

# INTELLIGENT WORKING POLICY AND PROCEDURE

POLICY NO	HR 009
DATE RATIFIED	December 2010
NEXT REVIEW DATE	December 2013

## POLICY STATEMENT / KEY OBJECTIVE:

The aim of the Intelligent Working Policy is to support the workforce in achieving a reasonable balance between commitments inside and outside of the work environment. The Trust recognises the importance of attracting and retaining an engaged and effective workforce, and is committed to providing reasonable flexibility for staff, whilst maintaining a commitment to the needs of the Trust as a provider of world-class healthcare services.

**Accountable Director:** Executive Director of Workforce and Organisational Development

**Policy Author:** Associate Director of Human Resources

### KEY POLICY ISSUES

- To enable staff to balance their work and home life
- To extend the use of intelligent working practices in a consistent and fair way

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## Executive Summary

<b>Subject</b>	Intelligent Working Policy
<b>Applicable to</b>	All employees of Lancashire Care NHS Trust
<b>Key Policy Issues</b>	The policy provides a framework for the provision of Intelligent Working opportunities for staff, and guidance for managers dealing with requests.
<b>Date issued</b>	
<b>Date policy reviewed</b>	November 2010
<b>Next review due date</b>	November 2013
<b>Policy written by</b>	Associate Director of Human Resources
<b>Consultation</b>	Senior Management Team Staff Side Representatives Partnership Forum
<b>Policy reviewed by</b>	Director of Workforce and Organisational Development HR Staff Side Representatives
<b>Lead responsible for policy</b>	Director of Workforce and Organisational Development
<b>Monitoring arrangements</b>	HR is responsible for overseeing the introduction, operation and monitoring of the policy and where appropriate data are available, will report to the Trust Board on take-up of intelligent working.
<b>Approved by</b>	Staff Side EMT Policy and Governance
<b>Authorised by</b>	EMT Policy and Governance
<b>Signature</b>	Joanne Marshall, Director of Workforce and Organisational Development
<b>Related procedural documents</b>	Special Leave

## Intelligent Working Policy

### 1. Introduction

Lancashire Care NHS Foundation Trust is committed to retaining the very best staff members and utilising all the talent and experience available. The Trust also appreciates that our 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. The Trust recognises also that the demands of individual's jobs do not fit easily within a standard working week.

We all have responsibilities and interests inside and outside of the work environment and staff will be more effective if they can achieve a reasonable balance between these commitments. We acknowledge that with appropriate use of flexibility in the way we manage our work, the Trust can achieve its objectives, deliver a good service, and increase our effectiveness whilst, at the same time, improving the quality of lives for our staff.

We believe that work life balance via intelligent working is important for all our staff be it personal or domestic responsibilities, and we will support and encourage them to achieve this whilst taking account of Trust and colleagues' needs. We will ensure that none of our staff are unfairly disadvantaged as a result of any agreed working practice or pattern they may adopt under this policy. In turn it recognises that staffing capacity must at all times remain in line with the needs of the Trust.

Changes to working patterns must comply with the legal requirements in line with the Working Time Directive.

The Trust will consider requests for Intelligent Working from any employee, regardless of length of service.

However, in order to have a **legal** right to apply for intelligent working a person must:

- a) Be an employee.
- b) Have worked for the Trust continuously for 26 weeks at the date the application is made.
- c) Not be an agency worker
- d) Not have made another application to work intelligently under the right during the past 12 months.
- e) And either;
  - Have parental responsibility for a child under the age of 17 (or disabled child up to the age of 18), - from April 2011, this right will be extended to those with parental responsibility for children under the age of 18 - or;
  - Be a carer for an adult who is a spouse, partner, civil partner or relative; or who although not related to the employee, lives at the same address as them.

It is important to note that this legal right does not provide qualifying employees with an automatic entitlement to be granted an intelligent working pattern. However, the

Trust has a legal duty to consider requests from eligible employees, and ensure that there are clear business reasons for refusing requests.

