i.e. flexi-time scheme) and amendments to the absence notification procedures.
- 9.2 Arrangements for the allocation and return of work should be made with the employee's line manager in advance and in accordance with existing procedures. Regular contact, should, be maintained with the employee's line manager and employees should continue to refer to their line manager for advice.
- 9.3 A small pool of laptops will be made available to employees if, for whatever reason, there is a breakdown in the normal working arrangements. These laptops are intended for short term usage only and will be issued at the discretion of the appropriate line manager.

10. Review and Evaluation

- 10.1 The smarter working will be formally reviewed after six months and regular updates will be provided.

- 10.2 The electronic diary/working patterns and use of key fobs will be monitored and reviewed on a regular basis.
- 10.3 The conditions of the smarter working may be subject to amendments following the outcome of reviews and evaluations and in respect of any Council wide policies or initiatives.

11. Notice Period

- 11.1 Participation in the Smarter Working Policy may be terminated by either party if they find that the arrangement is unsuitable e.g. changes in personal circumstances or nature of work, subject to twelve weeks notice on either side. It may be necessary in some cases for the Service to postpone an employee's return to office working while appropriate arrangements are made.

Predominantly Working from NLC Premises – Home Working as Required.

Equipment and IT Support

As the employee will continue to work primarily from North Lanarkshire Council premises and occasionally work from home, they will utilise hot desking facilities when conducting all office based duties. To facilitate occasional home working, they will be provided with a council owned and managed device which enables access to Council systems. Employees, who choose this option will be responsible for maintaining their own broadband connection at home.

1 Working Hours

- 1.1 To provide the greatest level of flexibility employees will work their full contracted hours (e.g. full time = 140 hours) averaged over a 4 week period.
- 1.2 All working hours shall be recorded on an electronic diary which should be submitted to the employee's line manager for approval.
- 1.3 As far as possible the employee's work pattern should be agreed with their line manager at least 1 week in advance. This includes providing employees with an indication of the expected work output and how this will be monitored. It is recognised that this will be easier to do for some jobs than for others and that there may be occasions where the agreed work pattern may need to be amended.
- 1.4 The employee is required to ensure that working time is without interruption. Under no circumstances should they undertake any other responsibility during working hours.
- 1.5 It may not always be possible to accommodate a requested working pattern and all working patterns will be agreed with the employee's line manager or nominated officer subject to the exigencies of the Service.
- 1.6 As the employee will benefit from increased flexibility in their working pattern, the employee will no longer have access to the current "flexi-time" system.

- 1.7 Employees must work their full contractual hours by the Sunday of the 4th week of the accounting period. However, in order to ensure that a degree of flexibility is available, a credit or debit of up to 2 hours shall be allowed. Any employee who continuously fails to work the agreed number of hours shall be removed from the Flexible Workstyle initiative and may be subject to the Council's Disciplinary process.
- 1.8 There is no requirement to work a minimum or maximum number of hours each day, however the employee's working pattern must comply with the Working Time Regulations.
- 1.9 The employee's line manager will ensure that the proposed working pattern is in accordance with Working Time Regulations. The basic rights and protections that the Regulations provide are:
- g) A limit of an average 48 hours per week which a worker can be required to work.
 - h) A limit to an average of 8 hours in 24 which night workers can be required to work.
 - i) A right for night workers to receive free health assessments.
 - j) A right to 11 hours rest a day.
 - k) A right to a day off each week.
 - l) A right to an in-work rest break if the working day is longer than 6 hours.
- Further information relating to the Working Time Directive can be found at: <http://www.berr.gov.uk/whatwedo/employment/employment-legislation/working-time-regs/index.html>
- 1.10 No additional payments will be made for any work undertaken outwith the Council's core hours, other than in extenuating circumstances. For example where due to Service requirements, employees are asked to work more than five hours outwith the core hours, the employee shall receive the appropriate enhancement to their pay.
- 1.11 If an employee is not working at home all day then the time incurred in travelling from home to their first appointment and from their last appointment to home should not be included in worked time for that day.
- 1.12 Notional hours will apply for the purposes of sickness, annual leave and public holidays.

2. Travel and Subsistence

- 2.1 There will be no change to the current Council procedure in claiming for mileage. For clarity, for those employees working from home, the daily mileage claim will be equal to the total number of miles travelled minus the number of miles that would normally be incurred in travelling from the employee's home to their designated work base.

