

CITY OF
Lincoln
COUNCIL

Flexible Working Policy Incorporating:

Flexitime hours, Job Share, Home-Working and Holiday Purchase

Section	Page No.
1. Introduction	3
2. Aim of the Policy	3
3. Legal Information	3
4. Responsibilities	3
5. Objectives	5
6. Principles	5
7. Equal Opportunities	5
8. Core Hours	6
9. Needs of the Council	6
10. Flexible Working arrangements	7
11. Eligibility to apply	9
12. Procedure for applying	9
13. Protected Characteristics	12

14. Part-time Workers	12
15. Trial Periods	12
16. Variation of Contract	12
17. Appeals	13
18. Appendix 1 Flexible hours scheme	15
19. Appendix 2 Flexible working request pro forma	19
20. Appendix 3 Job Share Policy	22
21. Appendix 4 Home Working Policy	27
22. Appendix 5 Holiday Purchase Scheme	32
23. Appendix 6 Holiday purchase pro forma	34

1. Introduction

The City of Lincoln Council supports flexibility in managing working time. The Council recognises that a better work-life balance can improve employee motivation, performance and productivity. The Council wishes to support its employees to achieve a better balance between work and other priorities, such as caring responsibilities, leisure activities, further learning interests etc. The Council is committed to agreeing flexible working requests, provided that the needs and objectives of both the Council and the employee can be met and taking into account any impact on colleagues.

2. Aim of the Policy

The Council aims to ensure that there is consistency and clarity in how flexible working arrangements are managed to ensure they fulfil their full potential.

This Policy therefore sets out:

- The Responsibilities of those requesting, determining and over-seeing flexible working arrangements
- The Council's Core Values
- The objectives and principles by which the Policy is guided;
- The alternatives that are available to Individuals, and
- The process by which working time is to be managed

3. Legal Information

This policy complies with the Employment Rights Act 1996 and the Flexible Working Regulations 2014 in relation to the right to request flexible working.

4. Responsibilities

There are a number of people who have responsibilities to ensure that the Flexible Working Policies operate effectively. The key parties and their associated responsibilities are:

Responsibility of Directors

- To ensure that the policy is benefiting the Council's business
- To oversee the consistent implementation of the policy corporately
- To recommend improvements to the policy as required

Responsibility of Assistant Directors

- To ensure this Policy is followed so that there are consistent and legal standards of application across the Council

- To consider all requests for flexible working positively, in conjunction with the Service Area Manager, in order to ensure consideration is given to the needs of the whole Service area

Responsibility of Managers

- To adhere to this Policy in order to ensure there is consistency of application throughout the Council
- To consider all requests for flexible working positively and in conjunction with the Service area Assistant Director
- To monitor and balance working time for their team.
- To take the decision to vary working time within the principles of the policy
- To monitor the level of service to customers to ensure seamless, high quality delivery is maintained.

Responsibility of HR

- To ensure the Policy reflects current legislation and best practice
- To advise Managers through the decision making process
- To monitor the consistent application of the policy and to raise anomalies with the Manager concerned
- To review and update this policy in line with new legislative requirements.

Responsibility of the Individual

- To treat all colleagues with equal respect and to support their team in developing a culture of mutual trust and respect.
- To manage their working time effectively
- To accurately record all working time where reasonably required.
- To be proactive in proposing changes to their working time where their circumstances require it, taking into account the impact on their and the Council's effectiveness in meeting customers' expectations.
- To be responsive and constructive in discussing options with their Manager.

Responsibility of Trade Union Representative

- To support the principles and objectives of the policy in relation to both service and individual needs
- To support and publicise the policy to their members
- To work with Managers and employees to resolve differences and to achieve a successful outcome for all
- To monitor implementation of the policy and to advise HR of practical difficulties and/or suggested improvements.

5. Objectives

The Flexible Working Policy has six key objectives.

1. To enable the Council to meet business needs and provide a quality-driven added-value service to customers.
2. To enable the Council to attract and retain the best people.
3. To enable individuals to achieve work-life balance.
4. To ensure fair treatment for individuals who wish to work more flexibly.
5. To ensure that people are making effective use of their working time.
6. To enable reasonable adjustment for people with a disability or disability by association.

6. Principles

The operation of the Flexible Working Policy is guided by a number of important principles that will guide all decision making in this area, as follows:-

1. Individuals take personal responsibility and ownership for their working time.
2. Individuals consider the wider perspective of their team and/or organisation when contemplating changes in their working time.
3. All requests for flexible working will be treated with respect and should not disadvantage the Council or the individual.
4. Individuals and their Managers will work together to manage variable demand for working time. A culture of open, honest and non-judgemental communication between all parties will be encouraged to ensure that agreeable compromises are reached so that working time issues are managed quickly and effectively.
5. It is the Manager's responsibility to oversee and manage the working time arrangements for their team and to work with the individual to ensure that there is a seamless, high quality service delivery to customers.
6. Each request and arrangement will be treated on an individual basis. No one decision will set a precedent for any other.
7. The Council will provide support for individuals to develop the skills and understanding necessary to effectively implement changes in working time.

7. Equal Opportunities

The City of Lincoln Council is committed to equal opportunities for all its employees and for all applicants for its posts. Flexible working, including job sharing, for those Individuals who are unable, for one reason or another, to work full time will enable the Council to attract and retain high calibre Individuals. The Council will, through good practice, ensure that full and fair consideration will be given to all applications for employment, having regard only to the candidates' particular aptitudes and abilities in relation to the vacancy for which they have applied.

8. Core Hours

The Council will operate core hours when all staff not on shift work/other agreed working patterns will be expected to be in attendance at work unless time off, e.g. flexi leave/annual leave etc. has been pre-booked. Any flexitime to be taken during the core hours must have prior written approval of the Line Manager.

The Council's core hours are as follows:-

Morning - 10am to 12.00 noon

Afternoon - 2pm to 4pm

9. Needs of the Council

The Council is committed to providing a range of appropriate working patterns. However, employees and Managers need to be realistic and to recognise that not all flexible working options will be appropriate for all roles.

For any request to work flexibly, the Council will need to take account of a number of criteria including (but not limited to):-

- The costs associated with the proposed arrangement
- The effect on ability to meet customer demand
- Ability to reorganise work among existing employees
- The effect of the proposed arrangement on other employees
- The need for, and effect on, supervision
- The workload of the role
- Whether the request relates to a reasonable adjustment for a disabled employee or an employee with disability through association
- The health and safety issues
- The existing structure of the department
- The availability of staff resources
- Inability to recruit additional Individual to cover proposed changes
- The impact on quality of service
- The impact on performance of the department
- Insufficiency of work during the periods of the employee proposes to work

However, this policy stresses that each request will be carefully considered in a sensitive, open way.

10. Flexible Working Arrangements Available:-

It is important that any flexible working arrangement is manageable and works effectively. The main driver for deciding which alternative working arrangement should apply is operational effectiveness.

Flexible working arrangements can be any type of arrangement that gives some degree of flexibility on how long, where and when an employee works.

The following examples are typical arrangements which may be available on request, however the Council recognises that there may be alternatives or a combination of options which are suitable to both the Council and the employee:-

- **Flexible hours**
Variable start and finish times but ensuring core hours are maintained and ensuring contractual weekly hours are completed, with time off in lieu available up to an agreed limit (see appendix 1)
- **Compressed hours**
Where an employee works their usual full time hours in fewer days, and thus works longer days meaning there is no reduction in pay, e.g. where a 5 day week is compressed into 4 or 4.5 days, or a 10 day fortnight is worked in 9 days. This may benefit the employee by promoting a better work-life balance and can assist the Council, e.g. quiet periods of work can be used more effectively if the employee's time off is arranged to coincide with them.
- **Part-time working**
An individual can request a reduction in their full-time hours of work, to work only certain days or certain hours per day
- **Job Share**
The responsibilities of one job are split between two people on a basis upon which they are both agreed (Appendix 3).
- **Shift Systems**
The working day is split into shifts to enable longer operational hours
- **Holiday Purchase**
Employees can "buy" additional holiday entitlement (Scheme attached as Appendix 4)
- **Working from home/teleworking**
Will be considered taking into account individual performance, job content and purpose. This arrangement can range from being on an ad hoc basis, a few hours a week to being set day(s) per week

- **Term time contracts**

Working time that is contracted to the school term times only but payment is made throughout the year by 12 equal instalments.

Managers should take into account when assessing requests for term-time working that offering such working patterns can assist with recruitment and retention of staff. Employees must acknowledge that not all roles are suitable for term time working, e.g. where long absences may be detrimental on the service and/or other staff; where other staff may be under pressure not to take their annual leave during school holidays and/or where the individuals knowledge and/or skills is needed consistently throughout the year.

- **Annualised hours**

Contractual working time is expressed as a number of hours for the year, enabling individual working patterns to be variable during the year. Usually the hours will be divided into rostered hours, which are set, and unallocated hours, when an employee can be called into work as demand dictates. Payment will be in 12 equal instalments.

- **Career breaks**

Where the employee has an extended period of time away from paid work, up to a maximum of 12 months.

The Council acknowledges that career breaks can aid employees, e.g. parents of young children, individuals wanting to travel or study etc., as well as aiding the Council by retaining skills in the long term and where new ideas and extra skills, motivation and enthusiasm may result from the employee's period of time away from the workplace.

Where any career break is over 6 months there will be no guarantee of a return to work in the same role. Where this is not possible the employee will be placed in the redeployment pool for a period consistent with the Council's redeployment policy. If no suitable alternative role is obtained during that time period the individual's employment would end.

The employee must not take any other paid work during the career break period.

During the career break the employee will not accrue continuity of service time. However on their return to work they will continue to accrue years for continuous service from their return to work date.

The employee is required to maintain regular contact with their Manager during the career break period.

11. Eligibility to Apply

Any employee with at least 26 weeks of employment service has the statutory right to request flexible working.

However, the Council has taken the view that all employees, irrespective of length of service, may submit an application for flexible working.

Employees are entitled to submit one application for flexible working in any 12 month period (subject to their not relating to a statutory entitlement, such as reasonable adjustments under the Equality Act 2010. If in doubt, Employees/Managers should query the position with HR).

12. Procedure for Applying for a Change in Working Arrangements

In order to allow sufficient time for a request to be considered and any other action to be taken, employees should allow as much time as possible before they wish their revised arrangements to take effect. For example, an employee returning from maternity leave, who wishes to change their working arrangements from those which existed prior to their maternity leave, should submit a request if possible before the date they are required to formally notify the Council that they will be returning to work.

The employee must put their request, in writing, to their line Manager, stating the following:-

- The date of the application
- the type of flexible working arrangement they wish to apply for
- what hours/days they wish to work
- making suggestions as to how their flexible working arrangement might be accommodated within their section
- what effect the employee thinks the requested change could have on the Council and how that could be dealt with
- the date from when the employee would like the proposed change to come into effect
- whether a previous application for flexible working has been made and, if so, the dates of any previous applications
- if an employee is making the request in relation to any of the statutory rights set out in the Equality Act 2010, e.g. as a reasonable adjustment to accommodate a disability, that should be made clear in the written submissions

An application pro forma is set out at appendix 2. If the application does not include sufficient information, the Manager should return it to the employee, setting out what further information is required in order for the application to be considered.

Time Limitations:-

The law requires that statutory requests for flexible working must be completed within three months of first receiving the request, including any appeal. If the time is likely to exceed 3 months any extension of time has to be agreed with the employee. Managers should therefore endeavour to discuss the request with the employee as soon as possible but in any event by not later than within 28 calendar days of the request being submitted.

The employee will be given at least 14 calendar days' notice of the meeting and will be entitled to be accompanied to the meeting by a Trade Union representative or work colleague if he/she wishes.

Meeting with the Employee:-

At the meeting, the Manager will explore the request in detail with the employee including the application of the desired work pattern and how best it might be accommodated. The meeting will also provide an opportunity to consider other alternatives should there be problems in accommodating the desired work pattern.

Employee failure to attend a meeting:-

If the employee fails to attend a meeting and then further fails to attend a rearranged meeting without good reason, their application will be deemed to have been withdrawn. However, the Manager should first find out why the employee failed to attend the meeting and consider their reasoning for that before reaching any decision to close their application.

Any decision to close an application must be notified to the employee in writing.

Responding to the Request:

Within 14 calendar days after the date of the meeting the Manager will write to the employee either confirming agreement to the request and the agreed start date, or to provide a clear business reason, including a detailed account of the service implications, as to why the request cannot be accepted. The Manager may give an interim response where there is a need to take future action before a final decision can be made (for example, if a job share arrangement is requested, the feasibility of recruiting a job share partner will need to be looked into and that post recruited to before the change can be made).

Granting a Request:

Requests may be granted in full, in part, or refused.

Where the new arrangement is confirmed, an employee change of post form must be submitted to HR, confirming that the changes agreed are permanent. The working practice will then not be changed unless a further request for flexible working is submitted by the employee.

In all cases, the employee will not be permitted, unless there are very exceptional circumstances, to request a further variation to their working arrangements for at least 12 months following submission of their first request.

Refusing a Request

The Manager should consider the employee's request carefully, looking at the benefits of the requested changes for the employee and the Council and weighing those against any adverse business impact.

The Council will only refuse an application to work flexibly if there is a business reason for doing so. The statutory code of practice requires employers to do this.

Managers must only reject an application for one of the business reasons listed below:-

- The burden of any additional costs is unacceptable to the Council
- An inability to reorganise work among existing staff
- An inability to recruit additional staff
- Detrimental impact on the quality of the service
- Detrimental impact on ability to meet customer demand
- Detrimental impact on performance
- Insufficient work during the periods the employee proposes to work
- Planned structural changes which would not fit in with the requested work pattern

Multiple Requests:

If a Manager is unable to approve a request due to the number of other employees working flexibly, the Manager should call for any volunteers from existing flexible working employees to change their contracts back to other arrangements, thereby creating capacity for granting new requests to work flexibly. If no volunteers are forthcoming, the Manager may have to refuse the request on the basis further flexible working arrangements will have an adverse impact on the business/service area.

Where a Manager receives more than one flexible working request closely together from different employees, requests should be considered using the criterion as set out above, looking at the requests in the order they were received. Where the first request is agreed, Managers should consider that the business context has now changed and that can be taken into account when considering the request against the business reasons set out above.

13. Protected Characteristics

Where any request is arising from a protected characteristic, HR advice should be sought.

The protected characteristics under the Equality Act 2010 are age, disability including by Association, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation.

14. Part-Time Workers

Part-time workers must be treated consistently with other workers in line with the Part-Time Workers (Prevention of Less Favourable treatment) Regulations 2000.

15. Trial Periods

Where there is some uncertainty about whether the flexible working arrangement is practicable for the employee and/or Council, the arrangement can be entered into for a trial period which must then be subject to a regular review period. The review period should be of sufficient time to allow new working practices to bed in, and to be of sufficient time to reasonably assess the pros and cons of the new working arrangement. It is therefore recommended that trial periods are not less than 3 calendar months duration.

Managers must set review meetings with the employee to discuss how the new arrangements are working and/or whether any adjustments are required to the working arrangement.