## **2. Purpose / Principles**

This policy has been developed to provide guidance to Heads of Department and staff, as well as to demonstrate the Trust's commitment to being a family friendly employer.

The purpose of the policy is to provide a consistent management framework for dealing with requests for Intelligent Working, and to provide all managers and staff with information on the availability of flexible working options.

## **3. Duties**

### **The Trust Board**

- Has responsibility to ensure that appropriate policies and procedures are in place to manage the provision of intelligent working opportunities for staff, and to guide managers to effectively implement the core policy principles and content.

### **Chief Executive**

- Has principal responsibility for ensuring the content of this policy is applied consistently and fairly across the Trust.

### **Director of Workforce**

- Is the named officer responsible for ensuring the content of this policy is applied consistently and fairly across the Trust.

### **Human Resources (HR) Department**

- Are responsible for overseeing the introduction, operation and monitoring of this policy and reporting to the Trust Board on appropriate matters.
- Are responsible for ensuring the provision of training, guidance and support to Line Managers on the implementation of the policy.
- Are responsible for promoting the adoption of consistent and fair application of the policy throughout the Trust.

### **Line Managers**

- Are responsible for the dissemination and implementation of this policy within their teams.

- Are responsible for liaising with the relevant HR Advisor to seek professional advice and guidance on the implementation of the policy.
- Are responsible for ensuring that employees are aware of their responsibilities in relation to the policy and understand what is expected of them.
- Are responsible for considering applications for intelligent working in accordance with the criteria set out in this document.

## **Employees**

- Are responsible for submitting considered applications for Intelligent Working in accordance with the procedures set out in this document.
- Are responsible for communicating and keeping in touch with their manager, where this is required as part of their intelligent working pattern.
- Are responsible for adhering to the agreed terms of any intelligent working arrangement

## **4. Definitions**

### **4.1 Examples of Intelligent Working**

The following provides a range of examples of intelligent working, which should be considered against the circumstances of the employee and service need.

#### **4.1.1 Annualised Hours**

Annual hours gives both the employer and employee extra flexibility to vary their patterns of work across each year. The total number of hours to be worked in the full year is agreed at the outset. How these hours are worked is agreed between the individual, the manager and the team members.

- **Benefits to the Employee**
  - The rostered hours an employee is to work is usually known well in advance
  - It offers a regular salary level throughout the year even though hours of work vary.
- **Benefits to the Trust**
  - It is suitable when the organisation is aware of predictable fluctuations in activity levels for different teams over different periods

- There is greater flexibility to match staffing to the demands of work
- There would be reduced overtime payments and less need for temporary staff
- Productivity would be improved.
- **Potential Issues**
  - Long hours at particular times of the year can result in increased pressure and difficulties for employees with caring responsibilities
  - Demands on administration time may increase to record and manage hours
  - There is a danger of 'presenteism' to build up hours if not managed appropriately
  - There would need to be a salary adjustment if an employee were to leave part way during the year.

#### 4.1.2 Career Breaks

A career break is an extended period of unpaid leave from work with an intention to return to work at an agreed date in the future. This would normally be for a period of twelve months, but this can be extended up to five years.

- **Obligations on the employee**
  - An employee on a career break will be required to fulfil certain reasonable conditions intended to enable the employee to keep up to date on work issues. These will be specified in the career break agreement.
- **Obligations on the Trust**
  - The Trust will consult and involve the employee in any proposed changes which will affect the post or job content during the course of the break.
  - Where as a result of restructuring, the original post no longer exists. The Trust will make all reasonable efforts to redeploy the individual on their return. If it is not possible to place the employee, redundancy will apply on the basis of the employee's previous employment.
- **Benefits to the employee**
  - The employee has an extended period of time away from the workplace to study, spend time with dependants, carry out voluntary work or perhaps travel abroad.
  - A career break can be used as an opportunity for personal development.
- **Benefits to the Trust**
  - The employee's skills are retained in the long term.
  - New ideas and extra skills, motivation and enthusiasm may result from the employee's period of time away from the workplace.

