



Cyngor Sir  
**CEREDIGION**  
County Council

# Flexible Working Policy



People & Organisation Service  
2024



**DYSGU PERTHYN LLWYDDO BYW**  
**LEARN BELONG SUCCEED LIVE**

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# 1. Introduction

## 1.1 Background

1.1.1 Our Workforce Plan 2023-2028 sets out how we will attract, develop and retain our most valuable asset – our people. The effectiveness of our organisation hinges not just on attracting the best talent, but also in creating an inclusive culture that supports its people and recognises the unique attributes and needs of every Team Ceredigion member.

1.2.2 The Council recognises that taking a flexible approach to how, where and when work is carried out is a key enabler to achieving this. Flexible working allows people to balance their work commitments with their responsibilities and interests outside of work. This can aid health and wellbeing, reduce turnover, increase motivation and talent attraction, and ultimately can lead to better outcomes for our service users.

1.2.3 In line with this, we are committed to promoting flexibility, recognising that flexible working can provide benefits to both our people and our organisation. Whilst the Employment Relations (Flexible Working) Act 2023 affords all employees with a statutory right to request flexible working, this policy reflects the Council's ambition of establishing a culture where we encourage a 'yes by default' approach to flexible working where service needs can be met. As such, all suitable roles within the Council will by default have access to the Council's flexi time scheme and hybrid working offer.

## 1.2 Aims

This Policy aims to:

- confirm the commitment of the Council to maximising the availability of a range of flexible-working arrangements.
- ensure standards or service delivery is not negatively impacted by any flexible working arrangements.
- describe the types of flexible working arrangements and the process by which staff may request them.
- ensure all statutory flexible working requests are dealt with in compliance with the Employment Relations (Flexible Working) Act 2023

## 1.3 Scope

The policy applies to all Council employees but excludes those on relief contracts or employed under the delegated powers of School Governing Bodies.

## 1.4 What is flexible working?

1.4.1 Flexible working is any type of working arrangement that gives some degree of flexibility on how long, where and when an employee works.

1.4.2 There are some informal arrangements which have no impact on contractual terms or minimal impact on service delivery. These can be one off, temporary or ad-hoc in nature such as swapping shifts or altering start and finish times under the flexi-time scheme. Informal arrangements such as these can be agreed between the employee and their line manager and do not necessitate a statutory flexible working request.

## 1.5 Types of flexible working

The following are examples of flexible working arrangements. It is recognised that there may be alternatives or a combination of arrangements which are suitable to both the Council and the employee:

- Part-time working
- Term-time working
- Annualised hours
- Compressed hours
- Flexi-time
- Hybrid Working
- Job-sharing

Further information on the types of flexible working can be found on CeriNet.

## 2. Flexi-time Scheme

### 2.1 Introduction

- 2.1.1 The flexi-time scheme is a discretionary, informal work arrangement, that allows eligible employees to vary their working hours within certain limits. There is no contractual right to flexi-time.
- 2.2 The scheme is offered with the intention of providing a degree of flexibility for employees and for the Council. This can help employees achieve a healthy work-life balance whilst the Council can benefit from a wider time span of service delivery, as well as increased employee retention and productivity.

### 2.2 Eligibility

- 2.2.1 The scheme will apply to all employees apart from those work a shift rota, set hours or are employed under chief officer terms and conditions.
- 2.2.2 Where it is not possible for employees to participate in the scheme, this will be confirmed by their Corporate Manager.

### 2.3 Principles

- 2.3.1 The scheme is based upon trust and positive working relationships within teams to ensure effective service delivery.
- 2.3.2 The overriding principle with regards to the operation of the scheme is business need. Flexi time does not imply an automatic right to accumulate credit hours. Employees do not, for example, have the right to work early and stay late irrespective of whether work is available.
- 2.3.3 The Council is committed to ensuring that the working patterns of employees do not compromise their health.

### 2.4 Responsibilities

#### **Managers**

- 2.4.1 Manager must ensure the needs of the service always have priority and that services are adequately staffed throughout standard office hours.
- 2.4.2 The Council must comply with the requirements of the Working Time Regulations. In line with this, managers should ensure employees accessing the scheme do not exceed reasonable working hours.

#### **Employees**

- 2.4.3 As there are no specific core times, all employees must arrange, within their own teams and following approval of their manager, start and finish times to ensure adequate service cover. Periodically, there will be a need to change such arrangements owing to staff absences such as annual leave, sickness etc.
- 2.4.4 To ensure service delivery is maintained, employees should communicate their working hours to colleagues, ensure their calendars are shared appropriately, and use 'out of office' facilities on email and voicemail whilst away from office.

## 2.5 Standard Working Week

The standard working week is 37 hours, with the following working pattern:

- Monday to Thursday: 8.45am to 5.00pm
- Friday: 8.45am to 4.30pm

A 45 minute, unpaid lunch break should be taken between the hours of 12pm and 2pm.

## 2.6 Flexi-time hours – Bandwidth

2.6.1 For employees accessing the flexi-time scheme, the working hours bandwidth may be extended so that work can be undertaken between the hours of 7.30am to 7.00pm.

2.6.2 Where an employee is requested by management to work outside of this bandwidth, then this will be on a Time off in Lieu (TOIL) basis or otherwise overtime where TOIL is not practicable. TOIL will only be awarded with prior line management approval. Please see the Leave and Absence Policy.

## 2.7 Standard Working Day

To record adjustments such as leave, sickness, or other authorised absence, the standard working day for employees who are contracted to work 37 hours a week will be 7 hours and 24 minutes (half day = 3 hours and 42 minutes).

