



# Flexible Working Policy

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## POL107 – Flexible Working Policy

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<b>Dissemination requirements</b>	All Trust employees by intranet
<b>Part of Trust’s publication scheme</b>	Yes

The East of England Ambulance Service NHS Trust (EEAST) has made every effort to ensure this policy does not have the effect of unlawful discrimination on the grounds of the protected characteristics of age, disability, gender reassignment, race, religion/belief, gender, sexual orientation, marriage/civil partnership, pregnancy /maternity. EEAST will not tolerate unfair discrimination on the basis of spent criminal convictions, Trade Union membership or non-membership. In addition, EEAST will have due regard to advancing equality of opportunity between people from different groups and foster good relations between people from different groups.

EEAST recognises its obligations of supporting the requirements of the Modern Slavery Act 2015 and any future legislations. A prime objective of EEAST is to eradicate modern slavery and human trafficking and recognises the significant part it must play in both combatting it and supporting victims. EEAST is committed to ensuring that its supply chains and business activities are free from any ethical and labour standards abuse.

All Trust policies can be provided in alternative formats.

## Contents

<b>Paragraph</b>		<b>Page</b>
1.	Introduction	4
2.	Purpose	4
3.	Scope	4
4.	Duties	4
5.	Types of Flexible Working	5
6.	Definition	7
7.	Eligibility	7
8.	Informal arrangements	7
9.	If you have salary sacrifice arrangements in place	8
10.	Making a formal request for flexible working	8
11.	Timescales	9
12.	Flexible Working Request Meeting	9
13.	Considering your request	10
14.	Letting you know the decision	11
15.	Where your request is agreed	11
16.	Reasons for declining a request	14
17.	How to appeal	14
18.	Treating your application as withdrawn	16
19.	Requests following / during parental leave	16
20.	Review of flexible working agreements	16
21.	Rota lines	17
22.	Internal Transfer List	17
23.	Policy review	18
<b>Appendices</b>		
Appendix A	Flexible Working (FW) Flowchart	19
Appendix B	Equality Impact Assessment	22
Appendix C	Monitoring Table	23

## 1. Introduction

- 1.1 We at EEAST want to support our employees achieve a balance between work and other priorities, such as caring responsibilities, family commitments, further learning, and other interests. We recognise that a better work-life balance can help to improve employee motivation, performance, productivity, and reduce stress.
- 1.2 Flexible working is any type of working arrangement that gives some degree of flexibility on how long, where and when an employee works, and we commit to treat all requests with due consideration, including any equality implications, and with an emphasis on exploring and mutually agreeing solutions.

## 2. Purpose

- 2.1 This policy aims to give employees greater choice over their working patterns, helping them to achieve a better work-life balance, by:
- encouraging employees to consider flexible working arrangements, where both employees and EEAST’s objectives are met,
  - encouraging line managers to have open discussions with employees about their options,
  - providing guidance on the process of how to make and consider flexible working requests,
  - standardising the terms under which flexible working arrangements are agreed.

## 3. Scope

- 3.1 This policy applies equally to all EEAST employees. It does not apply to casual or agency workers.

## 4. Duties

- 4.1 Employees are responsible for:
- discussing how flexible working will support them, and being flexible wherever possible when considering alternatives that may work for both them and EEAST,
  - making any requests to work flexibly in accordance with this policy,

## POL107 – Flexible Working Policy

- attending meetings arranged in line with this policy,
- where flexible working arrangements are agreed, ensuring that they comply with the work arrangement and co-operate with any review,
- signing an HR2a Change of Details Form which has been completed for an agreed trial period, temporary or permanent arrangement, and/or for any end date of the Flexible Working Arrangement.

### 4.2 Line managers are responsible for:

- building a culture where conversations regularly take place with their team members about their needs, including flexible working,
- giving careful consideration to all flexible working requests on an individual basis and within the timeframes of this policy, seeking HR advice as required,
- escalating any flexible working request for a second review by the manager's line manager prior to declining it,
- keeping accurate records of a flexible working request, including those declined, appealed and/or agreed,
- arranging completion of HR2a Change of Details Forms (HR2a) in line with this policy,
- reviewing the flexible working arrangements on an ongoing basis to ensure they still meet the needs of the employee, and of EEAST during any period of organisational change.