- Career breaks can attract, motivate and retain staff and job applicants who, for example, missed out on a 'gap year' of travel between school and university or want to take an extended period to look after young children.

#### 4.1.3 Compressed Hours

By increasing the hours worked on other days an employee can take one day off every other week. This can be on a rota system or a set day each fortnight. Holidays are pro-rata to hours worked. Another option is to take two half days every other week.

- **Benefits to the employee**
  - Extra time is freed up for the employee to pursue hobby's, further education or spend time with family
  - Less commuting
  - No reduction in pay
- **Benefits to the Trust**
  - Quiet periods of the week can be used more effectively if the employee's time off is arranged to coincide with them
  - Office space can be used more effectively
  - Staff cover can be extended beyond the normal hours of work
- **Potential Issues**
  - It could impact on team meetings, team work and communication
  - Work would need to be covered on the day//half day off

#### 4.1.4 Flexitime

This allows staff to vary their actual working hours outside certain core times each day. Usually this means staff can vary their start and finish times to suit domestic responsibilities, travel arrangements or for work reasons. Staff can build up a debit or credit of hours worked within each period.

#### 4.1.5 Job Sharing

Job sharing is the voluntary sharing of an established post with the salary and benefits attached to this post shared on a pro-rata basis. It differs from part time work in that two employees have joint responsibility for the whole job and accept that part of their function is to co-ordinate, communicate and collaborate to ensure that the whole job is done.

- **Benefits to the Employee**
  - It provides more time for caring responsibilities or other commitments



- The employee works at regular defined times, permitting arrangements in his/her free time to be made in advance
- The employee can become more accustomed to increased leisure time in the run up to retirement
- It can permit an employee to continue with the security of regular employment.
- **Benefits to the Trust**
  - Two individuals may bring increased skills and expertise to the position
  - Peak periods of demand may be covered by hours when the two individuals work simultaneously
  - Sick leave and annual leave may be covered
- **Potential Issues**
  - Increased costs are likely to result from training, overlap time and equipment where it can not be shared
  - The arrangement is likely to be unsuccessful unless regular communication and handovers take place between the individuals
  - Demand on line manager's increase with more staff to manage.

#### 4.1.6 Part-time Working

The employee works fewer hours per day or week and the salary, leave and benefits are therefore calculated on a strictly pro-rata basis. Ideal for those with family commitments, and trained and experienced people who cannot or do not wish to work full time. It may also be popular with employees leading up to retirement.

- **Benefits to the employee**
  - The employee can fit paid work around childcare and other commitments
  - It can allow the employee to become more accustomed to increased leisure time in the run up to retirement or to supplement a pension from another employer.
  - It can permit an employee to continue with the security of regular employment while at the same time working on a self employed basis.
- **Benefits to the Trust**
  - Periods of peak workload can be targeted
  - It can be used to retain the skills of employees after maternity/paternity leave
- **Potential Issues**
  - Reduced pay may not make it feasible for some employees
  - The impact on other colleagues and availability of the employee for meetings may be an issue.

#### 4.1.7 Self-Rostering

Self-rostering means agreeing the staff levels and skill mix required at any time in the day, then giving the staff the ability to schedule their work day collectively to meet these requirements. This therefore gives the employee's more control over their own working week. They can opt for fewer, longer shifts where appropriate.

#### 4.1.8 Term-time Working

Term time working is an agreement whereby an employee is allowed to take extended unpaid holiday to coincide with school holidays. It can apply to both full and part time staff, trading time off for a reduction in income but retaining a permanent contract.

- **Benefits to the employee**
  - The problem of finding childcare during school holidays is removed and the employee can spend more time with his/her children during this time.
  - It offers a regular salary level throughout the year.
- **Benefits to the Trust**
  - The recruitment and retention of individuals with childcare responsibilities which is particularly valuable in areas where recruitment is hard, and as a means of attracting women back to work.
- **Potential issues**
  - Other employees may be put under pressure not to take their annual holiday during the school holidays
  - The reduction in pay could act as a disincentive.
  - Where a long break from employment would be disruptive to the job or service provided, or where the employee has unique knowledge or skills that are needed on a consistent basis throughout the year, this system may be unsuitable.

