



***Bradford City Clinical Commissioning Group
Bradford Districts Clinical Commissioning Group***

FLEXIBLE WORKING POLICY

Policy reference – HR18

SUMMARY	To provide a process to ensure that all employees have the right to make a request for flexible working and that it will be considered based on the needs of the individual against business/service needs in line with employment law and good practice.
AUTHOR	Alison Ewart – HR Business Partner
VERSION	5
EFFECTIVE DATE	30.10.2014
APPLIES TO	All employees
APPROVAL BODY	Senior Management Team
RELATED DOCUMENTS	Annual and Special Leave Policy, Employment Break Policy, Retirement Policy, Equal Opportunities Policy and Working Time Regulations Policy
REVIEW DATE	July 2017

THIS POLICY HAS BEEN SUBJECT TO AN INITIAL EQUALITY IMPACT ASSESSMENT

VERSION CONTROL SHEET

Version	Date	Author	Status	Comment
1	14.07.14	Alison Ewart	Draft	
2	09.10.14	Alison Ewart	Draft	Flexible working changes made: Agile working removed Condensed Hours inserted (8.4) Annual Hours inserted (8.5) Term Time Working inserted (8.6)
3	21.10.2014	Alison Ewart	Draft	"Time accrued on the flexi-time scheme should be taken within a 2 month period"
4	22.10.21014	Alison Ewart	Draft	Amendments made to 8.2.1 , 8.10 and 7.2.3.
5	07.01.15	Alison Ewart	Draft	Amendment to 7.5.2 and 7.5.3
5	16.02.15	Alison Ewart	Final	SMT –amendment at 8.13 to align to Working Time Regulations Policy

CONTENTS

Section	Page
1. Purpose	4
2. Scope	4
3. Equality Statement	4
4. Accountability	4
5. Implementation and Monitoring	4
6. Responsibilities	5
6.2 Employees	5
6.3 Line Managers	5
6.4 Human Resources Team	5
7. Procedure to Apply for Flexible Working	5
7.1 Eligibility	5
7.2 Application	6
7.3 Approving the Application	6
7.4 Declining the Application	6
7.5 Right of Appeal	7
8. Types of Flexible Working	7
8.1 Flexi Time	7
8.2 Time Owing	8
8.3 Part Time Working	8
8.4 Condensed Hours	9
8.5 Annual Hours	9
8.6 Term Time Working	9
8.7 Job Sharing	10
8.8 Home Working	11
8.9 Sickness	12
8.10 Liability for personal injury	
8.11 Local arrangements	12
8.12 Equality Monitoring	12
8.13 Working Time Regulations	12
Appendix	
A Flexible Working Application Form	13
B Equality Monitoring Form	15
C Equality Impact Assessment	17

1. PURPOSE

- 1.1 The organisation is committed to offering flexible, modern employment practices which recognise a sensible balance between employees home and work life. As part of its commitment to improving the working lives of employees, the organisation recognises the need to support flexible working wherever requests can reasonably be accommodated in line with business needs.
- 1.2 The aim of this policy is to provide a clear and consistent framework to address individual needs and provide support to employees who may wish to adopt an integrated approach to create flexible working systems that benefit all. It also meets statutory requirements by allowing employees with caring responsibilities to request flexible working. The policy is also expected to:
- promote the organisation as an Employer of Choice by offering flexible patterns of working to aid recruitment and meet the organisations commitment to equality of opportunity.
 - improve employee retention by enabling employees to have an effective work life balance.
 - reduce absenteeism by enabling adequate personal time outside of work for employees to meet personal commitments.
 - increase efficiency by using flexible working to meet peaks in work patterns.
 - improve moral and motivation of employees who benefit from flexible working.

2. SCOPE

- 2.1 This policy will apply to all employees directly employed by the organisation.

3. EQUALITY STATEMENT

- 3.1 In applying this policy, the organisation will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation. An Equality Impact Assessment is used for all policies and procedures.

4. ACCOUNTABILITY

- 4.1 The Chief Officer is accountable for this policy.

