
Report to Clackmannanshire Council

Date of Meeting: 21 March 2024

Subject: HR Policies

Report by: Strategic Director – Partnership and Performance

1.0 Purpose

- 1.1. This paper seeks Council approval of the amendment to the Flexible Working and Work/ Life Balance policy

2.0 Recommendations

Council are asked to:

- 2.1. **Challenge** and **comment** on the paper as appropriate.
- 2.2. **Note** that the Policy group met on the 27 February 2024 and discussions took place with both Trade Unions and Management colleagues at this meeting in relation to the legislative amendments to the Policy and Procedure.
- 2.3. **Note** that Tripartite were advised at its meeting of 13 March 2024 that the amended policy would be progressed to Council for formal approval.
- 2.4. **Approve** the Flexible Working and Work/ Life Balance Policy and Procedure which is attached, with track changes, at Appendix 1.

3.0 Considerations

- 3.1. HR and Workforce Development continues, as part of its rolling programme, to review and update the Council's policies and procedures related to HR, H&S, OD and Payroll.
- 3.2. In order to ensure collaborative and partnership working the Council's policy group, which comprises TU colleagues, Management and HR, meet regularly to review and agree new/revised policies and procedures.
- 3.3. The policy group last met on the 27 February 2024 and agreement on the proposed legislative changes were reached with Trade Union colleagues, with assurance given that the full policy would be further reviewed within the next 12 months.

- 3.4. Council will recall that ahead of legislative changes, Clackmannanshire Council agreed at its September 2023 meeting to make the right to request flexible working a day one right,
- 3.5. A number of legislative changes are being introduced from April 2024 including:
- 3.5.1. Employees will be allowed to make **two** flexible working requests within a 12-month period rather than one.
- 3.5.2. The time for employers to respond to a request will reduce from three months to **two months**.
- 3.5.3. There will be a duty to **discuss alternatives to the request**, meaning an employer must consider whether there are alternative forms of flexible working available if they are going to refuse the employee's request.
- 3.5.4. There is also no longer any requirement for the employee to explain what effect their request will have on the employer or how the impact might be dealt with.
- 3.5.5. There will be **no** change to the eight reasons an employer has to reject a request for flexible working.

4.0 Sustainability Implications

- 4.1. None

5.0 Resource Implications

5.1. *Financial Details*

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes
- 5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

5.4. *Staffing*

6.0 Exempt Reports

- 6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

- | | |
|--|-------------------------------------|
| Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all | <input checked="" type="checkbox"/> |
| Our families; children and young people will have the best possible start in life | <input type="checkbox"/> |
| Women and girls will be confident and aspirational, and achieve their full potential | <input type="checkbox"/> |
| Our communities will be resilient and empowered so that they can thrive and flourish | <input type="checkbox"/> |

(2) **Council Policies** (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes No

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Flexible Working and Work Life Balance Policy and Procedure

11.0 Background Papers

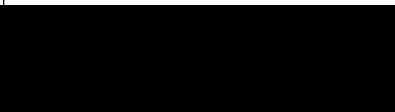
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnership and Performance	



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WORK LIFE BALANCE AND FLEXIBLE WORKING POLICY

Date: January 2019

Version: Draft 1

Review Date: TBC

DOCUMENT CONTROL SHEET:

Key Information:

Title:	Work Life Balance and Flexible Working Policy
Date Issued:	<u>xxxx</u>
Date Effective From:	xxxxxxx
Version Number:	0.1
Document Type:	Policy
Document Status:	Final Version
Author:	Human Resources
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Approved by and Date:	xxx
Contact:	Human Resources

Revision History:

Version:	Date:	Summary of Changes	Name:	Changes Marked:
0.1	January 2019	Draft	SF	N/A
0.2	February 2024	Changes to policy in line with the Flexible Working (Amendment) Regulations 2023 ,	DK	N/A

