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<td>ACCOUNTABLE DIRECTOR</td>
<td>Director of HR and OD</td>
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<td>APPROVED BY</td>
<td>Executive Management Team (EMT)</td>
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**TRUST GOVERNANCE STRUCTURE**

**POLICY LINKED TO: HR Delivery and Governance Group**
### POLICY VERSION CONTROL

This record shall detail all previous versions of the Policy, including versions that have been known by other names and the date of when a new version was created.

<table>
<thead>
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1. **Trust Policy Statement**

1.1 The purpose of this Flexible Working policy and procedure is to help staff achieve a balance between personal and career commitments by offering new and flexible methods of working. It forms part of the Lancashire Care Foundation Trust commitment to improve the working lives of our employees.

1.2 The policy is in line with and goes beyond legislative requirements and the Advisory, Conciliation and Arbitration Service (ACAS) ‘Hours of Work’ Advisory and the right to request flexible working booklets.

1.3 This policy and Procedure provides a framework to enable flexible working requests to be addressed in a fair, equal and consistent manner and is in line with the relevant legislation and the Advisory, Conciliation and Arbitration Service (ACAS) guidance set out as follows:

- The Trade Union and Labour Relations (Consolidation) Act 1992
- The Employment Rights Act 1996
- The Employment Act 2008
- The Flexible Working Regulations 2011
- ACAS Advisory Booklet – Hours of Work’ Advisory Booklet.

2. **Application**

2.1 This Policy applies to all employees of Lancashire Care Foundation Trust.

2.2 Legislation states that all employees have a statutory right to ask their employer for a change to their contractual terms and conditions of employment to work flexibly provided they have worked for their employer (LCFT) for 26 weeks continuously at the date the application is made.

2.3 Under this legislation, employers have the duty to consider these requests in a reasonable manner and within a reasonable period of time. The Trust believes that this right should apply to all its employees and as such, this policy and procedure goes beyond that required by legislation.

3. **Implementation**

3.1 **Responsibility of the Trust Board**

- The responsibility for the provision of a policy and procedure on Flexible Working initially with the Trust Board.

- Additionally, the Trust Board will ensure through the line management structure that this policy is applied fairly and equitably and that staff are aware of Flexible Working Arrangements available.
3.2 Responsibility of the Human Resources Directorate

- The Human Resources Directorate will oversee the introduction, operation and monitoring of this policy to ensure the fair and consistent application throughout the Trust.
- The Human Resources Directorate will ensure the provision of training, guidance and support to line managers on the operation of this policy.
- The Human Resources Directorate will ensure that queries in relation to this policy at a local level will be answered and ensure the policy is applied fairly and consistently throughout the Trust.
- The Human Resources Directorate will encourage the adoption of a consistent approach to Flexible Working in accordance with accepted standards of good personnel practice and employment legislation.

3.3 Responsibility of Line Managers

- Line Managers are responsible for ensuring that this policy is applied fairly and consistently within their own area.
- Line Managers will ensure that employees are aware of this policy and procedure.
- Line Managers to review any agreed flexible working arrangements at least once every 12 months

3.4 Responsibility of the Employee

- Employees are responsible to ensure that flexible working requests are timely in order to allow for management to consider the request.

3.5 Procedure for Making a Request for Flexible Working

3.5.1 Employees must apply to their manager in writing to request to work flexibly and/or change their working pattern.

3.5.2 As part of the application an employee must present the reasons/need for their application and show an assessment of the impact on their service and colleagues.

3.5.3 The line manager will meet with the member of staff concerned within 14 days of receipt of an application. This meeting provides the opportunity to explore the requested working pattern in depth and to discuss whether this can be accommodated. It will also provide an opportunity to consider other alternative working patterns if there are problems in accommodating the requested pattern. The application must be considered by a manager with the required level of authority in order to make a decision. This would normally be the line manager. They shall therefore be the decision maker at this stage.

3.5.4 The employee may be accompanied at this meeting by a recognised Staff Side representative or Lancashire Care Foundation Trust work colleague if they so wish.

3.5.5 The Manager may be accompanied by a representative from the HR Team at that meeting if they so wish.
3.5.6 The manager will write to the employee within 14 days of the meeting to confirm the outcome. The letter will either agree to the new work pattern and give a start date or provide a clear explanation as to the reason for refusal of the application.