5. IMPLEMENTATION AND MONITORING

- 5.1 The Senior Management Team is responsible for formal approval and monitoring

compliance with this policy. Following ratification the policy will be disseminated to employees via the intranet.

- 5.2 The policy and procedure will be reviewed periodically by the Senior Management Team in conjunction with Human Resource and Trade Union representatives where applicable. Where review is necessary due to legislative change, this will happen immediately.

6. RESPONSIBILITIES

- 6.1 Good working relations are vital for the organisation to operate successfully and provide services. There is a joint responsibility for management, trade unions and employees to accept the responsibility of working together on issues in good faith and with the shared intention of facilitating good working relations.

6.2 Employees

- 6.2.1 It is the responsibility of employees to ensure that they:
- apply in advance of when they wish the change to take place.
 - provide a carefully considered application with as much detail as possible.
 - are prepared to discuss their application with their manager in an open and constructive manner.
 - are flexible where a mutually agreed compromise is required.
 - agree to appropriate regular review periods to ensure the pattern of working is still valid and meets the needs of the business as well as themselves (with a minimum of a 12 month review).

6.3 Line Managers

- 6.3.1 It is the responsibility of line managers to ensure that they:
- Give consideration to the request for flexible working in accordance with set procedure, acting fairly and consistently.
 - adhere to the time limits as set out in this policy.
 - provide the appropriate support and information to the employee throughout the course of the application.
 - only decline a request where there is a recognised business need.
 - review flexible working patterns at agreed intervals to ensure the pattern is still valid/effective (with a minimum of a 12 month review).

6.4 Human Resources Team

- 6.4.1 The Human Resource representative will provide advice and support on all aspects of this policy to ensure application and support.

7. PROCEDURE TO APPLY FOR FLEXIBLE WORKING

7.1 Eligibility

- 7.1.1 Eligibility – **From the 30th June 2014 every employee has the statutory right to request flexible working (not accrued flexi time) after 26 weeks employment service** the employee must be directly employed and eligibility does not extend to agency workers. The employee may only make one request in any 12 months

period. The organisation has a statutory duty to consider requests based on the above rights.

7.2 Application

- 7.2.1 Employees must request flexible working in writing to their line manager using the form in Appendix A, making the reason for their request clear. The employee should give as much notice as possible and within the minimum timescales set out in the following paragraph.
- 7.2.2 Upon receipt of the application the line manager must meet with the employee within 28 days to discuss the full details of the request. Within 14 working days of that meeting the line manager should respond in writing with the decision. Where annual leave or sickness absence prevents these timescales from being achieved they may be extended. If the request is approved then the employee should respond in writing within 14 working days to confirm acceptance.
- 7.2.3 The size of the CCG and business/team needs will be taken into account in relation to the application.

7.3 Approving the Application

- 7.3.1 The line manager should confirm in writing the approval of the flexible working request and confirm the arrangements in full regarding working hours, annual leave etc., and the date that the revised working pattern will take effect from.
- 7.3.2 Consideration should be given to the intervals at which the revised working pattern will be reviewed and this should be confirmed to the employee.
- 7.3.3 The line manager should complete a change form (if there is a contract variation i.e. change in hours) and forward this to the Human Resources Department along with copies of all correspondence in relation to the flexible working request for the personal file.
- 7.3.4 Once the line manager approves the application any variation in contractual terms is permanent and the employee has no automatic right to change back to the previous working pattern. However, agreement can be made between both parties where the flexible working can be for a specified time or trial period.
- 7.3.5 Approved flexible working arrangements should be reviewed on a regular basis in line with service requirements. The organisation requires reasonable notice if the employee wishes to review the agreed arrangements or terminate the agreement early. Likewise the organisation has the authority to review or terminate flexible working arrangements with reasonable notice for justifiable business need, following discussion and consideration of individual personal circumstances.

7.4 Declining the Application

7.4.1 Applications for flexible working may be declined based on business needs, examples are below (the list is not exhaustive). The business grounds for rejection should be made clear to the employee and recorded as part of the application (appendix A). However, Staff Side support is available for employees in this process.