#### 4.1.9 V-Time Working

V-time working means voluntarily reducing your working hours for a specified period, by joint agreement to enable employees to manage other personal or caring commitments. Pay is reduced proportionately.

- **Benefits to the employee**
  - A temporary reduction in hours allows an employee to accommodate a specific event in his/her life, for example, a course of study or a relative's illness, but to return to the security of a full-time position.

- **Benefits to the Trust.**
  - The employee's skills are retained on a reduced basis at a point when they might otherwise have been lost completely, and regained on a full-time basis when the agreed period comes to an end.
  - They system could also act as a means of permitting an employee recovering from an illness or adjusting to an impairment to return to work on a phased basis.

#### 4.1.10 Home Working

Occasional working at home is a system whereby the employee carries out a proportion of their duties at home rather than on Trust premises. It would normally be used for carrying out specific tasks which require a high level of concentration and/or minor interruptions. However, it can also include work that can be done effectively from any suitable location.

## 5. Considering Requests and Grounds for Refusal

*Prior to making a request for intelligent working, it is advisable for any member of staff to consider the potential impact any new working patterns will have on the contractual aspects of their employment, including:*

- *Unsocial hours payments*
- *Eligibility for overtime pay (i.e. if weekly working hours do not exceed 37.5)*
- *Annual salary*
- *Maternity pay*
- *Pension entitlement – a reduction in hours might affect pension entitlement. Individuals are advised to seek advice directly from the Pensions Officer.*

When a particular form of intelligent working is proposed the Trust will need to take into account a number of criteria including (but not limited to) the following:

- The affect, positive or detrimental on a Service User or service need
- The cost of the proposed arrangement
- The effect of the proposed arrangement on other staff
- The level of supervision/management required
- A workload analysis of the role
- Health and safety implications
- Detrimental impact on quality
- Insufficient work during the proposed periods of work
- The need to provide cover during core office/working hours

Every effort should be made to introduce intelligent working options. Managers will seek to be creative when considering requests for intelligent working and are encouraged to adopt a whole team approach when considering such requests. There may be occasions when there is a need

for compromise between what the employee requests and what is required to run a service. Where a change in the working arrangements will be impractical a request may be refused.

Employees are protected from suffering detriment or dismissal for making an application under the right to request flexible working. All staff working intelligent working patterns will have equal statutory rights to those who work more 'traditional' hours.

## 6. Intelligent Working Procedure

- a. The employee must make a considered application in writing using the form in Appendix A. Normally an employee can make one application a year and an accepted application will result in a permanent change. This does not prevent employees and managers agreeing to a temporary change with an agreed review date. Once a permanent change to terms and conditions has been made, there is no automatic right for the employee to revert back to the previous arrangement.
- b. Within **two weeks** of receipt of the application the line manager should arrange to meet with the employee. This meeting will provide the manager and the employee with the opportunity to explore the desired work pattern in depth, and to discuss how best it might be accommodated. It will also provide an opportunity to consider other alternative working patterns should there be problems in accommodating the desired work pattern outlined in the employee's application.
- c. The employee may be accompanied at the meeting if they so request. Human Resources may be consulted by either the line manager or employee for further advice.
- d. Within **two weeks** after the date of the meeting the line manager should write to the member of staff to either agree to a new work pattern and start date; or to provide clear reasons as to why the application cannot be accepted. On occasions the line manager may want to take further action or advice before a final decision can be taken. If this is the case the employee should be advised accordingly.
- e. If the employee is not satisfied with the decision, they have the right to appeal. This should be done, in writing and within two weeks of receiving the original decision, to the next level of line management.
- g. A meeting will be arranged within two weeks to discuss the appeal. This appeal should be within the spirit of the overall aim of encouraging both parties to reach a satisfactory outcome. The outcome of this meeting will be communicated in writing to the employee within two weeks of the meeting taking place. If the appeal is accepted, the line manager will arrange to meet with the employee to discuss the proposed new work pattern and start date.

