



Flexible Working Policy

Ratified Date	24/03/2022	Version No	4	Expiry Date <i>Max. 3 years from ratification</i>	24/03/2025
Reason(s) for change (if not new at this edition)					
Changes to NHS Staff Terms and Conditions and the inclusion of the importance of flexible working within the NHS People Plan required a full review of the existing policy.					

Chief Officer	Chief People Officer
Lead Authors	Senior HR Business Partner (Jen Turner) and HR Advisor (Abbie Fitzpatrick)

Document Type:	Policy	Reference No:	HR009	Document level:	Trust wide
Document purpose:	To set out the Trust's commitment to flexible working and the process for how flexible working requests should be dealt with, in a fair and consistent manner.				
Applicable to	All staff				

People/Groups Consulted:	Staff side, management colleagues, EDI Staff networks
Governance oversight group (if applicable)	Workforce & Education Subcommittee
Approval Group:	People & Culture Committee
Other documents to be read in conjunction	Recruitment & Selection Policy Reasonable Adjustments Policy Lone Worker Policy Carers Policy

Version Control and Change Summary

Version	Date	Section	Author	Comments
1	May 2014			New policy
2	Mar 2016			Reviewed
3	Nov 2018			Policy updated and merged with guidance.

3.1	Apr 2020			Bridging statement inserted in response to Covid-19 and to bring in line with revisions to section 33 of NHS terms and conditions of service handbook.
3.2	March 2022			COVID Bridging Statement removed.
4	May 2022			Fully reviewed and updated.

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1.0 Introduction and purpose

- 1.1 Lancashire and South Cumbria NHS Foundation Trust (the Trust) is working towards creating a culture where flexible working is available to all staff. This means creating a culture where flexible working is welcomed and supported. We recognise the benefits that it can bring to both the Trust and to our staff. Flexible working will help us to retain our existing staff by improving engagement and wellbeing, it can help us to attract new talent and become an employer of choice. Our Executive commitment to Flexible working is;

“As a Trust we are committed to ways of working which support you to take care of your wellbeing and find a balance between your work and personal life. We will trial new ways of working and be open and transparent about flexible working options, actively promoting them to all of our staff and during recruitment. We will learn from initiatives we have implemented in our pilot sites and put in place processes and guidance to support and promote different forms of flexible working; championing you to make decisions that are right for you”.

- 1.2 The Trust is committed to offering our staff the chance to work flexibly regardless of their role, grade, reason or circumstance in order to help them to achieve a greater balance between work and their personal lives. This is in line with the NHS People Plan which aims to encourage ‘flexibility by default.’
- 1.3 The purpose of this policy is to ensure that flexible working requests are dealt with fairly and consistently for all staff across the Trust. The Trust is committed to ensuring that staff with a flexible working arrangement do not suffer any disadvantage or less favourable treatment.
- 1.4 All flexible working request should be considered on their individual merit. Managers should have due regard for requests where the employee has additional protections from the Equality Act (2010), for example to meet childcare or caring responsibilities, as an adjustment to support a disability or to meet religious requirements. Related policies such as Carers or Reasonable Adjustment should also be considered.
- 1.5 The policy has been developed in consultation with the Trust’s recognised Trade Unions. It is in line with and goes beyond legislative requirements and the Advisory, Conciliation and Arbitration Service (ACAS) Code of Practice on Flexible Working.

2.0 Scope

- 2.1 This policy applies to all employees of the Trust.

3.0 Definitions

Flexible working – ‘An arrangement which supports an individual to have greater choice in where, when and how they work. This may include changes to their working pattern, hours and role, and/or the location in which their work takes place including home working’.

Trade Union Representative – Accredited representatives of recognised Trade Unions within the Trust, who are able to advise and accompany members to any formal meeting under this process.

Please see Appendix 2 for definitions of the types of flexible working.

