

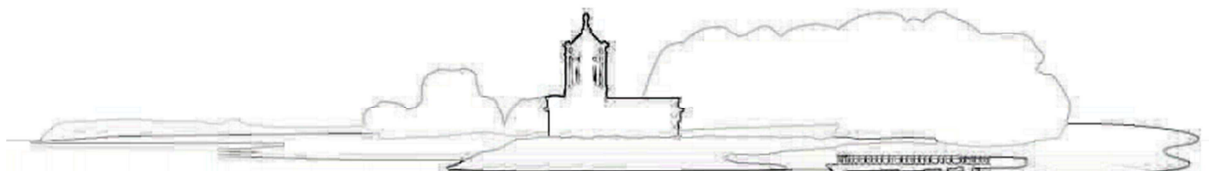


Rutland County Council

FLEXIBLE WORKING POLICIES

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Flexible Working

This Policy applies to all employees of Rutland County Council, except those based in Schools and Colleges.

Rutland County Council (the Council) has a number of different forms of flexible working available and this policy aims to bring them all together under one umbrella policy, to allow employees to see all of the options which may be available to them, should they need to request a form of flexible working on a temporary or permanent basis.

The Council is committed to equality of opportunity in employment for all its staff, and to developing work practices policies that support work-life balance. The Council seeks to offer employees alternative working patterns that will help them to strike a balance between paid work and personal life, but recognises that any arrangements should not be to the detriment of the business of the Council.

The Council's policy on requests to change hours and patterns of work provides staff with an entitlement to request such a change to their working pattern. Managers are encouraged to accommodate such requests and must provide clear business or operational reasons for declining a request.

It is evident that some roles within the Council are less adaptable to the compressed hours working option detailed in this policy, and in these cases managers are recommended to consider other methods of offering staff a more flexible working pattern. Managers should consult with their Human Resources Adviser for information and support on flexible working arrangements.

The following policies outline the approach the Council will take to deal with any request from an employee for any of the forms of flexible working contained within. They also outline the practical implementation of the general flexible working schemes which may be available to the majority of employees, such as flexi time and TOIL, unless there is an operational reason as to why this is not available to a particular group of workers.

From 6 April 2009, the right to request flexible working can be made by employees with a child up to the age of 17 (18 if the child is disabled). This right also applies to carers, meaning employees who care for a spouse, partner or relative, or live at the same address as the adult needing care. It must be noted that this is a right to **request** to work flexibly not a right to work flexibly.

Whilst the Council is making the right to request flexible working available to all employees, those employees who have a child under 6 or a disabled child under 18, or are the carer for an adult, have a statutory right under the Employment Rights Act 1996 and supplementary regulations to request flexible working.

To qualify for the statutory right to work flexibly, an employee must have parental responsibility for the child. This includes biological parents, legal guardians, adoptive and foster parents and spouses of these, including same sex partners as long as they have parental responsibility for the child.

The Work and Families Act defines a carer as an employee who is or expected to be caring for an adult who:

- Is married to, or the partner or civil partner of the employee; or
- Is a relative of the employee, or
- Falls into neither category but lives at the same address as the employee

The definition of relative covers parents, parents-in-law, adult child, adopted adult child, siblings (including those who are in-laws), uncles, aunts, grandparents or step-relatives.

It is recognised that flexible working is a cultural shift and managers are encouraged to be open minded when receiving requests from employees proposing a flexible way of working.

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1 Flexi Time Scheme

1.1 Principles

The aim of this scheme is to allow staff some flexibility to arrange their working hours in a way which fits their lifestyle and domestic responsibilities, whilst maintaining service delivery. Service to the public and completing of work is the first priority and staff are required to ensure that the office is covered from 08.30 to 17.00 (16.30 on Friday).

Each Chief Officer will have discretion to decide which staff it is possible to include in the scheme, not all staff will be eligible for inclusion in the scheme.

The scheme requires an element of trust. Abuse of the system by an individual may result in flexibility in working hours being withdrawn from that person.

1.2 Hours of Work

These must always be agreed with your Line Manager beforehand. The scheme relates to work between 7.30am and 6.30pm.