- The qualifying conditions have not been met.
- The burden of additional costs.
- Detrimental effect on the ability of the employee to meet business need.
- Inability to reorganise the work amongst existing employees.
- Inability to recruit additional employees.
- Detrimental impact on performance/quality.
- Insufficient work during the period the employee proposes to work.
- Planned structural changes.

7.4.2 If the request is declined line managers and employees are encouraged to explore further flexible working options which are suitable for the service and reach a compromise.

7.5 Right of Appeal

7.5.1 If a request for flexible working is declined then the employee may appeal in writing to the next level manager, above who made the decision, within 10 working days, after the date they were notified of the decision setting out the grounds of their appeal. Staff Side support is also available for employees in this process.

7.5.2 The manager should review the original decision. If the manager then decides to agree to the request they must notify the employee in writing and the date it is to start. If the request is declined, there is the right of appeal as outlined in 7.5.3

7.5.3 If the manager still does not accept the request they must hold a one to one appeal meeting within 10 working days of receiving the appeal to explain their reasons to the employee and this should be followed in writing. The appeal should be heard by an independent manager not previously involved in the request within 10 working days. All employees are entitled to representation at the appeal hearing. An appeal hearing will then be heard and the employee will have the opportunity to explain their case. The appeal panel will consist of the next level manager and a HR representative and should be arranged for within 14 days of receipt of appeal. Any decision will be communicated to the employee within 7 days of the appeal hearing. Third party involvement maybe considered e.g. ACAS. A Solicitor or legal Advisor will not be permitted.

8. TYPES OF FLEXIBLE WORKING

8.1 Flexi-Time

8.1.1 The aim of flexitime is to provide a degree of freedom for employees to determine the pattern of their working day. All patterns of working must be discussed and agreed with the manager since the needs of the service are the main consideration. It should be noted that flexi time may not always be possible due to business requirements. This section provides an overview of formal flexi time working.

8.1.2 Those teams of employees working under a flexitime arrangement should each take

an equitable share of responsibility for covering the service during normal working hours. It is not the purpose of flexitime, to enable employees to routinely accrue additional time off based on a system of core time and flexible time in each working day. All core hours must be worked. Flexible hours provide a degree of flexibility for the remaining hours of work. These may be chosen according to the wishes of the individual employee but must take into account the needs of the service and the circumstances of colleagues.

8.1.3 The flexitime system will be based on a four-weekly cycle. For full time employee a maximum of 7 hours 30 minutes credit or debit time can be accrued in the four weeks. This time will be reduced on a pro rata basis for part time employees. Core time is the time an employee is expected to be at work. These are between:

- 10.00 am to 12.00 noon
- 2.00 pm to 4.00 pm

Flexible time is time outside of the core hours where an employee may be at work. These are (however may be adjusted by the manager based on the needs of the service and team):

- 7.00 am to 10.00 am
- 12.00 noon to 2.00 pm
- 4.00 pm to 7.00 pm

Time worked outside these hours will not normally be counted as time worked without the specific agreement of the manager. A maximum of four core periods may be taken off in a calendar month, but only when the needs of the service allow. Lunch

times will not be counted as paid hours and must not be less than half an hour or more than two hours. Annual leave should not be used to write off debit hours accumulated. Employees should not work in excess of 9 hours per day on a regular basis, and the working week must not exceed 48 hours as in line with the Working Time Regulations. Time accrued on the Flexi-Time scheme should be taken within a 2 month period.

8.1.4 When working under the flexi time arrangement all employees must keep an up to date record of hours worked on a daily basis, using the flexitime record. The employee should sign the form to confirm that the information contained on the form is accurate and to acknowledge that any misrepresentation of the hours worked may lead to disciplinary proceedings. The manager must check and then countersign the form. It is recommended the manager keeps a record of the forms for a maximum period of 2 years. The manager may use these to monitor patterns of work.