4.0 Duties

4.1 Employees

- Will be supported to engage in regular conversations with their line manager about flexible working.
- Should participate in all stages of the process, where applicable and engage positively in discussions around their flexible working request with their line manager in order to find a solution that is acceptable to both parties

4.2 Managers

- Are responsible for ensuring that this policy is applied fairly and consistently, considering all requests on a case-by-case basis.
- Should look to say 'yes' to a flexible working request whenever they can, will take a positive and open-minded approach to flexible working requests, promoting a culture of 'flexibility by default'.
- Have a responsibility to familiarise themselves with the provisions of the Equality Act 2010 as they relate to protected characteristics
- Should be open to discussions regarding flexible working during the recruitment process so that candidates are encouraged to commence employment with an agreed flexible working pattern from day one of employment.
- Will ensure that their staff are aware of this policy and the process to make a flexible working request.

- Should ensure that flexible working is discussed regularly as part of one-to-one, appraisal, and supervision conversations, regularly reviewing flexible working arrangements to ensure they continue meet the needs of the individual and the team. Will ensure, where a contractual change (for example to working hours) is involved, they will submit the appropriate documentation/workforce notification to ensure Payroll/ESR/Health Roster are updated accordingly and confirmation in writing is actioned.
- Will consider existing flexible working arrangements when undertaking a review of services / proposed organisational change programmes, and the impact of those proposals on individual's flexible working patterns.

4.3 Human Resources

- Will oversee the introduction, operation and monitoring of this policy to ensure the fair and consistent application throughout the Trust.
- Will ensure the provision of training, and provide support/advice to line managers on the application of this policy.
- Have a responsibility to familiarise managers with the provisions of the Equality Act 2010 as they relate to protected characteristics
- Will, with trade union representatives, ensure that this policy is regularly reviewed and monitored in line with best practice and legislative changes.
- Will maintain a central means for logging and monitoring requests for flexible working.
- Will ensure that the Trust's commitment to Flexible Working is reinforced throughout the recruitment and Corporate Induction process.

4.4 Trade Union Representatives

- Will support staff when making the flexible working request.
- Will work in conjunction with line managers across the Trust to ensure that this policy is applied in a fair and consistent manner.
- Will support staff by attending meetings during the consideration stages of this policy.

5.0 The Policy

5.1 Flexible Working discussions

5.1.1 The Trust encourages all staff to have conversations about flexible working with their line manager at any time during one-to-ones, supervision, appraisal and wellbeing conversations. Early discussions regarding the need for flexible working, in advance of a flexible working request can help both parties to explore the most appropriate flexible working arrangements.

5.1.2 During these conversations it is important to explore how staff are feeling and whether they need any additional support. It may be beneficial for the staff member to contact the Trust's Employee Assistance Programme or access other wellbeing support via the Trust wellbeing website. If any guidance is required on what wellbeing support is available, please contact the Health and Wellbeing team.

- 5.1.2 Where a request is successfully implemented, managers are expected to regularly discuss (every 12 months as a minimum) how well the arrangement is working for the individual, as well as how well it is working for the team during one-to-one meetings/appraisals and wellbeing conversations.
- 5.1.3 These discussions may take place during the recruitment process and in advance of the candidate's employment with the Trust commencing. Such early conversations should be encouraged to ensure that we are able to recruit staff effectively.

5.2 Informal Flexible Working Arrangements

- 5.2.1 The Trust expects managers to discuss and implement informal flexible working practices where possible in order to support staff when additional flexibility is needed on a short term/ad-hoc basis or to cover an emergency or unplanned event.
- 5.2.2 Informal flexible working arrangements may include but are not limited to:
- Swapping shifts
 - Time off in lieu (TOIL)
 - Shifting or changing start/finish times
 - Working from a different Trust location or from home
- 5.2.3 Informal flexible working arrangements are to be agreed locally between an individual and their line manager and are not expected to be a long term arrangement. As such a formal flexible working request is not required, however the line manager should make a local record of the arrangements and share this with the employee. For any long term flexible working requirements, a formal flexible working request will need to be made.