3. Health and Safety

- 3.1 Assessment of the new working practices shall have to be considered to ensure that appropriate controls are in place to control any new risks identified. Full assessment of all risks shall be considered by our health and safety colleagues and appropriate training provided. Specifically this will include

guidance on the proposed home workplace to ensure that it is adequate, both for practical working and in terms of the relevant health and safety legislation.

- 3.2 The Council will ensure that the proposed home workplace is adequate, both for practical working and in terms of the relevant health and safety legislation, prior to the commencement of smarter working.
- 3.3 The employee also has a responsibility to maintain safe systems of work and a safe working environment at all times. If an employee proposes to make any changes to their home workplace that would impact on any risk assessment, they should notify their line manager. Advice is available from the Service's Health and Safety team.

4. Taxation, Insurance and Mortgages

- 4.1 Where the employee's home is used for business purposes, as defined by the Inland Revenue, the employee will require to contact the Inland Revenue for a personal assessment. It is the employee's responsibility to ensure that they contact the Inland Revenue for a personal assessment of their circumstances, or changes to their circumstances. Where it is confirmed that costs will be incurred from a personal assessment by the Inland Revenue, the employee would be responsible for meeting these costs.
- 4.2 The employee will be responsible for seeking confirmation from domestic insurance companies that their insurance policies have been noted or adjusted if necessary.
- 4.3 Working at home may have implications for an employee's mortgage or lease arrangement, and employees are obliged to advise their mortgage provider or landlord that they are working at home.

5. Security of Information

- 5.1 The employee will be responsible for the security of all Council information, files, documents, etc in their possession and for ensuring there is no unauthorised access to such information. All information held should be treated in confidence, should not be inappropriately disclosed, and should be in accordance with the Council's Acceptable Use of ICT Policy, the Council's Policy on Data Protection and the Council's Policy on Information Security. Advice is available from the employee's line manager.

6. Attendance at the Office

- 6.1 The employee will be required to attend their normal place of work, as determined by their line manager. The Council reserves the right to request the attendance of the employee at different work locations to carry out service provision as agreed with their line manager, for operational requirements. In circumstances where the employee is required to attend at a different location from their designated work base, travelling expenses will be reimbursed in accordance with standard procedures.

7. Sickness Absence

- 7.1 Where an employees' agreed working day commences before the normal 8.45am start time, employees will be required to make contact with their line manger to advise them of their absence by no later than 9.30am.
- 7.2 Where an employees' agreed working day commences after the normal 8.45am start time, employees will be required to make contact with their line manager within an hour of their scheduled start time. Should contact with their line manager not be possible then notification of the absence should be advised to the manager or nominated officer by email at their earliest convenience, and the line manager will then make contact with the individual at the first available opportunity.

8. General

- 8.1 Employees participating in the Smarter Working Initiative will continue to be governed by the Council's policies and procedures with the exception to the aforementioned exclusions (i.e. flexi-time scheme) and amendments to the absence notification procedures.
- 8.2 Arrangements for the allocation and return of work should be made with the employee's line manager in advance and in accordance with existing procedures. Regular contact should be maintained with the employee's line manager and employees should continue to refer to their line manager for advice.
- 8.3 A small pool of laptops will be made available to employees if for whatever reason, there is a breakdown in the normal arrangements. These laptops are intended for short term usage only and will be issued at the discretion of the appropriate manager.

9 Review and Evaluation

- 9.1 The smarter working will be formally reviewed after six months and regular updates will be provided.
- 9.2 The smarter working including electronic diary/working patterns and use of key fobs will be monitored and reviewed on a regular basis.
- 9.3 The conditions of the smarter working may be subject to amendments following the outcome of reviews and evaluations and in respect of any Council-wide policies or initiatives.

10 Notice Period

- 10.1 Agreement to participate in the Flexible Workstyle initiative may be terminated by either party if they find that the arrangement is unsuitable e.g. changes in personal circumstances or nature of work, subject to two weeks notice on either side. Additional or less notice can be agreed by mutual consent. It may be necessary in some cases for the Service to postpone an employee's return to office working while appropriate arrangements are made.

Appendix 4

Job Sharing Operating Principles



1. Definition

Job Sharing is defined, for the purpose of this policy as the voluntary sharing by 2 persons of the duties and responsibilities of an established full time job. The salary and appropriate conditions of service are shared on a pro-rata basis according to the hours worked by each job sharer.

