



Introduction

This publication supports the RCN's Healthy Workplace campaign by providing guidance to RCN representatives and other interested parties on one of the main issues affecting work-life balance today: flexible working.

The aim is to ensure that representatives can work with employers and policy-makers in their workplaces, and provide appropriate representation to RCN members who may need support to gain access to flexible working.

It gives information on:

- ↑ how flexible working can lead to a better work-life balance for all, not just carers and parents
- ↑ examples of ways to work flexibly
- ↑ RCN surveys to support negotiations
- ↑ relevant legislation.



1. Flexible working and healthy workplaces

The RCN believes that, in order to provide the very best patient care, health and social care staff should work in a healthy workplace.

The RCN defines a healthy workplace as one which:

- ↑ offers fair pay and rewards, and
- ↑ has high-quality employment practices and procedures which promote a good work-life balance and dignity at work;
- ↑ protects and promotes employees' health and safety at work; designs jobs which provide employees with a degree of autonomy and control, and
- ↑ provides equitable access to training and learning and development opportunities for all employees.

This document is part of the RCN's Healthy Workplace campaign and provides information and guidance to RCN representatives on how to make the arguments for fair policies promoting work-life balance through flexible working. It also outlines some of the various forms of flexible working that members may benefit from and describes how they can request them from their employer.

2. Defining work-life balance and flexible working

For many people, achieving a good quality of life is dependent on striking the right balance between the demands of employment and their responsibilities outside of work. Work-life balance can be defined as: "Having sufficient control and autonomy over where, when and how you work to fulfil your responsibilities within and outside paid work."

Some argue for the phrase "life-work" balance to be used instead as it seeks to address the imbalance between work and life. The phrase "life-work" balance is preferred as it describes the relationship between work and life, rather than the traditional "work-life" balance which implies that work is the primary focus and life is secondary. The phrase "life-work" balance is also more inclusive as it acknowledges that work is not always the primary focus of life and that life can be the primary focus.

3. The changing nature of work and the workforce

The UK health care workforce has always been and continues to be very diverse. It inevitably includes a high percentage of parents and individuals with other caring responsibilities such as looking after older relatives. Almost half (49 per cent) of nurses have children living at home, and 15 per cent have responsibilities caring for an older relative or other adult with care needs.

For nurses aged 55 and over this rises to 25 per cent. People also wish to pursue other activities outside of work including life-long learning, charity work and/or community activism (RCN 2011).

The growing demand for health and social care and the move to full seven day services in the NHS can only be met if skilled and experienced nursing staff are allowed working arrangements which do no compromise their health and wellbeing.

Good employers recognise that, in order to attract and secure the workforce they need to deliver effective services, they must offer a range of flexible employment policies and practices compatible with the competing responsibilities of their staff.

Achieving the necessary balance between meeting the needs of service delivery and the needs of staff is a continuing challenge for both employers and employees.

4. The benefits of supporting work-life balance through flexible working

Work-life balance policies benefit health and social care employers, managers, employees and ultimately patients. Retaining experienced nursing staff makes good business sense. Costs of providing employee-friendly working arrangements can be more than offset by the reduction in recruitment, turnover and absenteeism costs.

Increased demand for nursing staff means that organisations which adopt such policies will gain

5. What nursing staff say about their working lives

The RCN conducts regular surveys of members exploring and analysing working patterns, and staff attitudes towards them. In terms of work-life balance, three elements of working patterns are important:

- ↑ those working part-time, full-time or job-sharing
- ↑ shift patterns
- ↑ total working hours.

The latest RCN employment survey (2013) found that just over two-thirds of nurses work full time, 30 per cent work part time and three per cent work occasional hours. A large proportion of these nurses work some form of shift pattern.

Working full time is most prevalent among younger age groups and the most recently qualified. For example, 81 per cent of respondents aged 26-34 worked full-time hours compared to 56 per cent of those aged 55 to 64.

Two-fifths of all respondents (38 per cent) state they work in excess of their contracted hours several times a week (compared to 40 per cent in 2011) and 19 per cent work in excess of their contracted hours on every shift (compared to 16 per cent in 2011). Just nine per cent of all respondents report never working additional hours.

Of those nursing staff who reported working excess hours, a third (34 per cent) work up to two hours a week, and 31 per cent work between two and four hours per week. A further 13 per cent of respondents work an additional eight hours each week.

