

# **FLEXIBLE WORKING AND LEAVE FOR DOMESTIC, CARER, PERSONAL AND FAMILY REASONS POLICY**

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Approving Body	Executive Committee
Date of Approval	4 <sup>th</sup> October 2017
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Review Responsibility	Associate Director of HR & Corporate Services
Version	0.3

## **REVISIONS/AMENDMENTS SINCE LAST VERSION**

Date of Review	Amendment Details
July 2013	<p>The original PCT document has been revised to:</p> <ul style="list-style-type: none"> <li>• Reflect the Clinical Commissioning Group Establishment</li> <li>• Reflect the Clinical Commissioning Group structure</li> <li>• Align to the Clinical Commissioning Group Human Resources and Organisational Development Policies and procedures</li> </ul>
February 2017	<ul style="list-style-type: none"> <li>• Reflect the entitlement for all staff with over 26 weeks service to apply for flexible working</li> </ul>
September 2017	<ul style="list-style-type: none"> <li>• Amended to reflect new organisational structure</li> </ul>

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## SECTION A – POLICY

### 1. Policy Statement, Aims and Objectives

Flexible working can improve motivation, reduce stress, increase productivity and support employees to achieve a healthy work/life balance. Employees with a minimum of 26 weeks service may make an application for flexible working.

- 1.1. NHS Doncaster CCG will ensure that all employees have the right to make a request for flexible working and that it will be considered by management who will endeavour to balance the needs of the individual making the request against business/service needs. In addition a provision is made for employees to request short term leave to cover urgent and unforeseen circumstances.
  
- 1.3. Flexible patterns of working may cover various contractual arrangements and work patterns. This policy document details the following schemes:
  - Right to request flexible working
  - Job Sharing
  - Career Break Scheme
  - Flexi Time
  - Part Time Working
  - Flexi Year/Annual hours
  - Term Time Working
  - Home Working
  - Condensed Hours
  - Leave for domestic, personal and family reasons
  
- 1.4. Arrangements associated with flexible retirement are covered in the CCG's Retirement Policy.
  
- 1.4. The development of this policy:
  - Promotes the CCG as an Employer of Choice by offering flexible patterns of working to aid recruitment and meet the CCG's commitment to equality of opportunity
  - Improves staff retention by enabling employees to have an effective work life balance
  - Reduces absenteeism by enabling adequate personal time outside of work for employees to meet personal commitments
  - Increases efficiency by using flexible working to meet peaks in work patterns
  - Improves morale and motivation of staff who benefit from flexible working
  - Enables employees who may wish to gradually decrease their hours prior to retirement to benefit from a gradual step down of time commitment

## 2. Legislation and Guidance

2.1. The following legislation and guidance has been taken into consideration in the development of this procedural document.

- NHS Terms and Conditions of Service
- NHS Doncaster CCG Equal Opportunities Policy
- Employment Rights Act 1996

## 3. Scope

3.1 This policy applies to those members of staff that are directly employed by NHS Doncaster CCG.

## 4. Accountabilities and Responsibilities

4.1 Overall accountability for ensuring that there are systems and processes to effectively manage breaches of discipline lies with the Chief Officer. Responsibility is delegated to the following:

<p><b><i>Associate Director of HR &amp; Corporate Services</i></b></p>	<p>Has delegated responsibility for:</p> <ul style="list-style-type: none"><li>• Maintaining an overview of the corporate ratification and governance process associated with the policy.</li></ul> <p>Leading the development, implementation and review of the policy.</p>
<p><b><i>Appointing Officers</i></b></p>	<p>Have delegated responsibility for:</p> <ul style="list-style-type: none"><li>• Considering the request for flexible working in accordance with set procedure</li><li>• Adhering to the time limits as set out in this policy</li><li>• Providing the appropriate support and information to the employee throughout the course of the application</li><li>• Only declining a request where there is a recognised business need</li><li>• Reviewing flexible working patterns at</li></ul>

	agreed intervals to ensure the pattern is still valid/effective
<b>All Staff</b>	<p>Have delegated responsibility for:</p> <ul style="list-style-type: none"> <li>• Ensuring their application is made in advance of when they want the change to take place</li> <li>• Providing a carefully considered application with as much detail as possible</li> <li>• Being prepared to discuss their application with their manager in an open and constructive manner</li> <li>• Being flexible where a mutually agreed compromise is required</li> <li>• Agreeing to regular review periods to ensure the pattern of working is still valid and meets the needs of the business as well as themselves</li> <li>• Ensuring leave for domestic, personal and family reasons are for urgent and unforeseen circumstances only and where the ability to take annual leave or time in lieu is not appropriate</li> </ul>
<b>Staff Side</b>	<p>Have responsibility for:</p> <ul style="list-style-type: none"> <li>• Supporting Employees in the application process and at any meetings held in association with the application.</li> </ul>

