



FLEXIBLE WORKING FRAMEWORK

Contents

1. Introduction

a. Policy Statement

2. Flexible Working Strategy

a. What do we mean by Flexible Working?

b. Why does Flexibility Matter – Benefits?

c. How will we Measure Effectiveness?

3. Supporting Flexible Working

d. The Principles Explained

e. Consultation Process

4. Options for Flexible Working – Guidance

f. Where we work – working styles

g. When we work

h. How we work

5. Making a Flexible Working Request

6. Related Policies/Guidance

1. Introduction

The purpose of this framework is to ensure working arrangements support and enable delivery of our corporate priorities for the people of Perth and Kinross, as well as enabling colleagues to have a balance to their working lives and offer an attractive employment package to potential employees. It will provide guidance and support for managing working time, place and practice, through proactive use of working hours and arrangements.

We know that our colleagues thrive personally and professionally when working together with purpose. Collaboration and connection are fundamental to our workforce developing and delivering initiatives and programmes which meet the needs of the people of Perth and Kinross. The importance of that connection and sense of belonging will be supported through this framework.

Policy Statement

The Council recognises that there are benefits to be gained by offering additional flexibility to employees in the hours they work, the times that their working week is organised and where they conduct their work.

It is appreciated that individual elements of the framework will not work for or be available to everyone. It will depend on the kind of role carried out, the team worked in, levels of cover required and the requirement to deliver the best possible service to our community. No working arrangement should negatively impact the level or quality of service provided to our customers (internal and external).

Flexible Working Guidance has been developed to support this Policy

2. Flexible Working Strategy

A What do we mean by Flexible Working?

Flexible Working arrangements allow employees to vary the amount, timing or location of their work, to the benefit of both the individual and the organisation. In other words, creating flexibility in how, when and where an employee works/our services are delivered.

Our Flexible Working Framework provides flexibility to establish new ways of working and build the best possible Perth & Kinross Council. It creates opportunities to look at where, when and how we work and what matters to us and to our stakeholders.

B Why does Flexibility Matter?

The focus within our key principles on engagement, accessibility and responsiveness and making best use of our assets has influenced how, when and where our employees work. The development of the Flexible Working Framework is designed to respond to this by bringing together the different practices which support increased levels of flexibility, maintaining a focus on operational and business need.

Everyone has Something to Offer and our aim is to provide a Flexible Working environment and tools to facilitate the recruitment, induction and development of an agile, healthy and safe workforce. This includes making the most of digital opportunities which support new ways of working ensuring future productivity, improved outcomes and financial sustainable services.

The Council must harness the benefits of flexibility, whilst ensuring our workforce connect and work together in the most effective way, to meet business needs. Successful teams need face to face contact, interaction for inspiration and to learn from each other.

➤ Benefits to the organisation

- Potential to attract and retain a wider range of talent
- Productivity/Output improved
- Reduced carbon footprint

➤ Benefits to the employee

- Improved Work Life Balance
- Benefits to Wellbeing
- Reduction in Commuting
- Wider range of opportunities accessible

C How Will We Measure Effectiveness?

For flexible working to be successful our focus has to be on outputs – for both the organisation and our employees.

Clear, manageable, measurable objectives and priorities are fundamental at corporate, service, team and individual levels. These will be built around our organisation's Values (Ambition, Compassion and Integrity) and linked to the behaviors and competencies we expect from our employees at all levels.

The development and use of measurable objectives will allow regular review of any flexible working arrangements and highlight whenever there are changes to the needs of the organisation or our employees.

3. Supporting Flexible Working

A The Principles explained:

HOW WE WORK

Based around 6 key themes - **Health, Safety & Wellbeing**; **Communication**; **Culture**; **Fairness & Inclusion**; **Technology & Resources**; and **Focus on Results**

- the principles provide a framework to support the success of all forms of Flexible Working and ensure they meet employees and organisational needs.



Further details of these principles can be explored, in depth, in relation to our newest form of flexible working – [Hybrid Working](#).

WHEN WE WORK

For most of us, there will be times when our customers, both external and internal, require us to be available or core hours when levels of activity require our support at work.

However, some degree of flexibility in when we work, will be an option for many, if we stick to the principles of "How" we work.

In the Council, many people already enjoy some degree of flexibility in When they work, utilising our existing flexible working policies eg. Flexi, Compressed Hours.

Temporary Reduction In Hours	Part Time Hours/<u>Job Share</u>	<u>Flexi Time</u>
Special Leave	When?	Rota/Shift Work
Annualised Hours	Term Time Working	Compressed Hours

WHERE WE WORK

Where we work will depend on the type of work we are doing, where we will be most productive and where space is available.