1.3 Standard Hours

A standard working day for annual leave, sickness etc. in the system is 7.5 hours Monday – Thursday and 7 hours, Friday.

1.4 Carry Over of Hours

Over a four week period participating officers would normally work $37 \times 4 = 148$ hours, pro rata for part timers.

Under the scheme staff may work up to 8 hours above the standard 148 in a four week period and carry them forward to the next flexi period. They may work 4 hours less than 148 and carry over a minus figure of 4 hours to the next 4 week period.

Under no circumstances will it be possible for staff to carry over a minus of more than 4 hours or a plus of more than 8 hours.

1.5 Flexi Leave

Staff who have built up a credit in the previous 4 week period may take up to 1 full day in the next 4 week period (part time or job share staff may take 1 of their days, whatever the length). This can also be made up of 2 half days or shorter periods of time. No more than the equivalent of one working day can be taken as flexi leave within any 4 week period.

Flexi leave must be approved in advance by an employee's line manager and can only be taken if the requirements of the service and the section staffing allows.

1.6 Recording Hours

Hours will be recorded daily on the standard flexi time log sheets which should be submitted for authorisation weekly at the end of the 4 week period. Hours should be shown to the nearest 5 minutes. All times should be recorded on the 24 hour clock system. (In the future other time recording devices may be substituted for the current system if finance allows).

It is a requirement of the flexi scheme that all hours are recorded.

1.7 Credits

When a person is on annual leave, public holiday or sick this time should be shown as a credit on the log sheet:

Full day Monday – Thursday 7.5 hours
Half day Monday – Thursday 3.75 hours
Full day Friday 7 hours
Half day Friday 3.5 hours

Flexi leave is not shown as a credit. All credits should be noted with their code showing the reason for the credit.

1.8 Hospital/Doctors/Dentists Appointments

As far as possible, staff will be expected to make doctors and dentists appointments at the start or the end of the day. Time taken for hospital or specialist appointments will be shown as a credit following proof of the appointment being provided to the line manager. Time taken for other medical appointments e.g. doctor, dentist, opticians, etc. will be shown as a debit.

1.9 Overtime

The operation of this scheme does not preclude the operation of an overtime scheme.

1.10 Leaving the Authority

If an employee leaves they should use their period of notice to ensure the correct balance of hours at their leaving date. If, when the employee leaves they have worked additional hours they will not normally be paid for them, unless the hours have been accrued in agreement with a Management request to meet service requirements – in this case they may receive payment for them up to a maximum of 8 hours.

However, if an employee “owes” hours at their final date of employment, their final salary will be adjusted to take account of this.

2 Time Off In Lieu (TOIL)

- 2.1 This scheme is in place to allow a means for employees to claim back additional hours worked which do not fall within the hours of the Flexi Time Scheme.
- 2.2 TOIL can be accrued for time worked between 6.30pm and 7.30am plus weekends. The hours worked must be at management's request or with their prior agreement for the employee to be eligible to claim the hours back.
- 2.3 A minimum unit of 15 minutes can be claimed and a maximum of 8 hours can be accrued within a four week period. This amount may be exceeded if mutually agreed between employee and line manager.
- 2.4 When considering TOIL, management can:
- Agree to all hours worked to be taken as TOIL.
 - Agree a time period within which the hours worked should be taken.
 - Time worked can be converted to annual leave (carry over will include any TOIL that it has not been possible to take).
 - For posts under SO level overtime payment can be agreed.
 - Post holders can agree to work the additional hours or some of the hours on a voluntary basis.
- 2.5 The employee should record their hours worked on their usual timesheet and have them signed off by their line manager.
- 2.6 TOIL is taken at plain rate i.e. time worked at weekends does not attract enhancements.
- 2.7 When working additional hours the following areas of the Working Time Directive must always be observed:
- Working an average of 48 hours per week for more than a 17 week period will require individual employee's written agreement (opt out agreement).
 - An employee has an entitlement to a rest period of 11 consecutive hours between each working day.
- 2.8 The above does not negate the ability of a manager to award honoraria where employees are working on a voluntary basis.