## 2.8 Minimum and Maximum Working Day

2.8.1 A minimum of 4 hours must be worked on each standard working day (pro rata for part time employees).

2.8.2 To protect employee welfare, a maximum of 12 hours (including over-time or TOIL) can be worked on any working day. Emergency situations may result in this maximum being exceeded on rare occasions.

## 2.9 Lunch breaks

Employees working more than 6 hours in a working day must take at least a 30-minute unpaid break.

## 2.10 Accounting period

The scheme operates on a four-week accounting period. By the end of the accounting period, employees are expected to have reconciled their actual hours worked with their contractual hours. This would be 148 hours over the 4 week accounting period for full-time employees (pro-rata for part time).

## 2.11 Credit hours

2.11.1 During an accounting period, employees who have accumulated excess hours beyond their contractual hours can accrue and carry forward these excess hours as credit hours or take them as flexi leave.

2.11.2 There is no automatic right to accumulate credit hours. It is not acceptable for an employee to accumulate time if they have no extra work to do or are not contributing anything of extra value to the Council.

2.11.3 A maximum of 8 hours credit can be carried over from one accounting period to the next. This will be pro-rata for part-time employees. Any excess hours exceeding 8 hours will be lost.

2.11.3 If an employee is consistently exceeding the credit hours limit, the manager should investigate and if necessary, review the employee's workload and working methods.

## 2.12 Debit hours

2.12.1 No more than 4 hours debit (pro-rata for part-time employees) should be accrued per accounting period without reasonable prior arrangement.

2.12.2 An employee in debit is required to make up the deficit by the end of the next accounting period.

2.12.3 Where an employee cannot make up the deficit, the employee should balance their hours using annual leave or unpaid leave.

2.12.4 Where employees persistently exceed the debit allowance, action such as withdrawal of the scheme or in exceptional circumstances disciplinary action may be considered. At all times HR advice should be sought.

## 2.13 Flexi Leave

2.13.1 Subject to line management approval, credit hours can be used to take flexi leave. Employees can request up to 1 full working day's flexi leave (or 2 half days) per accounting period.

2.13.2 Flexi-leave should only be granted if:

- sufficient credit hours have been accrued.
- service delivery will not be compromised.

## 2.14 Recording hours of work

2.14.1 All employees participating in the scheme must record their working hours on the Council's flexi form, which is available to download from CeriNet.

2.14.2 Any absences or breaks taken during the working day, including smoking or vaping breaks, must be recorded.

2.14.3 Times recorded on flexi forms must be entered as soon as possible and should never be entered in advance. No member of staff will complete a flexi form on behalf of another.

2.14.4 The flexi form must be made available to the line manager so that it can be monitored and checked at the end of each accounting period.

2.14.5 It is important to note that, any employee who falsifies a time recording document, whether it be flexi form or time sheet, will be dealt with in accordance with the Disciplinary Policy. Such falsification will be regarded as gross misconduct and could lead to dismissal.



## 2.15 Recording of authorised absence

- 2.15.1 **Sickness or Annual Leave:** All sickness and/or annual leave should be recorded on the flexi form. A ½ day will count as 3 hours 42 minutes and a full day as 7 hours 24 minutes (pro rata for part time employees).
- 2.15.2 **Training Leave:** The maximum number of hours that can be credited for attendance on a college course, other training course or conference is 7 hour 24 minutes. No allowances will be made above that of a standard full time working day in consideration of either attendance or travelling time.
- 2.15.3 **Study Leave:** Please refer to the Learning & Development Policy for guidance on study leave entitlement.
- 2.15.4 **Appointments:** It is expected that appointments are attended outside of standard working hours, in an employee's own time. Where this is not possible any paid appointment allowances will be listed in the Leave of Absence Policy.

## 2.16 Suspension or Withdrawal of the Flexi-time Scheme

Provision of the flexi-time scheme is discretionary and as such the scheme may be suspended or withdrawn at any time. The following are reasons which are likely to result in suspension or withdrawal:

- due to service need
- where an employee is finding it difficult to manage their time under the scheme.
- where an employee fails to follow the procedural requirements set out in this policy
- where an employee is found to be misusing the scheme

## 2.17 Leaving the Council

- 2.17.1 When an employee leaves the Council, they should reduce any credited hours to zero prior to their last day. Any remaining credit will be lost.
- 2.17.2 In participating in the Flexi-time scheme, employees agree that any hours in debit at their leaving date will be deducted from their final salary.

## 3. Hybrid Working Scheme

### 3.1 Background

- 3.1.1 The Hybrid Working scheme is a discretionary, informal work arrangement, offered to all employees occupying eligible roles.
- 3.1.2 The scheme is offered with the intention of helping employees improve their work life balance by reducing commuting time whilst also reducing the Council's carbon footprint and broadening its talent pool.

### 3.2 Principles

- 3.2.1 The availability and extent of hybrid working will depend upon service demands, requirements of the role as well as the personal circumstances of the individual employee.
- 3.2.2 Any arrangement must not impact detrimentally on the quality and continuity of service provision in any of the Council's functions and activities. The needs of the service must be the over-riding priority when considering any hybrid working arrangement.
- 3.2.3. The contractual work location of all employees regardless of whether they have gained hybrid working status, will be a Council building. This will be noted on their contract of employment.
- 3.2.4 As working in a hybrid way is a voluntary, discretionary benefit, employees will not be eligible to claim expenses for hybrid working.