1. POLICY STATEMENT

- 1.1 Clackmannanshire Council has always encouraged flexible working and fully supports the provisions set out in legislation, which allow all employees the statutory right to request a change to their contractual terms and conditions.
- 1.2 This policy sets out the Council's approach to flexible working arrangements, which is in accordance with the ACAS code of practice "The right to request flexible working: an ACAS Guide".
- 1.3 As a Council we continue to transform the way in which we provide services and, as part of this transformation, recognise the need to move to more modern ways of working, which includes both the hours that are worked and the locations in which work takes place.
- 1.4 Increased flexibility has the potential to provide greater opportunities to support those members of staff seeking to have a greater degree of work/life balance, by integrating home and work life more successfully.
- 1.5 The over arching principle of the flexible working policy is that the working pattern must maintain or improve service delivery and be cost effective. No changes to existing working patterns will be authorised if it can be evidenced that it will be detrimental to service delivery.
- 1.6 It is envisaged that increased flexibility and the introduction of flexible ways of working will contribute to the following:
 - For the Council
 - a) Productivity improvements.
 - b) Reduction in absenteeism.
 - c) Reduction in recruitment and retention costs.
 - d) Reduction in required office space.
 - For staff
 - e) Increased motivation.
 - f) Improved work satisfaction.
 - g) Improved work life balance.
 - h) Reduced levels of stress.
- 1.7 This policy and procedure aims to support all staff working in this environment and foster meaningful and sustainable ways of working smarter and more effectively.

2. SCOPE

- 2.1 This policy applies to all staff of Clackmannanshire Council from day one of employment. All employee -have the right to request flexible working, regardless of personal circumstance from day one of employment.s

~~who have worked for more than 26 weeks continuously, at the date an application is made, and who have not made another request under the policy in the preceding 12~~

month period. Separate arrangements also exist for those employed under SNCT conditions of service.

- 2.2 Under the Children and Families Act 2014, all employees now have a statutory right to request a change to their contractual terms and conditions of employment to work flexibly, subject to the eligibility criteria set out above.
- 2.3 Requests for flexible working may be for any reason and are not restricted to employees with family care commitments.
- 2.5 Separate retirement options to allow staff to reduce their working hours and receive pension benefits are also available. Information on these options is available from LGPS (Falkirk) or STSS (Teachers).
- 2.6 Requests for flexible working are separate and distinct from the Council's special leave arrangements.

3. MONITORING AND REVIEW

- 3.1 Both Senior Management and Trade Union Representatives shall monitor the effectiveness of these procedures on a ongoing basis. Amendments will be made as and when deemed necessary and after consultation with recognised trade unions.

4. Equality Impact Assessment

<u>Policy Name</u>	<u>Work Life Balance and Flexible Working Procedure</u>
<u>Department</u>	<u>Human Resources</u>
<u>Policy Lead</u>	<u>Human Resources</u>
<u>Equality and Fairer Scotland Impact Assessment</u>	

Clackmannanshire Council
Work Life Balance and Flexible Working Policy

<u>Full Assessment Completed</u>	<u>Yes</u>
<u>Date Approved</u>	<u>Xxxxxxx</u>
<u>Review Date</u>	<u>Two Years Following</u>



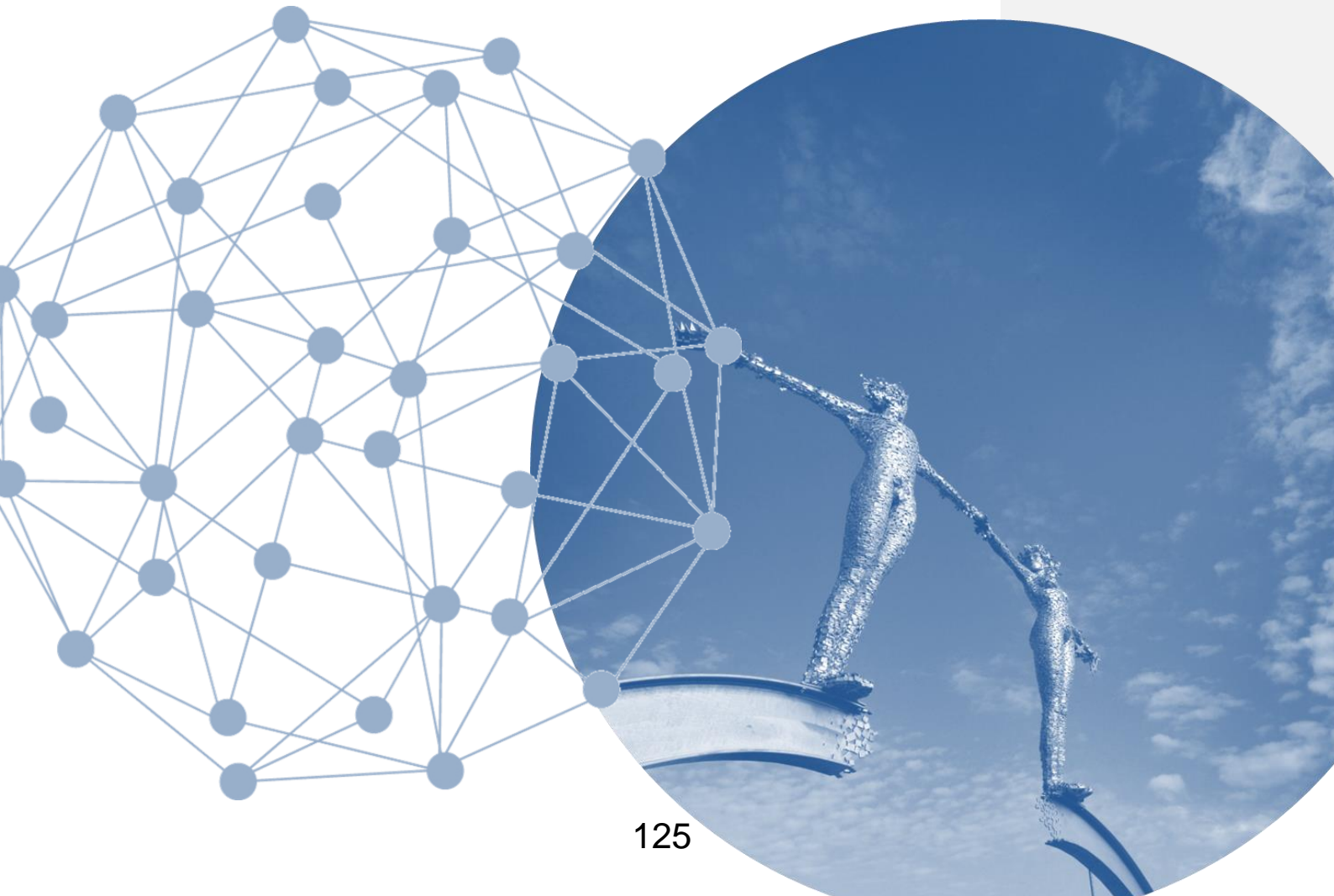
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Work Life Balance and Flexible Working Procedure

20240



DOCUMENT CONTROL SHEET:

Key Information:

Title:	Work Life Balance and Flexible Working Procedure
Date Issued:	January 2019
Date Effective From:	January 2020
Version Number:	<u>0.20.1</u>
Document Type:	Procedure
Document Status:	Approved
Author:	<u>Human Resources Sarah Farmer</u>
Owner:	Human Resources
Approver:	Council
Approved by and Date:	Partnership and Performance Committee – January 2020
Contact:	Human Resources

Revision History:

Version:	Date:	Summary of Changes	Name:	Changes Marked:
0.1	January 2019	Draft	SF	N/A
<u>0.2</u>	<u>February 2024</u>	<u>Changes to procedure in line with the Flexible Working (Amendment) Regulations 2023.</u>	<u>DK</u>	<u>N/A</u>

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1. INTRODUCTION

- 1.1 The Council recognises that a better work-life balance can improve employee motivation, performance and productivity and reduce stress. Therefore the aim is for the Council to support its employees to achieve a better balance between work and their other priorities, such as caring responsibilities, leisure activities, further learning and other interests. The Council is committed to supporting flexible working arrangements, provided that the needs and objectives of both the organisation and the employee can be met.

2. PURPOSE

- 2.1 To provide guidance on the required actions and responsibilities of the Council, line managers and employees in regard to Flexible Working.
- 2.2 To set out the procedural steps necessary for an employee's application to be considered.
- 2.3 This procedure applies to all staff employed with Clackmannanshire Council.

3. THE RIGHT TO REQUEST FLEXIBLE WORKING

- 3.1 All employees ~~from day one of employment with 26 weeks continuous service~~ have the right to request flexible working, regardless of personal circumstances.

4. KEY POINTS

- 4.1 Requests must be in writing stating the date of the request, whether any previous application has been made and, if so, the date of that application.
- 4.2 ~~Requests and appeals legally must be considered and decided upon within three months of the receipt of the request.~~

Requests must be considered and decided up within two months

Employees will be able to make two requests within a 12-month period, compared to the single request they are currently allowed.

There will also no longer be any requirement for the employee to explain what effect their request will have on the employer or how the impact might be dealt with.

4.3 Employers must have a sound business reason for rejecting any request.

4.4 Employees can ~~only~~ make ~~two~~ ~~one~~ requests ~~st~~ in any 12 month period.

5. MAKING A REQUEST

5.1 To make a request for flexible working employees must complete a pro forma (appendix 1) stating:

- The date of the application, the change to the working conditions they are seeking and when they would like the change to come into effect. This should generally be for no more than 6 months in advance of the proposed change start date.
- ~~What effect they think the requested change will have on the Service and how, in their opinion, any negative effect might be dealt with.~~
- If they have made a previous application for flexible working, the date of that application.
- If they are making their request in relation to the Equality Act 2010, for example, as a reasonable adjustment for disabled employee,
- An employee may have only one live request for flexible working with their employer at any one time. Once a request has been made, it remains live until any of the following occur;
 - a decision about the request is made by the employer
 - the request is withdrawn
 - an outcome is mutually agreed
 - the statutory two-month period for deciding requests ends

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- A request continues to be live during any appeal or any extension to the statutory two-month decision period that an employer and employee may have agreed.

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6. HANDLING REQUESTS FOR FLEXIBLE WORKING

- 6.1 Once a request has been received, the line manager should arrange a meeting to discuss the request, wherever possible within two weeks from the date of the request. Whilst a meeting is considered good practice, it may not always be needed where the Service is happy to accept the request. It is helpful to have this discussion to ensure that the proposal being put forward meets both the needs of the Council and the needs of the member of staff.
- 6.2 Where a delay arises (for example due to annual leave), the member of staff should be informed as to the reasons for the delay and provided with an expected timescale by which their request will be discussed with them.
- 6.3 Staff will have the right to be accompanied by their trade union representative or a work colleague of their choice at the discussion meeting.

7. CONSIDERING A REQUEST FOR FLEXIBLE WORKING

- 7.1 It is important that any requests are considered carefully with the benefits and consequences of the requested changes in working conditions for the employee and the Council being considered.
- 7.2 When considering an application for flexible working managers should consider:
- **Customer Factors** (including other teams/sections and partners) - Can service provision be maintained/improved. Is demand tied to certain times of the day?
 - **Job/Location Factors** - Can all of the duties be performed effectively from the location/in the working pattern envisaged? Are there information security issues? Is access to specialist information/equipment/reference materials or significant face to face contact with colleagues or customers required? Is access to premises available at the proposed times, if needed?

- **Cost/Saving Factors** - Including those associated with ICT equipment, travel, time/expenses, workplace priorities.
- **Team Factors** - Including morale; productivity; whether sufficient team members are available for cover if required
- **Employee Factors** - Including satisfaction, motivation, commitment, morale and productivity; initiative; time/workload management; communication and supervision arrangements; social isolation; reduction in travel time/cost; requirement for on-the-job training; health and safety issues that may apply to the employee such as lone working, working pattern, length of work periods/rest breaks and suitability of IT equipment.
- **Environmental Factors** - Reductions in energy consumption, carbon footprint. (e.g. reduced travel).

7.3 Managers should also take into account the following:

- The Council is under no statutory obligation to grant a request to work flexibly and the Council's ability to provide an effective service will be paramount.
- Where agreement is reached with one member of staff this will not set a precedent or create a right for another member of staff to be granted a similar change to his/her working pattern.
- There is no contractual entitlement to have a flexible working request approved.

7.4 There may be occasion when a service needs to consider more than one request. In doing so the following should be considered:

- Requests should be considered in the order they are submitted.
- Having considered and approved requests, managers should remember that the business context has changed and can be taken into account when considering the subsequent request.
- Where more than one request is received there is no requirement to make value judgements about the most deserving request. Managers should consider each

application on its merits looking at the business case and the possible impact of refusing a request.

- Any changes to a staff member's working hours as a result of a request for flexible working is regarded as a permanent variation to contract, unless agreed otherwise. With the exception of trial periods, once a change to a staff member's hours or place or work has been implemented, the employee has no automatic right to revert to their previously pattern of working at a future date.
- Variations may be considered in light of changing operational service needs or where the member of staff wishes to apply for a review. Appropriate arrangements will be made to discuss the impact of further changes and reasonable notice to end or amend the existing arrangement will be given.
- Flexible working offers staff benefits but it is not intended to give the opportunity to increase salary. For example, where an employee has a request granted under this policy to change to working in a period or pattern for which an enhancement that they do not currently receive (e.g. unsocial hours, night work, weekend work, shift allowance).
- Only where a requirement to work shifts etc is set by management will any time based enhancements be paid.
- Where a request is refused the member of staff should also be informed of their right of appeal.

8. WHY REQUESTS MAY BE REFUSED

8.1 Line managers must consider all requests in a reasonable manner and can only legally refuse them if there is a business reasons for doing so, this reason must be from the following list:

- The burden of any additional cost is unacceptable to the Council.
- There is an inability to reorganise work among existing staff.
- Inability to recruit additional staff.
- The Council considers the change will have a detrimental impact on quality.
- The Council considers the change would have a detrimental effect on the Council's ability to meet customer demand.

- There will be a detrimental impact on performance.
- There is insufficient work during the periods the member of staff proposes to work.
- Planned structural changes e.g. where the Council intends to reorganise and considers the flexible working changes may not fit with these plans.

8.2 If an employee has indicated that the request is being made as a reasonable adjustment for a disability under the Equality Act 2010, you must discuss this with your Service HR Business Partner if you are unable to accommodate this request.

8.3 Line managers must ensure that they are careful not to directly or indirectly discriminate against employees, for example when dealing with requests from employees with childcare responsibilities. It may be helpful to discuss any request they are not intending to approve with their ~~Senior~~ ~~er vice~~ Manager or Service HR Business Partner.

8.4 Within a team or Service area, a previous flexible working arrangement which has been agreed will not automatically be approved for a subsequent employee. For example, if a team has already accommodated a number of part time workers, it may not be possible to support future requests or a compromise may have to be reached around days/ hours worked to ensure adequate operational cover.

9. FOLLOWING THE MEETING

9.1 Once a decision is reached and has been approved, the employee should be advised in writing within two weeks of the meeting. The decision may be:

- That the Council agrees to the new work pattern and confirm the start date.
- That the Council agrees to a compromised flexible working arrangement.
- That the Council does not agree to the request and provides clear business reasons as to why the application cannot be accepted.

- 9.2 A start date for any arrangements should be mutually agreed.
- 9.3 It is the line manager's responsibility to ensure all the relevant paperwork is completed and sent to Human Resources, for example a work pattern change form or change form, to ensure i-Trent is updated correctly for leave and pay purposes. Once these changes have been processed this be confirmed in writing to the employee as an amendment to their current Statement of Particulars.
- 9.4 Any request that is accepted will make a permanent change to the employment contract. However, a trial period for a minimum period of 12 weeks and maximum period of 6 months can be utilised to see if the request works for both the Service and the employee. This should be confirmed in writing. At the end of the trial period a review meeting should be held and again the employee can choose to be accompanied by a work colleague or trade union representative. It should then be confirmed in writing that the arrangement is either now a permanent contractual change or the employee reverts to their previous working arrangements.

10. APPEALS PROCESS

- 10.1 Wherever possible it is better to reach agreement on flexible working within the workplace. However, if the application is refused the following appeal process should be followed. Firstly, hold an informal discussion wherever possible - there may be some simple misunderstanding which can be resolved in an informal way.
- 10.2 If the member of staff still wishes to appeal against a manager's decision they must do so within 10 working days of being notified of the outcome of their request.
- 10.3 The appeal should be in writing and outline the grounds for making the appeal and submitted to the HR Service lead.

- 10.4 An appeal meeting will be organised with the relevant Senior Manager within 10 working days of receipt of the appeal. Normal working practices will continue until the appeal is concluded. If the meeting is delayed for any reason (for example annual leave) this will be clearly communicated to the employee and a date set.
- 10.5 If the Senior Manager has been previously involved in the decision made, an independent Strategic Director should hold the meeting to review the business rationale provided to ensure fairness and transparency
- 10.6 If the appeal is upheld, the Senior Manager will liaise with the original decision maker who will communicate the new working pattern and start date of the new arrangements to the individual and their line manager.
- 10.7 There is no further right of appeal.

11. OTHER FORMS OF WORKING FLEXIBLY

- 11.1 Working from home, mobile or peripatetic working and other forms of flexible working such as Flexi-time are covered under the Alternative Ways of Working section of this procedure.

12. EXAMPLES OF FLEXIBLE WORKING

- 12.1 All forms of flexible working can be requested and considered, on the basis that this is suitable for operational needs. Some common examples are outlined below.
- 12.2 **Part Time Working** - This is an agreed regular pattern where a member of staff works fewer hours per week than a full time employee.
- 12.3 **Job Sharing** – When two members of staff share the duties and responsibilities of one post. As with part time working, job sharing can allow you to work fewer

hours in a day or fewer days in a week, which may suit your domestic circumstances. The Council can benefit from retaining experienced staff who may otherwise leave. Job sharing can provide the Council with the skills, knowledge and expertise of two people for the costs of just one post. The job share arrangement can be established from the creation of a new post or can be requested by the current post holder. The Council does reserves the right to refuse a request for job sharing where it may be/ proves to be difficult to recruit a job share partner to the other part of the role or where the nature of the role means it cannot be undertaken effectively on a job share basis. In addition, if a job share partner resigns or moves to another post etc the Council reserves the right to end the arrangement if a new job share partner cannot be found.

- 12.4 **If job sharing is agreed** - See Job Sharing guidance.
- 12.5 **Temporary Change of Hours** -This is where there is an agreed temporary change to a staff members work pattern. In most cases, changes to hours will be on a permanent basis. However, it may be possible to agree this on a temporary basis (for a maximum period of 12 calendar months) if this suits service needs.
- 12.6 **Term Time Working** – This is where an employee reduces the total number of days they work overall in the year by not working during pre defined school holidays. Term time working must commence at the start of a Clackmannanshire Council School term. In order to agree this pattern there must be a significant reduction in workload during the school holiday periods or sufficient resources in the team to accommodate the extended periods of non working.
- 12.7 **Annualised Hours Working** - Annualised hours are where the period of time an employee works is defined over a whole year. Staff should agree with their line manager and commit to a number of hours and pattern of working over a 12 month period as determined by the needs of the service. Salary is paid in equal monthly instalments regardless of the number of hours worked in a specified period.

- 12.8 **Seasonal Hours Working** – Similar to the above arrangement, employees may work seasonal work patterns. This may include a period of zero hours working and the salary will be pro-rated and paid annually for all hours worked over a 12 month period.
- 12.9 **Compressed Hours** – Working compressed hours allows a member of staff to work fewer days overall by working longer hours on the days that they do attend. This can mean for example that they work a 9-day fortnight or a 4.5/4 day week. This pattern can be agreed between employee and manager to ensure the work pattern meets service delivery needs and that the agreed working day is not excessive for the employee to manage.
- 12.10 **Employment/Career Breaks** - Subject to the needs of the service a member of staff may take a break in employment (without pay and benefits) to look after family, to travel, do voluntary work or undertake training. The Employment/Career break will not affect continuous service calculations or entitlement. This is covered under the Council's Career Break procedures.
- 12.11 **Buying Annual Leave** - Members of staff may, subject to the needs of the service, buy additional annual leave with a reduction in monthly salary. Further details are available in the Scheme of Enhanced Leave procedures.

13. Responsibilities

13.1 Managers are expected to:

- Foster a culture of trust in working relationships.
- Consider current and foreseeable operational needs of the service and how different working arrangements could affect these.
- Consider the potential impact on other employees, internal and external customers and clients.

- Continue to measure the performance and output of all employees to maintain service standards.
- Decide whether flexible working arrangements can be supported, taking into account such factors as the staff members role and operational needs of the service.
- Determine whether the flexible working arrangement can be agreed on a temporary or permanent basis.
- Confirm any changes to the service HR Business Partner
- Deal with all requests on a consistent and fair basis.
- Explain and evidence the reasons for refusal.

13.2 Employees are expected to:

- Co-operate with management to facilitate a culture of trust.
- Outline, in their request, how they see their role and duties being fulfilled under the proposed flexible working arrangements.
- Collaborate with their line manager during the request process.
- Ensure the timing of their request allows sufficient opportunity for the line manager to fully consider the request.

15. ALTERNATIVE WAYS OF WORKING

When considering alternative ways of working for employees, this includes both looking at where work is carried out and also considering how work is carried out.

15.1 HOMEWORKING

Homeworking is one alternative way of working which may be suitable for some job roles within the Council. Please refer to the Council's Homeworking Policy and Procedure for more information and guidance on home working.

15.2 MOBILE/PERIPATETIC WORKERS – WORKERS WITH NO FIXED WORK BASE

- 15.3 There are a number of employee/employer relationships which are now different from the traditional 9-5 job. A person's employment status will determine their rights and their employer's responsibilities.
- 15.4 A peripatetic worker is someone who works in multiple locations. It refers to someone who works away from their normal work base, or can also refer to someone who has no fixed work base. For example a peripatetic teacher will travel from school to school providing a service.

16. KEY POINTS FOR CONSIDERATION

- 16.1 A health and safety risk assessment for these workers should be undertaken, taking into account the fact that they will be working away from the normal work base, or will have no base, and also what types of work will be carried out.
- 16.2 Time on-call can be classed as working time in certain circumstances.
- 16.3 Time spent travelling from home to the place of work (both at the beginning and end of the work day) would usually count as working time under this type of contract.

17. WHEN WE CONSIDER HOW WORK IS CARRIED OUT:

- 17.1 **Flexi-Time:** Flexi time is a form of flexible working that allows employees to accumulate additional hours that can be exchanged (with the prior agreement of their line manager) for the equivalent amount of time off.

This can work very well to motivate employees to cover business needs even outwith their fixed work pattern "core hours" and improve flexibility and service

delivery. Equally it allows the employee in quieter times to enjoy additional leave for improved work/ life balance.

The band for flexible working allows you **1 hour of flexibility** at the beginning and at the end of your working day.

If you work in an office which operates standard opening times for example 9am to 5pm, the band will be 8am to 6pm. Note: Where the standard hours are 9am to 5pm an employee would be unable to accrue any hours prior to 8am or after 6pm unless prior agreement reached with their line manager.

Flex days should be requested in the same manner as annual leave through the i-Trent system and can be refused for business reasons/ office cover etc.

- 17.2 However, Flexi-time is not suitable for all roles, for example a customer-facing role with fixed hours of cover, and therefore must be agreed between line manager and employee. A maximum of 13 flexi days, or combination of full and half days, can be taken in a full year. Flex sheets must be kept up to date and can be checked by line managers at any point. Any abuse of the flex-time scheme may result in this being withdrawn or in a formal Disciplinary process for the employee for a serious abuse of the scheme.

Credit hours are the times worked in excess of contractual hours within the settlement period. Debit hours are the number of hours worked less than the normal contractual hours.

Within the scheme the maximum credit balance which you can normally carry into the next settlement period is 2 working days.

The maximum debit which you may normally carry forward is 1 working day. With prior agreement, your Service Manager may allow a greater deficit to accrue up to 2 working days, for example severe weather or to assist you with urgent childcare problems. Your manager will only consider allowing a carry over debit of more than 2 working days in exceptional circumstances.

The above times are pro-rata for staff who work non standard working hours.

Routine GP appointments or dental treatments should normally be arranged at the beginning or end of the working day, whenever possible. No credit will be received for these appointments.

Non-routine appointments should be agreed with your manager, in advance where possible and may count as a credit under the scheme, for more details please refer to the Special Leave procedures.

18. TOIL – TIME OFF IN LIEU

18.1 There may be times when it is appropriate for time off in lieu to be granted (for example for an employee working overtime). This must be pre-authorised by the line manager and the compensatory time off requested in the usual manner, in line with service requirements. All TOIL must be calculated on the same equivalent basis as payment would have been made.

19. PROCESSING OF PERSONAL DATA

19.1 The Council processes personal data collected as part of this procedure in accordance with its data protection procedure. In particular, data collected as part of this process is held securely and accessed by, and disclosed to, individuals only for the purposes necessary to action and manage this procedure.

20. MONITORING AND REVIEW

20.1 Both Senior Management and Trade Union Representatives shall monitor the effectiveness of this procedure on an ongoing basis. Amendments will be made

Clackmannanshire Council
Work Life Balance and Flexible Working Procedure

as and when deemed necessary and, where appropriate, after consultation with recognised trade unions.

28. Equality Impact Assessment

<u>Policy Name</u>	<u>Work Life Balance and Flexible Working Procedure</u>
<u>Department</u>	<u>Human Resources</u>
<u>Policy Lead</u>	<u>Human Resources</u>
<u>Equality and Fairer Scotland Impact Assessment</u>	
<u>Full Assessment Completed</u>	<u>Yes</u>
<u>Date Approved</u>	<u>Xxxxxxx</u>
<u>Review Date</u>	<u>Three Years Following</u>

Formatted Table

Clackmannanshire Council
Work Life Balance and Flexible Working Procedure