3 Compressed Hours

- 3.1 Employees may request to work their total numbers of hours over fewer days. Examples of compressed working patterns include working time being reorganised to allow the weekly hours to be worked in 4 or 4½ days a week or over 9 days each fortnight. The maximum number of hours that can be worked in any one day is 10. A minimum lunch break of half an hour must be taken.
- 3.2 To continue to meet service requirements this policy relates to work between the hours of 7.30am and 6.30pm. However, if there is a service need for work to be undertaken outside of these hours the Time off in Lieu (TOIL) Policy will apply.
- 3.3 Employees can request a change to their pattern of work by submitting their request in writing to their line manager. Wherever possible, requests should be submitted at least 2 months before the proposed new pattern of working hours would begin. Requests for compressed working arrangements of a temporary nature, for example to cover a relatively short period of study leave, may be agreed with a reduced time scale.
- 3.4 Requests to work compressed hours will be considered, in the first instance by the line manager, in consultation with the appropriate Human Resources Advisor and Head of Service. The Head of Service must be satisfied that any such request will not have a detrimental impact on service delivery or on the effectiveness of the team, service or Directorate. Approval of a request or an amended version of it will depend primarily on the operational demands of the service.
- 3.5 Once a compressed hours working pattern is agreed, it is fixed for an initial trial period as agreed by the employee and their line manager. The trial period is not to exceed 3 months. This agreement will be reviewed at the end of the trial period. If both parties agree to the revised working pattern it will then be implemented on a permanent basis (subject to review as detailed in paragraph 3.6).
- 3.6 The working pattern will be automatically reviewed as part of the appraisal process but may be reviewed before then. Either party have the right to request a review at an earlier date, and working patterns may be changed if the review is upheld.
- 3.7 Employees working compressed hours must record their working times on the standard timesheet and submit these to their line manager on a monthly basis.
- 3.8 Time taken to attend medical appointments e.g. hospital, doctors, dentist, etc. will be recorded as per the Flexi Policy (see section 1.8).
- 3.9 Working compressed hours will not affect an employee's basic pay or annual leave entitlement.

- 3.10 Any member of staff who feels that they have been unreasonably refused the right to compressed working arrangements or who feels that they have been victimised for requesting such arrangements should, in the first instance raise the matter with their line manager and inform their HR Adviser. They can also consult with their union and have the right to raise the matter through the grievance procedure.
- 3.11 Further information on the implementation of Compressed Working Hours, and some useful information on the calculation of leave etc will be found in the attached note - Guidelines for Working Compressed Hours.
- 3.12 This policy is in addition to the rights afforded under the 2003 Employment Act which introduced the right for parents of young and disabled children to apply to work flexibly. The legislation was extended in 2007 to cover carers of adults (please see Section 4).
- 3.13 Leave Guidelines for Working Compressed Hours

3.13.1 Annual Leave

Leave guidance for full time employees and managers of full time employees working 37 hours over 4 days per week or 74 hours over 9 days per fortnight i.e. compressed hours.

An average working day for someone working 37 hours over 4 days per week is 9.25 hours.

An average working day for someone working 74 hours over 9 days per fortnight is 8.22 hours.

For those who work compressed hours, when booking a days leave whether it be annual leave, flexi leave or another form of leave, they should book the appropriate amount of hours for each day they will be absent based on the working day amounts as above. Therefore, each day taken as leave means 9.25 hours or 8.22 hours leave taken instead of 7.4 hours so over the year the same amount of leave would be taken.

For leave calculations please refer to the leave calculator or speak to your line manager.

3.13.2 Bank Holidays

Employees should get the full entitlement of 8 Bank Holidays as they are full time. If they were due to work on the Bank Holiday they would get 9.25 hours or 8.22 hours by taking it off whereas others only get 7.4 hours.

If they were not due to work, they would have to take a day in lieu otherwise they would lose out, but taking a day would again mean taking 9.25 hours or 8.22 hours off.

In either case they should make up the difference in hours ($9.25 - 7.4 = 1.85\text{hrs}$ or $8.22 - 7.4 = 0.82\text{hrs}$) within 2 weeks of the Bank Holiday in discussion with management.

3.13.3 Sickness

As with annual leave, sickness pay entitlement is pro rata to reflect the 9.25 hours or 8.22 hours working day. Overall employees will receive exactly the same amount as those working 5 days per week.