8.2 Time Owing

8.2.1 Employees may accrue time owed to them when there is an organisational requirement for them to work beyond their normal contracted hours. All time recorded should normally be with the prior agreement of the line manager. A time owing sheet should be completed each time a person accrues time owing or takes time back, signed by the employee and line manager. Members of the Senior Management Team have flexibility in their approach related to significant business issues which may affect an entire team or group of individuals.

8.3 Part Time Working

8.3.1 Part time working is an established area of flexible working. In some cases an employee may wish to reduce their hours to part time for a period of time to combine work and personal commitments and then return to full time work at a later date. Or they may wish to reduce their hours on a permanent basis. This will be considered in line with business needs.

8.4 Condensed Hours

8.4.1 Condensed hours is a flexible working arrangement which enables an employee to work in their contracted hours over a shorter period of time than a standard working week.

8.4.2 An example of this is a 9 day fortnight where an employee may work a total number of contracted hours for a two week period, over 9 days instead of 10 days (i.e. working 75 hours over 9 days). This would average out and equate to the same weekly hours of 37.5 hours. The individual hours worked in a normal day are 8 hours and 20 minutes excluding meal breaks. The day not worked in the fortnight would normally be the same day every fortnight so that the service could accommodate this arrangement, with a reasonable amount of flexibility to cover service need and personal circumstances. A 9 day fortnight arrangement cannot be worked in conjunction with the flexi-time scheme to accrue additional flexi leave; however there may be some flexibility with the number of hours they work each day. In this case an up to date record of hours worked on a daily basis using the flexitime record should be used and signed off by the line manager in line with 8.1.4. The 9 day fortnight is only applicable for employees who work full time hours. Annual leave and public holidays are calculated in hours for employees who work non-standard shifts. When booking annual leave or bank holidays the number of working hours must be deducted i.e. 8 hours 20 minutes and not 7 hours 30 minutes.

8.5 Annual Hours

8.5.1 Annualised hours enables employees to vary their working hours over a full year period rather than over days or weeks. This arrangement enables the employee to match working hours to their personal commitments and to the requirements of the job which can take account of peaks and troughs in workload.

8.5.2 When establishing annualised hours the total number of hours to be worked for the year should be agreed and stated in the contract. This should not exceed the total number of hours which would be worked in a year by a full time employee and should take into account annual leave and general public holiday entitlement. The year should be calculated per financial year, 1st April to 31st March and any deficit of hours be made up in this timeframe. The employee and line manager must take responsibility to ensure the correct number of hours are worked.

8.5.3 The arrangement for when these hours are worked or how they are distributed through the year is subject to business need and must be agreed between the employee and the line manager. The maximum number of hours to be worked in any one day or week must be agreed with the employee and must not contravene the Working Time Regulations. A system must be set up to record hours worked and this must be monitored by the line manager on a regular basis. Annual leave and Public

holidays will be included in the agreed annual hours and will need to be calculated in hours rather than days or weeks. Please seek advice from a HR representative to calculate working hours.

8.6 Term Time Working

8.6.1 Term Time working enables employees to work for an agreed number of weeks or hours per year. Unlike the facility to vary the number of weeks/hours worked on an annual basis, term time working is based on pre-determined weeks during the year. This working pattern will primarily be suited to parents of young, school-age children, to enable them to care for their children during school holidays, without incurring additional childcare costs.

8.6.2 Employees may be contracted for a specified number of weeks per year and paid only for those weeks worked. In this case employees would not work during some or all of school/college holiday periods. Alternatively employees can be contracted for a specified number of weeks per year to cover holiday periods only and are paid for those weeks worked.

8.6.3 In order to avoid the situation where employees have certain weeks without pay their salary could be paid on a pro rata basis throughout the year to maintain a regular income. If an employee leaves part way through the year any shortfall in pay will be paid in their final payment, and any overpayment will similarly be deducted. Employees working term time are entitled to annual leave which should be taken in school holidays. This annual leave entitlement should be off set against the weeks the employee does not work.