27 per cent of respondents stated that their working hours and domestic commitments frequently or always conflicted and half said they occasionally conflicted.

Historically, the majority of nursing staff have expressed positive views about their working hours. Many are satisfied with their input into planning off duty and work times, and feel able to balance their home and working lives. They also say that they are satisfied with the choice that they have over the length of shifts they work. However, a significant minority disagree with these statements. Significantly, nursing staff who work internal rotation feel least satisfied with their working hours.

As the workforce ages and more health and social care workers needing to work to access their full pension benefits, and an increase in ill health and caring responsibilities, the availability of flexible work will be key to ensuring effective workforce planning. The 2013 survey of RCN members over the age of 60 found that the promotion of flexible working was considered key in supporting an extended working life.



6. Flexible working in practice

In your role as an RCN representative, a good starting point to improve the work-life balance in your organisation would be to ensure that your employer/human resources department is fully aware of the flexible working options that could be offered to staff. Ideally, they will have a written policy on flexible working. However, a policy is only as good as its implementation, so the key should be to raise awareness and initiate dialogue both with management and employees. You may also want to encourage fair and transparent decision making by requesting that applications and outcomes from flexible working requests are monitored to ensure equity of access across the workforce and across all groups protected under equality legislation.

NHS employers are required to comply with the guidance provided in the NHS terms and conditions of service handbook (see sections 33, 34 and 35). Independent health and social care employers determine their own policies, but these must comply with minimum legislative requirements.

There are many forms of flexible working. It can describe a place of work, for example homeworking, or a type of contract, such as a temporary contract. Other common variations include: part-time working, flexitime, job sharing and shift work.

The descriptions of typical flexible work options listed below are taken and amended from Acas (2015) and the Chartered Institute of Personnel and Development (2015). Each option could be taken alone or combined to suit an individual's circumstances. Recognising that a significant majority of nurses and health care workers work shifts, also contained below is general guidance on how best to deal with flexible work in shift working.

Part-time working

The employees are contracted to work fewer than the standard number of contractual hours for the type of work in question.

Benefits to the employee:

Employees can fit paid work around childcare and other commitments. Part-time work can be used to allow the employee to become more accustomed to increased leisure time in the run-up to retirement, or to supplement pension income (where re-employment is permitted).

It can give an employee the ability to continue with the security of regular employment while at the same time pursuing other interests or activities.

Benefits to the employer:

Periods of peak demand in production or service can be targeted. This can be used to retain the skills of female employees after maternity leave.

Points to watch:

Reduced pay may not make it feasible for all employees. There must be no less favourable treatment of part-time workers in relation to pay and other benefits such as pension, sick pay, holiday and training, unless it can be objectively justified.

Notes:

A reduction in the number of hours worked may be a reasonable adjustment permitting a disabled individual to do, or continue in a job. Overtime rates are paid only when the employee has worked beyond the normal full-time contractual hours for the position.

Variations:

There is enormous variation in part-time working patterns. For example, some nurses start later or finish earlier, work only afternoons or mornings or fewer days in the week.

Relevant legislation:

- ↑ Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000SI 2000/1551
- ↑ Equality Act 2010
- ↑ Employment Act 2002.

Overtime opportunities for employees are reduced or non-existent so can no longer be used as an incentive. The employer may find themselves paying for hours not actually used. Effective communication may be a problem, particularly where rostering arrangements mean individuals are away from work for long periods at a time. Demands on administrative time and resources are often high. The need for overtime may not be removed completely.

Notes:

Averaged pay will affect the calculation of maternity and other benefits. Term-time working may be unsuitable where a long break from employment would be disruptive to the job or service provided, or where the employee has unique knowledge or skills that are needed on a consistent basis throughout the year.

Care must be taken in the calculation of leave and other benefits to ensure that the correct pro-rata rate is applied.

Notes:

In some industries, students on holiday from college/university can be recruited to cover the school holidays. Where a managerial role is being considered for term-time working, account must be taken of whether the team involved can work extended periods without direct supervision.

Variations:

Longer hours could be worked during term-time and shorter hours during the school holidays to make up full-time hours.

Relevant legislation:

- ↑ Working Time Regulations 1998
- ↑ National Minimum Wage Act 1998
- ↑ Employment Act 2002.