### 4.3 Senior Managers are responsible for reviewing and making a decision on a flexible working request prior to it being declined.

### 4.4 Line managers, HR and Trade Union Representatives are responsible for providing advice and guidance to employees on the application of this policy.

## 5. Types of Flexible Working

### 5.1 The following flexible working options are considered to be typical arrangements that employees may request, but we recognise that there may be alternatives, or a combination of options, which are suitable to both EEAST and the employee:

POL107 – Flexible Working Policy

<b>Agile Working</b>	This is where an employee regularly carries out their duties as an agreed mix of home and EEAST location-based work, e.g., each week, month, etc ( <b>refer to the Agile Working Policy</b> ).
<b>Annualised hours working pattern</b>	This is where an employee has a set number of hours to be averaged out over a calendar year.
<b>Compressed hours</b>	This is where an employee works their usual full-time hours over fewer days by working longer blocks with no reduction in their pay. For example, a 5-day week is compressed into four days, or a 10-day fortnight into 9 days.
<b>Flexitime</b>	This allows an employee to choose, within certain limits, when to begin and end work. An employee is required to work during a core time and must work an agreed number of hours during each calendar month.
<b>Homeworking</b>	This is when an employee regularly carries out their duties from home rather than an EEAST location ( <b>refer to the Home Working Policy</b> ).
<b>Job-sharing</b>	This is an arrangement where a full-time post, or shift line, is divided voluntarily into two part-time roles. The two post holders then share the overall duties and responsibilities. In operational posts, this would involve two colleagues with the same skill level, e.g., paramedic, sharing a shift line. Pay and benefits are shared in proportion to the hours each works.
<b>Part-time working</b>	This applies to any arrangement where an employee works less than 37.5 hours per week on average (exclusive of unpaid rest breaks). For example, working fewer days.
<b>Term-time working</b>	This is where an employee reduces their hours or takes time off during school holidays. Any weeks above their annual leave entitlement

## POL107 – Flexible Working Policy

	will be unpaid. Salary can be paid in 12 equal monthly instalments (although arrangements may be permitted where an employee is only paid for the time worked and receive no pay during the holidays apart from their entitlement to annual leave).
<b>Fixed working patterns (individual rostering)</b>	This involves the development of a mutually agreeable, non-standard rota pattern (i.e., not a full core or relief line), which may consist of working the same days/times each week, or a variable pattern of work over a number of weeks.
<b>Flexible retirement</b>	See the Flexible Retirement Policy

### 6. Definition

6.1 For the purposes of this policy, parental leave refers to Maternity Leave, Adoption Leave and/or Shared Parental Leave.

### 7. Eligibility

7.1 You have the statutory right to request flexible working from the first day of your employment with EEAST.

7.2 Under your statutory right you can make two formal requests in every 12-month period. However, as we recognise the importance of providing flexible working options, we will consider further applications within that period regardless of the reasons for them.

7.3 If you have submitted a flexible working request, you must wait until that one has been considered and any appeal has been dealt with, before submitting another.

### 8. Informal arrangements

8.1 We encourage you to discuss your needs and ideas for flexible working during regular one-to-one, wellbeing, or other meetings with your line manager.

8.2 Informal flexible working arrangements are:

## POL107 – Flexible Working Policy

- those that your line manager can agree as and when needed, and are for changes that do not impact on your working pattern (rota), pay or contract, e.g., flexitime (including on a short-term basis, e.g., to support you during Ramadan, home-working, where practicable to your role),
  - A short-term arrangement of up to 12 weeks, e.g., to support a health issue (reasonable adjustment).
- 8.3 If an extension is required, you should make a formal application for a temporary or permanent change.
- 8.4 Your line manager must:
- confirm the arrangements to you via email, copying in [AskHR@eastamb.nhs.uk](mailto:AskHR@eastamb.nhs.uk) to enable the informal arrangement to be recorded on ESR,
  - inform Rostering Services of the change to your working pattern via HALO to update GRS (where applicable),
  - inform Planning and Resourcing local team of the rota, start date and end date only (for A&E Operations / EOC employees only, where applicable).

## 9. If you have Salary Sacrifice Arrangements in place

- 9.1 If you are thinking of reducing your hours of work, this would prompt a reassessment of your eligibility for a salary sacrifice scheme.
- 9.2 You cannot sacrifice amounts which would result in your salary being lower than the National Living Wage, and a reassessment may result in you being asked to return your car or bicycle. You would also be responsible for any early termination charges to exit the scheme.
- 9.3 It is therefore important that you contact Finance on [salariesacrifice@eastamb.nhs.uk](mailto:salariesacrifice@eastamb.nhs.uk) to discuss your options prior to submitting a Flexible Working Request.

## 10. Making a formal request for flexible working

- 10.1 A Flexible Working (FW) Flowchart is included at **Appendix A**.
- 10.2 All requests must be made on a **Flexible Working Request Form (POL107-07)** and must include:



## POL107 – Flexible Working Policy

- the date of the request,
- the changes that you are seeking to your terms and conditions of employment,
- the date on which you would like the change to come into effect (this should be within 6 months, unless in specific circumstances, i.e., if you are making a request which will be effective when you return from parental leave).

10.3 You should submit your request providing as much notice of your preferred start date as reasonably practicable, due to the timeframes in Section 11, and to allow time for updating records, i.e., GRS.

10.4 If you are requesting flexible working to support your health and wellbeing and/or if you are disabled, you should get advice from a HR representative and Occupational Health about reasonable adjustments. Please refer to our Reasonable Adjustment Policy.

*If your request is in relation to the Equality Act, e.g., as a reasonable adjustment relating to a disability, you should make this clear in your application.*

## 11. Timescales

11.1 Once you submit a flexible working application containing all the required information, it will be dealt with as soon as possible. The process, from receipt of your request to notification of any appeal decision, will be dealt with within two months. The timescale for each stage should be:

- Flexible Working Request Meeting held within 14 calendar days of receipt of your flexible working request,
- You should receive the Flexible Working Outcome within 14 calendar days of the meeting,
- If you choose to appeal, your Flexible Working Appeal Form should be received within 7 calendar days of receiving the outcome,
- The appeal meeting should be held within 14 calendar days of receiving the appeal form,
- You should receive the Flexible Working Appeal Outcome Form within 7 calendar days of the appeal meeting.

- 11.2 The two-month timescale within this policy may be extended where this is mutually agreed. If an extension is agreed, your line manager or HR representative will confirm the details in writing, e.g., by email.

## 12. Flexible Working Request Meeting

- 12.1 Once your flexible working request has been submitted, your line manager will acknowledge this by email, copying in the local generic HR Admin inbox to enable your request to be recorded on ESR. Your line manager will then arrange a meeting with you to discuss your request. The meeting should be held within 14 calendar days of receiving your request, however, if this is not possible, you will be informed of the reason for any delay.

*You can ask a work colleague or a trade union representative to attend the meeting with you.*

- 12.2 **Resource Planning Team Review (A&E Operations / EOC employees only):** Before the Flexible Working Request Meeting, your line manager will contact a local Resource Planning Team representative to ensure that your requested working pattern meets the demand profile required.
- 12.3 The meeting is an opportunity for you to explain how the proposed working arrangements would benefit you, and for us to consider and discuss any alternative flexible working options that may be available and suitable for you and the business needs of your team. We would encourage you to be as open as possible about your needs so that your line manager / HR representative are able to engage in a constructive discussion about what is feasible.
- 12.4 Your manager will listen and work with you to explore and agree options that work for you, EEAST and your colleagues. They will always aim to reach a solution as soon as possible.

## 13. Considering your request

- 13.1 After the meeting, your line manager / HR representative will consider your proposed flexible working arrangements carefully, in particular:
- the potential benefits to you,
  - any adverse impact of implementing the changes,

## POL107 – Flexible Working Policy

- that they ensure they have received budgetary approval, e.g., an email from finance, if you request an increase to your working hours. Your line manager will attach this to the HR2 form.
- 13.2 Each request will be considered on a case-by-case basis; agreeing to one request will not set a precedent or create the right for another employee to be granted a similar change to their working pattern.
- 13.3 If your request is for annualised hours, your line manager must seek HR advice on the practicalities of the contract and how this would be managed before proceeding further.
- 13.4 While reviewing the application your line manager will consider any protected characteristics, e.g., is your flexible working application to support a reasonable adjustment in line with the Reasonable Adjustment Policy / Occupational Health Policy.
- 13.5 If your line manager is finding it difficult to agree your request, they will escalate to their line manager, and where HR have not previously been involved, seek HR advice before confirming their decision.
- 13.6 The senior manager, line manager, Planning and Scheduling Team representative (A&E Operations / EOC employees only) and an HR representative will review your request, the information discussed at your Flexible Working Request Meeting and your line managers considerations.
- 13.7 It can sometimes take more time to complete the escalation stage, therefore if it could help your manager to reach a positive outcome, you might be asked if you would agree to extend the time taken to respond to your request.

## 14. Letting you know the decision

- 14.1 Your line manager or the budget holder will inform you in writing on a **Flexible Working Outcome Letter (POL107-01 or POL107-02)** of their decision, and why (see Section 14 and Section 15) and send a copy of the outcome letter to [AskHR@eastamb.nhs.uk](mailto:AskHR@eastamb.nhs.uk) so that ESR can be updated accordingly.
- 14.2 This will usually be within 14 calendar days of the flexible working request meeting unless an extension was agreed.

## 15. Where your request is agreed

## POL107 – Flexible Working Policy

- 15.1 Your line manager may agree your request on a permanent, temporary, or trial basis. For example, they may:
- agree your proposed arrangement,
  - agree a re-negotiated version your request,
  - agree a trial of the flexible working arrangement for a set time period (see Section 13.4).
- 15.2 Where your request is agreed, your line manager will arrange completion of an HR2a for any change to your terms and conditions, e.g., working pattern, hours, etc. You and your line manager must sign the HR2a prior to your line manager submitting it to HR Support Services, Rostering Services and their local Planning and Resourcing Team.
- 15.3 Where a flexible working arrangement has been agreed on a permanent basis, this will be a permanent change to your contract, and you will have no right to revert back to your previous working pattern. However further flexible working applications can be submitted in line with Section 7.
- 15.4 **Trial Period**
- 15.4.1 Trial periods are a good way of finding out whether the flexible working arrangements are workable in the longer term. A trial period would usually last for a maximum of 6 months.
- 15.4.2 Where a trial period has been mutually agreed, the **Flexible Working Outcome Letter (POL107-01)** and the HR2a will make it clear that it is a temporary contractual variation and will include the start and end date of the agreement. You and your line manager must sign the HR2a prior to your line manager submitting it to HR Support Services, Rostering Services and their local Planning and Resourcing Team.
- 15.4.3 At the end of the trial period, a further Flexible Working Request Meeting will be held. The outcome will be one of the following options:
- It may be mutually agreed for your flexible working arrangement to continue on a permanent/temporary basis;
  - You may decide that the flexible working arrangement does not meet your needs, and choose to revert to your previous contractual

working arrangements, or submit another Flexible Working Request,

- Where the trial period has not met the business needs of the Trust, your line manager, after discussing the trial with their line manager, may require you to revert to your previous contractual working arrangements.

15.4.4 Your line manager will arrange completion of a HR2a for the appropriate change in line with Section 14.4.3, including to revert back to your previous contractual working arrangements where necessary. You and your line manager must sign the HR2a prior to your line manager submitting it to HR Support Services, Rostering Services and their local Planning and Resourcing Team.

*You can continue to make flexible working requests in accordance with this policy (see Section 7).*

## 15.5 Temporary Flexible Working Arrangement

15.5.1 We recognise that you may at times experience personal circumstances where you find that your normal working pattern is more difficult to sustain in the immediate term, but you do not wish to make a permanent change to your working pattern. Where it is operationally possible to do so, a temporary period of flexible working could be considered, e.g., a period of reduced hours.

15.5.2 A temporary arrangement would usually be agreed for a maximum of 6 months, and the **Flexible Working Outcome Letter (POL107-01)** and HR2a will make it clear that it is a temporary contractual variation and will include the start and end date of the agreement. You and your line manager must sign the HR2a prior to your line manager submitting it to HR Support Services, Rostering Services and their local Planning and Resourcing Team.

15.5.3 At the end of the temporary arrangement, one of the following options will apply:

- it may be mutually agreed for your flexible working arrangement to continue on a further temporary basis. This will be for a maximum of 3 further months to support where your personal circumstances may change within this extended period.

- you will return to your previous contractual working arrangements.

*You can continue to make flexible working requests in accordance with this policy (see Section 7).*

15.5.4 Your line manager will arrange completion of an HR2a for the appropriate change in line with Section 13.5.3, including to revert back to your previous working arrangements where necessary. You and your line manager must sign the HR2a prior to your line manager submitting it to HR Support Services, Rostering Services and their local Planning and Resourcing Team.

## 16. Reasons for declining a request

16.1 Where your request has not been agreed the **Flexible Working Outcome Letter (POL107-02)** will include a clear, compelling reason, and outline which of the following has resulted in the decision (there may be more than one, and they will not decline your request for any other reason):

- it will cost too much;
- they cannot reorganise the work among existing employees;
- they cannot recruit additional employees;
- there will be a detrimental impact on quality;
- there will be a detrimental impact on performance;
- there will be a detrimental effect on EEAST's ability to meet customer / patient demand;
- there will be insufficient work for the periods that you have proposed to work;
- there are planned changes to the business, e.g., EEAST plans to reorganise or change the business and your request will not fit within these plans.

16.2 The letter will also tell you how to access support, how you can appeal the decision, the name of the person you should appeal to, and the date you should complete this by.

## 17. How to appeal

## POL107 – Flexible Working Policy

- 17.1 If you believe your formal request was not handled correctly, or you feel that the reasons for the request not being agreed are unfair or unjustified, then you could decide to submit an appeal.
- 17.2 You can appeal by sending a completed **Flexible Working Appeal Form (POL107-03)** to the person named on the outcome letter within seven calendar days of receiving the decision. This form must set out the grounds on which you are appealing.
- 17.3 Your line manager will forward a copy of your appeal form to [AskHR@eastamb.nhs.uk](mailto:AskHR@eastamb.nhs.uk) so that your Flexible Working Request on ESR can be updated to show it at escalation stage while the appeal is heard.
- 17.4 A more senior manager (appeal manager) will invite you to attend an appeal meeting using the **Flexible Working Appeal Meeting Invite letter (POL107-04)**. The appeal meeting will include the appeal manager, a Planning and Scheduling Team representative (A&E Operations / EOC employees only) and an HR representative who have not been involved in your request before. The meeting will usually be held within 14 calendar days of us receiving your appeal form and will give you the opportunity to present any new information, or raise any concerns related to the way your request has been handled.  
*You can ask a work colleague or a trade union representative to attend the appeal meeting with you.*
- 17.5 After the meeting, the appeal manager will consider the information and let you know on a **Flexible Working Appeal Outcome Letter (POL107-05)** whether your appeal has been upheld, or not upheld, and the reasons for this.
- 17.6 You will usually receive the outcome within seven calendar days of the meeting unless there has been an agreement to extend this timescale. The decision from the appeal panel will be final.
- 17.7 If the appeal manager upholds your appeal, the Flexible Working Appeal Outcome Letter will specify the contract variation agreed, and the date on which it will take effect. Your line manager will take the appropriate actions under Section 14.