### 3.3 Work Styles

- 3.3.1 To assist with the identification of roles which may or may not be eligible for hybrid working the Council has identified three work styles:
  - **Fixed:** A role where the employee's place of work is determined by their role (e.g. Library Assistant, Environmental Operative, Receptionist, Library Assistant, Caretaker, Care Assistant).
  - **Hybrid:** A role which can be undertaken as effectively remotely as in the workplace but due to certain responsibilities/client demand the employee will be required to visit Council buildings or schools on a regular basis with little notice (e.g. Social Worker, Planning Control Officer, HR Officer).
  - **Remote:** A role which can be undertaken as effectively remotely as in the workplace.
- 3.3.2 Work style categorisation will be the responsibility of the Corporate Manager subject to approval from the relevant Corporate Lead Officer. Role categorisation will be monitored by the People and Organisation Service.

### 3.4 Requesting or Declining Hybrid Working Status

3.4.1 All employees commencing a hybrid eligible role must complete a 'Hybrid Status Form' (available on dodl) to confirm whether they wish to request or decline the offer of hybrid working.

#### **Declining Hybrid Working Status**

3.4.2 When an employee declines hybrid working status via the Hybrid Working Status form it will be sent to the Line Manager for information. The Line Manager must contact Property Services to arrange a dedicated workspace for the employee in their contractual work location.

3.4.3 Employees who do not have hybrid working status, may not work from home.

#### **Requesting Hybrid Working Status**

3.4.4 Employees can only make 2 hybrid working status requests per position, per year, in line with Flexible Working employment legislation.

3.4.5 When an employee requests hybrid working it is sent to their Line Manager for approval.

3.4.6 When considering a request Line Managers should ensure the employee has confirmed that:

- they have a suitable workspace to efficiently and safely undertake their role;
- their workspace can accommodate the ICT equipment needed to efficiently undertake their role. In most roles, this will include space for 2 monitors/screens.
- they have sufficient internet speeds to access systems and attend virtual meetings whilst sharing their cameras. As a guideline, a guaranteed minimum internet download speed of 8Mbps should suffice.
- they can ensure data and information is kept secure whilst working remotely.

### 3.5 Denying Hybrid Working Status

3.5.1 Where a Line Manager decides to deny a Hybrid Working Status request, they should discuss this with the employee. They must then contact Property Services to arrange a dedicated workspace for the employee in their contractual work location.

3.5.2 Where a hybrid working application has been denied by the Line Manager, employees can submit an appeal. Please see section 4.11 for details.

### 3.6 Withdrawal of Hybrid Working Status

#### **By the employee**

3.6.1 Employees may decide at any time that they no longer wish to work in a hybrid way and would prefer to work in a fixed office. In this event, employees should complete a new 'Hybrid Working Status Form' where they 'decline' to work in a hybrid way.

3.6.2 Depending on logistical considerations, there may be a delay in providing a dedicated workspace.

## **By the employer**

3.6.3 The following are reasons why hybrid working status may be withdrawn from an employee (this list is not exhaustive):

- Work circumstances: e.g. work location, changes in technology or other service reasons that result in hybrid working no longer being viable.
- Employee health: Where concerns arise that employee health is being negatively affected it may be necessary to withdraw hybrid working, either temporarily or permanently, following advice and guidance in an occupational health report.
- Disciplinary reasons: If hybrid working is withdrawn as a result of a disciplinary concern which relates to hybrid working, then the provisions of the Council's agreed Disciplinary Procedure will apply and no notice may be given. The right of appeal against such a decision is provided within the Disciplinary Procedure.
- Capability reasons: Where there is concern about the capability of the employee hybrid working may be temporarily suspended to enable the Line Manager to provide further training/evaluation at the workplace. Where capability concerns persist hybrid working may be permanently withdrawn.
- Change of address: There is no automatic right to continue hybrid working at a new address. Employees must report a change in address to their Line Manager in order that they may determine whether the new address is suitable for home working.
- Change of post: There is no automatic right to continue hybrid working in the event of a change of post. Continuation of hybrid working will be in agreement with the new Line Manager subject to the standard application assessment.

3.6.4 Withdrawal of hybrid working must be with agreement of the relevant Corporate Manager, in consultation with a Human Resources Officer.

3.6.5 The employee will be given a reasonable period of notice (approx. 4 weeks) to make any necessary arrangements.

## **3.7 Attendance at the workplace**

3.7.1 An employee who has gained hybrid working status:

- can choose whether they work at home or in the workplace on any given day, subject to the needs of the service.
- will be required to attend the workplace as and when their Line Manager deems necessary. In all but exceptional circumstances, reasonable notice (minimum 24 hours) should be provided.
- will not have a dedicated workspace in any workplace and will instead have use of hot desk available on the desk booking system. All hot desk use should be recorded using the desk booking system.

## **3.8 Loss of connectivity**

3.8.1 If an employee working away from the workplace, experiences connectivity issues which they have been unable to resolve within 30 minutes they must inform their Line Manager. The Line Manager must determine whether the employee can continue working productively without a connection or whether the disruption in connectivity is such that the employee is required to attend a Council building to ensure continuity of work.

3.8.2 Travel time to a council building to resume work will not be classed as working time nor will it be classed as a business-related journey for the purposes of claiming mileage expenses.

3.8.3 Depending on the circumstances, employees who are unable to ensure the continuity of work may be required to record a break in working time under the Council's flexi-scheme arrangements or alternatively take Annual Leave or Flexi Leave.

### 3.9 Childcare and Caring Responsibilities

3.9.1 The ability to work from home or alternative location is not a substitute for childcare or similar carer responsibilities. As with all Council employees, it is the employee's responsibility to ensure adequate provision is in place to avoid conflict with work performance.