Swapping hours

Employees can swap hours or shifts with colleagues doing the same type of work at different times of the day. Another version of this would be to provide staggered hours where there could be different starting, break and finishing times for employees in the same workplace.

Benefits to employee:

Occasional changes in hours or shift can be organised. For example, to attend a school sports

Voluntary reduced working time (V-time)

A system where it is agreed that the employee will work reduced hours for a certain period of time, with a return to full-time hours at the end of this period. Salary, pension, holiday and other benefits are pro-rata during this time.

Benefits to employee:

A temporary reduction in hours allows an employee to accommodate a specific event in their life, for example, a course of study or a relative's illness, but to return to the security of a full-time position.

Benefits to employer:

The employee's skills are retained on a reduced basis at a point when they might otherwise have been lost completely, and regained on a full-time basis when the agreed period comes to an end. The system could also be a way for an employee recovering from an illness or adjusting to an impairment to extend their return to work on a phased basis once their paid entitlement has been exhausted.

Variations:

Although the variation in hours is usually temporary it may also be permanent. Employees could also volunteer to increase their hours.

Relevant legislation:

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Career breaks

A system where the employee has an extended period of time away from paid work, often with a guarantee of a return to the same or a similar job at the end of the time.

Benefits to employee:

The employee has an extended period of time away from the workplace to study, spend time with dependants, carry out voluntary work or perhaps travel abroad. A career break can be used as an opportunity for personal development.

Benefits to employer:

The employee's skills are retained in the long term. New ideas and extra skills, motivation and enthusiasm may result from the employee's period of time away from the workplace. While the possibility of a career break to look after young children may be particularly attractive to parents, career breaks can also be used to attract, motivate and retain other sectors of the workforce, for example those who missed out on a gap year of travel between school and university.

Points to watch:

Lack of pay over the career break period is likely to limit the number of employees for whom this will be an option. A replacement will have to be found for the employee in their absence or the workload divided between the remaining members of the workforce. The individual's status during the career break and the impact of the break on their continuity of service, pension and other conditions of service must be made clear. Thought needs to be given to how any business reorganisation or restructuring might impact on the employee's right to return. Time away from the workplace can lead to a loss of skills or confidence.

Notes:

A period of induction and/or retraining may be necessary on the individual's return. Some means of keeping the individual informed about important developments in the workplace or field of work could be considered. This is no different however, to other long periods of absence, for example, maternity or ill health.

7. Flexible work and shiftworking

Due to the nature of the nursing profession, not all of the flexible working options which have been described here are practical for all staff, particularly those based in the acute sector or working shifts. While nursing is a 24-hour service, it is still important to incorporate choice by designing and operating work practices that realistically fit in with the lives of nursing staff.

Evidence suggests that where nurses are given choice over their working patterns, specifically self-scheduling or self-rostering of shifts, there are likely to be improvements in both their physical and mental health (Joyce K et al 2010).

There is no single most appropriate shift system, and working time arrangements are a compromise between the needs of individuals and those with whom they work. There is a diversity of shift arrangements operating in health and social care, but many do little to meet the needs of individual nursing staff or the ward. Research has identified that there are morning and evening types of people, and that evening people adjust better to night work (HSE 2009). Night shifts can lead to a chronic sleep deficit that may result in:

- ↑ behavioural changes
- ↑ persistent fatigue
- ↑ reduced alertness
- ↑ a higher incidence of health problems
- ↑ sleep difficulties
- ↑ reliance on sleep-inducing drugs
- ↑ dissatisfaction at work
- ↑ reduced job performance
- ↑ higher injury rates
- ↑ poorer safety records on rapidly rotating shifts.

Non-standard working practices also contravene society's established social rhythm. As a result, shiftwork has an adverse effect on:

- ↑ relationships

- ↑ social life, often leading to social isolation or marginalisation
- ↑ time available to spend with children.

Many nursing staff who leave their jobs give the following reasons:

- ↑ lack of flexible working hours
- ↑ inadequate crèche or day-care facilities
- ↑ inadequate after-school childcare
- ↑ no part-time opportunities.

Flexible shiftworking

Flexible shiftworking provides a variation on the traditional, fairly rigid, shift system. It means that employees can negotiate the shifts that suit their needs and/or rearrange shifts among themselves. Where self-rostering is effective there are often high levels of staff satisfaction with working hours. However, there must be a transparent and agreed framework of principles to support the self-rostering procedures and nurse managers must be willing to delegate accountability to staff for arranging rotas.