## POL107 – Flexible Working Policy

- 17.8 The HR representative will liaise with the local HR administrator to ensure that ESR has been updated with any outstanding information and the Flexible Working Request has been closed.
- 17.9 The grievance procedure is not open to an employee who disagrees with the flexible working request or appeal outcome, however, may be used in relation to any procedural issues.

### 18. Treating your application as withdrawn

- 18.1 We will consider that your flexible working request has been withdrawn in the following circumstances:
- if you email your line manager to let them know that you wish to withdraw your application,
  - if you completely disengage from the process, e.g., if you fail to attend a Flexible Working Request Meeting on two occasions without good reason or fail to attend a Flexible Working Appeal Meeting on two occasions without good reason.
- 18.2 Your line manager will complete and send you a **Flexible Working Confirmation of Withdrawal Letter (POL107-06)** within seven calendar days and send a copy by email to [AskHR@eastamb.nhs.uk](mailto:AskHR@eastamb.nhs.uk) so that ESR can be updated accordingly.

### 19. Requests following / during parental leave

- 19.1 If you make a flexible working request to commence following a period of parental leave (see Section 6), your line manager will facilitate this wherever possible.
- 19.2 This policy should be read in conjunction with the relevant policy, e.g., Maternity Leave and Pay Policy, Adoption Leave Policy and/or Shared Parental Leave Policy.

### 20. Review of flexible working arrangements

- 20.1 If you wish to amend an agreed flexible working arrangement, e.g., a decrease or increase of hours, including an increase to full-time hours, you can submit a further flexible working request in line with this policy.

*Your line manager must have budgetary approval, e.g., an email from finance, if you ask to increase your working hours.*



20.2 Once a permanent flexible working arrangement has been agreed, your line manager may:

- ask you during regular meetings, e.g., appraisal, wellbeing reviews whether the arrangement is still meeting your specific needs. This would be to establish whether further support can be considered, e.g., another flexible working application or options under an alternative EEAST policy.
- discuss the arrangement where there is going to be an organisational change, i.e., rota changes, restructures, which may impact on your agreed flexible working arrangement. HR advice will be sought when consulting with you in relation to any changes.

## 21. Rota lines

21.1 If you are currently working on a permanent rota line and are submitting a flexible working request, e.g., to reduce your working hours, the following options may be considered, either individually or as a combination:

- Job-sharing (see Section 5),
- Individual rostering (see Section 5),
- Working your agreed hours under a relief rota.

21.2 If it is agreed for you to job-share on a rota line and the other person involved in the job-share leaves the rota line, we will support you with a period of up to 6-months to find an alternative job-share partner. If a flexible working request is not received / agreed in this time period to enable you to continue to job-share, you will be unable to continue to work on this rota line.

*You can continue to make flexible working requests in accordance with this policy. For example, for individual rostering or working your agreed hours under a relief rota.*

## 22. Internal Transfer List

22.1 If you are an operational / EOC colleague and you have submitted a request to increase your working hours to full time through this policy:

- you will be eligible to add your name to an internal transfer list for a rota line, in accordance with the internal transfer procedure,

## POL107 – Flexible Working Policy

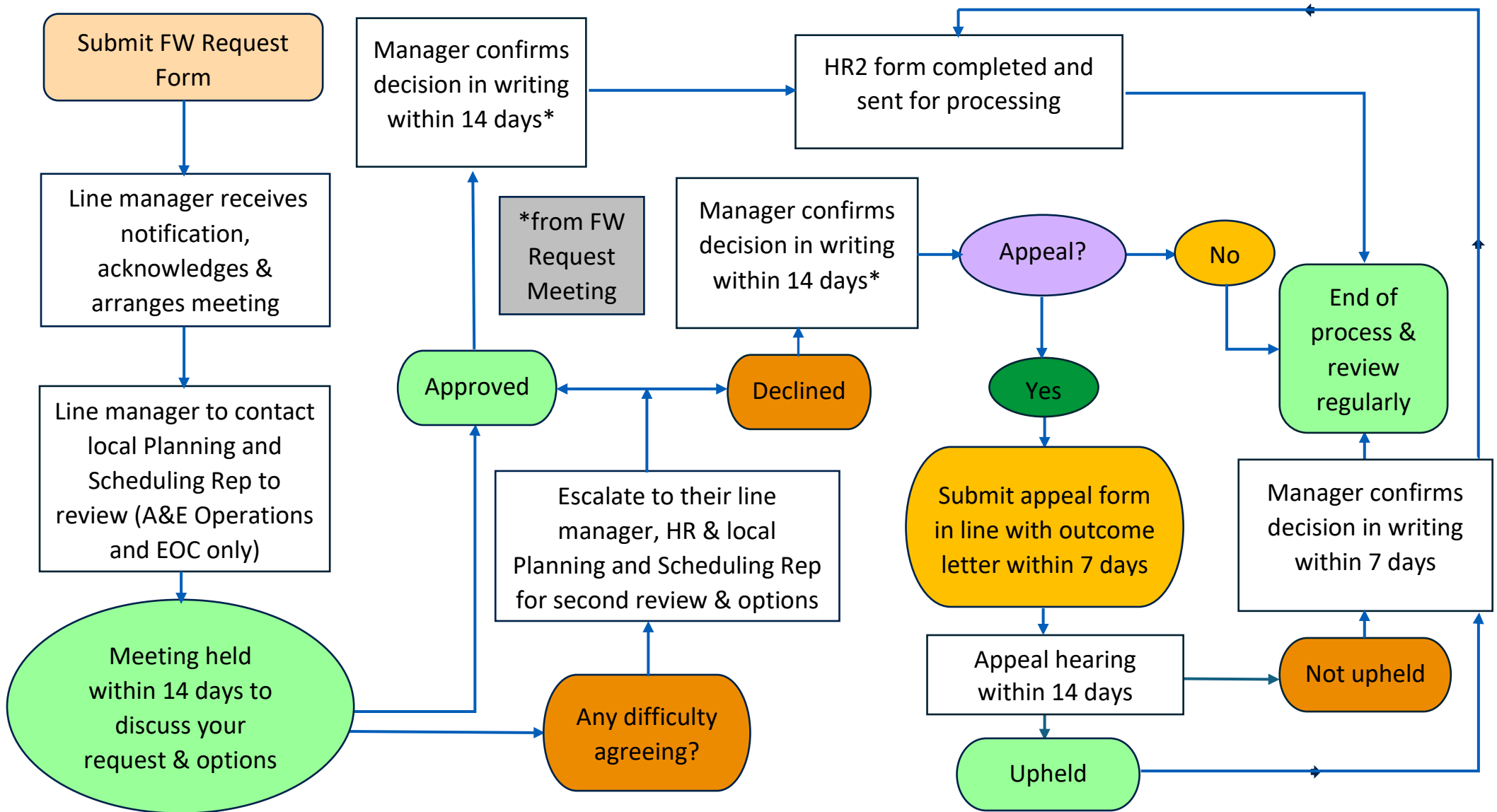
- your change of hours will start on the flexible working agreement start date, irrespective of where you are placed on an internal transfer list.

### **23. Policy review**

- 23.1 This policy will be reviewed on a three yearly basis or amended in the light of new employment legislation and/or relevant case law.

## Appendix A - Flexible Working (FW) Flowchart

(If you contribute to a salary sacrifice scheme, seek advice from Finance before submitting a request).



The full process will be completed within two months except where it has been mutually agreed to extend timeframes.

## Appendix B

# Equality Impact Assessment

EIA Cover Sheet		
Name of process/policy	Flexible Working Policy	
Is the process new or existing? If existing, state policy reference number	Existing – POL107	
Person responsible for process/policy	HR	
Directorate and department/section	People Services	
Name of assessment lead or EIA assessment team members	EQI Panel	
Has consultation taken place?  Was consultation internal or external? (please state below):	Internal consultation through HR Policy Subgroup members	
The assessment is being made on:	Guidelines	
	Written policy involving staff and patients	X
	Strategy	
	Changes in practice	
	Department changes	
	Project plan	
	Action plan	
Other (please state)		

### Equality Analysis

What is the aim of the policy/procedure/practice/event?

**EEAST aims to support employees achieve a better balance between work and other priorities, such as caring responsibilities, family commitments, further learning, and other interests.**

**This policy commits to consider and agree any flexible working arrangements, provided that the needs and objectives of both EEAST and the employee can be met.**

Who does the policy/procedure/practice/event impact on?

Race	<input checked="" type="checkbox"/>	Religion/belief	<input checked="" type="checkbox"/>	Marriage/Civil Partnership	<input checked="" type="checkbox"/>
Gender	<input checked="" type="checkbox"/>	Disability	<input checked="" type="checkbox"/>	Sexual orientation	<input checked="" type="checkbox"/>
Age	<input checked="" type="checkbox"/>	Gender re-assignment	<input checked="" type="checkbox"/>	Pregnancy/maternity	<input checked="" type="checkbox"/>

Who is responsible for monitoring the policy/procedure/practice/event? **HR**

What information is currently available on the impact of this policy/procedure/practice/event?

**Flexible working requests have not been recorded consistently across the Trust; this updated policy aims to define the procedure by including ESR as a method of recording all requests.**

Do you need more guidance before you can make an assessment about this policy/procedure/ practice/event? **No**

Do you have any examples that show that this policy/procedure/practice/event is having a positive impact on any of the following protected characteristics? Yes/No, if yes please provide evidence/examples:

Race	<input checked="" type="checkbox"/>	Religion/belief	<input checked="" type="checkbox"/>	Marriage/Civil Partnership	<input checked="" type="checkbox"/>
Gender	<input checked="" type="checkbox"/>	Disability	<input checked="" type="checkbox"/>	Sexual orientation	<input checked="" type="checkbox"/>
Age	<input checked="" type="checkbox"/>	Gender re-assignment	<input checked="" type="checkbox"/>	Pregnancy/maternity	<input checked="" type="checkbox"/>

Please provide evidence:

**This policy is designed to be inclusive of all colleagues, but also considers options for flexible working as a reasonable adjustment as part of our duty under the Equality Act.**

POL107 – Flexible Working Policy

Are there any concerns that this policy/procedure/practice/event could have a negative impact on any of the following characteristics? Yes/No, if so, please provide evidence/examples: **No**

<b>Race</b>	<input type="checkbox"/>	<b>Religion/belief</b>	<input type="checkbox"/>	<b>Marriage/Civil Partnership</b>	<input type="checkbox"/>
<b>Gender</b>	<input type="checkbox"/>	<b>Disability</b>	<input type="checkbox"/>	<b>Sexual orientation</b>	<input type="checkbox"/>
<b>Age</b>	<input type="checkbox"/>	<b>Gender re-assignment</b>	<input type="checkbox"/>	<b>Pregnancy/maternity</b>	<input type="checkbox"/>

Please provide evidence:

**Having reviewed and updated the policy and completed a full consultation process, no negative impact was raised for any protected characteristic.**

**Action Plan/Plans – SMART**

Specific

Measurable

Achievable

Relevant

Time Limited

**Evaluation Monitoring Plan/how will this be monitored?**

Who – see **Monitoring Table**

How

By

Reported to

## Appendix C - Monitoring Table

What	Who	How	Frequency	Evidence	Reporting arrangements	Acting on recommendations	Change in practice and lessons to be shared
<p>Review of data relating to applications and outcomes to ensure consistency.</p> <p>Assess any unintended impact on career development / progression.</p>	Head of HR People Partnering / People Service Informatics Team.	Monitor ESR and ER Tracker data	At least annually	Number of: <ul style="list-style-type: none"> <li>• agreed FW requests,</li> <li>• refused FW requests</li> <li>• Complaints received in relation to policy.</li> </ul>	Reported to and discussed at People Committee where required	Head of HR People Partnering will address any actions or changes required.	Any change in practice will be identified and: <ul style="list-style-type: none"> <li>• process updated with HR People Partnering team,</li> <li>• HR People Partnering / line manager training implemented,</li> <li>• policy updated where required.</li> </ul>