8.7 Job Sharing

8.7.1 Job sharing is an arrangement whereby two people choose to share one full time job and the salary and benefits are divided between them according to the amount of time they each work. Each person's terms are equivalent to those of a full time employee, though pro rata. "Full time" means 37.5 or more hours per week on average. The organisation supports job sharing as a voluntary arrangement on the part of both managers and employees. Both parties to a job share role are jointly responsible for ensuring that it works. A job share will originate in one of the following ways:

- From a vacant post which is advertised as open to job share applicants.
- From a request from two or more existing employees who submit a joint application as a 'readymade' partnership to job share a full time post.
- From one existing employee who requests a job share, the other share of the post to be advertised.

In the case of an existing employee requesting a job share, the request should only be approved when a suitable candidate is appointed to the remainder of the post.

8.7.2 There are a number of important factors to be considered when recruiting to a job share post as follows:

- Clear definition of the duties and responsibilities of the post and how they are to be shared.

- How to ensure equal effort of all job share partners.
- Flexibility of job sharers.
- Communication in terms of effective handover periods between one job sharer to the other.
- Increased supervision may be required initially by managers.
- Administration and associated costs may be higher, for example for training and development.

8.7.3 If for any reason one partner in a job share arrangement leaves, the post will be automatically offered as a full-time post to the remaining job sharer. When the remaining job share partner does not wish to work full time the single job share post will be advertised following normal procedures. When, after all reasonable efforts, another suitable job share partner cannot be found and it is necessary to cover the post full time, the remaining job share partner will, wherever possible, transfer to another suitable post accommodating as far as possible the hours of work already agreed. If the remaining partner is unable to work on a full time basis then the manager should consider other solutions. Only in exceptional circumstances, when all the above options have been exhausted, will the redeployment of the existing job sharer's employment be considered.

8.8 Home Working

8.8.1 Home working can either be a formal agreement where an employee works part of their contractual hours from home, as an alternative base point, or informally, for a few agreed hours, to complete project work, specific pieces of work etc.

8.8.2 Employees wishing to work from home on an ad hoc basis should agree this with their line manager and the work to be undertaken should be agreed. The line manager must consider the impact of home working on the rest of the team. Contact arrangements should also be put in place.

8.8.3 Where an employee requests to work from home permanently or for a lengthy period of time the following should be considered:

- How to ensure the employee does not feel isolated and how links with the organisation will be maintained.
- The cost of equipping the home in terms of access to mobile devices.
- Health and Safety including Workstation risk assessment.
- Telephone, electricity and insurance costs.
- Stationery supplies.
- Confidentiality/security.

8.8.4 The employee will need to notify the Inland Revenue that they are working from home for a set period of time or permanently as there are tax benefits associated with home working. It is the responsibility of the employee to inform their home insurance provider that they are working from home and provide any details that maybe required.

8.8.5 It is important to agree how workloads and hours worked will be monitored. The employee should be aware of times they are required to attend the organisations office, for team meetings, one to ones etc.

- 8.9 Any sickness absence is recorded in line with the Managing Sickness Absence Policy. If an employee is absent on a scheduled work day for medical / health reasons this is counted as sick time. If an employee is absent the day they are not scheduled to be at work and they report that they are fit to return then this is not counted as a sickness day. If the employee is sick on a non-working day this is recorded as sick and the day is not accrued.
- 8.10 The CCG accepts no liability for personal injury or claims whilst employees work from home. Employees must ensure they have the appropriate home insurance policy to cover this. The CCG may request a disclosure to be signed by the employee before home working can take place (when home working is on a formal basis).
- 8.11 The above is not an exhaustive list of flexible working arrangements. Some agreement may be made at a local level which allows employees to have flexible arrangements around start and finish times.
- 8.12 The CCG may determine due to the number of flexible working requests made, when further equality monitoring is to take place.
- 8.13 The provisions of the Working Time Regulations Policy will be taken into account when considering any flexible working request.