The length of shifts that nursing staff work can vary and many nursing staff work long shifts. However, all shifts must comply with the rest periods required by the Working Time Regulations. Furthermore, the RCN recommends that no shift should be longer than 12-hours and the number of back-to-back 12 hour shifts should be restricted (RCN 2012). Emerging evidence on the impacts of 12-hour shifts on both patients and staff should be closely monitored.

Benefits to employee:

Occasional changes in shift can be organised to accommodate a particular need or event in an employee's life. Job satisfaction increases when employees' personal requirements are taken into account. Where partners or relatives are employed by the same employer, greater control over the shift patterns they work means they can share caring responsibilities.

Benefits to employer:

The needs of the business or service continue to be met. Employees are less likely to take sick leave to accommodate their needs, so sickness absence is reduced.

Points to watch:

Demands on administrative time and resources may increase. It may not be possible to accommodate all employees' requirements and preferences.

Notes:

The employee who wants to change their working pattern must apply to do this.

Variations:

Employees' personal requirements may include part-time working, evenings or nights only, daytime only or shifts that co-ordinate with those of their partner or another relative.

Relevant legislation:

- ↑ Working Time Regulations 1998
- ↑ Employment Act 2002.

The flexible bank

Many nursing staff who want a flexible shift pattern that gives them a balance between their work and home life decide to work permanently as bank or agency staff. However, they achieve this flexibility at a cost. They lose pension and other benefits, as well as the pay levels of permanent staff.

As more flexible working patterns are introduced throughout the NHS and the independent sector, more and more nursing staff should be encouraged to apply for permanent positions that allow them to balance their time at work and outside of work, and receive the pay and benefits they are entitled to.

Zero hours contracts

Many RCN members do work in forms of zero hours contracts. In the main this is mainly work through a 'nurse bank' or nursing agency. In both cases members make themselves available for work without knowing if any work is available. Many members value the ability to work on such contracts at particular points in their lives. However many who work on a bank or through an agency also have a substantive contract of employment with an employer. This leads to concerns that in some areas nursing staff are not offered the opportunity to work 'overtime' and are rather re-directed to work these extra hours through the bank system. In some cases the rates of pay through a bank system is less than overtime rates. Reliance on bank staff can be seen to hide ineffectual workforce planning, an inadequate nursing workforce (0 0 13.5 307.5591 689.T* u(in

8. Requesting flexible working

Whereas once only parents and carers had a statutory right to request flexible working, the Children and Families Act 2014 extended that right, from 30 June 2014, to all employees regardless of their caring responsibilities.

This important change, welcomed by the RCN, enables all staff to have access to working arrangements that will help them balance their work with their domestic responsibilities and activities.

All employees have the statutory right to ask for flexible working if they:

- ↑ are an employee (but not an agency worker or in the armed forces)
- ↑ have worked for the employer for 26 weeks continuously before applying
- ↑ have not made another application to work flexibly during the past 12 months.

Acas have produced a guide on flexible working and also a Code of Practice, which replaces any previous statutory procedure. The Code of Practice will be considered by tribunals when making decisions on flexible work claims. The Code of Practice recommends that any flexible work request should contain the following information:

- ↑ The date of the application, the change the employee would like and when they would like it to come into effect.
- ↑ What impact if any, they think the change will have on the business and how they think that effect might be handled (see below).
- ↑ A statement that this is a statutory request.
- ↑ A statement as to when, if at all, a previous application for flexible working was made.

Under the law an employer must consider the application and arrange to talk with the employee as soon as possible after receiving the request. The law requires that all requests, including appeals, must be considered and decided on within a period of three months from the first receipt (unless the employee agrees to extend

this period). Employers do not have to agree to the application if there is a good business reason not to. Employees have the right to ask for flexible working – not the right to have it.

The business reasons for rejecting a flexible working request are as follows:

- ↑ The burden of additional costs.
- ↑ Inability to organise work among existing staff.
- ↑ Inability to recruit extra staff.
- ↑ Detrimental impact on quality.
- ↑ Detrimental impact on performance.
- ↑ Detrimental impact on ability to meet “customer” demand.
- ↑ Insufficient work for the periods the employee wants to work.
- ↑ Planned structural changes to the business.