- h. There is no further right of appeal at this stage. However, if an employee feels that the policy has not been properly adhered to, then they have the right to invoke the Grievance Procedure at the appropriate stage.
- i. If all internal procedures have been exhausted, an employee will have a legal right to request flexible working by making a complaint to an Employment Tribunal or ACAS.

## **7. Trial Periods**

Line managers reserve the right to implement a trial period of 12 weeks, in order to assess the impact of the intelligent working agreement on operational efficiency. The trial period gives both parties the opportunity to assess the suitability of the arrangement, with the option of withdrawing or amending the original agreement at the end of the trial period.

Prior to the commencement of any trial period, the manager is required to confirm in writing to the employee that formal approval of their intelligent working request will be decided at the end of the trial period.

At the end of the trial period, the line manager should arrange to meet with the employee to discuss the success of the intelligent working over the trial period. The employee may be accompanied to the meeting. If the manager is happy with the trial period, he/she will inform the member of staff that the intelligent working request can be formally approved, and will confirm this in writing within 5 working days.

Should the manager have concerns that the period of intelligent working has had a detrimental impact (see criteria outlined in section 3), the manager may seek to re-negotiate the flexible working agreement with the employee, or decide to formally refuse the request for intelligent working. The manager must confirm the outcome of the meeting in writing to the employee within 5 working days, stating the amended terms of any new agreement, or the grounds for refusal.

The right of appeal outlined in section 4 can be exercised by the employee at this stage.

## **8. Guidelines**

### **8.1 Network Directors and Clinical Leads**

There are important organisation and social reasons for having an intelligent working policy as part of the Trust's wider HR strategy and ensuring that it is actively practiced. These include: improved corporate image; enhancing the attractiveness of LCFT as an employer to a wider segment of the labour market;

- increased productivity;
- increased engagement;

- increased levels of experience;
- reduced absenteeism;
- and reduced turnover leading to lower recruitment and re-training costs.

You should take responsibility for ensuring that the spirit and practices of this policy are adhered to by:

- Developing a culture which focuses on achieving business goals and delivering a service, but also accepts and values the benefits of flexibility and alternative working patterns.
- Ensuring your area of responsibility has sufficient capacity to accommodate changes in working patterns
- Acting as a role model by fulfilling your responsibilities as a direct line manager and ensuring your own work life balance is reasonable.

## **8.2 All Line Managers**

It is your responsibility to ensure that business goals are achieved and the agreed service is delivered. Therefore, any action you take under this supporting intelligent working policy must be consistent with those requirements.

Encouraging and enabling your staff to achieve a reasonable balance between their work and private lives can bring a range of business benefits including:

- increased loyalty, commitment and productivity;
- improved retention of staff;
- enhancing the attractiveness of the Trust and your team as a place to work
- reduced absenteeism.

Flexible and alternative working patterns are not incompatible with delivering the business. They do not always entail less working hours, and may lead to more effective working. Sometimes all that will be required will be some flexibility on one-off occasions.

You should regularly review your team's staffing needs, always considering the service you need to deliver, and be open and positive about how this might be achieved as effectively with a variety of different working arrangements. Always consider and where appropriate promote the opportunities for intelligent working patterns when advertising job vacancies.

As a manager you have responsibility for ensuring that your staff have a reasonable workload, taking account of their experience and working pattern; and that they receive appropriate support, training and development and are not regularly working long hours.

Staff may approach you directly about their work/life balance, but equally, you should be alert to any signs that there may be any

problems in your team. On such occasions you may wish to instigate informal discussions into the matter, and use this document to provide solutions to the problem.

When a review of intelligent working arises, you should respond positively, constructively and flexibly while helping staff to analyse their work/life balance and discuss any issues (including longer term career plans), possible options and solutions with them. When exploring possible alternative full time work patterns e.g. home working or compressed hours (section 2.0) you should particularly ensure that any proposals are realistic and that part-time working would not be a more realistic option.