Job Sharing is available to prospective employees (if the job is advertised as being suitable for job sharing) and existing employees who wish to reduce their hours.

The purpose of the scheme is two-fold:-

- (a) For employees, it provides the opportunity for working conditions which meet changing individual circumstances, and
- (b) For the Council, it allows for the retention of trained and experienced employees who might otherwise leave.

2. Eligibility

This Policy applies to all employees of the Council with the exclusion of those employed under the scheme of salaries and conditions of service for teaching staff in school education.

All permanent established posts will be considered eligible for job sharing. For reasons of management consistency, strategy and policy, Chief Official posts are deemed to be inappropriate for job sharing.

Furthermore, an Assistant Chief Executive, or nominated officer, can refuse an application for job sharing if the job is deemed to be unsuitable for sharing. Written reasons for the decision must be provided and employees may have the right to appeal in accordance with the Council's Grievance Procedure.

3. Application for Job Sharing

(a) Adverts

Where a post becomes vacant and is identified as being suitable for job sharing, it will be advertised in the normal way but with a note to the effect that applications will be accepted from persons wishing to job share.

Employees wishing to job share their existing post should submit their request, in writing, to their Assistant Chief Executive, or nominated officer, who will approve or reject their application. To allow advertising, interviewing and appointment procedures to be followed, applications to job share must be submitted not later than 8 weeks before the proposed "sharing" date. It is not necessary for an employee to have an identified partner before applying for job sharing. All such vacancies will be advertised in the normal way.

(b) Applications

Applications for job sharing can be made in a number of ways (subject to the post being deemed suitable for job sharing).

- (i) An existing post holder may apply to job share and the remaining portion of the post would be advertised.
- (ii) Two candidates can apply jointly for a post and both be successful, having been considered jointly alongside every full-time application.
- (iii) One successful candidate can be appointed to a vacant post on a job sharing basis and the remaining portion would then be advertised.
- (iv) Two candidates applying independently of each other can be appointed to a vacant post subject to both satisfying the requirements of the job, having been considered jointly alongside every full-time application.

In all cases, the Assistant Chief Executive, or nominated officer, reserves the right to determine the suitability of an individual for the post. Where one or both of the applicants for a job sharing post are not selected there is no right of appeal except where such a right exists by way of statute.

Where an existing employee wishes to job share, implementation will be dependent on the appointment of a suitable sharer. If a suitable sharer cannot be appointed, the job sharing arrangement will not go ahead. There is no right of appeal against the decision of the Council as to the suitability of applicants for the one half of a job sharing post.

4. Loss of Job Sharing Partner

In the event of a job sharer leaving the shared post, the remaining sharer may be offered the post on a full-time basis, subject to satisfactory work performance and conduct. If the remaining sharer does not wish to take the post full-time, or if there are work performance/conduct issues, a suitable job sharing partner will be sought.

If it is not possible to recruit a suitable replacement, every effort will be made to redeploy the remaining sharer. Wherever possible, such redeployment will be to a post on an equivalent grade and conditions, although this cannot be guaranteed.

If no redeployment is available, or if it is offered and not accepted, the remaining job sharer will be dismissed. Such a decision will only be taken as a last resort and only after management has fully consulted with the employee and explored every possible avenue.

5. Sharing Arrangements

The hours of work will be agreed to meet the operational needs of the Service and, as far as possible, to suit both job sharers. An appropriate arrangement may be selected from a variety of working patterns.

The post may be shared on a split-day or split-week basis giving each employee a pro-rata share of the full-time hours of the post on either a morning or afternoon

basis or 2/3 days on alternative weeks, or 2½ days per week or other sharing arrangements which are deemed to be suitable.

Whatever the arrangements, over a reasonable period, each sharer's average hours must equate to their contractual hours. The agreed arrangements will be included in each sharer's contract of employment.

The Assistant Chief Executive, or nominated officer, has the right to insist on a pattern of work to meet the exigencies of the services and the requirements of an overlap period and on review of the arrangements, to subsequently amend starting and finishing times, patterns of work, overlap, etc.

There may be circumstances where an employee wishes to hold two different job sharing posts within the Council. Clearly, the operational viability and practicality of such an arrangement would have to be carefully considered. However, such an arrangement will be supported wherever it is deemed to be practicable.

6. Temporary Period

In situations where the suitability of a job sharing arrangement is in doubt, the Assistant Chief Executive, or nominated officer, may apply up to, but not normally exceeding, a six month temporary period at the manager's discretion to establish the suitability of a post for job sharing.