Whilst this might seem like an all-encompassing list, it is not sufficient for an employer to turn down a request on a “hunch” that one of the above reasons might apply. As representatives supporting members or scrutinising decisions once they have been made, you should ask for evidence to support the employer’s contention.

The Acas guide encourages employers to develop a policy for handling flexible working requests. This should aid transparency and equity of access but also provide information and guidance for line managers on how to consider competing or multiple requests now that the right to request has been extended to all. Of course such a policy should be agreed in partnership and in your role as a local negotiator you will want to ensure that the following is reflected in any policy document:

- ↑ A commitment to fairness and transparency.
- ↑ A commitment to handling requests reasonably and equitably.
- ↑ Arrangements for employees to be accompanied to any meeting to consider a request (there is no statutory right to this so it will need to be negotiated).

- ↑ Arrangements for an appeal process (there is no statutory requirement to have an appeal process but the Acas guidance says there “should” be one, so again this will need to be negotiated).
- ↑ Monitoring procedures across departments and the wider organisation to ensure equity of decision making.

You may also wish to negotiate for the removal of the 26-week service requirement and for temporary changes and/or trail periods to be built into the policy.

Employees can apply to the Employment Tribunal if they feel their employer has not dealt with their request reasonably, has rejected the application erroneously or has failed to provide a decision within three months of the request being made. The usual time limits and fees apply to such claims, so seeking legal advice from your local RCN office at an early opportunity is recommended. This is especially important if you are representing a member who considers their

While the benefits of work-life balance policies and practices such as flexible working are now more widely known about and accepted, like any employment provision they need to be crafted carefully and implemented fairly and equitably. This section covers the areas you may need in your discussions and negotiations with employers.

1. The benefits of having work-life balance policies

2. How you can influence the workplace

If your workplace does not have or promote employee-friendly practices then urge management to take action.

The main reason that more organisations with large numbers of staff avoid the issue of flexible working is the fear that it will be too complex to set up, and difficult to manage a system to keep track of everybody's working patterns. Despite the advantages of flexibility, many companies fear an avalanche of requests where employees dictate their hours of work. They believe it will result in extra costs or the inability to guarantee delivery of services.

Maintaining a fixed roster pattern is seen as the safe low-maintenance option because everybody knows the routine, when it will be very busy or exceptionally quiet. However, introducing flexible rostering enables an organisation to challenge these assumptions and do something about them.

3. Good policy development

A policy on flexible working opportunities should be developed in partnership to support line employees and managers in accessing and determining requests. As well as outlining a range of flexible work options, it should also provide a framework that enables managers and staff to see how different options may apply to different roles, tasks and situations.

You can advise your organisation that policies need to cover:

- ↑ the range of options available
- ↑ eligibility issues and the need to ensure equity of access
- ↑ contractual issues
- ↑ compliance with other legislation (for example, Working Time Regulations, Health and Safety legislation)
- ↑ access issues and provision of equipment and IT connection, in the case of home-based working
- ↑ training issues
- ↑ line management/supervision
- ↑ variation in arrangements
- ↑ colleague cover in the case of illness, etc
- ↑ who in the organisation should deal with requests.
- ↑ monitoring and reporting arrangements.

Actions also need to include the training of managers to supervise flexible workers, and to implement policies consistently and fairly.

Here are some of the outcomes that you should aim for when negotiating the introduction and/or promotion of flexible working policies:

- ↑ recognising the wide diversity in nursing staffs' personal circumstances and that social norms and practices are changing
- ↑ recognising that nursing staff need to establish a balance between work and personal responsibilities, and that the balance differs between individuals
- ↑ adopting a consistent recruitment and retention approach to employee-friendly arrangements that recognises and accommodates everyone's strengths, abilities and needs
- ↑ team-based self-rostering including sharing information about individual caring or other commitments and ambitions to ensure fair rostering, which respects patient demand
- ↑ involving nursing staff, RCN representatives and managers in change-making
- ↑ negotiating re-entry strategies to work prior to or during a career break plan that takes account of the nursing staffs' working time needs.



4. Good practice case studies

The following case studies, provide examples where different approaches to working flexibly have been successful and had benefits beyond their original intention.

Devolving rostering and self-rostering

“We are into the fourth or fifth month now that I haven’t done the off-duty. The nurses said they wanted to look at some long days and other patterns. I was quite happy as long as we had some ground rules: a set of criteria which said the numbers and skills mix required on each shift and what was to happen if this wasn’t achieved. A small steering group developed these and we wrote them down. I looked them over and had one of the nurses co-ordinate it for a four-week period – make it all work. They ensure that in that period full-timers have 150 hours and I discourage carry-over.