3.9.2 Reference should be made to the following policies, which offer options and support to staff in such circumstances:

- Family Leave and Support Policy
- Leave and Absences Policy
- Carer's Policy

### 3.10 Travelling

3.10.1 In line with existing business travel arrangements, the commute between home and the contractual work location will not attract travel allowances. Business-related journeys will be claimable when employees deviate from their usual home to work journey.

3.10.2 Journeys to attend team meetings located at other Council buildings will not be classed as business-related journeys unless the employee has been directed to undertake the journey by their line manager. With the aim of reducing travel time and carbon emissions, every effort should be made to hold the majority of team meetings virtually.

3.10.3 To meet our commitment of reducing our carbon footprint, employees will attend out of county meetings virtually. Where this is not possible out of county travel must be approved by their Corporate Director.

### 3.11 Locations when working remotely

3.11.1 The expectation will be that employees with hybrid working status will only undertake work remotely from their home address or any other address included in their Hybrid Status Application.

3.11.2 There may be occasions where employees wish to work from an alternative location for short durations, e.g. one working day. This may be done with prior agreement from their Line Manager.

3.11.3 There may be occasions where employees wish to work from an alternative location for extended periods e.g. one week or more. In this circumstance, a new 'Hybrid Status Form' must be completed and approved.

### 3.12 Communication and contact

- 3.12.1 Hybrid status employees should be contactable for the duration of their agreed working hours. An employee's Skype status should not be placed to 'Do Not Disturb' without prior agreement from their line manager.
- 3.12.2 Employees must keep their Outlook calendar up to date and provide their line manager with review access.
- 3.12.3 In line with our commitment to reduce our carbon footprint, as well as reduce travelling expenses, internal meetings will be held virtually by default.
- 3.12.4 To replicate in-person meetings employees must have cameras on for all virtual meetings. Employees are expected to be dressed as you would when attending the office.
- 3.12.5 When attending virtual meetings with partners and service users, employees must apply a corporate background (available from Ceri Net).
- 3.12.6 Employees must not, under any circumstances, give details of their home address or telephone number to clients/customers or third parties. An employee's home must never be used for the purpose of holding work related in-person meetings and external mail should always be directed to Council offices and not to the employee's home address.

### 3.13 Equipment

#### **ICT Equipment**

- 3.13.1 In line with recommendations made by the ICT Service, our hybrid status employees will be provided with the necessary ICT equipment to work efficiently remotely. Employees will need to accommodate the recommended equipment in their home.
- 3.13.2 Requests for ICT equipment over and above the standard recommendation will be subject to approval by the ICT Service. There may be occasions where additional equipment is recommended following medical and/or health and safety advice. Approval will be subject to consultation with the People and Organisation Service and the employing service.

#### **Workstation Equipment**

- 3.13.3 In most circumstances, employees must use their own workstation furniture e.g. desks, chairs. These must be compliant with health and safety requirements as identified in the Council's DSE Assessment.
- 3.13.4 Additional workstation equipment may be provided to an individual should a workstation DSE Assessment deem this necessary or due to the requirements of the role.
- 3.13.5 Additional equipment may also be provided for staff who require reasonable adjustments as determined by occupational health.
- 3.13.6 In most circumstances, and in addition to their home workstation set up, equipment will be provided at the place where they indicate that they predominantly work and not across multiple sites.

### 3.14 Health and Safety

- 3.14.1 In addition to the employer's statutory duty of care, employees have a responsibility for the health, safety and welfare of themselves and others while they are carrying out work activities, regardless of the work location.
- 3.14.2 Hybrid status employees will have the same health and safety duties as other employees and will be required to take reasonable care of their own health and safety whilst working from home.
- 3.14.3 Employees must report to their line manager any work-related incident, accident or near miss which has occurred at home, in line with current arrangements.
- 3.14.4 A DSE Assessment will be carried out by all hybrid status employees, supported by their line manager. This will need to be reviewed if any substantial changes are made to the working environment or working arrangements, or if the employee's physical needs change. Employees must fully participate in completing the necessary risk assessment paperwork and review this with their manager. If the employee has any complex health or physical needs, the health and safety team can support with a specific workspace assessment.
- 3.14.5 Hybrid status employees have a responsibility to ensure they have an appropriate workspace with adequate security, storage and screening from activities and noise in the rest of the home. There must also be adequate ventilation, sufficient electric point access and lighting.
- 3.14.6 Hybrid employees should ensure that the general fabric of the home and its fixtures and fittings, including in any area in which they work, is/are maintained in a safe and functional state for performance of work e.g. electrical sockets. Employees should ensure that no equipment is left to charge unattended and that the correct charging device is used in relation to each item of equipment. Any electrical equipment provided by the Council should be visually inspected by the employee regularly for signs of wear, scorching, overheating, cable faults etc. Any defects should be reported to their line manager as soon as possible so that a replacement can be arranged.
- 3.14.7 Hybrid employees will be required to bring work equipment into a specified Council building for PAT testing, when requested to do so.
- 3.14.8 Managers should seek advice regarding any specific concerns around health and safety issues as all health and safety requirements must be appropriately addressed.

### 3.15 Data Protection, Security and Confidentiality

- 3.15.1 Maintaining the security of the information we process is vital and those working away from a Council office are responsible for the security of the data they keep and should comply with all relevant legislation and Council policies, just as if they were working in a Council office.
- 3.15.2 Managers must agree at the outset with their staff as to how confidential or sensitive information will be handled when working in hybrid ways.

