

Management

Traditional practice	Now in 2014	Framework in practice says
Manage through attendance. If I cannot see you, I cannot manage you	Manage through what staff produce and do (deliverables/outcomes) regardless of where they are located	We trust staff to work effectively and efficiently wherever they are. Everybody will be clear about what is expected of them in their roles Focus will shift from hours worked to what is being done Managers have a responsibility to track performance and progress with their team regardless of their location If deliverables are not being met, poor performance will be managed robustly
Traditional practice	Now in 2014	Framework in practice says
Some flexible working schemes are available	There are increased opportunities for us to work flexibly such as part-time, different working patterns	We can balance our work and other life demands better The needs of the customer and the service come first when deciding when I work

Flexible Working Request Guidelines

Wherever possible we will offer working arrangements that match the flexible needs of individuals. We positively welcome requests from employees to work part-time, job share or on another flexible basis but need to make sure that our services continue to meet the needs of our customers. We will seek to balance these as appropriate against the needs of employees.

Our Agile Working guidelines set out the different arrangements that many of our staff currently work. We believe that most agile working arrangements will be agreed informally under our guidelines. However, it is important to note that employees also have a legal right to ask to work flexibly after 26 weeks' employment with Camden. An employee can only make a statutory request once in any 12 month period.

Making a request

We encourage employees to initiate discussions about moving to a flexible working arrangement as part of normal management discussions. We believe that in most cases the employee and their manager will agree flexible working arrangements without the need to go through the formal request process. However, we recognise that the employee and/or manager may prefer to use the formal process and documentation to manage all requests for flexible working arrangements.

Making a formal request

Employees can only make a formal request after 26 weeks' employment with Camden and can only make a formal request once in any 12 month period.

A discussion about flexible working arrangements takes place during the recruitment process and it is not anticipated that many employees would wish to make a request to change their working arrangements during their probationary period. It is at the discretion of managers whether they consider requests made prior to 26 weeks or more than once in 12 months.

The formal request must be in writing and must include the following information, which is set out in our application form:

- The date of the application, the change to working conditions requested and when they would like the change to come into effect.
- What effect, if any, the requested change would have on the Council and how any such effect might be dealt with.

Responding to a formal request

Once we have received a written request, we must consider it. The manager will arrange a meeting to discuss the request as soon as possible after receiving the written request, ideally within 28 days

of receiving the request. The meeting will help us get a better idea of what changes the employee is looking for and how they might benefit the Council and the employee.

The employee may be accompanied at the meeting by a trade union official, a representative from a self-organised employee group or a work colleague.

If we intend to approve the request then a meeting is not needed.

Considering the request

We will consider the request carefully looking at the benefits of the requested changes in working conditions for the employee and the Council and weighing these against any adverse business impact of implementing the changes. We will look to accept requests where we can, but this is not always possible because of the nature of the service requirements and also due to other arrangements already in place. We may agree to a trial period initially to see how the new arrangement works in practice before agreeing to a more permanent change.

If the request is turned down, it will be for one (or more) of the following reasons:

1. the burden of additional costs,
2. an inability to reorganise work amongst existing staff
3. an inability to recruit additional staff
4. a detrimental impact on quality
5. a detrimental impact on performance
6. detrimental effect on ability to meet customer demand
7. insufficient work for the periods the employee proposes to work
8. a planned structural change to your business

Accepting or rejecting the request

Once a decision is made, the employee must be notified as soon as possible. This should be done in writing to avoid future confusion on what was decided. The Decision form can be used for this.

If the request is accepted, or accepted with modifications, we will discuss how and when the changes might best be implemented.

Appeal

If a request is rejected, the employee may appeal the decision. The appeal should be made in writing within 14 days of the decision. The Appeal form can be used for this. The appeal will be heard by a manager more senior to the manager making the original decision. The employee may be accompanied at the meeting by a trade union official, a representative from a self-organised employee group or a work colleague.

Dealing with requests promptly

The law requires that all requests, including any appeals, must be considered and decided on within a period of three months from first receipt, unless we agree to extend this period with the employee.

If we arrange a meeting to discuss the application (including any appeal) and the employee fails to attend both this and a rearranged meeting without a good reason, we will consider the request withdrawn and will inform the employee.

Recording outcomes

For contractual changes a completed change form must be forwarded to HR Direct so that the employee's personal records can be updated and 'variation of contract' letters sent.

For non-contractual changes you will need to record the new flexible working arrangements on the employee's record using e-hr.

In both cases copies of the forms/correspondence about the request should be sent to HR Direct so these can be placed on the employee's personal file.