## 5. Dissemination, Training and Review

### 5.1. Dissemination

5.1.1. The effective implementation of this procedural document will support openness and transparency. NHS Doncaster CCG will:

- Ensure all staff and stakeholders have access to a copy of this procedural document via the organisation's website.
- Communicate to staff any relevant action to be taken in respect of complaints issues.
- Ensure that relevant training programmes raise and sustain awareness of the importance of effective complaints management.

5.1.2. This procedural document is located in the Employment Policy Manual. A set of hard copy Procedural Document Manuals are held by the Governance Team for business continuity purposes and all procedural documents are available via the organisation's website. Staff are notified by email of new or updated procedural documents.

## **5.2. Training**

5.2.1. All staff will be offered relevant training commensurate with their duties and responsibilities. Staff requiring support should speak to their line manager in the first instance. Support may also be obtained through their HR Department.

## **5.3. Review**

5.3.1. As part of its development, this procedural document and its impact on staff, patients and the public has been reviewed in line with NHS Doncaster CCG's Equality Duties. The purpose of the assessment (refer to Appendix 3) is to identify and if possible remove any disproportionate adverse impact on employees, patients and the public on the grounds of the protected characteristics under the Equality Act.

5.3.2. The procedural document will be reviewed every three years, and in accordance with the following on an as and when required basis:

- Legislatives changes
- Good practice guidelines
- Case Law
- Significant incidents reported
- New vulnerabilities identified
- Changes to organisational infrastructure
- Changes in practice

5.3.3. Procedural document management will be performance monitored to ensure that procedural documents are in-date and relevant to the core business of the CCG. The results will be published in the regular Governance Reports.

## **SECTION B – PROCEDURE**

### **1. Application for Flexible Working**

- 1.1. This policy and procedure is open to all employees and potential employees of the CCG. Employees have the right to request changes to their terms of employment to help them care for their child, spouse, partner, civil partner or near relative, or for an individual who lives at the same address as the employee.
- 1.2. Appendix 1 is the application form for the employee to complete to request flexible working and should be completed in all cases. Appendix 2 is the application form for the employee to complete to request leave for domestic, personal or family reasons.

### **2. Eligibility Criteria**

- 2.1. Eligibility to request flexible working as an employment right extends to any employee with at least six months' continuous service. The employee must be directly employed and eligibility does not extend to agency workers.
- 2.2. 2.2. The employee may only make one request in any 12 months period.

### **3. Application Process**

- 3.1. The employee should submit their request for flexible working using the application form contained in Appendix 1. The employee should give as much notice as possible and within the minimum timescales set out in the following paragraphs.
- 3.2. 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 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.

### **4. Actions to be taken when approving an application**

- 4.1. 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.

- 4.2. Consideration should be given to the intervals at which the revised working pattern will be reviewed and this should be confirmed to the employee.
- 4.3. The line manager should complete a variation to contract form and forward to the Human Resources Department along with copies of all correspondence in relation to the flexible working request.

## **5. Declining an Application**

- 5.1. Applications for flexible working can be declined however there are specific grounds for rejection that must be evidenced. These are as follows:
  - 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

## **6. Right of Appeal**

- 6.1. If an employee feels that their application for flexible working has been treated unfairly they have the right to appeal under the terms of the CCG's Grievance Policy. Unreasonable refusal to consider a flexible working request may be deemed discriminatory and if deemed to be so will be dealt with in accordance with the CCG's Equal Opportunities Policy.

## **7. Types of Flexible Working**

### **7.1. Job Sharing**

7.1.1 Job sharing is a flexible working arrangement which enables two, or more, employees to share the duties and responsibilities of a post. The salary associated with the post is divided between the number of job share partners in direct proportion to the number of hours they work. Annual leave entitlement will also be pro rata based on the number of hours worked and based on length of service in accordance with NHS terms and conditions of service.