3.5.7 The new working arrangements agreed by the manager and the employee will be either on a permanent or temporary basis. If the arrangement is temporary, timescales for review must be agreed with the manager prior to commencement of the new working pattern. There is no entitlement to revert back to previous arrangements where a permanent change has occurred.

3.5.8 Once agreed, a further flexible working request may not be submitted within 12 months from the date of submission of the initial request.

3.5.9 The Trust reserves the right to review any agreed flexible working arrangements at any time and at least every 12 months to ensure that it meets the needs of the service. There is no entitlement to revert back to a previous arrangement where a permanent change has occurred.

3.5.10 Standard documentation to assist in the process is contained in the supporting documents available on e-HR InfoPoint Advice Centre.

3.6 Considerations

3.6.1 In considering an application for flexible working, the manager needs to consider the following:

- Reason for request; requests due to carer responsibilities, health, disability or religious reasons should be accommodated wherever possible.
- Nature of service
- Effect on service provision
- Needs of the department e.g. current/projected workload of the department
- Other staff may be absent due to sickness, maternity leave etc. making requests for flexible working very difficult
- Alternative options for fulfilling duties
- Impact on recruitment/retention
- Staff security and safety
- Legal requirements
- Reciprocal flexibility
- Other persons who may already be working flexibly
- Mitigation of the possible loss of hours

3.6.2 In some cases it may be possible to offer the flexibility initially on a temporary trial basis in order to assess the impact of this working pattern on the service and other staff. If this is the case, this must be made clear to the member of staff prior to commencement of the flexible working and strict timelines imposed.

3.7 Precedent

3.7.1 The issue of “precedent” is one that is sometimes cited in cases of requests for flexibility. It is a commonly held belief that once one request for flexibility has been granted, then all requests in the future will also have to be granted. This is not the case. If there becomes a situation whereby the service may be affected by accepting further requests for flexible working in addition to those already accepted, and then a request for flexible working may need to be refused. Each case needs to be judged on its own merits in regards to the above bullet points.
and other relevant issues at the time. Further support and guidance can be sought from the Human Resources Team.

3.8 Grounds for Refusal

3.8.1 Neither the legislation nor this policy gives individuals the right to work flexibly, as there may be circumstances when a request cannot be accommodated due to the needs of the service. However, notwithstanding this, requests should be approached positively by the line manager. The aim is to facilitate discussion and encourage both the employee and the Trust to consider flexible working arrangements and to find a solution that is acceptable both parties.

3.8.2 Where requests are refused, clear grounds need to be given. Grounds for refusal under the flexible working legislation are the statutory business reasons as follows in the The Right to Request Flexible Working: An ACAS guide.

- Burden of additional costs
- Detrimental effect on ability to meet customer demand
- Inability to re-organise work among existing staff
- Inability to recruit additional staff
- Detrimental impact on quality
- Detrimental impact on performance
- Insufficiency of work during the periods the employee proposes to work
- Planned structural changes

The above is not an exhaustive list and other valid reasons for refusal may be considered.

Standard documentation when dealing with flexible working request is available on e-HR InfoPoint

3.9 Appeal

Where a request for flexible working has been refused, the member of staff has the option to appeal to the next level of management within 14 calendar days of being informed of the decision. The decision at the appeal stage is final.

The employee is required to provide full details of their appeal for consideration at the appeal meeting. Management are similarly required to provide the rationale for their decision and any response to the appeal itself.

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

The Manager will normally be accompanied by a member of the HR team at the appeal meeting.

Once the appeal has been heard, and the management decision upheld then the employee cannot submit a further flexible working request for 12 months from the date of the initial request.
4. Types of flexible working

The Trust will consider and make every effort to accommodate all requests for flexible working. ACAS give the following as examples of working patterns which may be requested. Below are the commonly recognised forms of flexible working, this is not an exhaustive list and other forms of flexible working will also be considered.

4.1. Part Time Working

4.1.1 What is Part Time Working?

Part time working is where an employee is contracted to work reduced hours with pro rata pay and conditions including bank holidays. Part time working can be carried out at all levels within the organisation.

4.1.2 Additional factors to consider

When considering any reduction in hours, care needs to be taken to ensure the role is still manageable for the member of staff. A reduction in duties will need to be implemented and consideration given for additional support to ensure that all the duties of the original full time role is covered.

4.1.3 Job Share

4.1.4 What is job share?

Job share is an arrangement where two people share the responsibility of one whole time equivalent job. These two people share the workload, pay, benefits and responsibilities of the job. Job sharers may work split days, morning or afternoons, split weeks, or alternate weeks for example.

4.1.5 Additional factors to consider:

A clearly defined job description can help clarify responsibilities, determine whether job sharing is feasible and highlight any possible problems. When recruiting, care should be taken to ensure that the two potential candidates selected are similar in terms of grade, experience, and compatibility and would be able to work effectively together.

Job share partners will normally choose how to divide up their work. This may be by projects, tasks, patients/clients. Both partners need to set aside time to discuss workload and talk about any problems. Working hours where possible should be arranged so that there is an overlap and therefore a handover period is built into the system.
4.1.6 Term Time Working

4.1.7 What is term time working?

Term time working is an agreement to allow employees to work during school term time, giving extended time off to coincide with school holidays. It can apply to full or part time staff, trading time off for a reduction in income but retaining a permanent contract.

4.1.8 Additional factors to consider

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. The Workforce Admin Support Team or Payroll Services will be able to clarify how this is calculated.

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.

For further advice on how to calculate term time working, please contact the Workforce Administration Team.

4.2 Employment Break

4.2.1 What is an employment break?

An employment break allows an employee to take an extended period of unpaid leave from work, with the intention of returning to a job at the same level after a break of a maximum of 5 years. The minimum length of break should be 3 months. There may be circumstances which mean that the employee may not be able to return to their substantive post, however, it is the intention that the employee returns to a job at the same level.

Employment breaks can be used for care commitments, childcare, eldercare, care for another dependents, training, study leave or work abroad. Other reasons will be considered on their merits.

4.2.2 Eligibility/number of employment breaks

- Anyone can apply for a employment break if they have completed 12 months service with the Trust.
- Only one employment break can be taken during your employment with Lancashire Care Foundation Trust and applicants must have at least 5 years potential service prior to retirement
- The application for a employment break must be made at least six months prior to the commencement of the proposed break.
4.2.3 Notice of Return

- Participants must write to confirm their intention to return to work at least 2 months prior to the date of return (if the break is less than a year) and 6 months (if the break is a year or greater) to allow time for the necessary arrangements to be made. Failure to confirm this intention may result in the employee forfeiting the right to return. In exceptional circumstances individual circumstances will be taken into consideration and other arrangements may be made.
- Employees may apply to extend their employment break. This must be within the time scales set out above. Authorisation is at the manager's discretion dependent on service needs.
- Should an employee decide that they do not wish to return to work, they must give written notice in accordance with their contract of employment.

4.2.4 Keeping in touch arrangements

- Those on a employment break will be required to maintain contact with the department during their break to help them keep up to date and facilitate their return to work. The keeping in touch mechanism should be agreed prior to commencement of the break.
- Staff on a employment break must, wherever possible be prepared to undertake a maximum of 10 days paid employment in each year of the scheme (pro rata for shorter breaks) in order to keep abreast of changes and developments in the service. Any period of work will be paid at the appropriate grade and spine point for the work undertaken pro rata to the actual time worked. If, due to the circumstances of the employee, periodic attendance is impractical, a similar period of pre-return training should be undertaken.
- Whilst on employment break staff will not normally be permitted to take up paid employment with another employer, except where for example, work overseas or charitable work could broaden experience.
- Where appropriate, members of staff are also required to ensure that they keep up to date with their professional registration.

4.2.5 Pension contribution

A period of absence on an employment break will not count as either reckonable service or qualifying service for pension purposes. However, any intervening periods of employment for the purposes of keep in touch may be super-annuable. To prevent damage to the pension, contributions can either be maintained during the break or paid back gradually after the break. For further information please contact the payroll manager.

4.2.6 National Insurance and Social Security

National Insurance contributions can be paid for the period of the employment break when you return to work. Social security benefits are dependent on personal circumstances.
4.2.7. Continuous service

The period of the employment break will be counted as “suspension” of continuous service. It does not itself count towards, nor does it break service. This means that service prior to and subsequent to employment breaks will be added together to give the period of continuous service for the purposes of redundancy, sickness, annual leave, maternity leave etc.

4.2.8 Loans

Any outstanding loans must be repaid in full prior to employment break.

4.2.9 The employment break agreement

A model letter and employment break agreements are contained within the supporting documentation. A employment break agreement must be in place for all staff before commencing the break. For more information please see Section 36 of the NHS Terms and Conditions of Service Handbook.

4.3 Voluntary Time (“V” time)

4.3.1 What is voluntary time?

“V” time is a voluntary scheme that allows staff to reduce their hours for an agreed period of between 6 months and 2 years. Pay and conditions will be reduced accordingly. They continue in the same job and have the opportunity to return to full time work at a later stage. In some circumstances it may be helpful to increase hours gradually over the period to allow a smooth transition back to full time hours.

4.3.2 Additional factors to consider:

If “V” time is for a period of 12 months or less, then full time work in the same job is guaranteed, providing it still exists in a full time capacity. If “V” time is for more than 12 months, then at the end of the agreed period, the job holder will automatically be short-listed for jobs at the same level, when suitable vacancies arise. Voluntary time will affect superannuation contributions so staff should contact the payroll manager prior to asking to join the scheme.

4.4 Annualised Hours

4.4.1 What are annualised hours?

Annualised hours working is a system whereby staff are contracted to work a certain number of hours within the whole year. The period over which hours are worked is agreed between the employee and manager over the 12 month period. This is particularly useful when the
work required has peaks in demand at certain times of year. Hours of working under annualised hours agreements will follow the guide used for flexitime hours at 4.7.3 of this policy.

4.4.2 Agreeing Time

It is important that staff agree in advance, with their Line Manager, their probable times of work for the next settlement period in order to maintain efficient working.

This does not mean that attendance time cannot be varied during the settlement period to meet changed circumstances but is intended to ensure that managers are able to provide sufficient office cover, efficient team working arrangements etc. throughout the period. Any proposals to change the agreed attendance pattern should be discussed in advance between the Line Manager and the individual.

4.4.3 Recording Time

A time recording sheet is to be used by all staff operating the scheme, logging start time, start of lunch break, end of lunch break and finish time.

Time should be recorded in 5 minute blocks and should show the last 5 minute interval to be elapsed at both starting and leaving times. For example, an officer starting at 0904 and leaving at 1652 will record 0900 and 1650 hours respectively. A requirement of the scheme is that log sheets are to be available for inspection by line managers at any time. If they are found to be incomplete, the latest starting time or the earliest finishing time, whichever is appropriate, will be entered by the Line Manager.

4.5 Extended Days / Compressed Week

4.5.1 What are extended days?

Extended days are when a member of staff condenses their hours of work into fewer but longer days. This is often associated with nursing staff that may work a 12 hour shift but can be used by other staff groups.

4.5.2 Additional factors to consider:

Care must be taken in deciding if extended days are appropriate. Consideration must be paid to service requirements, individual health and safety issues and working time directive requirements. 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. It is advisable to undertake a risk assessment prior to agreeing to any requests.

Employees are responsible for ensuring that they work the total number of hours as per their contract. Managers will need to ensure that they are satisfied that the hours have been worked.
In regards to annual leave, staff working in excess of the standard 7.5 hour day will need to deduct from their annual leave allowance the actual amount of hours they would have worked on the day they are taking annual leave on.

4.6 Home Working

4.6.1 What is home working?

Home working is when a member of staff, who is not normally identified as an “agile” worker, undertakes his or her work at home rather than coming into their base at the Trust. This is usually done on an ad hoc basis to undertake a specific piece of work or project where it is not necessary to be on site. It is not anticipated that home working would be agreed to on a permanent or regular basis except for in exceptional circumstances. Any decision to work from home must follow a prior agreement or understanding from the employees’ manager. This may be a verbal agreement or understanding.

4.6.2 Additional factors to consider:

When agreeing to allow a member of staff to work from home, care must be taken to ensure the member of staff is both accessible and contactable, has access to the necessary equipment and resources in order to achieve objectives and abides by the appropriate health and safety regulations. It is advisable that on each occasion, specific and measurable outcomes regarding work to be completed are agreed with the member of staff in advance.

4.7 Flexitime

4.7.1 What is flexitime?

Flexitime is a way of working where staff can offset additional hours worked with additional time off and vice versa. This scheme may not be suitable for all departments and service managers will have discretion as to whether it is appropriate to their departments. The scheme defines “core hours” when all staff must be present. Staff can work hours outside these core hours in line with the table at 4.7.3 and accrue total hours usually on a monthly basis. Hours need to be monitored by the line manager to ensure that they meet the requirements of the service provided. Flexitime systems are not designed to allow staff to accrue time that is not in keeping with service needs.

4.7.2 Introducing Flexitime

A decision to introduce Flexitime into a Network or Department may be taken to minimise the need for overtime or long hours, to implement a formalised system of flexibility or to assist managers with peaks and troughs in work volumes. The decision to implement flexitime within a department or service shall be at the sole discretion of the manager.
4.7.3 Principles of Flexitime

Flexible working hours are set out as follows:

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<th>Finish</th>
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<td>8am</td>
<td>10am</td>
</tr>
<tr>
<td>Core Time</td>
<td>10am</td>
<td>12pm</td>
</tr>
<tr>
<td>Flexible Lunch break</td>
<td>12pm</td>
<td>2pm</td>
</tr>
<tr>
<td>Core Time</td>
<td>2pm</td>
<td>4pm</td>
</tr>
<tr>
<td>Flexible hours</td>
<td>4pm</td>
<td>6pm</td>
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- Core hours are defined as those hours between which an employee should be at work. Core hours may be altered locally to suit the individual needs within a service.

If a standard Week is defined as 37.5 hours then:

- A standard Day is defined as 7.5 hours
- A standard Half Day is defined as 3.75 hours
- A lunch break must be a minimum of 30 minutes and is unpaid.
- Appointments, i.e. Doctor/Dentist, should, where possible, be made outside of core hours. Members of staff will need to speak to their line manager in regards to any appointments that are in normal working hours.

Hours Debit and Credit

- Accrual of hours should be capped at 7.5 per month (pro rata)
- No more than 7.5 hours debit (pro rata) may be accrued within any one month
- Any accrued hours must be taken within thirty days of their accrual
- Staff will not be paid in lieu for credit time not taken
- Credit hours will not be given for staff affected by adverse weather or traffic.

4.7.4 Flexitime monitoring

- The responsibility for monitoring the system and ensuring that working time is being recorded belongs to the manager. Also the manager needs to ensure that the service needs are covered. Each member of staff is responsible for ensuring that the hours recorded is accurate.
- Extra hours worked may only be recorded with the prior approval of the manager.
- Falsification of the recording of hours may be dealt with in line with the Lancashire Care Foundation Trust Disciplinary Policy and Code of Conduct.
4.7.5 Managing Flexi-time

Flexi-time should not be used as a method to accrue time owing and to this end employees should make every effort to work their weekly contractual hours where possible. Employees should use flexi-time in conjunction with time owing procedures and in supporting this the maximum accrual at the end of the month is capped at 7.5 hours per month (pro rata) to be carried over and utilised within the next calendar month.

4.7.6 Guidance for the Management of Time Owing

4.7.7 Time Owing

This guidance addresses the informal daily working arrangements of staff in terms of Time off in Lieu (TOIL)

This applies to all staff, excluding Medical and Dental Staff.

4.7.8 Principles

- Time owing is defined as time accrued whilst employees are working on official NHS business, outside their normal contracted hours.
- Employees are required to work their contracted hours as stated within the ‘off duty’ rotas. Where ‘off duty’ rotas are not used, then staff should work the hours agreed as per their contract of employment and in conjunction with their line manager.
- In the context of this guidance document additional time worked must be in relation to the needs of the service and is not to be used as a method of building up hours to take off at another time.
- Time owing will be accrued and taken as plain time.
- The ability to take time owing and/or carry forward time owing shall not be unreasonably withheld.
- Time owing must NOT be authorised for meal breaks as this is in breach of Health and Safety legislation. In extreme circumstances, where it has not been possible to take a meal break due to staff shortages, this must be brought to the attention of the relevant Manager responsible that area.
- Should staff need to book time owing for not being able to take a break this should be recorded as a Datix if it impacts directly on patient and staff safety and service delivery.
- The AFC terms and conditions state that staff on pay bands 1 to 7 who have requested to take TOIL as an alternative to overtime and who, for operational reasons, are unable to take it within three months, must be paid at the over-time rate. This must be authorised by a Senior Manager.

4.7.9 Accruing and Recording of Time Owing

- Accrual of hours should be capped to 7.5 hours within one calendar month. No more than 7.5 hours (of all accrual) may be carried over from month to month.
- Employees who work in inpatient settings or other areas which work longer than normal (7.5 hours) shifts may, at their manager’s discretion, accrue more TOIL than
the capped amount stated above. This should, in most circumstances, not exceed 12 hours.

- A TOIL debit may not be accrued.
- Where e-rostering is in place, staff will record hours worked via this system
- Where e-rostering is not yet in place, staff should record their time appropriately using the locally agreed method for recording hours worked i.e. diary, timesheet or time-owing record.
- Credit hours will not be given for staff affected by adverse weather or traffic
- Agile Workers – are expected to manage their diaries and working time appropriately in line with work demands and through discussion with their line manager where required.

4.7.10 Taking Back Time Owing

- Employees should endeavour to take time owing back in the same week it was accrued. Where this is not possible. Any accrued hours must be taken within one calendar month of their accrual unless they have not been able to take these hours due to operational reasons.
- In these circumstances, staffs (pay bands 1 – 7) that are for operational reason unable to take time off in lieu within three months must paid at the overtime rate.
- Requests to take back time owing must be made in writing (or by submitting the time owing record sheet) to their Manager for authorisation. In the absence of the Manager, the shift Leader can make this decision.
- Time owing, when worked and taken back must be identified on off-duty records – where applicable
- Staff should be aware that time owing, once agreed, can be cancelled in exceptional circumstances if up to 48 hours’ notice is provided. This should only occur as a result of service needs changing from the time that the leave was agreed to the time that the leave was due to be taken.
- Where staff are routinely accruing time owing, then it is the responsibility of the relevant Manager to address the reasons for this, and efforts should be made to ensure that staff work only the hours that they are contracted to do so.
- Managers need to ensure that this is managed in line with considering the health and well-being of employees, to ensure that employees are not working unnecessary and unreasonable working hours.

4.8 Self Rostering

4.8.1 What is self rostering?

In self rostering schemes, staff elect their own roster against the hours required (which is stipulated by the manager). This is most common where staff work a shift system.

4.8.2 Additional factors to consider:

As with flexitime, self rostering would be run on a department basis and would not be offered to individuals. There are many varieties of self rostering schemes including
computer based schemes. Managers are advised to seek assistance from the Workforce Business Partnering Team if in doubt.

4.8.3 Agile Working

4.8.4 What is agile working?

Agile working is a method of working, whereby an employee has no fixed work space and utilises other work spaces as necessary. This person may use a PC or Laptop and Mobile phone device and must have access to their LCFT account.

4.8.6 What are the benefits for me of Agile Working?

For staff agile working can:

- Enable them to work more effectively on a particular piece of work, where concentration is important, by avoiding the interruptions that are part of the office environment.
- Provide a solution to a temporary problem where travel to the office is not always possible.
- For mobile staff, reduce the time spent travelling to a specific base in order to access clinical or administrative systems.

Any decision to implement agile working must be at the discretion of the Service Manager or Assistant Network Director and must be in the interests of the Service.

5 Communication

This Policy and Procedure will be communicated on the Trust’s weekly bulletin when agreed. It will be made available to staff via the intranet and available in hard-copy to staff who have no access to the intranet.

The Trust’s weekly e-bulletin will include details of all new and reviewed Trust policies following approval and ratification.

6 Training

Line Managers may access one-to-one advice and guidance from the HR department. Where a significant need to increase management capability in the application of the policy is identified within the Network, training sessions will be delivered to cohorts of line managers identified within a Network where required.

Further advice and support, template letters, forms and paperwork in relation to this policy can be obtained through e-HR or the HR Advice Centre.

7 Policy Governance.

The governance of this policy, including the reviews, monitoring and reporting will be overseen by Trust’s Partnership Group and/or HR Delivery and Governance Group. The reviews will be undertaken in accordance with the review date set out within the policy or at appropriate intervals when required.
8 References documents

- ACAS Advisory Booklet – Hours of Work’ Advisory Booklet.