5.3 Flexible Working Requests

- 5.3.1 All staff have a contractual right to make flexible working request from day one of employment with the Trust.
- 5.3.2 To request flexible working, staff should use the Flexible Working Request form available on Health Roster which is then submitted to their line manager for consideration.
- 5.3.3 A flexible working request does not require staff to provide their reasons or any up-front justification for why they wish to work flexibly. However, staff will be asked to provide supporting information and considerations on how the impact on service delivery could be accommodated within their request form, on an optional basis.
- 5.3.4 Employees are encouraged to outline on their request form if they consider their request to be in relation to a long term health condition or disability.

- 5.3.5 Legislation requires that all flexible working requests, including any appeals, must be concluded within 3 months from the date that the request is received, unless the employee agrees to extend this timescale.
- 5.3.6 There is no limit on the number of flexible working requests that can be made by an individual in any one time period.
- 5.3.7 Employees may submit requests on a temporary, short term basis, in response to particular circumstances, or on an ongoing basis.

5.4 Considering a Flexible Working Request

- 5.4.1 All flexible working requests must be considered on an individual basis. Managers should look to accept flexible working requests whenever they can, rather than looking at reasons why it cannot be agreed.
- 5.4.2 There is a legal responsibility to consider requests from employees with a protected characteristic under the Equality Act (2010) that is relevant to their flexible working request (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, and sexual orientation, or their caring responsibilities) to ensure that there is no direct or indirect discrimination. Please contact the HR Team for further advice should this be required. Please refer to the Trust's Reasonable Adjustments policy for information when a request is deemed to be a reasonable adjustment.
- 5.4.3 When considering a flexible working request, line managers will need to consider the team and wider organisational objectives, the ability to meet service demand and deliver safe and high quality patient care, whilst also balancing the needs of the employee.
- 5.4.4 All managers across the Trust are encouraged to take a pro-active and positive approach to all requests, thinking collaboratively about creative flexible working solutions and trialling what may work best in each individual circumstance. For example adopting a team based approach to the rostering of shifts, where a nominated group of team members are responsible for producing the rosters, taking into account individual team members needs.
- 5.4.5 Managers are encouraged to question assumptions about the way in which work has historically been carried out, and focus on the employee being able to continue to deliver their duties/role rather than when or where they work. Managers should use an evidence based approach to consider all requests. For example, the perceived inability to recruit additional staff should not be a reason for refusal.
- 5.4.6 It is sometimes felt that once one request for flexibility has been granted, all future requests will also have to be granted, but this is not the case. Agreement to one flexible working request does not set a precedent or give another member of staff the right to also be granted a flexible working arrangement.

5.4.7 If a manager receives multiple flexible working requests, they will need to consider the needs of the service and whether the requests can be accommodated rather than evaluating the reasons why the staff members are seeking flexible working. Instead the manager will need to:

- consider each request in the order in which they were made. It may be necessary to prioritise a flexible working request received from an employee with a relevant protected characteristic .
- consider each request in the context of service need
- consider the impact of the first request and, if it is accepted, take account of the changes this will make to staffing when considering the second request.
- if requests are made at the same time, the manager should discuss with staff whether adjustments/compromises can be made by all parties in order to enable all requests to be accommodated.
- Seek further advice from the HR Department if required

5.4.8 When a flexible working request, if agreed, will result in lone working, consideration should be given to safety issues and opportunities to reduce any potential risk in line with the Trust lone worker policy arrangements.

5.5 The Process for Flexible Working Requests

5.5.1 The Trust uses a 3 stage process in order to consider a flexible working request:

- Exploratory stage: This stage is carried out by the employee's immediate line manager in order to consider and where required, discuss, the request in more detail.
- Escalation stage: Where any unresolved requests are referred on to the next level of management to explore other possible solutions including options beyond the employees current role/team/location.
Decision: Agreed solutions are documented and processed or justification for the reasons for refusal are provided in line with legislation and details on how to appeal this decision.
- Appeal stage: Where any unresolved requests are referred on the next level of management for consideration of the employee's appeal.