Equally you must balance the needs and requests of individual staff with the requirement to deliver objectives, provide a service and avoid any unreasonable consequences for other colleagues.

You may need to discuss the situation with your line manager or HR if you do not believe you have the flexibility to resolve the situation yourself, there may be options available in the wider Trust. In any event you should consult your line manager before making a final decision.

If you manage staff with alternative work patterns you may need to review your communications process to ensure that they are kept informed, supported and do not feel isolated. You may also need to adopt a different management approach, eg. to an outcome or output basis. You must ensure that staff are not unfairly disadvantaged by adopting intelligent working patterns etc.

As an individual, by ensuring your own work/life balance is reasonable, you will provide a role model for your team.

### **8.3 All staff**

From time to time everyone needs to review the balance between their work and their private life, and decide whether this is reasonable and acceptable. Take into account your family, hobbies, health, learning and leisure, as well as looking at the way in which you can do your job most effectively.

If you believe your work/life balance is not reasonable you may find some of the options set out in this policy helpful. Many of the options in this document can help you to assess your situation, provide support, and if appropriate, help you consider alternative working arrangements. When exploring possible alternative full time work patterns e.g. home working or compressed hours (section 2.0) you should particularly ensure that any proposals are realistic and that part-time working would not be a more realistic option.

You should appreciate that when considering requests for intelligent working arrangements the Trust must take into account the need to

deliver its objectives, provide a service and avoid any unreasonable impact on other staff. It may not always be possible to meet requests fully and/or immediately and some flexibility on your part may also be required. However, our aim is to be positive and constructive; discuss alternatives to achieve an improved balance for you and to ensure that you are not unfairly disadvantaged by adopting alternative working patterns.

#### **8.4 HR**

HR has an important facilitation and support role on intelligent working:

- promoting awareness and providing information;
- giving advice and guidance to staff and line managers;
- providing detailed information on specific policies;
- ensuring the Trust complies with employment legislation;
- providing advice on training and development;
- administering the formal request
- monitoring and reviewing the effectiveness of this policy

#### **8.5 Information, support and guidance available**

You may find it helpful when considering your situation, and possible options, to have some guidance, or talk it through with someone:

- Your line manager
- HR
- Work/life balance websites
  - <http://www.dti.gov.uk/employment/workandfamilies/flexible-working/index.html>
  - <http://www.employersforwork-lifebalance.org.uk>
  - <http://www.flexibility.co.uk/issues/WLB/>
  - Inland revenue for child tax credit and working tax credit and childcare allowances at <http://www.inlandrevenue.gov.uk/>
  - Department of Work and Pensions for financial help with caring for the elderly, sick and disabled at <http://www.dwp.gov.uk/>

### **9.0 Training**

Line managers can access training on the implementation of the policy and procedure. This may be provided through face-to-face training modules, and where required, one-to-one advice and guidance from the H.R. Department.

### **10.0 Implementation**

The Trust Policy Administrator will upload all Trust policy documents onto the Trust intranet. The Trusts weekly e-bulletin will include details of all new and reviewed Trust policies following approval and ratification.



The Policy will be held in the Trust HR department and on the Trust intranet.

## **11.0 Monitoring Compliance**

Where H.R. support is requested, the application and effectiveness of this policy and procedure will be monitored on a case-by-case basis by the H.R. department. Any changes in the relevant legislation will be identified and monitored to ensure the policy is up-to-date.

## **12.0 Reference Documents**

Special Leave Policy  
Health and Safety Policy

## **13.0 Bibliography**

ACAS  
The CIPD  
UK Department for Business, Innovation and Skills

**KT/JM/March 2010**

## Appendix 1

### Application to Work Intelligently

**1. Personal Details**

Name:

Job Title:

Network/Department:

Line Manager:

Date employment commenced with the Trust:

**Statement:**

I would like to apply to work a flexible working pattern that is different to my current working pattern. I do / do not \* have a legal right to request flexible working.

\*please delete as appropriate.