The job share contracts of employment will clearly indicate the terms of the temporary period and the consequences of the job being found unsuitable for job sharing.

The suitability of a job share will be carefully monitored during the temporary period and any problems addressed at an early stage and steps taken to remedy them. Arrangements will be terminated only after careful consideration and only after all other possible solutions have been exhausted.

Ultimately, if a job sharing arrangement, which has been set up under a temporary period, does not work out the arrangement will be terminated. The resulting effect on the employees will depend upon the partner's position prior to the introduction of the job sharing arrangements:-

(a) Existing postholder who had applied to job share full time post.

Original partner would immediately revert to full-time status. The other partner would be offered redeployment to other suitable available employment and if this was not possible the contract of employment would be terminated. If the other partner, prior to the start of the job sharing arrangement, held a permanent substantive post within the Council, the substantive post should be filled on a temporary basis for the six month period of the temporary period. If the sharing arrangement is deemed to be unsuitable, the other partner would revert to his/her substantive post.

(b) Both partners have joined the organisation to take up job sharing posts.

The job would revert to full-time status with both partners applying, if they wish, for the post. If one or both do not want to work full time, attempts will be made to redeploy the individuals to a suitable alternative post. If redeployment is not available, or is offered and not accepted, the sharers will

be given appropriate notice to revert the hours of the post to full-time and the job sharing contract of employment will be terminated.

7. Conditions of Service

(a) Application of Grade/Salary Scales

Job Sharers will be graded according to the salary scale/grade applicable to the post although placing within the grade will be on an individual basis. The salary will be paid on a pro-rata basis in accordance with the number of hours worked. If weekly hours vary (i.e. a short week and a long week) payment will be made on the average hours. Incremental progression will be in accordance with the conditions applying to full-time employees.

(b) Contract of Employment

Job Sharers will have individual contracts of employment with particulars of the post and any associated conditions specified for the individual.

(c) Hours of Duty

The normal hours of duty for a job share will be a pro-rata share of those of the full-time post as agreed on appointment. Details of the hours of duty, including pattern, overlap, variations, etc., will be clearly detailed in the statement of particulars for the post.

(d) Overtime

Payment for overtime working will be made only when an individual job sharer exceeds the total weekly hours for the equivalent full-time post.

(e) Annual Leave

The annual leave entitlement for job sharers will be a pro-rata share of the entitlement which the individual would have received if working full-time (based on the number of days or weeks worked per annum).

(f) Public Holidays

The paid public holidays allocated to each job sharer will, when combined, not exceed the total applicable to an equivalent full-time appointment. Sharers are required to be flexible in order to ensure equity.

(g) Special Leave

Special leave will be granted in accordance with the conditions applying to full-time employees.

(h) Non Core Hours and Night Working Allowance

Non Core Hours and Night Working Allowance will apply to job sharers who satisfy the conditions laid down in the Scheme of Salaries/Pay & Conditions of Service.

(i) **Statutory Sick Pay & Sickness Allowance**

Job Sharers will be entitled to statutory sick pay and sickness allowance in accordance with the Scheme of Salaries/Pay & Conditions of Services.

(j) **Maternity Leave**

Job Sharers will be entitled to Maternity Leave in accordance with the Scheme of Salaries/Pay & Conditions of Service.

(k) **Hospital & Medical Appointments**

Job Sharers will be expected to arrange medical and other appointments outside working hours. Where this is not possible e.g., clinics or surgeries which take place on set days of the week coinciding with the job sharer's working hours, leave to attend appointments should be dealt with under normal special leave arrangements.

(l) **Training**

Training needs of job sharers will be determined on an individual basis. Job sharers are covered by the terms of the Council's Training and Development Policy. Attendance at training courses on days on which the sharer does not work will be avoided as far as possible. Where it is unavoidable, time-off in lieu will be given or the sharer may be offered correspondence or distance learning depending on the circumstances.

(m) **Flexible Working Hours- Flexi-time/leave**

Job Sharers may have access to flexi-time/leave. It should be noted that flexi-time/leave is not a contractual right for any employee.

(n) **Pension**

Job Sharers will be eligible for membership of the Local Government Pension Scheme.

(o) **General Conduct**

Job sharers will be covered by the conditions as they apply to full-time employees.

(p) **Discipline & Grievance Procedure**

Job sharers will be covered by the terms of the Council's Disciplinary & Grievance Procedure