

Flexible working options

Type	Description	Benefits for the manager(s)	Benefits for the member of staff	Disadvantages for the manager(s)	Disadvantages for the member of staff	Possible restrictions that may apply
Flexi-time	<p>Normal hours worked can vary day-to-day between 8am and 7pm subject to attendance during the core hours of 10am to 12pm and 2pm to 4pm</p> <p>If, at the request of the Head of Department or manager, extra hours need to be worked it should be checked if TOIL or overtime is applicable. If it is applicable, there is usually a limit to how much TOIL may be accrued and carried over</p>	<p>May be suitable for a department that wishes to offer extended customer service hours</p> <p>Allows for peaks and troughs in work</p> <p>Improves morale and productivity</p> <p>Improves recruitment and retention</p> <p>Reduces poor punctuality and absenteeism</p> <p>May be a reasonable adjustment for disabled staff</p>	<p>Fits in with care commitments or leisure activities</p> <p>Fits in with domestic arrangements</p> <p>More comfortable travel times</p> <p>More likely to work at optimum times of the day</p>	<p>Needs different management skills</p> <p>It requires monitoring or record keeping</p> <p>Could lead to 'watching the clock'</p> <p>Less easy to spot possible work overload or abuse</p>	<p>If time of in lieu (TOIL) or overtime is not applicable and excessive extra hours are regularly worked the employer /member of staff relationship may worsen. The manager being aware that lump sum payments can be made as part of the Annual Review system can mitigate this</p>	<p>Not every post is fit for flexible hours</p> <p>Too few staff to provide all day cover</p> <p>Customers may be resistant</p> <p>The Working Time Regulations state that if a worker's daily working hours are more than six hours, there is a right to a rest break so staff are required to take an unpaid lunch break of at least 30 minutes</p> <p>Members of salary bands 6-10 staff will normally be expected to work such hours and such days as are required to fulfil the responsibilities of their contract. Hence from time to time members of staff may be required to work above their likely hours to fulfil their duties. Usually no payment will be made for the additional hours worked</p>
Term-time working for parents	Unpaid leave to match school holidays	<p>School holidays may fit a service closure or drop in demand</p> <p>Improves recruitment and retention.</p>	<p>More time with children during holidays</p> <p>Lower child care costs</p>	<p>Finding cover if the service does not close or demand does not drop</p> <p>Other staff may feel overburdened or resentful</p>	<p>Impact on pay and related benefits eg pension, holidays, maternity pay, redundancy pay</p> <p>Limited number of term-time jobs may hinder development and promotion</p>	Very few areas have a drop in demand or service closure during school holidays
Annual hours	A contract for a number of hours to be worked over a year, rather than, a number of hours per week	<p>Match to peaks and troughs in workload</p> <p>Improves recruitment and retention</p>	<p>Consistent salary each month</p> <p>More time for leisure and/or care for children or adults</p>	A change in service or demand could mean that annual hours is no longer suitable	The peak periods could be tiring	Very few areas that have a type of fluctuating workload that lends itself to annual hours

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Compressed hours	Normal hours worked achieved by working longer hours in fewer days eg four or four and a half days a week or nine days a fortnight	<p>Out of normal office hours service can be provided or more productive work done during quieter hours of the day</p> <p>Improves recruitment and retention</p> <p>Improves morale and productivity</p> <p>May be a reasonable adjustment for disabled staff</p>	<p>Reduces the number of days worked and allows regular week day time off</p> <p>May be particularly suitable for junior posts which have fixed hours</p> <p>May be particularly suitable for the work of senior managers</p>	<p>May be hard to arrange all-day cover every week day</p> <p>May make sickness absence management more complicated</p> <p>Other staff may feel overburdened or resentful if required to cover work during the non-working days</p>	<p>Working long days may be too tiring</p>	<p>Some areas of work need an immediate response every working day</p> <p>Customers may be resistant</p> <p>Requested long days don't match the department's needs</p> <p>Requested working hours don't meet the working time regulations</p>
Reduced hours or part-time working	Less than the standard week	<p>Cost effective if full-time cover is unnecessary</p> <p>Improves recruitment and retention</p> <p>May be a reasonable adjustment for disabled staff</p>	<p>Fits in with care responsibilities</p> <p>Helps a return to work after sickness absence or maternity leave</p> <p>Can phase in full retirement</p>	<p>Other staff may need to adapt to ensure that the part-time staff are kept up to date with information</p> <p>Other staff may feel overburdened or resentful if required to cover work</p>	<p>Impact on pay and related benefits eg pension, holidays, maternity pay, redundancy pay</p> <p>Fewer part-time jobs may hinder development and promotion</p> <p>It may not be possible to increase the number of hours at a later date</p>	<p>Customers may be resistant</p> <p>The Working Time Regulations state that, if a worker's daily working time is more than six hours, there is a right to a rest break. So, if a member of staff has other part-time work at the School, it is vital that HR produces a contract that includes all work and therefore includes the rest break</p>
Job split or job share	<p>Job split: full-time post divided into two or more part-time jobs operating independently</p> <p>Job share: a full-time post, the responsibility for which is shared by two (or occasionally more) people</p>	<p>Improves retention</p> <p>May be a reasonable adjustment for disabled staff</p>	<p>Fits in with care responsibilities</p> <p>Helps a return to work after sickness absence or maternity leave</p>	<p>Increases the number of staff to manage</p> <p>Other staff may need to adapt to ensure that the jobsharers or job splits are kept up to date with information</p> <p>If the jobsharer who works at the beginning, rather than the end, of the week leaves, it may be difficult to recruit a replacement for these days. and vice versa</p>	<p>Impact on pay and related benefits eg pension, holidays, maternity pay, redundancy pay</p> <p>The manager may include in the contract the right to review the arrangements if one of the job sharers leaves</p>	<p>Customers may be resistant</p> <p>It may not be suitable where there is significant handover because of history or the nature of the work</p>