### 3.16 Insurance

- 3.16.1 Equipment provided by the Council as part of the hybrid working arrangement will be covered by the Council's insurance policy.
- 3.16.2 Hybrid employees are advised to contact their own insurance company to inform them that they will be working at home.
- 3.16.3 Liability insurance arranged by the Council will operate once risk assessments are completed satisfactorily. Risk control measures identified during risk assessment must be addressed prior to the hybrid working commencing.
- 3.16.4 Employees undertaking their duties remotely are covered by the Council's Employer's Liability Policy. Any work-related accidents must be reported immediately in accordance with the Council's incident reporting guidelines.



## 4. Formal flexible working requests

### 4.1 Eligibility

4.1.1 All employees have the right to submit a flexible working request.

4.1.2 Employees may only make two applications every 12 months.

### 4.2 Implications of an Agreement to Work Flexibly

4.2.1 Formal flexible working requests will likely result in a change to an employee's contract of employment and can have an impact on pay, pension and/or annual leave calculations.

4.2.2 A flexible working arrangement may be agreed as a permanent change or alternatively for a defined period. If deemed necessary by the manager, it may also be subject to a trial period with regular reviews which will be agreed in writing.

4.2.3 There is no right to revert to the original contractual terms at a later date if a permanent arrangement is agreed. The employee may apply for a further change which will be handled as a new and separate request, where the employee must meet the eligibility criteria as set out in this policy.

### 4.3 Application

Formal flexible working requests should be made by submitting a Flexible Working Request Form on dodl.

### 4.4 Responding to a flexible working request

4.4.1 The Employment Relations (Flexible Working) Act 2023 requires that employees should have a conclusive response to their flexible working request within two months of making a request. Unless an extension has been agreed with the employee, this includes the appeal process. Consequently, to allow time for an appeal, it is recommended that managers respond to flexible working requests within 4 weeks.

4.4.2 All flexible working requests should be dealt with in an inclusive and reasonable manner. Where service needs can be met, we encourage a 'yes' by default approach to flexible working. Nevertheless, consideration should be given to the proposed flexible working arrangements, looking at the potential benefits and adverse effects to the employee and to the organisation.

4.4.3 Each request will be considered on a case-by-case basis. Agreeing to one request will not set a precedent or create the right for another employee to be granted a similar flexible working arrangement.

### 4.5. Possible outcomes of a flexible working request

Possible outcomes include:

- granted in full;
- refused; or
- modified by mutual agreement
- granted on a fixed-term basis and/or trial period.

## 4.6 Granting a flexible working request

After having considered the proposed arrangement, the line manager may decide to grant the request without further need for discussion. They should do this by:

- (i) approving the request on dodl; and
- (ii) advising HR of the change to the contract by completing a Contract Variation form.

## 4.7 Considering the Request

4.7.1 Where a line manager believes a request requires further consideration, then a meeting should be held with the employee to discuss the request. This should be held as soon as possible and always within 3 weeks of receipt of the request.

4.7.2 The employee may be accompanied to the meeting by a trade union representative or colleague. It is the employee's responsibility to arrange this.

4.7.3 The purpose of the meeting is to find out more about the proposed working arrangements, how they could be of benefit to both the employee and the Service, and to discuss in a spirit of collaboration, how the employee's request might be made to work in practice.

## 4.8 Refusing the Request

4.8.1 A flexible working request may only be refused for one or more of the statutory reasons listed below. No other reasons, however compelling, can be used.

- The burden of additional costs.
- A detrimental effect on ability to meet customer demand.
- An inability to reorganise work amongst existing staff.
- An inability to recruit additional staff.
- A detrimental impact on quality.
- A detrimental impact on performance.
- Insufficiency of work during the periods the employee proposes to work.
- A planned structural change.

4.8.2 There must always be robust evidence to support the reason for declining the employee's request. This evidence will be referred to in the case of an appeal.

## 4.9 Communicating the decision

4.9.1 Following consideration of the flexible working request the Manager is required to inform the employee of the decision in writing as soon as possible and usually within a week of the meeting.

4.9.2 The letter will include:

- Confirmation that the flexible working request has been agreed, or an alternative has been agreed and the start date of the arrangement.
- Notification that the flexible working request has been refused on clear business grounds permitted by legislation (as noted above) and the reasons. Details on the right of appeal will also be included.

## 4.10 Trialling new working arrangements

Where there is some uncertainty about whether the flexible working arrangement is practicable for an employee and/or the organisation a trial period may be agreed. If a trial period is arranged sufficient time should be allowed for an employee and their manager to implement and become used to the new working practices before taking any decisions on the viability of a new arrangement.

## 4.11 Appeal

- 4.11.1 The employee has the right to appeal the decision if their request is refused or is only agreed in part.
- 4.11.2 The employee may lodge an appeal within 1 week of being notified of a decision on their application. This should be done in writing and clearly state the grounds on which they are appealing.
- 4.11.3 The appeal will be heard within 3 weeks. The employee has the right to be accompanied by a colleague or a Trade Union Representative at this meeting.
- 4.11.4 The employee will normally be informed of the outcome to their appeal within 1 week of the appeal meeting. These time limits may be extended with the agreement of both the employee and the line manager.