Flexible Working Application Form

PART A – Employee to complete

Name:		Employee No.	
Job Title:		Contact no:	
Team :		Line Manager:	
I have at least 6 months continuous service		Yes	No
I am applying as a statutory right in line with eligibility as part of paragraph 7.1.1		Yes	No

Describe your current working pattern and contracted hours (days/weeks/hours/months worked):

--

Describe the working pattern you would like to work in future:

--

Please tick the relevant flexible working option this falls under:

Flexi Time	<input type="checkbox"/>	Part Time Working	<input type="checkbox"/>
Annualised hours	<input type="checkbox"/>	Job Sharing	<input type="checkbox"/>
Term Time Working	<input type="checkbox"/>	Compressed hours	<input type="checkbox"/>
Home Working	<input type="checkbox"/>	Other please state	<input type="checkbox"/>

I would like this to commence from (confirm date)

--	--

If on a trial or temporary basis please state the end date

--	--

Impact of the new working pattern: I think this change in my working pattern will affect my employer and colleagues as follows:

--

Accommodating the new working pattern: I think the effect on my employer and colleagues can be dealt with as follows:

--

Employee Signature: _____ Date: _____

PART B – Line Manager’s Authorisation

Application Approved (please tick)	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
---	------------	--------------------------	-----------	--------------------------

IF APPROVED			
Commencement Date		Review Date	
Comments			
IF DECLINED			
Please state reasons for not granting flexible working			
Date employee notified in writing of the outcome and right of appeal			

Signed _____

Line Manager

Signed _____

Senior Manager's Authorisation

Copy to: HR Department (for the employee's personal file)

Equality Monitoring Form

This section of the application form will be detached from your application form. The information collected will only be used for monitoring purposes in an anonymised format and will help the organisation analyse the profile and make up of applicants and appointees to jobs in support of their equal opportunities policies.

We recognise and actively promote the benefits of a diverse workforce and are committed to treating all employees with dignity and respect regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. We therefore welcome applications from all sections of the community.

Date of Birth	
Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> I do not wish to disclose this

Equality Act 2010

I would describe my ethnic origin as:

<p>Asian or Asian British</p> <p><input type="checkbox"/> Bangladeshi</p> <p><input type="checkbox"/> Indian</p> <p><input type="checkbox"/> Pakistani</p> <p><input type="checkbox"/> Any other Asian background</p> <p>Black or Black British</p> <p><input type="checkbox"/> African</p> <p><input type="checkbox"/> Caribbean</p> <p><input type="checkbox"/> Any other Black background</p>	<p>Mixed</p> <p><input type="checkbox"/> White & Asian</p> <p><input type="checkbox"/> White & Black African</p> <p><input type="checkbox"/> White & Black Caribbean</p> <p><input type="checkbox"/> Any other mixed background</p> <p>White</p> <p><input type="checkbox"/> British</p> <p><input type="checkbox"/> Irish</p> <p><input type="checkbox"/> Any other White background</p>	<p>Other Ethnic Group</p> <p><input type="checkbox"/> Chinese</p> <p><input type="checkbox"/> Any other ethnic group</p> <p><input type="checkbox"/> I do not wish to disclose this</p>
--	---	--

Please select the option which best describes your sexual orientation		
<input type="checkbox"/> Lesbian <input type="checkbox"/> Gay <input type="checkbox"/> Bisexual	<input type="checkbox"/> Heterosexual <input type="checkbox"/> I do not wish to disclose this	
Please indicate your religion or belief		
<input type="checkbox"/> Atheism <input type="checkbox"/> Buddhism <input type="checkbox"/> Christianity <input type="checkbox"/> Islam	<input type="checkbox"/> Jainism <input type="checkbox"/> Sikhism <input type="checkbox"/> Judaism	<input type="checkbox"/> Hinduism <input type="checkbox"/> Other <input type="checkbox"/> I do not wish to disclose this

Equality Act 2010

The Equality Act 2010 protects disabled people - including those with long term health conditions, learning disabilities and so called "hidden" disabilities such as dyslexia. If you tell us that you have a disability we can make reasonable adjustments to ensure that any selection processes - including the interview - are fair and equitable.