Please see Appendix 1 - flow chart showing the overall flexible working request process.

5.6 The Exploratory Stage

5.6.1 On receipt of a flexible working request the line manager will first consider if they can agree to the request straight away. If not, they should meet with the member of staff concerned within 7 days of receiving the request. This meeting provides the opportunity to explore the request in depth and to evaluate the options.

5.6.2 The employee may be accompanied at this meeting by a recognised Staff Side representative or work colleague if they so wish. The manager may be

accompanied by a representative from the HR Team at that meeting if they so wish. We recognise the contribution of our Staff Side colleagues in helping to identify solutions and value their input. This meeting will be an opportunity for all parties to work together collaboratively with the aim of finding a mutually agreeable solution.

- 5.6.3 The manager will write to the employee within 14 days of the meeting to confirm the outcome. If the request is agreed, this letter will contain the new work pattern and confirm a start date and any trial period or review date that has been agreed.
- 5.6.4 A request cannot be refused at the exploratory stage. If an agreement cannot be reached at this stage, the manager will need to inform the staff member in writing that their request has been referred to the next stage of the process.
- 5.6.5 In order to ensure that all possible options have been considered, managers should explore the following suggestions/compromises which may allow the request to be supported;
- Agreeing to a trial period first in order to assess the impact on the service and the team.
 - Considering a fortnightly flexible working pattern if it cannot be accommodated every week.
 - Discussing flexible working options on some working days, if the request cannot be accommodated on all working days.
 - Consider how the role could be performed differently in order to accommodate the request.
- 5.6.6 Trial periods can be agreed on the basis that:
- They are for a period of up to 3 months, to allow the manager and employee to assess the suitability of the arrangement
 - The manager and employee should agree the measures of success for the period i.e. ability to meet service demand, improvement in employee wellbeing, ability to meet deadlines or handle caseload effectively.
 - Managers will arrange to meet with the employee towards the end of the trial period to review and assess the working arrangement. At this point the arrangement may be agreed long term, tweaked based on feedback during the review and a compromise reached or move to the escalation stage if the request cannot be accommodated after the trial.

5.7 The Escalation Stage

- 5.7.1 This stage of the process is used when an agreement cannot be reached at the exploratory stage. The line manager should seek support from the next level of management, typically a Service Manager or Department Manager, in order to check for other possible options or to verify that that a solution within the employees current team definitely cannot be found. If this is the case, consideration will need to be made

as to whether the request could be accommodated within another team/location/role and the employee will be supported to apply for other positions if appropriate.

5.7.2 The escalation manager will meet with the employee who has made the request and the manager who has been unable to agree the request at the exploratory stage. This meeting will usually take place within 14 days of receipt of the request by the escalation manager. The escalation manager should ensure that full consideration of the request is worked through, including seeking support from the HR Team. As this consideration may take some time, it is expected that a mutually agreed extension will be agreed at this stage in relation to the overall statutory timescale for dealing with the flexible working request. The statutory timescale is 3 months in total, but it is recognised that if the request needs to be considered at the escalation stage, this period will need to be extended.

5.7.3 Consideration should be given to;

- Any other ways that a solution can be found within the employee's existing role / team.
- exploring roles within other teams that may be more practical to support the request within the escalation manager's group of teams/services.
- exploring vacancies across the wider Trust that may be suitable for the employee to apply for.
- having conversations with other management colleagues to see if there are any other ideas about how this could be supported

5.8 Moving to another role

5.8.1 If the escalation manager is satisfied that the exploratory stage has been followed thoroughly and a solution cannot be found within the employee's current team, a move to another role can be explored, subject to the employee's agreement.