It will be necessary to record sick leave for the purpose of counting against the employee's entitlement as well as monitoring sickness absence generally. Employees should fully complete the self-certification form, including normal days of the week worked and hours worked per week.

For employees on long term sickness, a week's absence will be recorded as 37 hours in the same way as those working non-compressed hours.

4 Working Parents – Flexible Working Arrangements

4.1 Type of request

An employee can request a change to:

- the number of hours that they work
- working times that they work
- place of work (as between home and business only)

4.2 How to request

4.2.1 A request for a flexible working arrangement should be made in writing to their Head of Service/Line Manager with a copy to Human Resources.

4.2.2 The employee must specify the change applied for and the date on which it is proposed the change should come into effect.

4.2.3 The employee must explain what effect the proposed change will have on their employer's 'business'. This means how the proposed change will impact on their section and service delivery and how this might be dealt with.

4.2.4 The employee must also explain whether they are making the request for flexible working under their statutory right to request this and if so, how they meet the criteria, ie do they have caring responsibilities for a child or adult under the set definitions?

4.3 Process

4.3.1 Managers must give full consideration to the employee's request, balancing the needs of the employee with the needs of the service area and the nature of the work. Managers will have the right to refuse applications on the following grounds:

- additional costs will impose a burden
- there will be a detrimental effect on ability to meet the customer demand or a detrimental impact on quality of performance
- the work cannot be reorganised among existing staff or the post cannot be recruited to
- there is insufficient work during the periods that the employee proposes to work
- there are planned organisational structure changes.

4.3.2 A meeting between the employee and Team Manager or Head of Service to discuss the request will take place within 28 days and a written response from the Council will be provided within 14 days of the meeting.

4.3.3 If the request is approved, it is recommended that this should be implemented for a trial period initially. The Council will confirm in writing the temporary or permanent change in working arrangements (contract variation) and the date from which the change will take place.

4.3.4 If the request is refused the Council will confirm in writing specifying the reason(s) for refusal. The employee may make further requests but must wait 12 months from the date on which the last request was made before submitting a further request.

4.4 Appeal

4.4.1 If the request to work flexibly is refused and the employee is dissatisfied with the Council's decision, the employee may appeal against the decision. The appeal must be lodged within 14 days after the date on which the Council formally advised the employee of the decision to refuse the request.

4.4.2 Employees, in exercising the right to appeal, must submit the grounds for appeal in writing to their Director.

4.4.3 A further meeting between the employee and their Director will then be held within 14 days of the notice to appeal.

4.4.4 The decision of the appeal will be confirmed in writing within 14 days from the date of the appeal meeting. The decision notice must include a statement containing a full explanation of the grounds for the decision.

4.4.5 Employees will have the right to complain to an employment tribunal but the tribunal's role will be limited to reviewing whether the employer complied with the statutory procedure and will not question the employer's reason for refusing the request.

4.5 Right to be accompanied

4.5.1 The employee has the right to be accompanied during all meetings mentioned in 4.3.2 and 4.4.3 above. A single companion, either a trade union representative, trade union official or a fellow worker, may accompany the employee.

4.5.2 The Council will postpone the date of the meeting if it is not possible for the chosen companion to attend.

4.6 Withdrawal of request

4.6.1 An employer will consider that a request is withdrawn where the employee has:

- indicated either verbally or in writing that the request is being withdrawn
- failed to attend a meeting under 4.3.2 and 4.4.3 more than once
- unreasonably refused to provide to the Council information required to assess whether the contract variation should be agreed to

4.6.2 The Council will confirm the withdrawal of the request to the employee in writing.

5 Home Working

5.1 Introduction

Posts being Home Based, structured Homeworking and occasional working from home, offers potential benefits to both Rutland County Council and to employees as follows:

- Efficient and effective use of advances in technology
- Opportunity to recruit and retain highly skilled and motivated staff who may not be able to access the Council offices on a regular basis
- Reduced travel time and cost
- Reduced environmental damage
- Reduced pressure on the demand for office accommodation and parking spaces.
- Assisting employees to balance their work, family and other commitments
- Enabling employees who have disabilities which affect their mobility to enter or remain in Rutland County Council employment, where this otherwise might be difficult
- Providing a potential quiet environment to complete a special project or piece of work

It is Rutland County Council's policy to encourage the identification of posts as being suitable for designation as Home Based, for full or part time Homeworking or occasional working from home, where there is a clear benefit to all parties and no detriment to the Council's services.

As the Council premises is the normal place of work for most posts, there is no automatic right for any member of staff to work at home permanently, temporarily or occasionally. Homeworking, or occasional working from home, will always be at the discretion of the direct manager, guided by the criteria within this Policy.

Posts designated as Home Based will be identified as such in individual contracts of employment and are likely to involve carrying out duties at various locations, including client home(s) and other premises not controlled by Rutland County Council.

5.2 Scope

In the first instance, the suitability for the application of elements of this Policy will be assessed in relation to the post.

There may be circumstances where the original and usually applied post category designated under this Policy may be amended in response to the particular needs of the postholder (see Section 5.5).

5.3 Definitions

5.3.1 Home Based

Posts identified as having a home base, with duties mainly carried out at other premises, ie client home(s), and other locations at non-Rutland County Council premises. Such posts will require formal arrangements identified in the individual contract of employment.

5.3.2 Home working

Posts requiring (or suitable for) full or part time home based location and facilities. Such posts will attract full or pro rata Home working Allowance (see section 5.13) and will be subject to the provisions of Sections 5.6.1 and 5.7.

5.3.3 Working From Home

Posts for which occasional and ad hoc working from home may be permitted in special circumstances, e.g. to finish an urgent piece of work. Such posts will not attract Home working Allowance or be subject to the provisions of Sections 5.6.1 and 5.7. Working from home should not exceed 10% of annual working hours.

5.4 Placing post in appropriate category

Posts within the establishment are assessed against criteria (see Guidelines at Appendix 1) and placed within one of the following categories. The designated category information is retained against the post details in Agresso and is included in advertising material during the recruitment process.

Category A	Home based/external location(s) with individual contractual clause
Category B	Full time Home working (mandatory, Council premises not provided)
Category C	Full time Home working available (not mandatory)
Category D	Part Home working/part Council premises based (mandatory, full time Council premises not provided)
Category E	Part Home working/part Council premises based available (not mandatory)
Category F	Ad hoc/occasional Working from Home permitted
Category G	Full time Council premises based

5.5 Reviewing and amending the post category

The responsible direct manager for a post in the establishment may review at any time the category of the post within this Policy.

It is likely that such a review would be initiated by:-

- The post becoming vacant, as part of the recruitment and selection process.
- A request by the current postholder to re-consider the category of the post.
- Changes in the requirements for the post.
- Improvements/developments in technology.
- The need to improve the efficiency or effectiveness of the delivery of objectives (short or long term).

5.6 Provision of equipment/facilities

5.6.1 Category A to E

When considering whether a post is eligible for homeworking, the service must ensure that they have the budget to provide all appropriate equipment.

The following equipment may be provided at the home location by Rutland County Council where required to carry out the duties of the post.

- Computer/laptop
- Furniture, ie desk and chair.
- Appropriate stationery as required.

All furniture and equipment provided by the Council will be used only for Council purposes.

5.7 Responsibilities of employee

5.7.1 Potential Employees

Where a post is designated as Category A, B and D, applicants applying for the post will be requested to indicate that they have suitable accommodation provided at home to carry out the work in question. It will be the potential employee's responsibility to check whether having a Home Base or mandatory Homeworking is acceptable under any terms of tenancy, mortgage agreement, insurance arrangements etc which may exist.