7.1.2.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 'ready made' 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.

7.1.3. 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.

7.1.4. 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 to cover each other during periods of annual leave or sickness absence
- 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

## **7.2. Career Break Scheme**

7.2.1. A Career Break Scheme enables an employee to take a planned unpaid break from employment for a defined period of time for domestic or personal reasons. During a career break the employee may maintain contact with the CCG to ensure their knowledge and skills are kept up to date. Career break schemes enable the long term retention of experienced employees where an investment has been made in terms of training and development.

7.2.2. Career break schemes will be offered to all employees who have 12 months continuous employment and who require the break for one of the following reasons:

- Child Care
- Caring for an Adult
- To undertake further education/training
- Travel for personal development
- Other personal reasons

7.2.3. The career break scheme does not apply to anyone leaving to join another organisation for paid employment where this may lead to a conflict of interest. If the employee does wish to undertake paid employment whilst on a career break they are obliged to inform the CCG in advance.

7.2.4. An employee will be eligible to take up to a maximum of 5 years on a planned career break(s) within a 10 year period commencing from the first day of the first career break. However, the employee must return to work for the CCG for a minimum of 2 years in between each career break.

7.2.5. It is recommended that the minimum length of a career break is 3 calendar months.

7.2.6. During the career break 'retained employees' may be paid for a total of 10 days per year to attend for duty, which could be used to cover peaks in workloads or to cover staff shortages. These dates should be agreed between the line manager and the employee at the time of the application. The work the employee may undertake should be comparable to the individual's previous work and on the same rate of pay, or to undertake mandatory and statutory training.

7.2.7. During the career break the line manager should forward any revised or new policies and procedures, team briefs and information regarding changes within the organisation. Where major organisational changes take place, every attempt should be made to keep the employee informed and advise them of any consequences. It is accepted however that where employees may be travelling abroad this may be difficult therefore at the time of application the employee should agree with the line manager a point of contact address/e mail address.

7.2.8. Employees should be notified of all the terms on which they are likely to return to work, e.g. the notice to be given prior to return, the type of work they are likely to return to etc. The expectation is that wherever possible the employee will return to broadly similar duties on the same salary scale and pay point as before. Depending on particular circumstances the employees return to work will either be:

- Re-entry to exactly the same terms and conditions, in the same department or location as previously, or
- To suitable alternative employment.

Details of suitable alternative employment opportunities should be sent to the employee for a pre arranged period of time prior to their return to work.

7.2.9. Not earlier than 3 months prior to the expected date of return from the career break the line manager should send a written request to the employee asking them to confirm that they intend to return to work. The employee must confirm this within 14 days. The employee must confirm their precise return to work date at least 28 working days before the return to work date.

7.2.10. A period of absence on a career break scheme will not be regarded as a break in service, however it will not count as reckonable service. Only

periods of paid employment will count as reckonable service which covers entitlement to annual leave, sickness pay, redundancy, maternity/adoption leave, incremental progression etc.

- 7.2.11. NHS Pension contributions cease during a career break. Upon return to work the employee would need to rejoin the NHS pension scheme or make other pension arrangements. Employees are encouraged to seek independent pension's advice.
- 7.2.12. If during the career break the employee wishes to terminate their career break they should inform their line manager in writing giving at least 28 working days notice or the notice period specified in the contract of employment, whichever is the greater.
- 7.2.13. Where an employee's circumstances change significantly during the career break e.g. where the employee becomes incapacitated or pregnant or accepts an offer of alternative employment, the employee should contact their line manager as soon as reasonably practicable and decision should be taken as to whether the career break may continue.
- 7.2.14. Should the employee fail to return to work on the agreed date the employee will be deemed to be in breach of contract and subsequent action will follow.

### **7.3. Flexi Time**

- 7.3.1. Flexi time enables employees to vary their working hours within agreed limits, i.e. they can vary the start and finish times for the working day and lunch breaks, provided they work the locally agreed 'core times'. Core hours should be specific to business requirements and to ensure cover arrangements are in place.
- 7.3.2. It should be noted that flexi time may not always be possible due to business requirements. The following provides an overview of formal flexi time working but each department should establish their core flexi time system in consultation with employees, Human Resources and Staff Side.
- 7.3.3. Employees may work longer than the standard working day when necessary and 'save' the additional hours worked to take as time in lieu at a later date. This must be taken in accordance with local flexi time rules. Additionally an employee may have a deficit of hours worked which again should be agreed in accordance with local flexi time rules.

- 7.3.4. The line manager should set the time limits within which accrued flexi time must be used and set a maximum amount of time which can be taken or carried over from one accounting period to the next. It is recommended that the accounting period is one month and that no more than 8 hours per month are either accrued or owed.
- 7.3.5. An appropriate recording mechanism must be introduced indicating the employees start time, commencement of lunch break and recommencement from lunch break (minimum of 20 minutes, unpaid, if the employee works more than 6 hours per day) and a finish time. 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 supervisor or line manager should also sign the form each month.
- 7.3.6. Where abuse of the system is suspected an investigation will be conducted which may result in disciplinary action and dismissal. Where abuse of the system is proven the flexi time arrangement will be withdrawn.
- 7.3.7. It should be noted that departments within the CCG may operate different 'office cover times' which must be consistent with organisational need. The relevant member of the Senior Management Team will be responsible for setting cover times for their teams.
- 7.3.8. Flexi time is operational during the hours of 8.00am and 6.00pm. If employees choose to work outside of these times the time cannot be accrued.

#### **7.4. Part Time Working**

- 7.4.1. This 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.
- 7.4.2. Where an employee requests a change from full time to part time hours this should be considered wherever possible and only refused where there are good operational or business reasons for doing so.
- 7.4.3. The majority of vacant posts should be advertised as open to part time working.

#### **7.5. Flexi Year/Annualised Hours Contract**

- 7.5.1. The flexi year or annualised hours contract 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.
- 7.5.2. When establishing a flexi year or annualised hours contract 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.
- 7.5.3. 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 Hours of Work Policy.
- 7.5.4. A system must be set up to record hours worked and this must be monitored by the line manager.

## **7.6. Term Time Working**

- 7.6.1. 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.
- 7.6.2. 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.
- 7.6.3. 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. This must be specified within the contract.
- 7.6.4. Employees working term time are entitled to annual leave. The annual leave entitlement will be calculated based on the number of weeks worked and must be taken within those weeks.

## **7.7. Home Working**

- 7.7.1. 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 or as a reasonable adjustment for some roles.

7.7.2. 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.

7.7.3. 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 to the CCG will be maintained
- The cost of equipping the home in terms of access to mobile devices
- Workstation risk assessment
- Telephone, electricity and insurance costs
- Stationery supplies
- Confidentiality/security

7.7.4. 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 implications associated with home working.

7.7.5. 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 CCG headquarters, for team meetings, one to ones, PDR's etc.

## **7.8. Condensed Hours**

7.8.1. Condensed hours is a flexible working arrangement which enables an employee to work their contracted hours over a shorter period of time than a standard working week, for example 37.5 hours over 4 days or a working fortnight over 9 days.

7.8.2. It will be necessary to agreed how the hours worked will be recorded and this should be monitored by the line manager.

7.8.3. Consideration should be given to the impact on the ability to cover business needs.

## **8. Leave for Domestic, Carer, Personal and Family Reasons**

### **8.1. General Principles**

8.1.1. Leave under these circumstances is intended to assist in situations where the granting of short term leave will help resolve the employee's difficulties. It is not intended to resolve longer term or recurrent difficulties for which more formal forms of flexible working may be appropriate.

8.1.2. Each case should be considered on an individual basis taking into account the full circumstances. The responsibility of authorising this type of leave

rests with the line manager. If the request is declined the employee has the right of appeal as detailed in paragraph 6.

8.1.3. Due to the urgent or unforeseen circumstances that will normally be associated with requests for this type of leave the authorisation may be delegated to the most senior officer on duty should the line manager be unavailable. In this situation the employee should be informed that they should contact their line manager before they are next on duty. The purpose of this dialogue is to ensure:

- That the manager is aware of the full circumstances and thereby able to advise the member of staff on any further leave which may be granted
- That the employee is clear about the arrangements which have been approved and therefore is not burdened by the additional worry of how the absence will be handled either at the time or on return to work
- To enable the manager to discuss with the employee any further avenues of support that are available

8.1.4. Applications should be submitted on the application form contained in appendix 2. Where submission of the form is not possible due to the urgency of the situation a request for leave can be made over the telephone and subsequently followed up.

8.1.5. In respect of urgent verbal requests a reply should be given as soon as possible and on the day of receipt of the request. The application form should be completed in retrospect and within 5 working days of the verbal request.

8.1.6. Copies of applications forms, approved or not, must be forwarded to the Human Resources Department.

## **8.2. Bereavement Leave**

8.2.1. Consideration should be given to the following when deciding on the appropriate amount of leave to be approved:

- The closeness of the relationship. It should be recognised that many people have a special relationship with individuals outside their immediate family.
- Responsibility for making the funeral arrangements.
- Distance to be travelled to the funeral.
- The effect of the bereavement on the member of staff.

- 8.2.2. Managers have the discretion to grant up to 6 days paid compassionate leave where the employee has suffered the loss of a close relative for whom he or she is responsible for making the funeral arrangements.
- 8.2.3. Leave purely for attendance at a funeral may be granted for a day or shorter time to give sufficient time for an employee to attend a funeral.
- 8.2.4. The manager will have the discretion to determine how the leave should be allocated since the continuing impact of the bereavement of a close relative may well influence the manager's decision on when the leave should be granted in the best interests of the employee.
- 8.2.5. It is recognised that many employees who are distressed may be given a medical certificate by their General Practitioner. In these cases the absence will be recorded as sickness absence.
- 8.2.6. Managers should also discuss with the employee other support mechanisms which may be offered to them including occupational health support and counselling services.

### **8.3. Carer/Domestic Leave**

The aim of such leave is to provide a compassionate response to immediate needs. The needs covered will be those arising from the many and varied domestic situations which from time to time occur, e.g. illness of a child, close relative, breakdown of normal carer arrangements, burglary, unforeseen domestic situation etc. These circumstances will be urgent, unforeseen and short term. The purpose of the paid leave facility is therefore to assist when other managerial options have been unable to help the employee overcome their immediate difficulty.,

- 8.3.1. A Manager has the discretion to authorise up to 2 days paid leave per application. In exceptional circumstances additional leave may be granted up to a maximum of 5 days.
- 8.3.2. There is an expectation that both the manager and the employee will have considered any other options which are available in order to address the immediate difficulty, i.e. change of non working day, variation to start or finish time, use of time in lieu/annual leave
- 8.3.3. The manager can refuse to authorise paid leave where in their judgement a pattern of leave requests has emerged which suggests there is an ongoing problem for which an alternative course of action would be more appropriate.



## Clinical Commissioning Group

### APPLICATION FOR FLEXIBLE WORKING

<b>Name:</b>		<b>Employee Number:</b>	
<b>Job Title</b>		<b>Hours of work:</b>	
<b>Department</b>		<b>Location:</b>	

I wish to apply for the following flexible working scheme (Please highlight by ticking the appropriate box)

<b>Job Share</b>		<b>Part Time</b>	
<b>Career Break (I have 12 months NHS service)</b>		<b>Flexi Year /Annualised Hours</b>	
<b>Flexi-Time</b>		<b>Term Time</b>	
<b>Home Working</b>		<b>Condensed Hours</b>	

Please detail the changes that you are applying for and the date you propose they become effective from:

Please outline any implications you feel may need to be taken into consideration relating to the change to the service you provide:

**Signed:** ..... **Date:** .....

**LINE MANAGER'S COMMENTS**

Application approved:	<b>Yes/No</b>
If approved, commencement date:	
If declined, reasons for the decision:	

Date employee notified of decision .....

Date employee notified in writing of the outcome and right of appeal .....

**Signed:** ..... **Date** .....  
                  Manager/Head of Department

Copy to:     HR Department  
              Personal File



**Doncaster**

**Clinical Commissioning Group**

**APPLICATION FOR LEAVE FOR DOMESTIC, PERSONAL OR FAMILY REASONS**

**Applicants must complete Section A and either Section B or C**

**Section A (to be completed by the Applicant)**

Name:.....

Employee Number:.....

I wish to apply for leave in accordance with Section B/C. I understand that if I provide any false information in support of my request for paid/unpaid leave in accordance with the Policy for Leave for Domestic, Carer Personal and Family Reasons I may be subject to disciplinary proceedings, which may lead to disciplinary action, including dismissal. I, therefore, confirm that the leave requested below is in accordance with the reason stated.

**Section B – Bereavement Leave**

I wish to apply for ..... days paid leave (maximum of 6 days (pro rata for part-time staff) on .....to make arrangements in connection with:-

.....  
.....

**Signed:**

**Date:**

**Section C – Carer/ Domestic Leave**

I wish to apply for ..... days paid leave on .....to make arrangements in connection with:-

.....  
.....  
.....

**Signed:**

**Date:**

**Section D – To be completed by the Line Manager**

I confirm that Special Leave under Section

B - Bereavement Leave ..... Number of days

C - Carer/Domestic Leave ..... Number of days

Has been approved/rejected. The reasons for rejecting the application are:-

.....  
.....  
.....

**Signed :**

**Date:**

Copy to HR & Personal File

## Equality Impact Assessment

<b>Title of policy or service contract:</b>	Flexible Working Policy	
<b>Name and role of officer/s completing the assessment:</b>	Andrea Richards, HR Manager	
<b>Date of assessment:</b>	February 2018	
<b>Type of EIA completed:</b>	Initial EIA 'Screening' <input checked="" type="checkbox"/> or 'Full' EIA process <input type="checkbox"/>	<i>(select one option - see page 4 for guidance)</i>

<b>1. Outline</b>	
<p><b>Give a brief summary of your policy or service</b></p> <ul style="list-style-type: none"> <li>• Aims</li> <li>• Objectives</li> <li>• Links to other policies, including partners, national or regional</li> </ul>	<p>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 organisation.</p> <p>The policy is applicable to all employees and adheres to NHSLA Standards, statutory requirements and best practice and makes all reasonable provision to ensure equity of process for all employees.</p>

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**Identifying impact:**

- **Positive Impact:** will actively promote or improve equality of opportunity;
- **Neutral Impact:** where there are no notable consequences for any group;
- **Negative Impact:** negative or adverse impact causes disadvantage or exclusion. If such an impact is identified, the EIA should ensure, that as far as possible, it is either justified, eliminated, minimised or counter balanced by other measures. This may result in a ‘full’ EIA process.

**2. Gathering of Information**

This is the core of the analysis; what information do you have that might *impact on protected groups, with consideration of the General Equality Duty.*

(Please complete each area)	What key impact have you identified?			For impact identified (either positive or negative) give details below:	
	Positive Impact	Neutral impact	Negative impact	How does this impact and what action, if any, do you need to take to address these issues?	What difference will this make?

<b>Human rights</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>Age</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>Carers</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>Disability</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>Sex</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>Race</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>Religion or belief</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>Sexual orientation</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>Gender reassignment</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>Pregnancy and maternity</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>Marriage and civil partnership</b> (only eliminating discrimination)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>Other relevant</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		

<b>groups</b>					
<b>HR Policies only:</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>Part or Fixed term staff</b>					

**IMPORTANT NOTE:** If any of the above results in 'negative' impact, a 'full' EIA which covers a more in depth analysis on areas/groups impacted must be considered and may need to be carried out.

Having detailed the actions you need to take please transfer them to onto the action plan below.

<b>3. Action plan</b>				
<b>Issues/impact identified</b>	<b>Actions required</b>	<b>How will you measure impact/progress</b>	<b>Timescale</b>	<b>Officer responsible</b>
No anticipated detrimental impact has been identified.	There are no statements, conditions or requirements that disadvantage any particular group of people with a protected characteristic – therefore there is no required action identified	Policy will be monitored in line with changes in legislation and amended as necessary	In line with CCG Policy Review timetable.	HR Manager

<b>4. Monitoring, Review and Publication</b>				
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<b>When will the proposal be reviewed and by whom?</b>	<b>Lead / Reviewing Officer:</b>	Associate Director of HR & Corporate Services.	<b>Date of next Review:</b>	September 2020
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<b>Equality Lead Name:</b>	
<b>Signature</b>	
<b>Date</b>	

Once completed, this form **must** be emailed to Gareth Jones Equality Lead for sign off @ [gareth.jones22@nhs.net](mailto:gareth.jones22@nhs.net).