“It’s changed the shift systems as they have gone for a lot of long days. It’s what they want and they are managing it. I can’t say I’d have done it that way but I don’t think there are any safety problems but I do discourage them doing three or more long days in a row. Fairness, running the service and not pushing people around is the key. When you start laying down the law and trying to put unreasonable things in place for the sake of trying to control, then it just doesn’t work.”

A&E manager, Acute NHS Trust

This case shows that:

- ↑ the allocation of workload and rostering decisions does not have to be a central managerial function
- ↑ facilitating self-rostering or greater nurse involvement in rostering decisions requires training for ward managers in change and conflict resolution skills
- ↑ consultation with nurse representatives is vital.

Promoting flexibility at recruitment

“We have changed our advertising locally and nationally. I do a page advertisement each month saying that we offer flexible working. We work in partnership – what we can offer them, what they can offer us. It’s open to any nurse. We promote it internally. All our patient records are on computer and we promote flexible working on the screen.

“What I want to ensure is that nurses know and understand that flexibility is for everybody. If they have a hitch in their life... be it childcare arrangements, elderly care problems, relatives or just feeling unable to continue full-time, instead of thinking ‘I’ve got to get out’, come and talk and find out how we can find a solution. I’d rather not lose anyone. At interview if you are open in negotiations you find that there is often someone who wants to do a series of lates or a series of earlies – put the two together and you have cover. So we say at interview, we are happy for you to work family-friendly hours but we would like, perhaps, one weekend a month.”

Senior nurse, Acute NHS Trust

“In our maternity leave policy we encourage nurses to think about their hours of work when they return and to discuss this with the manager before going on leave. This doesn’t change their contractual rights but it sends the individual off with some assurances that they will return at, say, three days a week on XYZ shifts. This helps nurses and managers to plan. We’ve just had a case where a nurse returned, by prior agreement, on just one day a week at times which suited her. She’s willing to do a few weekend shifts also. She thinks it’s fantastic. The important thing is to just get them back. Okay, they might only come back part-time but, as their children get older, they will often stay and increase their time. It’s all about getting some sort of balance and talking openly about that.”

Human resource manager, Acute NHS Trust

5. Useful tips

A series of brief case studies provide some more useful tips for nursing staff and ward managers about practices that can facilitate employee-friendly working arrangements. They show that there is no one way to implement work-life balance policies.

Off-duty fairness

“Nurses fill out the off-duty requests in order. Each month nurses move up the list; you might be third one month and second the next. So it’s not the same people getting their off-duty.”

Senior nurse, Acute NHS Trust

Predicting the monthly rota

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RCN (2013) NHS Working Longer Review – RCN submission available at www.rcn.org.uk

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Chartered Institute of Personnel and Development (2015) [dingha0dbook015](#))

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Flexible working application form

1. Personal details

Name:

Staff or payroll number:

Manager:

National Insurance number:

To the employer:

I would like to apply to work a flexible working pattern that is different to my current working pattern under my right provided under The Children and Families Act 2014:

- I have worked continuously as an employee of the company for the last 26 weeks.
- I have not made a request to work flexibly under this right during the past 12 months.

(NB – if you have made a previous request within the last 12 months then you do not qualify to make a request to work flexibly under the statutory procedure. This does not mean that your request may not be considered, but you will have to explore this separately with your employer. Many employers offer flexible working to their staff as best practice.)

2a. Describe your current working pattern (days/hours/times worked):

2b. Describe the working pattern you would like to work in future (days/hours/times worked):

2c. I would like this working pattern to commence from:

Date:

3. Impact of the new working pattern

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



4. Accommodating the new working pattern

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

Signed:

Name:

Date:

NOW PASS THIS APPLICATION TO YOUR EMPLOYER

Cut this slip off and return it to your employee in order to confirm your receipt of their application.

Employer's confirmation of receipt (to be completed and returned to employee)

Dear:

I confirm that I received your request to change your work pattern on:

Date:

I shall be arranging a meeting to discuss your application. In the meantime, you might want to consider whether you would like a colleague or trade union representative to accompany you to the meeting.

From:

Position:

