

TRUST-WIDE NON-CLINICAL POLICY DOCUMENT

FLEXIBLE WORKING POLICY

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Lead Author(s):	Strategic HR Business partner

TRUST-WIDE NON-CLINICAL POLICY DOCUMENT

2017 – Version 4

Quality, recovery and wellbeing at the heart of everything we do

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FLEXIBLE WORKING POLICY

Further information about this document:

Document name	HR03 Corporate Flexible Working Policy
Document summary	To provide guidance to ensure a consistent approach to suit the changing circumstances of peoples lives.
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To be read in conjunction with	HR02 Grievance Procedures HR04 Leave for Personal and Family Reasons HR10 Equality and Human Rights HR20 Career Break HR23 Management and Production of Staff Rosters
This document can be made available in a range of alternative formats including various languages, large print and braille etc	
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Version 4	Deputy Director of Workforce & Human Resources Business Partners Approved by Director of Workforce and Staff Side	May 2017

SUPPORTING STATEMENTS

This document should be read in conjunction with the following statements:

SAFEGUARDING IS EVERYBODY'S BUSINESS

All Mersey Care NHS Foundation Trust employees have a statutory duty to safeguard and promote the welfare of children and adults, including:

- Being alert to the possibility of child/ adult abuse and neglect through their observation of abuse, or by professional judgement made as a result of information gathered about the child/adult;
- Knowing how to deal with a disclosure or allegation of child/adult abuse;
- Undertaking training as appropriate for their role and keeping themselves updated;
- Being aware of and following the local policies and procedures they need to follow if they have a child/ adult concern;
- Ensuring appropriate advice and support is accessed either from managers, *Safeguarding Ambassadors* or the trust's safeguarding team;
- Participating in multi-agency working to safeguard the child or adult (if appropriate to your role);
- Ensuring contemporaneous records are kept at all times and record keeping is in strict adherence to Mersey Care NHS Foundation Trust policy and procedures and professional guidelines. Roles, responsibilities and accountabilities, will differ depending on the post you hold within the organisation;
- Ensuring that all staff and their managers discuss and record any safeguarding issues that arise at each supervision session

EQUALITY AND HUMAN RIGHTS

Mersey Care NHS Foundation Trust recognises that some sections of society experience prejudice and discrimination. The Equality Act 2010 specifically recognises the *protected characteristics* of age, disability, gender, race, religion or belief, sexual orientation and transgender. The Equality Act also requires regard to socio-economic factors including pregnancy /maternity and marriage/civil partnership.

The trust is committed to equality of opportunity and anti-discriminatory practice both in the provision of services and in our role as a major employer. The trust believes that all people have the right to be treated with dignity and respect and is committed to the elimination of unfair and unlawful discriminatory practices.

Mersey Care NHS Foundation Trust also is aware of its legal duties under the Human Rights Act 1998. Section 6 of the Human Rights Act requires all public authorities to uphold and promote Human Rights in everything they do. It is unlawful for a public authority to perform any act which contravenes the Human Rights Act.

Mersey Care NHS Foundation Trust is committed to carrying out its functions and service delivery in line the with a Human Rights based approach and the FREDA principles of **Fairness, Respect, Equality Dignity, and Autonomy**

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1. PURPOSE AND RATIONALE

- 1.1 Mersey Care NHS Foundation Trust recognises that the high standards and quality of the services it provides will be dependent upon the contribution, effort and loyalty of the staff it employs. The Trust therefore aims where ever practical to balance the needs of the service with employee's responsibilities and personal commitments.
- 1.2 Mersey Care NHS Foundation Trust is committed to the principles of Flexible Working and will aim to provide staff with the opportunity to balance their responsibilities at work with their personal commitments wherever practical. This approach has a direct and positive impact on the recruitment and retention of staff and this policy promotes and formalises the commitment of the Trust and its managers. Equally it is presumed that all members of the Trust's staff recognise the need for the Trust to be able to balance the needs of the staff with the requirement to maintain services to its users.
- 1.3 The policy enables staff to request to work flexibly. It does not however provide for an automatic right to work in a specific flexible way, as there may be circumstances where the Trust is unable to accommodate a member of staff's desired work pattern. The policy is intended to facilitate discussion and encourage both the member of staff and their manager to consider flexible working patterns and to find a suitable solution to both parties. Wherever possible, requests for flexible working will be agreed to.
- 1.4 Benefits to the Employer / Trust
- Flexible Working patterns that suit the changing circumstances of people's lives are an important way to secure a motivated and committed workforce. A commitment to flexible working will bring a number of benefits.
- Retain skilled staff and reduce recruitment costs
 - Recruit trained and experienced staff back into the workplace (i.e. those who may have left the service for family reasons)
 - Raise staff morale and increase motivation
 - Decrease absenteeism

Benefits to the Employee

Implementation of this policy and a commitment to flexible working practices will bring a number of benefits to staff, as follows;

- More ownership and control of working lives
- Better able to cope with child and other carer pressures
- Improved wellbeing, less stress
- More time to focus on life outside work
- More opportunity to continue with a career and keep skills up to date

2. OUTCOME FOCUSED AIMS AND OBJECTIVES

- 2.1 This policy aims to provide clear:
- 2.1.2 Guidance to staff who are considering requesting a flexible working arrangement including the different types of flexible working.

- 2.2.3 Instruction to managers for what steps they are to take when a member of staff submits a flexible working request.

3. SCOPE

- 3.1 This policy applies to all staff employed by the Trust.
Before applying for any flexible working arrangement employees are reminded that any change in working hours may affect pay, annual leave, and NHS Pension entitlements

4. DEFINITIONS

- 4.1 **Flexible Working:** Flexible Working incorporates a wide variety of working practices. It can be any working pattern that is different from the normal practice.
- 4.2 **Part Time Working:** This means that the member of staff will be working less than the standard full time hours for their grade. There is no set pattern to part time working. It may involve:
- A later start time and earlier finish time than someone working full time,
 - Working mornings, or afternoons only,
 - Working fewer working days in the week,
 - Or any other arrangement that means that the member of staff is contracted to work less than normal standard full time hours.
- 4.2.1 Pay and other benefits, such as annual leave, will be pro-rated accordingly. Part time working will also affect NHS pension benefits. Any member of staff thinking of working part time should seek advice regarding implications for their salary and pension entitlements.
- 4.3 **Annualised Hours:** This is a system whereby the hours an employee is contracted to work are calculated over a whole year rather than a standard week.
- 4.3.1 Annual hours schemes can be implemented on a whole team, or departmental basis and are particularly suitable where there are fluctuations in activity over the course of a year. They give organisations and staff extra flexibility to vary their patterns of work across each year to suit service need and individual preference.
- 4.4 **Compressed Hours:** the employee works their usual contracted hours over fewer days which results in longer working days which allows for more days off work.
- 4.5 **Term Time Only Working:** This is a system whereby a member of staff is able to take a period of paid and unpaid leave during school holidays.
- 4.5.1 For example:
- A trained nurse working full time is paid for 52 x 37.5 hours (with an annual leave entitlement of 5 weeks).
 - Working term time only will mean that the nurse will only work for 39 weeks (assuming a 39 week term). The remaining 13 weeks are taken as a paid / unpaid leave. The nurse will still work 37.5 hours during the 39 weeks when in work, but will only be paid @ 31.12 hours. This is because their pay is averaged out over the full 52 weeks. The nurse will not be entitled to take any annual leave during term time.

- Annual leave entitlement is reduced pro rata because of the 8 week period of unpaid leave.
- 4.5.2 This may have an impact on NHS pension entitlements as the nurse is being paid at a part time rate.
- 4.6 **Job Sharing:** is involves two people employed on a part-time basis but working together to cover to duties and responsibilities of a full-time post.
- 4.8 **Flexi Time:** This gives employees a choice about their actual working hours. Usually there are certain core hours that must be covered, but hours outside the core time may be worked flexibly to suit the employee.
- 4.9 **Career Break:** A Career Break is an extended period of leave from work that allows employees to have a break for any length of time from three months to five years. This could be to care for children, a dependent relative, or to undertake further education. Staff on career breaks will not normally be allowed to take up paid employment with another employer except where, for example, work overseas or charitable work could broaden experience. The break is unpaid but it does not count as a break in service. Please refer to the HR20 Trust Career Break Policy and Procedure for further details. (NB. employees must have worked for the Trust for a minimum of 12 months to be eligible for a career break).
- 4.10 **Additional Unpaid Leave Entitlement:** Additional unpaid annual leave may be agreed with the employee's salary recalculated to take account of the extra leave. (Additional leave may also be agreed as part of an annual hour's agreement).
- 4.11 **Homeworking:** this term covers a variety of agreements which can be used in conjunction with other arrangements such as flexible working, term time working etc
- 4.12 **Self Rostering:** Employees can choose what shifts they work on the Roster System providing the chosen shift pattern meets their contracted hours of work. Refer to HR23 Roster Policy for more information on the process.

5. DUTIES

- 5.1.1 The Executive Director of Workforce is responsible for ensuring that there is a robust system in place which allows for all staff members across the Trust to submit a flexible working request.
- 5.2.1 Managers are responsible for ensuring that all flexible working requests are reviewed within the specified timeframe and that any alternatives are considered if a request cannot be fulfilled.
- 5.2.1 Human Resources are responsible for ensuring that the Flexible Working Policy is kept up to date in line with Government legislation. HR is also responsible for providing advice on the Flexible Working Policy as and when required.
- 5.2.2 HR Policy Group are responsible for reviewing and recommending the Flexible Working Policy for approval.
- 5.2.3 Employees have a responsibility to follow the process outlines in this policy and to refer to the relevant policies listed above.

6. PROCESS

- 6.1 There is a legal procedure for staff who fulfil the statutory requirements (i.e. those with a child under 17 or a disabled child under 18). The Trust intends to apply this to all requests for flexible working.
- 6.2 The procedure is as follows:
- 6.2.1 The member of staff should complete Part 1 of the attached form (Appendix 1) and forward it to their line manager.
- 6.2.1 The line manager will arrange to meet with the member of staff to discuss the request within 7 days of receipt of the form (or extended by mutual agreement) The member of staff can be accompanied at the meeting by their staff side representative or a workplace colleague.
- 6.2.2 Following the meeting the line manager should complete Part 2 of the attached form and return it to the member of staff within 7 days of the meeting taking place (if agreeing to the request). If the request is refused then the line manager should complete part 3 of the form, and advise the staff member that they have the right to appeal against the decision.
- 6.2.3 Should the staff member wish to appeal they should do so by completing Part 4 of the attached form (The Appeal Form) within 7 days of receiving the decision. The next level manager will then arrange to meet the member of staff to discuss the appeal within 14 days (or extended by mutual agreement). The member of staff can be accompanied at the meeting by their staff side representative or a workplace colleague. A Human Resources Representative will accompany the next level manager at this meeting.
- 6.2.4 Part 5 of the attached form should be completed following the meeting indicating whether or not the appeal has been upheld
- 6.2.5 All flexible working requests are to be dealt with on a case-by-case basis. Agreeing to one flexible working request does not set precedence for any future similar requests made by a different employee.
- 6.2.6 If there is uncertainty as to whether the proposed agreement is suitable, the employee may be asked to trial the proposed arrangement for a set period. The manager may also modify the request in agreement with the employee to fulfil service needs.
- 6.3 Policy Standards:
- 6.3.1 Accepted applications for flexible working will mean a permanent change in the terms and conditions of employment of a member of staff unless temporary changes are agreed between them and their manager. If a permanent change to the contract is agreed, then the member of staff will have no automatic right to revert back to their previous working pattern.
- 6.3.2 Managers are encouraged to promote flexibility for their staff however they may, exceptionally, in accordance with the Employment Act 2008 refuse a request for flexible working if they consider that one or more of the following grounds apply:
- Detrimental effect on the department's ability to meet service needs
 - Inability to re-organise work among existing staff

- Inability to recruit additional staff
- Detrimental effect on quality or delivery of service
- Insufficiency of work during the periods the member of staff proposes to work
- Any planned changes to organisational structure
- Disproportionate burden of additional costs

If a manager is planning to refuse a request for flexible working they should first take advice from a HR Representative

If a request for flexible working is refused the member of staff cannot make the same request for a period of 6 months from the initial date of the request. If circumstances change further requests will be considered.

6.3.3 If a member of staff is unhappy with the application of this policy they can raise this via the Grievance Procedure.

6.4 Countering Fraud, Bribery and Corruption

6.4.1 To comply with Secretary of State Directions, Mersey Care NHS Foundation Trust has a Local Counter Fraud Specialist [LCFS] who deals with all allegations of fraud, bribery and corruption. If a member of staff is suspected of committing fraud, bribery or corruption i.e. a false representation of their flexible working arrangements then the suspicion should be reported to the LCFS on 0151 285 4500 or alternatively reported using the confidential NHS Counter Fraud Services Fraud and Corruption Reporting Line 0800 028 40 60 Free phone Monday–Friday 8am-6pm or via the online reporting form www.reportnhsfraud.nhs.uk

7. CONSULTATION

7.1 The procedure has been developed by the HR Policy Group, which consists of representatives from:

- Senior Managers
- Recognised Staff Side Organisations
- Human Resources Staff

8. TRAINING AND SUPPORT

8.1 No formal training is required for the application of this policy however Human Resources can be contacted for advice and guidance on the processes.

9. MONITORING

9.1 The divisional HR teams will monitor the application of the Flexible Working Policy. The divisional HR Teams will be notified of any non-compliance with the policy which is to be escalated to the Head of HR if need be.

10. REFERENCE DOCUMENTS

Employment Act 2008 Department of Trade and Industry guidance
Improving Working Lives – Department of Health 2002
Work and Families Act 2007

National Improving Working Lives Agenda
Trust's Counter Fraud and Corruption Policy and Response Plan
ACAS – The Right to Request Flexible working

11. Equality and Human Rights Analysis

Title: HR 03 Flexible Working Policy
Area covered: Trust Wide (Non Clinical Procedure)

<p>What are the intended outcomes of this work</p> <p>At Review 7th March 2017 no change noted.</p> <p>Mersey Care NHS Foundation Trust is committed the principles of Flexible Working and will aim to provide staff with the opportunity to balance their responsibilities at work with their personal commitments wherever practical. This approach has a direct and positive impact on the recruitment and retention of staff and this policy promotes and formalises the commitment of the Trust and its managers. Equally it is presumed that all members of the Trust's staff recognise the need for the Trust to be able to balance the needs of the staff with the requirement to maintain services to its users.</p>
<p>Who will be affected?</p> <p>At Review 7th March 2017 no change noted.</p> <p>Staff employed by the Trust</p>

Evidence
<p>What evidence have you considered?</p> <p>At Review 7th March 2017 The changes within the review policy and procedure.</p>
<p>Disability including learning disability</p> <p>At Review 7th March 2017 – see note in cross cutting</p> <p>All staff have the right to request flexible working.</p>
<p>Sex</p> <p>At Review 7th March 2017 – see note in cross cutting</p> <p>All staff have the right to request flexible working.</p>
<p>Race At Review 7th March 2017 – see note in cross cutting</p> <p>All staff have the right to request flexible working.</p>
<p>Age At Review 7th March 2017 – see note in cross cutting</p> <p>All staff have the right to request flexible working.</p>
<p>Gender reassignment (including transgender)</p> <p>At Review 7th March 2017 – see note in cross cutting</p> <p>All staff have the right to request flexible working.</p>
<p>Sexual orientation</p> <p>At Review 7th March 2017 – see note in cross cutting</p>

All staff have the right to request flexible working.
Religion or belief At Review 7 th March 2017 – see note in cross cutting
All staff have the right to request flexible working.
Pregnancy and maternity At Review 7 th March 2017 – see note in cross cutting
All staff have the right to request flexible working.
Carers At Review 7 th March 2017 – see note in cross cutting
All staff have the right to request flexible working.
Cross Cutting At Review 7 th March 2017 Requirement to have a monitoring process to ensure flexible working is offered equitably.
All staff have the right to request flexible working.
Other identified groups At Review 7 th March 2017 – see note in cross cutting
All staff have the right to request flexible working.

Human Rights	Is there an impact? How this right could be protected?
This section must not be left blank. If the Article is not engaged then this must be stated.	
Right to life (Article 2)	At Review 7 th March 2017 - no change noted No issues identified within discussions.
Right of freedom from inhuman and degrading treatment (Article 3)	At Review 7 th March 2017 - no change noted No issues identified within discussions.
Right to liberty (Article 5)	At Review 7 th March 2017 - no change noted No issues identified within discussions.
Right to a fair trial (Article 6)	At Review 7 th March 2017 - no change noted No issues identified within discussions.
Right to private and family life (Article 8)	At Review 7 th March 2017 – this policy supportive of this article and its principles.

<p>Right of freedom of religion or belief (Article 9)</p>	<p>At Review 7th March 2017 - no change noted No issues identified within discussions..</p>
<p>Right to freedom of expression Note: this does not include insulting language such as racism (Article 10)</p>	<p>At Review 7th March 2017 - no change noted No issues identified within discussions.</p>
<p>Right freedom from discrimination (Article 14)</p>	<p>At Review 7th March 2017 - no change noted No issues identified within discussions.</p>

Engagement and involvement

At Review 7th March 2017 - no change noted

The procedure has been developed by the HR Policy Group, which consists of representatives from:

- Senior Managers
- Recognised Staff Side Organisations
- Human Resources Staff

Summary of Analysis

Eliminate discrimination, harassment and victimisation

At Review 7th March 2017 - no change noted

Flexible work patterns will only be approved if there is no detrimental impact on delivery of the services objectives.

All requests will be assessed on merit, although it is acknowledged that not all roles lend themselves to a flexible work pattern.

Advance equality of opportunity

At Review 7th March 2017 - no change noted

A reduction in hours worked may be used as a reasonable adjustment to support an individual with a disability continue to work.

A reduction in hours for an older worker may support a phased approach to retirement.

A change to a working pattern may support an individual to meet their faith observances.

A flexible work pattern may support parents and carers manage their work-life balance.

Promote good relations between groups

At Review 7th March 2017 - no change noted

N/A

What is the overall impact?

At Review 7th March 2017 - it was noted that whilst this policy does not seek to disadvantage any particular group, a monitoring process needs to continue as detailed within the action plan to ensure the discretionary element of the policy does not directly or indirectly discriminate.

The opportunity to request a flexible work pattern is open to all members of staff. All protected characteristics have been considered and all have the opportunity to apply.

No anticipated detrimental impact on any equality group. The policy adheres to the NHS LA Standards, AFC terms and conditions. Makes all reasonable provision to ensure equity of access to all staff. There are no statements, conditions or requirements that disadvantage any particular group of people with a protected characteristic.

Addressing the impact on equalities

At Review 7th March 2017 - no change noted

Monitoring to be considered.

For the record

Name of persons who carried out this assessment:

Helen Brook Human Resource Business Partner Secure Division

George Sullivan Equality and Human Rights Advisor Secure Division

Sarah Corley HR & Medical Staffing Officer Corporate Division

At Review 7th March 2017

Meryl Cuzak- Equality and Human Rights Lead

Kathleen Murphy – HR Officer

Date assessment completed:

13.11.2015

At Review 7th March 2017

Name of responsible Director/Lead Trust Officer

Executive Director Of Workforce.

Date assessment was signed:

November 2015

Action plan

This part of the template is to help you develop your action plan. You might want to change the categories in the first column to reflect the actions needed for your policy.

Category	Actions	Target date	Person responsible and their Division
References/update legislation.	Flexible Working Regulations 2014 At Review 7 th March 2017 - no change noted		Pauline Copland
Monitoring, evaluating and reviewing	Review the need to have a monitoring system in place. At Review 7 th March 2017 - task found to be completed		Pauline Copland
Transparency (including publication)	This equality analysis to be attached with the policy on the website. At Review 7 th March 2017 - task found to be completed		

FLEXIBLE WORKING APPLICATION FORM

Part 1 (to be completed by the employee)

This form should be used to make an application for flexible working

Please ensure you provide as much information as you can about your desired working pattern. This will enable your manager to give proper consideration to your request. It is important that you complete all the questions. When completing sections 4 & 5 think about what effect your requested change will have on the work you do and the likely impact on your colleagues. It is important that you have discussed the potential impact with other members of your team.

Once you have completed the form forward it to your manager. You might want to keep a copy for your records. Your manager will then have a period of 7 days in which to arrange an informal meeting with you to discuss your request. You may be accompanied at this meeting by a Trace Union Representative, or workplace colleague.

(Please remember that when applying for flexible working your pay, annual leave and NHS Pension entitlements may change)

Note to Manager

This is a formal application made in accordance with the Trust's Flexible Working Policy. You are required under the terms of that policy to consider all applications seriously. You will have 7 days after you receive this application in which to arrange a meeting with the applicant to discuss the request.

1. Personal Details

Name

Ward / Department

Job Title

Name of Line Manager

2. Reason for the request to work flexibly

I would like to make an application to work a flexible working pattern that is different to my current working pattern for the following reason :

3. Describe the working pattern you would like to work in the future (i.e. days / hours / times / worked)

4a. Impact of the new working pattern :

I think this change in my working pattern will affect my work as follows :

4b. Impact on colleagues

I think this change in my working pattern will impact on my colleagues as follows :

5. Ways to accommodate my new working pattern :

I think the effects on my work and colleagues can be overcome as follows :

I would like the changes to my working pattern to be effective from

.....

Signed :

Date :

Part 2 : Acceptance Form (to be completed by Manager)

Note to the Manager

You must return this form to your member of staff confirming your decision within 7 days following your meeting.

If you cannot accommodate the requested working pattern, you may still wish to explore alternatives to find a working pattern suitable to you both.

Following receipt of your application and our meeting on

I have considered your request for a new flexible working pattern.

- I am pleased to confirm that I am able to accommodate your application
- I am able to offer the alternative pattern, which we have discussed and you agreed would be suitable to you.
- I am unable to accommodate your original request. (please complete part 3)

Your new working pattern will be as follows:

Your new working arrangement will begin from

- This is a permanent arrangement and you will have no automatic entitlement to revert back to your original working pattern
- As we agreed, this is a temporary arrangement for the following reason(s) :

It will be reviewed on

(at which point you may be required to revert back to your previous working pattern)

Signed :

Date :

Part 3 : Rejection Form (to be completed by Manager)

Note to the Manager

You must return this form to your member of staff confirming your decision within 7 days following your meeting. Before rejecting the application you must ensure that full consideration has been given to the application. You must state the service related reason for the refusal and indicate why this applies. Your HR Representative should be consulted if in any doubt. Please note that the member of staff will have the right to appeal against this decision.

Following receipt of your application and our meeting on

I have considered your request for a flexible working pattern.

Unfortunately I am not able to accommodate your request for flexible working on the following Service related grounds :

The grounds apply in the circumstances because

Please explain why any alternative patterns / arrangements you may have discussed at the meeting were also inappropriate

If you are unhappy with this decision you may appeal against it. Please see Part 4 for details of the Appeal process.

Signed :

Date :

Part 4 : Appeal Form (to be completed by employee)

The Appeal Process

If your Manager turns down your request for flexible working, you have the right to appeal against the decision. If you wish to appeal, you must complete this form. You must state on what grounds you are appealing and why you feel that the decision to reject your application was unfair. This form must be completed and returned to your Manager within 7 days after you received written notice of the rejection. Your manager will arrange a meeting with you to discuss your appeal. At this meeting, you may be accompanied by a Trade Union Representative or workplace colleague.

Note for Managers

This is a formal appeal in accordance with the Trust's Flexible Working Policy and Procedure. You have 14 days following your receipt of this form in which to arrange a meeting with the member of staff to discuss their appeal. Please note that the member of staff may wish to be accompanied at this meeting by a Trade Union Representative or workplace colleague.

I wish to appeal against the decision to refuse my application for flexible working. I am appealing on the following grounds :

Signed :

Date :

Part 5: Response following Appeal (to be completed by Manager)

Following our meeting on:

I have considered your appeal against the decision to refuse your application to work flexibly.

Appeal Upheld

- I accept your appeal and I am therefore able to accommodate your request to change your working pattern. Your new working pattern will be :

Your new working arrangement will begin from (Date)

- This is a permanent arrangement and you will have no automatic entitlement to revert back to your original working pattern

OR

- As we agreed, this is a temporary arrangement for the following reason(s) :

It will be reviewed on

(NB: at which point you may be required to revert back to your previous working pattern)

Appeal Refused

- I am sorry but I must reject your appeal for the following reasons :

Signed :

Date :

8. IMPLEMENTATION PLAN	Issues identified / Action to be taken	Time-Scale
<p>Co-ordination of implementation</p> <ul style="list-style-type: none"> • How will the implementation plan be co-ordinated and by whom? <p><i>Clear co-ordination is essential to monitor and sustain progress against the implementation plan and resolve any further issues that may arise.</i></p>	<p>The implementation plan will be co-ordinated by the Director of Workforce & Communications. The plan will include distribution of the policy in accordance with the guidance in Policy and Procedure for the Development, Ratification, Distribution and Reviewing Policies and Procedures.</p>	
<p>Engaging staff</p> <ul style="list-style-type: none"> • Who is affected directly or indirectly by the policy? • Are the most influential staff involved in the implementation? <i>Engaging staff and developing strong working relationships will provide a solid foundation for changes to be made.</i> 	<ul style="list-style-type: none"> • All staff employed by Mersey Care NHS Foundation Trust • The procedure will be implemented with the support of the JNCC 	
<p>Involving service users and carers</p> <ul style="list-style-type: none"> • Is there a need to provide information to service users and carers regarding this policy? • Are there service users, carers, representatives or local organisations who could contribute to the implementation? <p><i>Involving service users and carers will ensure that any actions taken are in the best interest of services users and carers and that they are better informed about their care.</i></p>	<ul style="list-style-type: none"> • There is no need to provide service users and carers with a copy of the procedure. However, it is available if requested. • Service Users and Carers will not be involved in implementing the procedure. 	

Appendix 2

8. IMPLEMENTATION PLAN	Issues identified / Action to be taken	Time-Scale
<p>Communicating</p> <ul style="list-style-type: none"> • What are the key messages to communicate to the different stakeholders? • How will these messages be communicated? <p><i>Effective communication will ensure that all those affected by the policy are kept informed thus smoothing the way for any changes. Promoting achievements can also provide encouragement to those involved.</i></p>	<ul style="list-style-type: none"> • Key messages are: -how a member of staff should make a request for flexible working -responsibilities of managers in considering requests for flexible working • Policy will be widely publicised via Team Brief, Trust newsletter, and Improving Working Lives group members 	
<p>Training</p> <ul style="list-style-type: none"> • What are the training needs related to this policy? • Are people available with the skills to deliver the training? <p><i>All stakeholders need time to reflect on what the policy means to their current practice and key groups may need specific training to be able to deliver the policy.</i></p>	<ul style="list-style-type: none"> • Managers are to contact HR for advice on how to implement the policy when a request is made 	
<p>Resources</p> <ul style="list-style-type: none"> • Have the financial impacts of any changes been established? • Is it possible to set up processes to re-invest any savings? • Are other resources required to enable the implementation of the policy eg. increased staffing, new documentation? <p><i>Identification of resource impacts is</i></p>	<ul style="list-style-type: none"> • There are no additional financial implications arising from the implementation of the policy. 	

<p><i>essential at the start of the process to ensure action can be taken to address issues which may arise at a later stage.</i></p>		
<p>Securing and sustaining change</p> <ul style="list-style-type: none"> • Have the likely barriers to change and realistic ways to overcome them been identified? • Who needs to change and how do you plan to approach them? • Have arrangements been made with service managers to enable staff to attend briefing and training sessions? • Are arrangements in place to ensure the induction of new staff reflects the policy? <p><i>Initial barriers to implementation need to be addressed as well as those that may affect the on-going success of the policy</i></p>	<ul style="list-style-type: none"> • Consideration of potential barriers was discussed during the development of the policy and will form part of the Awareness raising training sessions. • Managers and staff representatives will be released to attend training sessions. 	
<p>Evaluating</p> <ul style="list-style-type: none"> • What are the main changes in practice that should be seen from the policy? • How might these changes be evaluated? • How will lessons learnt from the implementation of this policy be fed back into the organisation? <p><i>Evaluating and demonstrating the benefits of new policy is essential to promote the achievements of those involved and justifying changes that have been made.</i></p>	<ul style="list-style-type: none"> • There may initially be an increase in the number of requests for flexible working • Involvement of HR Managers at the appeal stage will ensure a consistent approach to requests for flexible working 	
<p>Other considerations</p>		

14. Monitoring Compliance with and the Effectiveness of Procedural Documents:

System for the Monitoring of Compliance	
Monitoring of compliance with this policy will be undertaken by:	
Monitoring will be performed:	
Monitoring will be undertaken by means of:	
Should shortfalls be identified the following actions will be taken:	
The results of monitoring will be reported to:	
Resultant actions plans will be progressed and monitored through:	
The auditable standards of the policy are:	