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Regular or irregular home-working	Work carried out at home	<p>Better work output because of fewer interruptions or distractions</p> <p>Particularly suitable for work such as report writing</p> <p>Travelling time saved may be used to work</p> <p>Improves recruitment and retention</p> <p>May be a reasonable adjustment for disabled staff</p> <p>May mean that desk sharing is possible</p>	<p>Eliminates travel to work times</p> <p>May be able to work in a quieter environment away from pressures</p> <p>Less pressure and more job satisfaction from achieving output planned at the start of the day</p>	<p>Face-to-face communication is not possible</p> <p>Other staff may feel resentful, particularly if their own job tasks mean that such flexibility is not possible for them</p>	<p>May need to use the sole 'phone socket to allow remote email access; this may mean that adjustments to the room layout are necessary to meet health and safety requirements</p> <p>May need to ensure, and make it clear to family members, that working at home is not to provide childcare</p> <p>Carrying a laptop and/or work to and from the office may not be convenient and involves and/or could mean a greater risk of theft or loss of documents</p> <p>There is no central budget to provide for equipment or internet connectivity. Therefore staff who wish to work from home may need to make their own provision, if their department cannot assist them</p>	<p>The member of staff needs to be self-motivated</p> <p>Some areas of work require presence at work</p> <p>May impact detrimentally on other members of the department</p> <p>Requested day(s) do not fit in with the department's needs</p> <p>Software availability or compatibility may not be possible</p> <p>Health and safety responsibilities apply</p> <p>The risk assessment may show that health and safety and data protection requirements cannot be met</p> <p>Data protection and security requirements apply</p>

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Remote working	Work carried out at home outside London	<p>Better work output because of fewer interruptions or distractions</p> <p>Particularly suitable for work such as research analysis and report writing</p> <p>Travelling time saved may be used to work</p> <p>Improves recruitment and retention</p> <p>Office space savings</p> <p>Time management of team and one-to-one meetings</p> <p>May be a reasonable adjustment for disabled staff</p>	<p>Eliminates travel to work times</p> <p>May be able to work in a quieter environment away from pressures</p> <p>Less pressure and more job satisfaction from achieving output planned at the start of the day</p>	<p>Face-to-face communication is not possible</p> <p>Drop in contact may make it difficult to note, and address, any drop in morale</p> <p>May need to agree procedures for reporting to the office</p> <p>May need to agree contact times</p> <p>May need to agree reporting of annual leave and sickness absence respectively</p> <p>May need to agree to meet the costs of travel to London to attend training events</p>	<p>Need to be self-motivated</p> <p>May feel isolated</p> <p>May have extra heating and lighting costs</p> <p>May need to ensure adequate cover under personal home insurance</p> <p>May take up valuable home space</p> <p>May impinge on personal life and vice versa</p> <p>May need to ensure, and make it clear to family members, that working at home is not to provide childcare</p>	<p>Some areas of work require presence at work every day</p> <p>Health and safety responsibilities apply</p> <p>The risk assessment may show that health and safety and data protection requirements cannot be met</p> <p>Data protection and security requirements apply</p>
Unpaid leave	<p>Period of time off work (unpaid) to accommodate personal needs</p> <p>The period of leave can be between one day and one year</p>	<p>Retention of a skilled member of staff</p> <p>May be able to offer a developmental opportunity to other members of staff</p>	<p>Able to take a career break to travel or deal with personal issues</p> <p>The contract of employment remains in force and the period of unpaid leave will count as continuous service</p>	<p>The level of service may decline</p> <p>May need to recruit another person to cover workload</p> <p>May need to ask other staff to take on additional work</p> <p>On return of the person on unpaid leave, may find it difficult to retain the member(s) of staff who benefited from the developmental opportunity</p> <p>Significant catching up may be required by the person on their return</p>	<p>Impact on pay and related benefits eg pension, holidays, maternity pay, redundancy pay</p> <p>Significant catching up on work and/or divisional developments during the period of absence may be required</p>	<p>Paid employment with another employer cannot be undertaken unless specifically agreed before the start of the period of unpaid leave</p>