At the end of the trial period, a review meeting should be arranged where it will be confirmed whether or not the new arrangement is to be made permanent or if the employee is to revert back to their previous working arrangements.

All final arrangements must be confirmed in writing by the Manager to HR by completing the employee change of post form.

16. Varying an employee's contract

Where changes to working practices are agreed, and unless a temporary or trial period has been agreed, the changes will become permanent and the employee will relinquish any rights to their former hours of work. Should an employee thereafter wish to return to their formal working arrangements, they would need to compete for such via the Council's standard recruitment procedure.

Employees working on a temporary or trial basis will not relinquish rights to their former way of working unless the trial is successful and the employee then permanently alters their working patterns.

The Manager must complete an employee change of post form and submit that to HR, who will then forward to the employee the requisite contractual documents.

Managers must ensure they forward an employee change of post form to HR as soon as possible after any changes to working patterns have been agreed, stating whether the changes agreed are permanent or temporary. If temporary, the start and end date must be set out on the form.

Where a trial period is entered into, HR will provide the employee with a variation to contract letter making it clear that the changes are temporary on a trial basis and citing the dates the temporary arrangement will start and end, but reserving the right to reduce or lengthen the trial period where necessary and only with the agreement of the employee.

The Council will reserve the right to require the employee to revert to their previous working arrangement at the end of the trial period.

17. Appeals Against Refusal to Accommodate Flexible Working Request:-

If a request for flexible working is not approved, or is approved only in part, the employee can appeal the decision as follows:-

The employee must submit an appeal to HR, in writing, within 14 calendar days of the date of the letter from the Manager advising of the decision. The appeal letter must confirm the following:-

- that they wish to appeal against the Managers decision;
- why they disagree with the decision of the Manager;
- why they believe the flexible working request can be accommodated;
- if there is new information that was not available to the Manager when the initial decision was made
- what they expect to happen as a result of the appeal.

HR must confirm receiving the appeal within 7 calendar days of receipt and an appeal hearing date will be arranged within 14 calendar days of the date of the acknowledgement, if possible, and taking into account the statutory time lines set out above.

HR will appoint a Presiding Officer to hear the Appeal. The Presiding Officer will be at Assistant Director level or above. The Presiding Officer will appoint an administration assistant, who will make arrangements for the appeal hearing and take notes at the appeal meeting.

People attending the appeal hearing will be:

- the Presiding Officer;
- HR or legal service officer to support the Presiding Officer;
- the employee;
- the employee's representative ;
- the Manager who made the initial decision
- Minute taker

HR will provide copies of all relevant paperwork to everyone attending the appeal hearing, to include:-

- the employee's original request for flexible working;
- notes of any meetings/correspondence between the employee and Manager in relation to the flexible working request
- the Manager's decision letter
- Employee's letter of appeal
- Any other documents to be submitted by the Manager and/or Employee – must be submitted to HR at least 48 hours prior to an appeal hearing taking place, failing which the Presiding Officer may refuse to include the documents at the hearing or it could result in the hearing having to be re-listed.

At the appeal hearing, everyone will be given the opportunity to state their case, starting with the employee raising the appeal. At the end of the hearing, the Presiding Officer will inform the employee of their decision, confirming it in writing within 7 calendar days thereafter. There is no further right of appeal.

18. Review of policy

This policy will be reviewed at intervals of three years, or earlier at the request of either the management or staff side.

**Human Resources
October 2014**

Review August 2016

**Approving Body & Date
JCC
Executive**



Flexible Hours Scheme

Introduction

The Council believes that having a flexible working scheme can benefit both the Organisation and the employee. Flexible working can aid recruitment and retention and can aid equal opportunities.

The Council's contractual hours for a full-time employee are 37. This scheme is designed to assist employees to accommodate variations to their workload by flexing their weekly hours over a period around an average working week of 37 hours.

The Flexible Hours Scheme is not intended to:-

- allow employees to introduce significant changes to their working pattern (which should be covered by the alternative flexible arrangements set out in the Flexible Working Policy)
- allow employees to work additional hours in order to accrue a higher annual leave entitlement
- allow employees to use flexi-time to take short mid-morning and/or afternoon breaks (short breaks being deemed those of less than 30 minutes).

Responsibility of Managers

Managers are responsible for managing the day to day working hours of their staff, balancing requests for flexible working with ensuring that service level needs are met. Managers must therefore ensure that:-

- An accurate system of recording hours worked is put in place and monitored
- Stipulating minimum levels of cover and at what times/periods those minimum levels must be complied with
- Taking into account that working long hours can cause fatigue and affect performance and thus ensuring that excessive credit/deficit time is not accrued

- Ensuring that other team members are not carrying an additional work burden because of accommodating flexible working requests

The Scheme

The Council's standard working week is 37 hours (or as provided by National Agreements)

Core Hours

The Council will operate core hours when all staff not on shift work or other agreed working patterns are expected to be in attendance at work unless time off, e.g. flexi leave/annual leave etc. has been pre-booked. Any flexible time required outside of core hours will need prior written approval from the Line Manager.

The Council's core hours are as follows:-

Morning - 10am to 12.00 noon

Afternoon - 2pm to 4pm

Minimum Flexi-time Periods

Flexi-time is not intended to enable employees to take short mid-morning/afternoon breaks. Flexi leave will only be authorised for time off of not less than 30 minutes.

Conditions of Flexi-Hours Accrual

Employees will be able to work flexible hours provided that the following conditions are met:

- Core hours are adhered to
- Hours have been agreed in advance, in writing, with the Line Manager
- A satisfactory service is maintained to the public
- The arrangements do not interfere with the effective operation of the section, department or the Council

The scheme is available to all employees. Employees wishing to take advantage of the flexible working scheme must ensure that they accurately record their working hours.

Flexitime will operate between the hours of 7.00am to 8.00pm Monday to Sunday, including Bank Holidays (but subject to the core hours being maintained).

Employees must work at least two thirds of their contracted hours on each working day. For full time employees, this means 5 hours a day.

Managers can withdraw flexitime at any time because of service needs or abuse of the scheme.

Carry-Over periods

A settlement period of 4 weeks will apply with carry over limits of plus or minus 7.5 hours at the end of each 4 week period being strictly observed. All staff are responsible for submitting their time sheet to their Line Manager each month.

Up to one full day per four week period will be available as flexi leave, one day being 7.5 hours Monday to Thursday (3.75 hours a half day), 7 hours on Friday (3.5 hours a half day).

Any additional hours over and above plus 7.5 will be forfeited at the end of the period.

Flexi leave may only be taken subject to prior approval by the employee's Line Manager and will be subject to the needs of the service. Flexitime taken can be in hours or days. If in hours, not less than 30 minutes must be taken at any one time.

Exceptionally, and only with the prior written agreement of the Manager, up to 3 days flexi leave per year which is refused on the grounds of service need can be converted to annual leave [or payment made at plain time rates on application by the employee].

Regular Surplus or Deficit of Hours:-

Any hours over/under must be remedied the following month.

Managers are responsible for monitoring their team members' hours of work. If an employee is regularly accruing flexible working hours or is regularly in deficit, Managers should meet with them to discuss the reasons why they are not succeeding in managing their working time effectively. If necessary, alternative flexible working arrangements could be considered.

Any employee who abuses or manipulates the flexible working scheme may have the benefit removed either temporarily or permanently. Deliberate falsification of timesheets is a disciplinary offence.

Interaction with other local arrangements

No additional payments will be made for any flexi hours worked outside normal office hours undertaken between 7.00am and 8.00pm. Only flexi-time off can be taken for such hours.

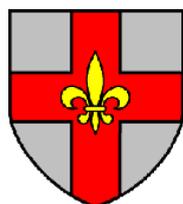
Employees who wish to take advantage of the flexible working scheme, who also undertake standby and on call duty, will also continue to receive standby and call out payments in accordance with their current arrangements, but any hours falling between 7.00am and 8.00pm which are covered by standby/on call arrangements will not count towards the calculation of flexi hours.

**Human Resources
October 2014**

Review August 2016

Approving Body & Date

**JCC
Executive**



CITY OF
Lincoln
COUNCIL

Flexible Working Request Form

To:	
(Name of Line Manager)	
Employee Name	
Job title	
Service Area	
Directorate	
I would like to request the following type of flexible working – tick as applicable	
Flexitime <input type="checkbox"/>	Term time working <input type="checkbox"/>
Job Share <input type="checkbox"/>	Voluntary reduced working time <input type="checkbox"/>
Compressed Hours <input type="checkbox"/>	Other (please specify) <input type="checkbox"/>
Career Break <input type="checkbox"/>	
I am requesting this type of flexible working because:	
<p>Note to Applicant - this section must include what hours/days you wish to work; whether the requested change is temporary or permanent (if temporary, state what start and end date you are seeking) and give suggestions as to how you believe the flexible working arrangement might be accommodated within your section/team</p>	

My work will be covered in the following way:

Note to Applicant – this section should set out what effect you believe the requested change could have on the Council/service/colleagues and how that could be dealt with

This will benefit the service in the following way:

Other Information:-

Note to Applicant – please set out what date you want any change to commence and whether a previous application for flexible working has been made and, if so, the dates of any previous applications. If a request has been made within a 12 month period, you must state why you believe there has been an “exceptional” circumstance such as to justify your claim proceeding.

Is this application made in relation to a statutory right as set out in the Equality Act 2010.

Note to Applicant – if the application is made in relation to a statutory right, please state which statutory right you are requesting, e.g. as a reasonable adjustment to accommodate a disability.

Please provide any other information you believe will assist your Manager to assess your application:-

Employee signature

Date of Application



Job Share Policy

1 POLICY STATEMENT

The City of Lincoln Council is committed to equal opportunities for all its employees and for all applicants for its posts. Flexible working, including job sharing, for those Individual who are unable, for one reason or another, to work full time will enable the Council to attract and retain high calibre Individual.

2 DEFINITION OF JOB SHARING

Job sharing is an arrangement whereby two people voluntarily share a single established full-time post, with the salary and other benefits shared on a pro-rata basis. Job sharers will enjoy the same benefits as other employees in terms of recruitment, training, career progression opportunities and other terms and conditions of service.

Job share is different from part-time employment, where employees are individually responsible for the duties and responsibilities of the post. In Job share, the whole job is the responsibility of both partners, who must ensure that all key information is communicated between themselves and that all decisions are taken by mutual agreement.

3 THE ADVANTAGES OF JOB SHARING

- Assisting in recruitment and retention.
- Two sets of skills and experience brought to one post;
- Increased opportunity of flexibility for Individual cover;
- Retention of skills and experience it may have taken years to develop;
- Increased commitment from Individual whose work pattern fits in with the rest of their lives.

4 HOW THE OPPORTUNITY FOR JOB SHARING ARISES

Requests or opportunities for introducing job sharing may arise in a number of ways:-

- a) A Manager may advertise a post as a possible job share opportunity, so allowing applications on a full-time or job share basis.
- b) An existing employee may formally request a job share arrangement to be agreed in respect of his/her jobs, with the remaining portion of the post to be advertised.
- c) A joint application may be made by existing employees to share a full-time post, which may currently be held by one of them.
- d) Joint or independent application may be received from outside the Council in response to an advertisement.

5 POSTS WHICH ARE ELIGIBLE FOR JOB SHARING

The Scheme is open to all employees and prospective employees for all full time posts. However, applications for Job Share may be rejected if a Manager reasonably believes that any job share posts would pose substantial problems for service delivery. In such a case, no further applications will be accepted and the applicant may be required to wait until a further opportunity arises or a transfer to a different area arises, where job share is still being accepted.

The needs of the service will, in all cases, take priority.

6 RECRUITMENT AND SELECTION

Prior to posts being advertised, Managers should consider if the role is one that would suit a job share arrangement and, if so, that should be set out on any advertisement for the role.

The Manager would need to consider how the division of duties and responsibilities would work. If necessary, the job description can be updated to reflect Management's requirements of each job share partner. Alternatively the job shares will have joint responsibility for the job description for the full-time post.

7 FAILURE TO RECRUIT

Where a request is made to job share, failure to recruit a suitable job share candidate within three calendar months of the first publication of the available vacancy will result in the request being refused. In the event of a failure to recruit, the individual who has requested the job share and the Line Manager will discuss other options available and every effort will be made to reach an agreement

which meets the needs of the employee and the Council, and giving consideration as to whether the post could be carried out on some other flexible basis, e.g. a part time basis.

In the event of one job share partner ceasing to continue in the job sharing partnership, the Council will endeavour to recruit another job share partner by use of its normal recruitment and selection procedures as set out in the Council's recruitment policy. In the event of a failure to recruit, the Individual who has requested the job share/the remaining partner will discuss options available with their Manager and every effort will be made to reach an agreement which meets the needs of the employee/remaining partner. Upon termination of one of the parties, depending upon the arrangements made, the job share agreement may be terminated. Management will evaluate at that time if the job share arrangement can be continued with a new partner or if the position will revert to full-time. If it is not operationally feasible to continue the arrangement, then the remaining partner will either convert to full-time or be required to obtain an alternative position.

Managers may also terminate job share or part-time work arrangements for bona-fide operational reasons.

8 APPLICATION OF CONDITIONS OF SERVICE

The Application process is as set out in the Flexible Working Policy above.

Contract of Employment:

Each job sharer will hold an individual contract of employment, including any details specific to the job share and each job sharer is accountable to his/her Manager for the performance of their duties, performance, conduct etc.

Job Description

This will normally be the job description issued for the full-time established post.

Hours of Work and overtime:

These will be fixed as agreed on appointment. Flexibility may be allowed, or required, in line with the needs of the service.

In exceptional circumstances, where additional hours are worked, each individual would need to work the full-time hours for the established post before being eligible for payment of any overtime rate.

The sum total of weekly hours worked by both job sharers will not exceed the full-time contracted hours for the established post. Where some overlap or handover time is included, this must be accommodated within the normal established hours.

Rate of Pay:

Will be pro-rata to the number of hours worked in line with the remuneration for the full-time post.

Incremental credit will be calculated on an individual basis.

Annual Leave and Public Holidays:

Annual leave entitlement will be determined individually on a pro-rata basis according to hours worked but will not exceed that awarded to a full time post holder. Public holidays shall be divided equally between the Job Share partners, pro-rata to the hours worked.

Sick Pay and Maternity Leave:

Entitlement to sick pay and maternity/paternity leave will be calculated on an individual basis and applied on a pro-rata basis according to the number of hours worked. See Leave Entitlement policy for further information in relation to maternity and paternity rights.

Promotion Opportunities:

Job sharing partners may apply for promotion where appropriate on equal terms with full-time employees.

Training:

Job Sharers' training arrangements and development opportunities will be no less favourable than those for full-time employment and individual training needs will be assessed.

Cover Arrangements:

Any request by management for one job share partner to cover for the other will be the subject of consultation and will not be a condition of employment.

MONITORING AND REVIEW OF POLICY

This procedure will be reviewed at intervals of three years, or earlier at the request of either the management or staff side.

Human Resources
October 2014
Reviewed August 2014

Approving Body & Date
JCC
Executive



Home-Working Policy

1. Introduction

- 1.1. The City of Lincoln Council is committed to the implementation of Work-Life balance and flexible working policies to support improved organisational productivity and performance whilst helping employees to improve the quality of their working life and/or more effectively combine work with their other responsibilities.
- 1.2. This policy provides a general overview of homeworking as one of a range of flexible working arrangements adopted by the Council. It set out the criteria against which applications must be considered and identifies a number of issues which require thought before a decision to allow working from home is made by both the employee and the Council as an employer.
- 1.3. The scheme potentially applies to all employees of the City Council. However due to the nature of homeworking, only those posts which are deemed feasible, and only individuals who are deemed suitable for this type of working, will be eligible to work from home.
- 1.4. Homeworking is recognised as one of the potential flexible working arrangements which parents of young and/or disabled children have a right to request under UK law.
- 1.5. All homeworking arrangements will be introduced on a 3 month trial basis in the first instance and will be subject to an annual review.

2. Definition

- 2.1. Homeworking is defined as when an employee voluntarily uses their home as their work base on a regular basis. It could mean working a set number of days a week or a month on a formally agreed basis.

It does not include occasional work from home on an informal basis or intermittent basis to accomplish a particular piece of work or to cope with a specific domestic issue.

2.2. Homeworking is a practical consideration where an individual's work is self-regulated and is discrete to the extent that it can be undertaken outside the office.

2.3. Any job will be considered on its own merits. Jobs that involve project work or identifiable output, or those which provide services within the community may particularly lend themselves to this type of work. Jobs that may not be suitable or practicable are those that provide a direct service to the public/colleagues, e.g. reception and support services.

3. Potential benefits of homeworking

3.1. The purpose of the homeworking scheme is to allow working at or from home where this is appropriate and would achieve benefits for both the Council and the employee.

3.2. Benefits for the Council include:

- Improved service delivery, e.g. quicker turnaround of tasks and/or higher quality through improved uninterrupted concentrated time
- Lower absenteeism
- Potential release of office accommodation
- Improved retention/recruitment of employees (e.g. people with disabilities or those with caring responsibilities)
- Encouragement of output focussed management by objectives
- Contribution to reducing environmental pollution and traffic congestion

3.3. Benefits to the employee should include:

- Extra flexibility in working hours providing potential for increased productivity
- Uninterrupted time to meet deadlines and targets
- Greater flexibility for combining work and domestic arrangements (but it is not a substitute for adequate childcare arrangements)
- Reduced travel time and costs

4. Factors to be considered

4.1. For services assessing the suitability of a post for homeworking, the following criteria must be considered.

- Is the job suitable for homeworking?
- Does the applicant hold the right personal qualities to work autonomously from home?
- Is it cost effective/ what is the extent of potential additional costs to the Council?
- Is the home site suitable?
- Are adequate facilities available within the home to support the job function?
- Will there be adequate administrative/clerical or general support available?
- Is there commitment from both Manager and applicant to make the scheme a success?
- Will there be an increase in workload for other employees?
- What are the supervision/reporting arrangements?

5. Application process

5.1. Applications for home working will be dealt with in accordance with the procedure outlined in the Flexible Working Policy. However the employee and their Manager will need to consider all of the issues highlighted above.

5.2. Where a request is agreed, the homeworking arrangement will be subject to review after 3 months to ensure that it is meeting both the needs of the service and the needs of the individual; if it does not, reversion to the previous working arrangements will be necessary.

5.3. Where a request is rejected, the employee has the right of appeal as set out in the flexible working policy.

6. Terms and conditions if the request is approved

6.1. Homeworkers benefit from the same terms and conditions of service as comparable workers working from Council premises. However, in order to take into account the particular working arrangements an individual written agreement will also be necessary. In particular, it will be necessary to specify:

- Places of work including frequency/days worked at home
- Hours of work. It will normally be assumed that the Councils corporate flexi time scheme will be used. However, greater flexibility within the limits of the Working Time Regulations may be possible, perhaps with specific times when homeworkers undertake to be working or to be

contactable. There will need to be agreement about attendance for meeting or other business purposes at the "Office" base.

- Expenses claims
- Procedure for reporting to the office including sick leave, carer leave and annual leave.
- Provision of and the conditions for use and security of Council provided equipment and data/documentation, including the Council's IT 'Remote Access Policies and Procedures'
- Health and Safety arrangements
- Procedure for arrangements for a return to office based work, initiated either by the Council or by the employee.

6.2. The Council will not make any contribution towards additional costs incurred at home (e.g. heat, light etc.)

6.3. If the request for homeworking is approved, employees will be subject to the same performance measures and appraisal processes that apply to office based employees and care must be taken to ensure that objectives and outcomes are measurable through remote management.

7. Health and Safety

7.1. Under the Health and Safety at Work Act 1974, employers have a duty to ensure, so far as reasonably practicable, the health, safety and welfare at work of all their employees, including both physical and mental wellbeing. In addition, the Management of Health and Safety at Work Regulations 1999 impose a requirement on employees to assess the health and safety risks to which their employees are exposed.

7.2. Employees must also take reasonable care of their own health and safety and the safety of others who may be affected by what they do or do not do and must cooperate with their employer on health and safety and use work items and equipment correctly. Homeworkers have a responsibility to report all employment related hazards to their own or to others health to the Council.

7.3. The Councils also required to carry out a suitable and sufficient risk assessment of all the work activities undertaken and this includes those who work from home. In some cases, this risk assessment be carried out by the homeworker him/herself. Alternatively, the prospective homeworker will be asked to allow a Council risk assessor to undertake the risk assessment. Risk assessments are likely to be especially relevant in respect of Display

Screen Equipment regulations and, in appropriate cases, new and expectant mothers.

7.4. Homeworkers are required to report any work related accidents, injuries, diseases and dangerous occurrences and the Council will reserve the right to undertake an inspection or investigation into any such reported incidents, subject to prior notification to and permission from the homeworker.

8. Communication

8.1. Homeworking, especially if it involves large parts of the week away from the Council workplace, can place particular stresses on individuals and may result in them feeling isolated or excluded. The Council will therefore ensure that homeworkers are provided with relevant information and access to e-mail and intranet. They will also be expected to attend relevant team meetings with their colleagues.

8.2. Feedback on performance is very important for homeworkers. It is important to ensure that mechanisms for the delivery of feedback are clearly defined and that regular discussions and one to one meetings are arranged to ensure that homeworkers are clear about what they are required to do and that they are not having difficulties in doing so.

9. Training

9.1. Homeworkers must be given the same access to training and career development opportunities as comparable workers working permanently at Council premises and are subject to the same appraisal and 1-1 meeting processes as these other workers.

9.2. Homeworkers should be offered development opportunities relating to their specific job, core skills and, if required, self-management skills.

10. Review of Policy

This policy will be reviewed every two years or earlier at the request of either the management or the staff side.

Human Resources

October 2005

Reviewed August 2016

Approving Body & Date

JCC

Executive



HOLIDAY PURCHASE POLICY

Introduction

The Holiday Purchase Scheme allows employees to purchase additional holiday entitlement of up to 2 weeks per annual leave year with the cost of the additional leave being deducted on a monthly basis from the employee's salary.

Approval

All applications must be approved by the Individuals Line Manager, who may refuse the request on the grounds of the needs of the service.

Implementation

If an employee purchases additional holiday but then does not take it there is no carry over provision, other than the Council's current policy of up to 5 days.

Requirements

- The employee must complete the form at Appendix 6
- The cost will be deducted from salary each month and spread across a year, or the length of the contract if fixed term
- Only one application can be made per holiday leave year.

Benefits to the Employees

- Employee is able to take extended leave while retaining their employment

Benefits to employer

- The employees skills can be retained
- The employee can be revitalised by time away from the workplace
- The employee may acquire new skills and knowledge

Basic Principles

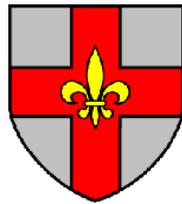
1. The scheme is designed to offer a more flexible approach to benefits offered to employees. An employee may apply at any time for additional leave providing they allow sufficient time for the Manager to give consideration as to whether the request can be accommodated, e.g. for the Manager to consider if there would be sufficient cover arrangements during the additional period of absence.
2. The purpose of the scheme is to allow employees to 'buy' up to two weeks of additional leave in any leave year, giving the specific dates and number of hours that they wish to take at the time the application is made. All requests for additional leave must be authorised by the Service Manager.
3. All employees, whether full-time or part-time, single status or craft, are eligible to apply for additional leave.
4. The repayment period will be agreed on an individual basis, but the cost can be either deducted in a single lump sum or taken in instalments over a period not exceeding 12 months, starting with the month after the leave is taken.
5. There will be no reduction of pension provision for Local Government Pension Scheme members.
6. Applications must be approved by the Service Manager, taking into account the needs of the service. It is the employee's responsibility to ensure the completed application form is correctly authorised before submitting it to the HR and Payroll team, failing which it will be rejected and returned to the employee.
7. There will be no right of appeal if the Service Manager is unable to agree to the request. However, the employee has the right to request from their Manager a detailed written reason for the refusal.
8. The provision to request a period of unpaid leave, as opposed to Holiday Purchase, will still be available, subject to approval from the Service Manager. Equally, parents who are entitled to unpaid parental leave will also still be eligible to request such leave in accordance with the Council's policy on Time off for Dependants, but please note that, under the Local Government Pension Scheme 2014 Regulations, such a period of authorised unpaid absence does not count for Pension Purposes. LGPS members would have 30 days following such an absence to make up the lost pension if they wished to do so and should contact Payroll to find out more about this.

Human Resources

Approving Body & Date

JCC

Executive



CITY OF
Lincoln
COUNCIL

REQUEST FORM - HOLIDAY PURCHASE SCHEME

Print Name	
Service Area	
Directorate	
Job Title	
Service Manager	
Email Address	

I am interested in buying _____ days/weeks leave which equals _____ hours in total.

This leave is to be taken from _____ to _____ (insert dates)

I wish to pay over _____ months (not more than 12 months)

I authorise the appropriate deduction from my pay. I understand that if I leave the Council before the end of this period I will have the remaining sum deducted from the pay due to me or I will be sent an invoice if there is insufficient monies to cover the payment.

Signature

Date

I agree to the above request.

Signature _____
(Service Manager)

Date _____