Cyngor Sir  
**CEREDIGION**  
County Council

People & Organisation Service

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Caru Love  
**Ceredigion**



# INTEGRATED IMPACT ASSESSMENT (IIA) TOOL

## Proposal Details

<b>Title of Policy / Proposal / Initiative</b>	
Flexible Working Policy	
<b>Service Area</b>	<b>Officer completing IIA</b>
People & Organisation	Geraint Edwards
<b>Corporate Lead Officer</b>	<b>Strategic Director</b>
Geraint Edwards	James Starbuck
<b>Please give a brief description of the purpose of the proposal</b>	
<p>This is a new policy for corporate employees of Ceredigion County Council but replaces the Interim Hybrid Working Policy and sections of the WorkLife Balance Policy, which will cease to exist if this and two other related policies are approved (Leave and Absences Policy and Family Support &amp; Leave Policy). Taken together these policies aim to support employee recruitment and retention through offering competitive provision.</p> <p>This policy sets out the employee flexible working opportunities available in three separate sections: flexi-time scheme, hybrid working scheme and formal flexible working requests. Flexible working can allow employees to balance their work commitments with their responsibilities and interests outside of work and thereby aid health and wellbeing, reduce turnover, increase motivation and talent attraction. The purpose of the Policy is to make employees aware of these opportunities, eligibility and the allocation procedure.</p>	
<b>Who will be directly affected by this proposal? <a href="#">HINT</a></b>	
All corporate employees of Ceredigion County Council	
<b>Have those who will be affected by the proposal had the opportunity to comment on it?</b>	
The policy has been subject to consultation with the recognised trade unions. Any suggested amendments have been considered and incorporated where appropriate.	

## Version Control

The IIA should be used at the earliest stages of decision making, and then honed and refined throughout the decision-making process. It is important to keep a record of this process so that we can demonstrate how we have considered and included sustainable development, Welsh language and equality considerations wherever possible.

<b>Version Number</b>	<b>Author</b>	<b>Decision making stage</b> <a href="#"><u>HINT</u></a>	<b>Date Considered</b>	<b>Description of any amendments made</b> <a href="#"><u>HINT</u></a>
v1	Geraint Edwards	Scrutiny	12/03/2024	

## Council Corporate Well-being Objectives

Which of the Council's Corporate Well-being Objectives does this proposal address and how? Click here to read a summary of our [Corporate Strategy 2022-27](#)

<b>Boosting the economy, supporting business, and enabling employment.</b>	A key aim of this policy is to support the recruitment and retention of employees through offering flexible working opportunities which allow the balancing of work commitments with responsibilities and interest outside of work. By maintaining a complete workforce we are enabling them to contribute to the Council's Strategic Objectives.
<b>Creating caring and healthy communities</b>	As above
<b>Providing the best start in life and enabling learning at all ages</b>	As above
<b>Creating sustainable, greener, and well-connected communities</b>	As above

## National Well-being Goal: A Prosperous Wales

**An innovative, productive, and low carbon society where everyone has decent work and there is no poverty.**

Click [here](#) for information about a prosperous Wales.

**Does the proposal contribute to this goal? Describe the positive or negative impacts. (Click [here](#) for information)**

Through the implementation of this policy, alongside complementary policies, the key aim is to support the recruitment and retention of employees in a flexible, skilled and committed workforce which deliver the Council's strategic objectives, working together with our public body partners, both now and in the long term.

**What evidence do you have to support this view?**

As the largest employer in the county, maintaining a workforce who are employed in well paid jobs across a variety of roles. The majority of our employees live within the county and therefore contribute to the local economy and supporting local businesses.

**What action(s) can you take to mitigate any negative impacts or better contribute to this National Well-being Goal?**

## National Well-being Goal: A Resilient Wales

**A society where biodiversity is maintained and enhanced and where ecosystems are healthy and functioning.**

Click [here](#) for information about a resilient Wales.

**Does the proposal contribute to this goal? Describe the positive or negative impacts. (Click [here](#) for information)**

The key aim of this policy, alongside complementary policies, is to support the recruitment and retention of employees. Some of the Council's work contributes to this Goal.

**What evidence do you have to support this view?**

Our Self-Assessment Report 2022-23 [Performance - Ceredigion County Council](#)

**What action(s) can you take to mitigate any negative impacts or better contribute to this National Well-being Goal?**

## National Well-being Goal: A Healthier Wales

**A society where people make healthy choices and enjoy good physical and mental health.**

Click [here](#) for information about a healthier Wales.

**Does the proposal contribute to this goal? Describe the positive or negative impacts. (Click [here](#) for information)**

This policy, if implemented, will support employees who are able to work in a flexible manner and can allow them to balance their work commitments with their responsibilities and interests outside of work and thereby aid health and wellbeing, reduce turnover, increase motivation and talent attraction.

**What evidence do you have to support this view?**

**What action(s) can you take to mitigate any negative impacts or better contribute to this National Well-being Goal?**

## National Well-being Goal: A More Equal Wales

**A society where everyone has an equal chance whatever their background or circumstances.**

This section is longer because you are asked to assess the impact of your proposal on each group that is protected by the **Equality Act 2010**.

Click [here](#) for information about equality in Wales.

**Do you think this proposal will have a positive or a negative impact on people because of their age? (Click [here](#) for information)**

<b>Children and Young People up to 18</b>	None / Negligible
<b>People 18-50</b>	None / Negligible
<b>Older people 50+</b>	None / Negligible

**Describe the positive or negative impacts.**

This policy will apply to equally to all employees regardless of their age



**What evidence do you have to support this?**

The Flexible Working Policy

**What action(s) can you take to mitigate any negative impacts?**

**Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population?**

**Do you think this proposal will have a positive or a negative impact on people because of their disability? (Click [here](#) for information)**

<b>Hearing Impairment</b>	None / Negligible
<b>Physical Impairment</b>	None / Negligible
<b>Visual Impairment</b>	None / Negligible
<b>Learning Disability</b>	None / Negligible
<b>Long Standing Illness</b>	None / Negligible
<b>Mental Health</b>	None / Negligible
<b>Other</b>	None / Negligible

**Describe the positive or negative impacts.**

This policy will apply equally to all employees.