5.8.2 The employee will be supported to help them explore potential vacancies and if so, to consider with the recruiting manager if the flexible working request can be accommodated in that vacancy should they wish to apply. The employee will be given a period of time, usually 4 weeks, to explore this before a decision is reached on their flexible working request. If at any point the employee decides they do not wish to explore moving to another role, they can request that the process moves on to the decision as set out below.

5.9 Decision

5.9.1 If an agreement is reached at any point during the above stages and there is a contractual change (for example to working hours, role, team or location), the manager will submit the appropriate documentation/workforce notification to ensure Payroll/ESR/Health Roster are updated accordingly and confirmation in writing is actioned.

- 5.9.2 The Trust recognises that there may be circumstances when a request cannot be accommodated. However, managers should approach all applications positively, only refusing them as a last resort and once all stages of the flexible working policy have been fully explored. If a solution has not been found following the escalation stage, the manager should seek advice from the HR Team.
- 5.9.3 The escalation manager must provide objective, evidence based, justification for declining a request, relating to one of the legislative reasons as set out in the ACAS Code of Practice. This must be provided to the employee in writing, and include details of the alternatives considered as part of the process.
- 5.9.4 This decision will usually be communicated within 28 days of the escalation meeting referred to in 5.7.2, recognising this may take longer if a move to a different role is being explored.

5.10 The Appeal Stage

- 5.10.1 Where a request for flexible working cannot be agreed at the Escalation stage, the member of staff has the option to appeal to the next level of management within 7 calendar days of being informed of the decision in writing. This would generally be the relevant Associate Director of Operations or other equivalent manager. The decision at the appeal stage is final.
- 5.10.2 The employee is required to provide full details of their appeal for consideration at an appeal meeting. Management are similarly required to provide the rationale for their decision, including the alternatives considered during the process.
- 5.10.3 Within approximately 14 days an appeal meeting will be convened by the Appeal Manager to facilitate them considering the appeal in collaboration with the employee, their representative and the Escalation Manager. The employee may be accompanied at this appeal meeting by a recognised Staff Side representative or work colleague if they so wish. The Manager will normally be accompanied by a member of the HR team at the appeal meeting.
- 5.10.4 The Manager considering the appeal will consider whether the policy has been followed correctly and whether all possible options have been fully considered, looking to find a solution wherever possible.

6.0 Monitoring

Standard	Time frame/ format	How this will be monitored	By whom
Style and format	Upon development.	All policies and procedures will be quality assured prior to approval: the template has been applied and the document governance section is complete.	Policy Officer
Proportion of agreement of Flexible Working requests	Quarterly	Monitoring of numbers of flexible working requests received, agreed/not agreed at each Policy stage	HR Team

7.0 References and Linked Policies

NSHE&I Flexible Working Policy & Flexible Working Definition and Principles

ACAS Code of Practice on Flexible Working

NHS Terms and Conditions of Service Handbook

NHS Staff Council Guidance for joint union-employer partnerships on reviewing flexible working policies

CIPD Flexible Working Practices Fact Sheet

NHS People Plan – ‘The NHS People Plan sets out the workforce strategy for delivering the Long Term Plan for the NHS

NHS People Promise ‘We Work Flexibly’ – NHS England & Improvement’s commitment to supporting flexible working for NHS staff.