5.7.2 Current Employees

Where a post is designated as Category A-F, the post holder will agree to and/or ensure, as necessary:

- Council stationery, etc, will only be used in an official capacity.
- The working environment will be capable of ensuring proper control over confidentiality, security and data protection matters, including adequate security arrangements for storing information. In particular the need to keep Council business away from other members of the household is emphasised and is the responsibility of the individual.
- Care is taken of all Council provided equipment.
- They are contactable at all time during working hours.
- Advise their direct manager as soon as possible of any potential move of home.
- Record all hours worked in the same way as they usually would at a Council location, particularly in respect of flexi time or overtime payments.
- Attend Council premises as requested for involvement in meetings and training/development.
- Use a Council provided email address and conduct all Council business via this address.
- (If partial reimbursement of a personal telephone line has been agreed) to make personal telephone number available to colleagues who require this information.
- Inform their own insurers of the home office arrangements and check whether this has any effect on existing policies or liability.
- Check whether they are insured to work from home.
- (Although the privacy of an employee home will be respected) agree to management or other employees, where appropriate, having access in order to ensure adherence to aspects of this Policy.
- Pay for the removal and reinstallation of any Council furniture and equipment as part of moving their own effects in a house move.

- Complete and submit a Self Assessment Work Station Assessment Form, when requested.

5.8 Responsibilities of management

5.8.1 New Post(s)

The recruiting manager will, when recruiting to a Category A, B and D post assess through the recruitment process that the candidate appointed can meet the requirements of the Policy.

5.8.2 Ongoing

Upon commencement of a new employee or when a post category designated is altered and as an annual diligence review, the direct manager will:

- Ascertain and confirm that the employee has carried out all of their responsibilities within the Policy (see section 5.7).
- Receive and review the required Self Assessment Form.
-
- Arrange a site/home visit at a mutually convenient time.
- Request a suitable Health and Safety expert to make a home visit if the Self Assessment deems this to be necessary, in the manager's judgement.
- Take responsibility for the installation of suitable equipment.
- Ensure clarity of hours of work, contact arrangements, requirements for attendance at Council premises.
- Ensure colleagues within the team are aware of contact times and arrangements.
- Clarify that the Council insurance for liability covers the post and the individual concerned,
- Clarify that the Council existing insurance policy covers all equipment and furniture provided.

5.8.3 Category Designation

If a review under Section 5.5 results in a change to the designated category for the post, the direct manager will be responsible for advising Human Resources, in writing (Email), to ensure the post category is amended and the post holder (if applicable) receives formal written confirmation.

5.9 Management Communication and Contact

The responsible direct manager will ensure an agreed system is put in place to enable satisfactory communication and liaison between management, the employee (when working at home) and other colleagues. Communication arrangements must be robust and will be established before Home Based or Homeworking commences, and whenever working from home is authorised.

Homeworking and working from home employees should be contactable by telephone and must be available during all nominated working times. The exception is Home Based colleagues attending meetings or carrying out duties at other locations, where alternative contact arrangements will be put in place in adherence with usual protocols.

For Home Based and Homeworking employees, it is essential that the direct manager maintains regular contact with the member of staff via telephone calls and one to one meetings. It is important to make suitable arrangements for inclusion in team briefing, either by electronic means or by the individual attending meetings at Council premises.

Managers must also ensure that the member of staff is included in usual processes including Appraisal, all staff emails, notices, bulletins etc.

5.10 Trial Period

If the designated category for a post is amended whilst the post is occupied, at the request of either management or the individual postholder, a review of the new arrangements should be carried out after a three month trail period.

If the trail period is considered to be mutually successful, the direct manager may permanently change the designation of the post and move it to an alternative category (see Section 5.8.3).

Temporary arrangements may continue without a permanent change of category designation if this is mutually agreed between management and the individual employee. In these circumstances it is recommended that a review of the arrangement is carried out every three months.

If at the review (either in the initial three months or ongoing) it is considered by either party that the temporary change of designated category is no longer suitable, the arrangements will return to the formal designated category for the post. A minimum notice period of four weeks will be given by either party prior to the category reverting back to the original designation.

5.11 Absence Management

The usual rules for taking any kind of leave and for reporting sickness or other absence will apply, and the direct manager should clarify local protocols and arrangements.

5.12 Employees with Disabilities

As an employee with a disability may find it advantageous to work from home, particularly if the disability relates to mobility, the Council will respond positively to the needs of such employees bearing in mind the requirements of the Disability Discrimination Act.

Where appropriate, preferential treatment will be given to colleagues requiring the reasonable adjustment of a full or part time Homeworking role where vacancies categorised as such become available. The possibility of reassigning an occupied post to another category will also be sympathetically considered.