<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> I do not wish to disclose this information	<p>* Do you consider yourself to have a disability?</p>
Please state the type of impairment which applies to you. People may experience more than one type of impairment, in which case you may indicate more than one. If none of the categories apply, please mark 'other'.	
<input type="checkbox"/> Physical Impairment Disability/Difficulty <input type="checkbox"/> Sensory Impairment <input type="checkbox"/> Mental Health Problem	<input type="checkbox"/> Learning <input type="checkbox"/> Long-standing illness <input type="checkbox"/> Other

Equality Impact Assessment

Title of policy	Flexible Working Policy	
Names and roles of people completing the assessment	Alison Ewart, HR Business Partner Nadeem Murtuja, Senior Associate E&D	
Date assessment started/completed	12/02/14	13/03/14

1. Outline

Give a brief summary of the policy	To provide a process and framework for support to managers and employees who make a request for flexible working and other flexible arrangements to balance the needs of the employee and the needs of the business.
What outcomes do you want to achieve	Support the workforce to achieve a balance between home and work, to enable motivation and effective working.

2. Evidence, data or research

Give details of evidence, data or research used to inform the analysis of impact	The impact assessment is informed and supported by a holistic performance framework for equality and diversity across the suite of HR policies.
---	---

3. Consultation, engagement

Give details of all consultation and engagement activities used to inform the analysis of impact	Consultation has taken place with management sub groups of the CCG's and staff.
---	---

4. Analysis of impact

This is the core of the assessment, using the information above detail the actual or likely impact on protected groups, with consideration of the general duty to;

eliminate unlawful discrimination; advance equality of opportunity; foster good relations

	<p>Are there any likely impacts?</p> <p>Are any groups going to be affected differently?</p> <p>Please describe.</p>	<p>Are these negative or positive?</p>	<p>What action will be taken to address any negative impacts or enhance positive ones?</p>
Age	No		
Carers	Yes, likely to impact on those with caring responsibilities	Positive	Managers are to consider requests to support this particular group, this should not impact on other employees as the procedure allows for any employee to request flexible working.
Disability	No		
Sex	No		
Race	No		
Religion or belief	No		
Sexual orientation	No		
Gender reassignment	No		
Pregnancy and maternity	Yes, likely to impact on those with caring responsibilities	Positive	Managers are to consider requests to support this particular group; this should not impact on other employees as the procedure allows for any employee to request flexible working.
Marriage and civil partnership	No		
Other relevant group	No		

<p>If any negative/positive impacts were identified are they valid, legal and/or justifiable?</p> <p>Please detail.</p>	<p>No anticipated detrimental impact on any equality group. The policy is applicable to all employees and adheres to the NHS Litigation Authority Standards, statutory requirements and best practice. Makes all reasonable provision to ensure equity of access to all employees. There are no statements, conditions or requirements that disadvantage any particular group of people with a protected characteristic.</p>
---	--

5. Monitoring, Review and Publication			
<p>How will you review/monitor the impact and effectiveness of your actions</p>	<p>The organisation will use staff survey's in measuring the effectiveness of flexible working policy (by equality characteristic group) and how this has impacted on both the organisation and employees - without compromising health and safety.</p>		
<p>Lead Officer</p>	<p>Alison Ewart</p>	<p>Review date:</p>	<p>July 2017</p>

6. Equality and Diversity Sign off			
<p>Equality Lead Officer</p>	<p>Nadeem Murtuja</p>		
		<p>Date approved:</p>	<p>April 2014</p>

7. Sign off			
<p>Lead Officer</p>	<p>Fiona Stephens</p>		
<p>Director</p>	<p>Associate Director of Corporate Affairs</p>	<p>Date approved:</p>	<p>October 2014</p>

Once complete please forward to your Equality lead; Pia Bruhn. Lynne Carter, Sarah Mackenzie-Cooper, Sharon Moore or Elaine Barnes.