**2. Describe your current working pattern (days/hours/times worked):**

**3. Describe the working pattern you would like to work  
In the future: (continue on a separate sheet if necessary)**

**4. Impact of the new working pattern:**

I think this change in my working pattern will affect the Trust and my colleagues as follows:

**5. Accommodating the new working pattern.**

I think the effect on my employer and colleagues can be dealt with as follows:

**6. I would like this working pattern to commence from:**

**Signature**..... **Date** .....

## Appendix 2

**Lancashire Care NHS Foundation Trust  
Initial Equality Impact Assessment**

<b>Department/Function</b>	<b>Human Resources</b>
<b>Lead person</b>	<b>Associate Director of H.R.</b>
<b>Contact details</b>	<b>Kerry.tanfield@lancashirecare.nhs.uk</b>
<b>Name of policy/procedure/service to be assessed</b>	<b>Intelligent Working Policy</b>
<b>Date of assessment</b>	<b>11<sup>th</sup> November 2010</b>
<b>Is this a new or existing policy/procedure/service?</b>	<b>New policy (previously the 'Flexible Working' policy)</b>
<b>1. Briefly describe the aims, objectives and purpose of the policy/procedure/service?</b>	<b>To support the workforce in achieving a reasonable balance between commitments inside and outside of the work environment.</b>
<b>2. Who is intended to benefit?</b>	<b>All employees of LCNFT, the Trust as a whole (should the benefits of intelligent working be realised).</b>
<b>3. What outcomes are wanted?</b>	<b>The provision of intelligent working opportunities for the workforce, resulting in increased productivity, greater employee engagement, and effective use of office accommodation.</b>
<b>4. Who are the main stakeholders?</b>	<b>Trust managers, all staff.</b>
<b>5. Who is responsible for implementation?</b>	<b>Line managers, the H.R. team, estates, health and safety representatives.</b>

<b>6. Are there concerns that there could be differential impact on the following groups and what existing evidence do you have for this?</b>			please explain and also include local demographics, monitoring of E and D (e.g. % of BME communities in East Lancashire – is this % reflected in recruitment and/or service use?)
<b>People from a Black or minority ethnic background</b>	<b>Y</b>	<b><u>N</u></b>	
<b>Women or men</b>	<b><u>Y</u></b>	<b>N</b>	Traditionally, requirements for flexible/intelligent working opportunities are associated with females, who have traditionally assumed the role of the 'carer' of children. Managers may subconsciously underestimate males' needs to pursue flexible working opportunities. However, the Trust is clear that gender shall not be taken into account when considering requests for intelligent working. There is no management information available, which explores the extent to which this has previously been an issue.
<b>People with disabilities or long term health conditions</b>	<b>Y</b>	<b><u>N</u></b>	
<b>People with a particular religion or beliefs</b>	<b>Y</b>	<b><u>N</u></b>	
<b>Lesbian, gay ,bisexual, trans people</b>	<b>Y</b>	<b><u>N</u></b>	
<b>Older or younger people</b>	<b>Y</b>	<b><u>N</u></b>	
<b>Carers</b>	<b>Y</b>	<b><u>N</u></b>	In developing the policy, the Trust has been mindful of the current employment legislation, and is committed to offering staff reasonable support in balancing domestic and work responsibilities.
<b>7. Could any differential impact identified above be potentially adverse?</b>	<b>Y</b>	<b><u>N</u></b>	The Trust has the appropriate policies and procedures in place to ensure that all protected characteristics are taken in account when making management decisions.
<b>8. Can any adverse impact be justified on</b>	<b>Y</b>	<b><u>N</u></b>	

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the grounds of promoting equality of opportunity? (e.g. single sex group, BME group)			
9. Have you consulted with those who are likely to be affected?	<u>Y</u>	<u>N</u>	The policy has been developed in consultation with Staff Side
10. Should the policy/procedure/service proceed to full impact assessment?	Y	<u>N</u>	

I understand the impact assessment of this policy/procedure/service is a statutory obligation and take responsibility for the completion of this process.

Names of assessors: David Attisha

Date of assessment: 11-Nov-2010

Date of next review: Nov 2013