**What evidence do you have to support this?**

The Flexible Working Policy

**What action(s) can you take to mitigate any negative impacts?**

**Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population?**

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<b>Do you think this proposal will have a positive or a negative impact on people who are transgender? (Click <a href="#">here</a> for information)</b>	
<b>Trans Women</b>	None / Negligible
<b>Trans Men</b>	None / Negligible
<b>Non-binary people</b>	None / Negligible
<b>Describe the positive or negative impacts</b>	
This policy will apply equally to all employees regardless of their sexual orientation	
<b>What evidence do you have to support this?</b>	
The Flexible Working Policy	
<b>What action(s) can you to take to mitigate any negative impacts?</b>	
<b>Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population?</b>	
<b>Do you think this proposal will have a positive or a negative impact on people with different sexual orientation? (Click <a href="#">here</a> for information)</b>	
<b>Bisexual</b>	None / Negligible
<b>Gay Men</b>	None / Negligible
<b>Gay Women/Lesbian</b>	None / Negligible
<b>Heterosexual/Straight</b>	None / Negligible
<b>Describe the positive or negative impacts</b>	
This policy will apply equally to all employees regardless of their sexual orientation	

**What evidence do you have to support this?**

The Flexible Working Policy

**What action(s) can you take to mitigate any negative impacts?**

**Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population?**

**Do you think this proposal will have a positive or a negative impact on people who are married or in a civil partnership? (Click [here](#) for information)**

<b>People who are married</b>	None / Negligible
<b>People in a civil partnership</b>	None / Negligible

**Describe the positive or negative impacts**

This policy will apply equally to all employees regardless of their relationship status

**What evidence do you have to support this?**

The Flexible Working Policy

**What action(s) can you take to mitigate any negative impacts?**

**Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population?**

**Do you think this proposal will have a positive or a negative impact on people who are pregnant or on maternity leave? (Click [here](#) for information)**

<b>Pregnancy</b>	None / Negligible
<b>Maternity</b>	None / Negligible

**Describe the positive or negative impacts**

This policy will apply equally to all employees

**What evidence do you have to support this?**

The Flexible Working Policy

**What action(s) can you take to mitigate any negative impacts or better contribute to positive impacts?**

**Do you think this proposal will have a positive or a negative impact on people because of their ethnic origin? (Click [here](#) for information)**

<b>Asian / Asian British</b>	None / Negligible
<b>Black / African / Caribbean / Black British</b>	None / Negligible
<b>Mixed / Multiple Ethnic Groups</b>	None / Negligible
<b>White</b>	None / Negligible
<b>Other Ethnic Groups</b>	None / Negligible

**Describe the positive or negative impacts**

This policy will apply equally to all employees regardless of their ethnic origin

**What evidence do you have to support this?**

The Flexible Working Policy

**What action(s) can you take to mitigate any negative impacts?**

**Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population?**

**Do you think this proposal will have a positive or a negative impact on people with different religions, beliefs, or non-beliefs? (Click [here](#) for information)**

<b>Buddhist</b>	None / Negligible
<b>Christian</b>	None / Negligible
<b>Hindu</b>	None / Negligible
<b>Humanist</b>	None / Negligible
<b>Jewish</b>	None / Negligible
<b>Muslim</b>	None / Negligible
<b>Sikh</b>	None / Negligible
<b>Non-belief</b>	None / Negligible
<b>Other</b>	None / Negligible
<b>Describe the positive or negative impacts</b>	
This policy will apply to equally to all employees regardless of their ethnic origin	
<b>What evidence do you have to support this?</b>	
The Flexible Working Policy	
<b>What action(s) can you to take to mitigate any negative impacts?</b>	
<b>Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population?</b>	

<b>Do you think this proposal will have a positive or a negative impact on men or women? (Click <a href="#">here</a> for information)</b>	
<b>Men</b>	None / Negligible
<b>Women</b>	None / Negligible
<b>Describe the positive or negative impacts</b>	
This policy will apply to equally to all employees.	

**What evidence do you have to support this?**

The Flexible Working Policy

**What action(s) can you to take to mitigate any negative impacts?**

**Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between men and women?**

**Do you think this proposal will have a positive or a negative impact on people from the Armed Forces Community? (Click [here](#) for information)**

<b>Members of the Armed Forces</b>	None / Negligible
<b>Veterans</b>	None / Negligible
<b>Spouses</b>	None / Negligible
<b>Children</b>	None / Negligible

**Describe the positive or negative impacts**

This policy will apply to equally to all employees

**What evidence do you have to support this?**

The Flexible Working Policy

**What action(s) can you to take to mitigate any negative impacts?**

## Socio-economic Duty

Socio-economic disadvantage means living on a low income compared to others in Wales, with little or no accumulated wealth, making it more difficult to access basic goods and services.

Family background or where a person is born still affects their life. For example, a child from a wealthy family often does better at school than a child from a poor family, even if the poorer child is more naturally academic. This is sometimes called socio-economic inequality.