Lancashire and South Cumbria NHS Foundation Trust Policies;
Recruitment Policy

Equality in Employment Policy

Rostering and Temporary Staffing Policy and Procedure

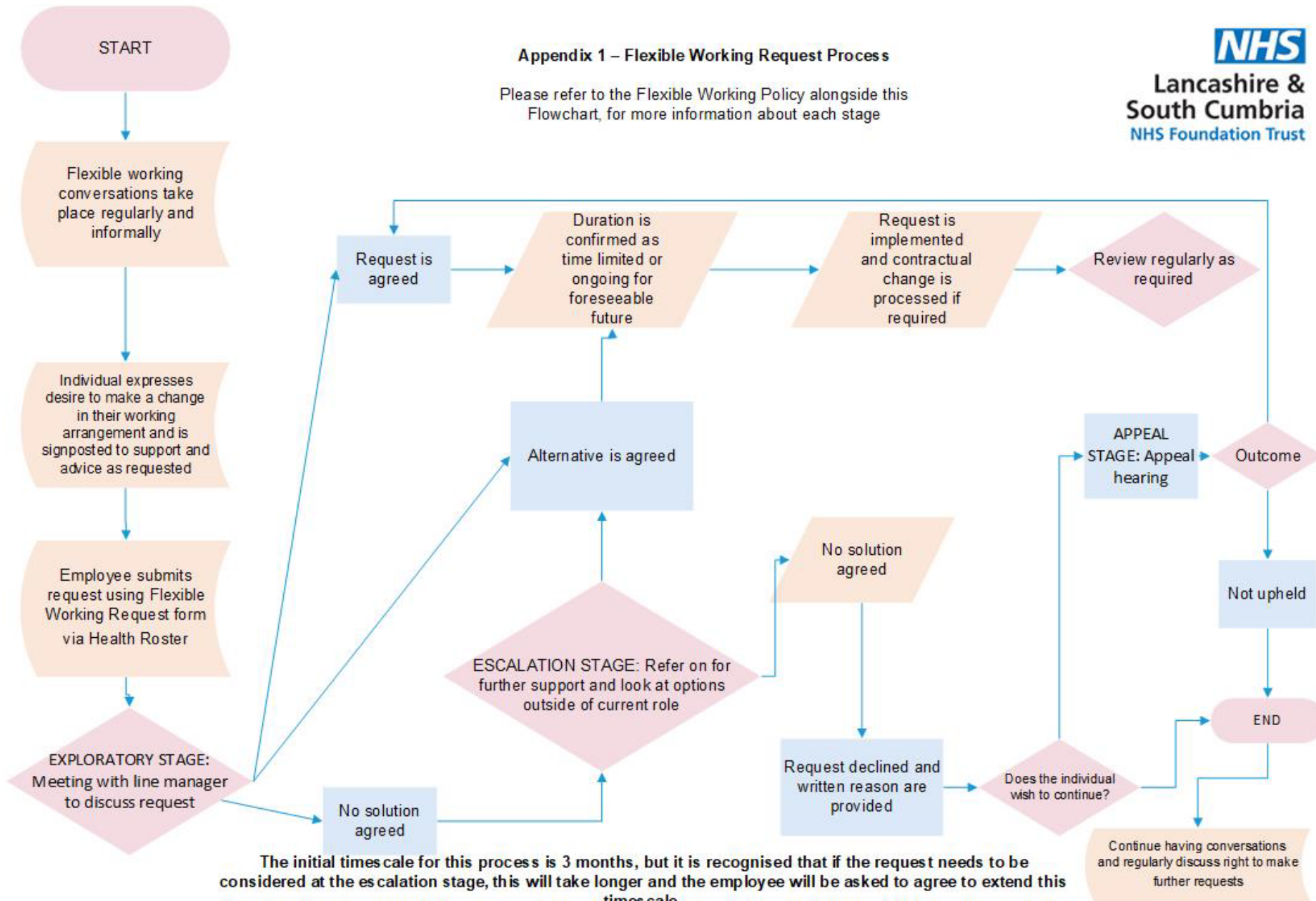
Carers Policy

8.0 Implementation plan

Category	Action(s)	Target date	Responsible person
Engagement	Communication of Policy as part of launch	Q1 2022/23	Policy Author Communications Team
Training	Training for managers in application of Policy	Q1 2022/23	Policy Author OD Team
Other (e.g. resources)	Publicise as Policy of the Month.	Q1 2022/23	Policy Team (Effectiveness Department) Policy Author

Appendix 1 – Flexible Working Request Process

Please refer to the Flexible Working Policy alongside this Flowchart, for more information about each stage



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Appendix 2 – Types of Flexible Working

Here are some examples of flexible working, these are the most commonly recognised, but this is not an exhaustive list and other forms of flexible working will be considered as part of the request process.

Annual hours: the total number of hours to be worked over the year is fixed but there is variation over the year in the length of the working day and week. This is particularly useful when the work required has peaks in demand at certain times of year.

Career breaks: career breaks, or sabbaticals, are extended periods of leave - normally unpaid

Compressed hours: the central feature is reallocation of work into fewer and longer blocks during the week. Appropriate rest breaks (unpaid as with all other work patterns) must be factored into the hours and attention paid to any lone working or other health and safety implications.

Flexitime: allows employees to choose, within certain set limits, when to begin and end work. 'Core hours' are defined where all staff are expected to be working. Staff can work hours outside these core hours and total hours are monitored, usually on a monthly basis.

Hybrid working: splitting working time between the workplace and working remotely (usually at home).

Job-sharing: a form of part-time working where two (or occasionally more) people share the responsibility for a job between them. These people share the workload, pay, benefits and responsibilities of the job. Job share partners will normally choose how to divide up their work and working hours should be arranged so that there is an overlap and therefore a handover period is built into the system.

Part-time working: work is generally considered part-time when employees are contracted to work anything less than full-time hours, with reduced pay and conditions including bank holidays.

Self-rostering: where individual staff select their own roster against the hours required (stipulated by the manager).

Shift pattern changes: where amendments are made to the typical shift patterns available such as twilight shifts.

Team-rostering: where a team-based approach is used to develop the roster. Nominated team members select the team's rosters against the hours required (stipulated by the manager) considering staff's work life balance and preferences.

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Term-time working: the employee remains on a permanent contract but can take paid/unpaid leave during school holidays. The usual working year on a term time contract is between 30 and 42 weeks per year. The payment is spread out evenly over the year so the member of staff receives regular amounts of pay even throughout school holidays. Annual leave and other terms and conditions would be pro rata although it would be unusual for annual leave to be granted during term time.

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Appendix i: Equality Impact Assessment:

LSCFT puts equality, inclusion, and human rights at the centre of the design and delivery of inclusive services for the diverse communities we serve, and the empowering culture we create for our staff.

The legal case is set out in the Equality Act 2010 and the practice is embodied by our staff every day, without exception.

We are stronger together.
Equality@lscft.nhs.uk



1. What is the title of the Policy and purpose of the activity in requires or involves that needs to be considered and assessed for its impact on people?











[Flexible Working Policy](#). To set out the Trust's commitment to flexible working and the process for how flexible working requests should be dealt with, in a fair and consistent manner

2. Which group/s of people is/are being considered?

- Patients / Service Users Staff Public Partner agencies
- Other (*please specify here*) Staff side representatives

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3. Which of the following protected characteristics may or are likely to be affected by this policy? (* in any box as needed)									
Age	Disability	Gender-reassignment	Marriage/Civil Partnership <i>in employment only</i>	Pregnancy & Maternity	Race	Religion or Belief	Sex	Sexual Orientation	Other <i>detail below</i>
									
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other: Carers									

4. What engagement is taking place or has already been undertaken with those who are likely to be affected?
<p>Consultation was carried out the following Trust staff networks – LGBTQ+ Network, Women’s Network, Disability Network, and Race Equality Network. A draft policy was sent out for feedback and adopted in the policy as appropriate.</p> <p>Disability, pregnancy and maternity, religion, and carers are characteristics that can be addressed within the policy.</p>

5. What impact or potential impact has been identified through the consultation?
<p>Disability – More requests from those with disabilities, making reasonable adjustments, and managing those situations with sensitivity and in line with legislative requirements.</p> <p>Pregnancy/Maternity – Higher level of requests from those that are pregnant or on maternity leave.</p> <p>Race – Data from WRES indicates that staff from a BME background disproportionately represented in pay bands that are more likely to be frontline, and in roles where flexible working is more challenging. Unconscious bias may impact decision making.</p> <p>Religion and Belief – More likely to make requests based on religious needs.</p>

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Sex – Women more likely to request flexible working due to caring responsibilities. Potential stigma linked to men asking for flexible working.
 Carers – More likely to request flexible working due to caring responsibilities.

The proposed policy contents were reviewed in light of these findings and some amendments made.
 Protected characteristics should be given due regard when considering flexible working requests, however they do not guarantee or prioritise a flexible working request.

6. What further steps are needed to mitigate or safeguard against the impact/potential impact identified?

Training materials and sessions will help to mitigate against the policy disproportionately impacting on specific identified groups e.g. unconscious bias, stigma.

Specific reference within the body of the policy around requests related to protected characteristics/equality issues.

Other work/policies are addressing wider equality issues with the Trust e.g. career progression for BME staff etc.

Outcome of the assessment	Action/s Required	Timescale	Accountability
Outcome 1: No change(s) required <i>When the scoping exercise has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken.</i>			
Outcome 2: Adjustments to remove barriers that were identified in the consultation <i>We need to be satisfied that the proposed adjustments will remove the barriers identified.</i>	Data from WRES indicates that staff from a BME background are disproportionately represented in pay bands that are more likely to be frontline, and in roles where flexible working is more challenging. In response to this the Trust is committed to rolling out a comprehensive training session that supports managers in the application of this policy. This training will emphasise and expand on the points already made in this policy around creating a culture where flexible working is welcomed and supported. Coaching	June 2022	Head of HR/HR Team

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	<p>managers and leaders into thinking creatively about flexible working solutions, and using an evidence based approach to work towards a culture of flexibility by default in line with the NHS People Plan.</p> <p>The Trust is rolling out a comprehensive BRAP Training model which aims to eliminate workplace biases and racial inequality. All HR Business Partners will undertake the training and will be able to challenge any biased or discriminatory practices and ideology throughout the flexible working process. In addition to this, the HR Team will include Unconscious Bias Training as part of the wider policy training rollout so that managers and HR support are aware of responsibilities with regard to equality, diversity and inclusion.</p>		
<p>Outcome 3: There is still potential for adverse impact or missed opportunities to promote equality. <i>This requires the consideration of 'reasonable adjustments' under the law to adapt and enable people to engage in or access the activities/practices required by the policy. In this case, the justification for continuing must be described here and should also be in line with the duty to have 'due regard'. For the most important relevant policies, compelling reasons will be needed. We need to demonstrate that there are sufficient plans to reduce the negative impact with 'reasonable adjustments' and/or plans to monitor the actual impact</i></p>			
<p>Outcome 4: Stop and rethink. <i>When an EIA shows actual or potential unlawful discrimination you will now need to make changes to the policy and practices it requires.</i></p>			

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<p>How will we monitor this and to whom will we report outcomes? The Chief Officer of the policy must be made aware of this assessment and any monitoring or rewriting in relation to outcomes 2,3 or 4 <i>Risks identified throughout the assessment process and controls designed to address them, must be described and rated and recorded on Datix or in service risk registers in line with Trust processes. Assurance mechanisms should be developed for each activity to ensure that equality and diversity compliance is achieved on an ongoing basis</i></p>	<p>The Policy Owner is aware that this EIA has been undertaken as part of the policy review process. Any future reviews will be undertaken by the policy author.</p>
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7. Who undertook this assessment and when?

Name: Abigail Fitzpatrick	
Job Title: HR Advisor	Date assessment started:
Service: Human Resources	Date assessment completed: 07/12/2021
Sign off: High – to be signed off by E&D Team Medium – to be signed off by Author with E&D advice Low – signed off by Lead Author	EIA Grade: High

8. Authorised by Trust Equality and Diversity Lead (Signature): Jo Harrison (ED&I Team)

Date: 10.02.22

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