Not all roles are suitable for home/ remote working, for example, roles involving face to face contact with customers, front line roles or some training/supervisory roles. For many, Hybrid Working - a combination of working at home and in a PKC or non PKC (partner) building, may provide an optional effective working solution.

A day where activity consists of phone calls and dealing with emails, may require a quiet, uninterrupted environment.

Work which requires collaboration with others or use of specific equipment may require working from a particular PKC site.

All employees, wherever they work on a regular basis, will be required to attend a PKC office or site for individual or team meetings, training/development and formal procedures, in line with organisational parameters and relevant working styles guidance. Availability of desks/space may influence when this happens, and managers will be required to discuss and agree how their team's space requirements align with those of other co-located teams.

Managers/teams will be encouraged to maximise use of the work spaces available by ensuring an even distribution of office attendance across the working week and encouraging the use of approved Council premises other than the contracted office space.

The most common examples of where we work are described in the Council's Working Styles.

B. Consultation/Agreement process

This framework has been subject to consultation with the relevant Trades Unions. Any review or amendment by the Council, as a result of revised legislation or other, will be following consultation with the Trades Unions.

Services, employees and representative groups such as established Staff Networks have had the opportunity to contribute to the development of the framework and associated guidance.

Perth and Kinross Council have a number of externally awarded accreditations and this framework has been developed considering the requirements of these.

Perth and Kinross Council aim to deliver fair work that offers all our employees an effective voice, opportunities, security, fulfilment and respect and that balances the rights and responsibilities of employers and workers. The development and implementation of our framework is fundamental to this and supports the Council's [Fair Work First Statement](#).

This framework applies to all employee groups within the Council, from commencement of employment, regardless of

- Length of service
- protected characteristics – there shall be no discrimination on grounds of age, sex, disability, race, religion, sexual orientation, gender reassignment, marital or civil partnership status or pregnancy or maternity status
- caring responsibilities
- care experience
- military experience.

An Equality Impact Assessment has been completed to ensure that the design and application of this framework meets our obligation under the Public Sector Equality Duty requirements of the Equality Act 2010 to

- Eliminate unlawful discrimination, harassment and victimisation, and other prohibited conduct.
- Advance equality of opportunity and foster good relationships between people who share a relevant protected characteristic and those who do not.

4. Options For Flexible Working in your current role

A Where

- Hybrid guidance
- Hybrid Working Principles
- Hybrid Working FAQ
- Home working
- Fixed base working
- How to - Mobile working
- Smarter working styles and ICT standards of provision Working Styles
- Guidance – working from a distant/non-UK base is available from HR

B When

- Hours of Work
- Flexi Time
- Part time working/Job Share
- Compressed/Annualised/Term Time Hours
- Rotas/Shifts
- Special Leave support provision e.g. Carer Leave, Compassionate Leave, Parental Leave

C How

- Secondments
- Job Family Moves

5. Flexible Working Requests/Introduction

A. Flexibility in new roles/vacancies

Where a role has been identified as suitable for flexible working this should be noted in the vacancy advert as appropriate.

Consideration should be given to the skills and attributes looked for in a candidate where the role may involve a particular type of flexible working. Eg. digital, organisation skills.

B. Opportunity to introduce Flexibility into existing roles

As part of business improvement/transformation, an employee may be offered the opportunity to embrace flexible working.

It is important to recognise that not everyone will want to, or is able to, work flexibly depending on their particular role and personal circumstances.

Part of ensuring inclusion and equality in the way we work is taking into account people's individual working preferences and personal circumstances. Any changes to the way we work which involves a contractual change, will be implemented following appropriate consultation with relevant parties.

C. Requests from employees to work Flexibly

All employees retain the right to

- make a formal request for flexible working from day one of employment
- make up to two requests in any 12 month period.

Examples of requests that could be made are:

- reducing the number of hours worked
- compressing working hours into fewer days

Employees wishing to request any form of flexible working, should discuss this with their line manager in the first instance to ensure all suitable options are considered. A formal request can then be made via the process outlined in the Flexible Working Guidance.

6. Related Policies/Guidance supporting flexibility across the organization

Health, Safety and Wellbeing

- [Health-and-Wellbeing-Framework](#)
- [Wellbeing-support](#)

Communications

- [Effective Virtual Teams - CIPD](#)

IT/Practical

- [Severe weather arrangements](#)

Miscellaneous

- [Recruitment Guidance](#)
- [Flexible working: Overview - GOV.UK \(www.gov.uk\)](#)