<b>Do you think this proposal will have a positive or a negative impact on people experiencing socio-economic disadvantage?</b>	None / Negligible
<b>Describe the positive or negative impacts</b>	
This policy will apply to equally to all employees regardless of their socio-economic position.	
<b>What evidence do you have to support this?</b>	
The Flexible Working Policy	
<b>What action(s) can you to take to mitigate any negative impacts?</b>	
<b>Is there an opportunity to use this proposal to eliminate unlawful discrimination, advance equality of opportunity or encourage good relations between people in this group and the rest of the population?</b>	

## National Well-being Goal: A Wales of Cohesive Communities

**A society with attractive, viable, safe, and well-connected communities.**

Click [here](#) for information about cohesive communities.

<b>Does the proposal contribute to this goal? Describe the positive or negative impacts. <a href="#">HINT</a></b>
The key aim of this policy, alongside complementary policies, is to support the recruitment and retention of employees. Much of the Council's work contributes to this Goal.
<b>What evidence do you have to support this view?</b>
Our Self-Assessment Report 2022-23 <a href="#">Performance - Ceredigion County Council</a>

**What action(s) can you take to mitigate any negative impacts or better contribute to the goal?**

## National Well-being Goal: A Wales of Vibrant Culture and Thriving Welsh Language

**A society that that promotes and protects culture, heritage, and the Welsh language and which encourages people to take part in the arts, sports, and recreation.**

Click [here](#) for information about culture and the Welsh language

**Does the proposal contribute to this goal? Describe the positive or negative impacts.**

The key aim of this policy, alongside complementary policies, is to support the recruitment and retention of employees. Much of the Council's work contributes to this Goal.

**What evidence do you have to support this view?**

Our Self-Assessment Report 2022-23 [Performance - Ceredigion County Council](#)

**What action(s) can you take to mitigate any negative impacts or better contribute to the goal?**

**With reference to the following, do you think this proposal will have a positive or negative effect on the Welsh language?**

Click [here](#) for information

<b>Opportunities for people to use the Welsh language</b>	None / Negligible
<b>Treating the Welsh language, no less favourably than the English language</b>	None / Negligible

**What evidence do you have to support this view?**



**What action(s) can you take to increase the positive impact or mitigate any negative impact on the Welsh language?**

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## National Well-being Goal: A Globally Responsible Wales

**A society that considers how our actions might impact on other countries and people around the world.**

Click [here](#) for information about global responsibility.

**Does the proposal contribute to this goal? Describe the positive or negative impacts. HINT**

Does not contribute to this Goal.

**What evidence do you have to support this view?**

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**What action(s) can you take to mitigate any negative impacts or better contribute to the goal?**

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## Strengthening the Proposal

If you have identified any negative impacts in the above sections, please provide details of any practical changes and actions that could help remove or reduce the negative impacts.

What will you do?	When?	Who is responsible?	Progress

<p><b>If no action is to be taken to remove or mitigate negative impacts, please justify why. (If you have identified any unlawful discrimination then the proposal must be changed or revised.)</b></p>			
<p></p>			
<p><b>How will you monitor the impact and effectiveness of the proposal?</b></p>			
<p></p>			

### Sustainable Development Principle: 5 Ways of Working

Describe below how you have implemented the five ways of working in accordance with the sustainable development principle of the Well-being of Future Generations (Wales) Act 2015

<p><b>Long term</b> Balancing short-term needs with long-term need and planning for the future.</p> <p><u>HINT</u></p>	<p>Through the implementation of this policy, alongside complementary policies, the key aim is to support the recruitment and retention of employees in a flexible, skilled and committed workforce which deliver the Council's strategic objectives, working together with our public body partners, both now and in the long term.</p>
<p><b>Collaboration</b> Working together with other partners to deliver.</p> <p><u>HINT</u></p>	<p>Using the excellent working relationship we have with our recognised trade union partners collaboration on this policy has taken place leading to the development of this document.</p>
<p><b>Involvement</b> Involving those with an interest and seeking their views.</p> <p><u>HINT</u></p>	<p>The consultation on this policy with our recognised trade union partners has allowed the opportunity for them to comment on the development of the policy on behalf of their members, ,i.e. our employees.</p>
<p><b>Prevention</b> Putting resources into preventing problems occurring or getting worse.</p> <p><u>HINT</u></p>	<p>Recruitment in the public sector is challenging and this is unlikely to change in the near future. The key aim of this policy, alongside complementary policies, is to support the recruitment and retention of employees through offering competitive provision.</p>


<p><b>Integration</b>          Considering the impact of your proposal on the four pillars of well-being (social, economic, cultural and environment) the objectives of other public bodies and across service areas in the Council.</p> <p><u>HINT</u></p>	<p>Through the implementation of this policy, alongside complementary policies, the key aim is to support the recruitment and retention of employees in a flexible, skilled and committed workforce which deliver the Council's strategic objectives, working together with our public body partners, both now and in the long term.</p>
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## Risk

Summarise the risk associated with the proposal.

	1	2	3	4	5
Impact Criteria	Very Low	Low	Medium	High	Very High
Likelihood Criteria	Unlikely to occur	Lower than average chance of occurring	Even chance of occurring	Higher than average chance of occurring	Expected to occur
<b>Risk Description</b>	<b>Impact</b>		<b>Probability</b>	<b>Score (Impact x Likelihood)</b>	

## Sign Off

Position	Name	Signature	Date
Corporate Manager		X _____	Click or tap to enter a date.
Corporate Lead Officer	Geraint Edwards		22/02/2024
Corporate Director	James Starbuck	X _____	Click or tap to enter a date.
Portfolio Holder	Cllr Bryan Davies	X _____	Click or tap to enter a date.

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<sup>1</sup> Last updated 20/10/2023