5.13 Allowances for Home Based and Homeworking

For category A posts the Council acknowledges the benefit to the Council of potential reductions in expenses in relation to premises, heating, lighting and other running costs. To reflect this, a Home Base Allowance of up to a maximum of £50 per month (full time) will be paid where the arrangement is incorporated into the individual employment contract.

The amount of payment up to the maximum of £50 per month will be linked to the hours of work and working pattern of the employee, for example an employee working two days per week will receive a pro rata allowance of £20 per month.

Employees on Homeworking arrangements either full or part time may be eligible to receive the above allowance, on a permanent or temporary basis, and this will be agreed on an individual basis, subject to circumstances.

This payment will be paid via payroll and will be subject to income tax and national insurance deductions.

5.14 Ad hoc/Occasional Working From Home

The Council will allow direct managers discretion to permit occasional working from home for Category F posts, where this would be advantageous to both/all parties.

Occasions when this may apply are as follows:-

- To finish an urgent report or piece of work where a suitable environment cannot be provided at Rutland County Council premises.
- To respond to a particularly urgent personal need to remain at home, where taking leave would not be appropriate.

The Council will not enter into formal arrangements to cover such occasional and ad hoc working from home and agreement should be obtained in advance on each separate occasion from the direct manager. Agreement will be

reached between the direct manager and the individual on the deliverables and objectives to be met.

On all occasions the direct manager has the right to refuse the request to agree to ad hoc or occasional working from home. It is expected that the reasons for such refusal will be conveyed to the individual concerned, and should be in relation to the maintenance of service levels, the need to maintain contact and/or communication, achieving required levels of cover and covering team duties. In making a judgement and decision, the direct manager may also consider the response of the individual postholder to previous incidences of working from home, both as a positive experience and where the ability to meet deadlines or produce agreed outcomes was undermined.

No allowances apply to Category F posts.

GUIDANCE FOR ASSESSING APPROPRIATE CATEGORY

In assessing to which category a post should be assigned, managers should consider the following:-

- Can the duties be carried out using equipment that can be easily and sensibly provided within the home?
- What is the level of face to face or direct contact that is required between the postholder and internal and external customers?
- Is there a requirement for the individual postholder to attend a substantial number of meetings and where will these be located?
- How will the postholder be engaged with team meetings and training/developments events?
- How will the work and postholder be supervised/managed?
- Will the postholder be able to access information, documents, reports etc needed for the achievement of their objectives?
- Will a working from home location comply with current legislation regarding access to and disclosure of confidential information?

6 Hot Desking

6.1 Introduction

The aim of this guidance is to provide management with best practice advice when developing proposals for or managing their employees who use hot desking.

Such practices have been introduced as a result of the accommodation review, to promote agile working and make the most efficient use of accommodation. However, the well being of employees must be a primary concern.

6.2 What is Hot Desking?

Some jobs only require the job holder to be present at the contractual base for a percentage of the working week. Under these circumstances, it may be appropriate to propose that the job holder should have the use of a desk which must be booked in advance where such systems are in place. This is different from sharing a desk. In doing this, the key principle must be that the working conditions are no less favourable than if the employee had full use of a desk.

6.3 Key Points for Management

- Consideration must be given to which jobs are suitable for hot desking e.g. number of hours worked, number of hours away from office.
- Proposals must be thoroughly discussed with employees with an aim of reaching joint agreement. However, where this is not possible it is management's responsibility to make the most efficient use of accommodation using these guidelines.
- If employees believe they are being treated unfairly and the issue cannot be resolved with their line manager, they can refer to the Grievance Procedure.
- The above will not apply with new starters who commence in the knowledge that hot desking will apply.
- Office materials and equipment must be available for each hot desk e.g. pens, ruler, stapler etc.
- A workstation and/or point for laptops should be provided where the nature of the work requires the use of such equipment.
- Facilities should be provided for the storage of personal items, work files etc.

- Hot desking will be subject to regular review and particular issues can be raised during team meetings or supervision.

6.4 General

It is important that hot desking is seen in a positive light and therefore the above practices should be followed. It will require enhanced work planning skills for both employee and employer, not just for booking desk space but for ensuring that the employee is fully involved in all aspects of the Department eg team meetings and social events.

A large print version of this document is available on request



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