



## Flexible Working Policy

### Policy Statement

Spirit offers all staff the opportunity to request flexible working patterns within the guidelines set out in this policy, so long as they enable us to meet our business needs.

Flexible working arrangements, including flexible hours, are available to all staff to request. Work hours are normally within 8am and 6.30pm on weekdays. Exceptions to this include required weekend or evening commitments, as agreed with your line manager.

For a permanent pattern of home working arrangements (i.e always working away from the office on a set day each week), and any significant changes to the hours and days you work, you must have your line manager's written agreement on an Individual Working Pattern Form (in the Egnyte: HR/Forms folder) which you and Spirit will keep as an ANNEX to your Contract.

### Policy Guidelines

1. Spirit wants our staff to be able to get work done with maximum flexibility and minimum constraints, both for the individual and the organisation, and ensure that our working practices support a good home/life balance and the wellbeing of staff.
2. For the purposes of this policy, flexible working refers to specific and set patterns of work – hours, days or a specific pattern to work location – that do not form part of your Contract of Employment.
3. This policy covers:
  - a. arrangements to flex your hours on a weekly basis to meet your personal circumstances and/or support your wellbeing previously in the Flexible Hours Policy).

- b. arrangements for requesting a long-term/permanent change to your working pattern (hours/days/location).
4. Spirit also has a Hybrid Working Policy - hybrid working is defined as working a mixture of working from the office and homeworking, with a specific requirement to spend some time working in the office each week. Remote working is defined as working in a location other than the office or the home.
  5. Staff working flexibly and/or remotely must keep in regular contact with their line manager and other members of the team. If you mostly work away from the London office, or if your line manager mostly works away from the office, you should book regular (at least weekly) telephone or video sessions with your line manager, monthly sessions with the Chief Executive and stay in close touch with colleagues you are working with on specific projects or tasks. Slack is a useful way to keep in contact on general office matters.

## Flexible Hours

6. The guidelines for flexing your hours on a weekly basis are:
  - ✚ The majority of your hours must be within core business hours (9.30am – 4.30pm) to ensure you can maintain appropriate interaction with your line manager and team.
  - ✚ Flexible hours will vary depending on the requirements of your role – e.g. for GLMs you need to have enough availability at times that allow you to respond to the needs of your grantees.
  - ✚ Internal meetings that require your attendance include, but are not limited to: weekly priority setting (SMT and Programme Team) meetings, line manager 1:1s and Programme Team and Team meetings (as applicable to your role) for which all team members need to be available for (unless there is a pre-agreed reason). These meetings will take place during core hours.
  - ✚ Flexible hours must be agreed on a weekly basis in collaboration with your team so that they work for everyone and do not put undue pressure on team members or create a feeling of ‘unfairness’.
  - ✚ Flexible hours must be visible and communicated clearly to all staff – this should be done by blocking off the time as ‘out of office’ and mark ‘Not Working’ in your diary.
  - ✚ Flexible working hours can be regular or can be used for one off and ad-hoc occasions, for example, caring responsibilities or non-work appointments.
  - ✚ Although there is not a complete exclusion of working late nights or weekends, this needs to be limited and agreed by your line manager as an exception. We all need time off to rejuvenate.

**We want to manage your performance in the role, not count your hours. We will continue to assess staff performance using 1:1s and the performance management system. If we think that flexible working is negatively impacting your performance**

**in terms of outputs and outcomes, or your attitude and approach to work, we will give you this feedback and discuss how best to address it through the line management process.**

### Changes to working hours/pattern of work

7. Any staff member that has successfully completed their probation and that wants to make regular changes to their working pattern can request additional flexibility within their terms and conditions of employment. For example, job sharing, a move to part-time working, enhanced term-time working or staggered hours. You should make requests in writing to the Chief Executive with the approval of your line manager.

Requests must include the following information:

- ✚ Why you would like to make the change, e.g. any caring responsibilities you have, or will have.
- ✚ The change or changes you would like to make.
- ✚ A statement that you are making the request under the statutory right to request flexible working.
- ✚ The date you would like the change to start.
- ✚ Your, and your line manager's, assessment of the effects the change would have on Spirit and how any detrimental effects could be mitigated.

### Consideration of Requests

8. If your line manager approves your request the Chief Executive will discuss it with you within 28 days. She may reject your request if she considers that one or more of the following applies:
  - ✚ Your request entails significant revision of the distribution of responsibilities amongst the team, with consequent detrimental impact on colleagues and/or stakeholders.
  - ✚ Your request creates the need for us to recruit additional staff, for which we lack the facilities and/or which the Board does not approve.
  - ✚ Your request entails additional costs.
  - ✚ The change would have a detrimental effect on Spirit's ability to meet partner and stakeholder needs.
  - ✚ The change risks a detrimental impact on business performance.
  - ✚ Your proposed working hours either would leave Spirit understaffed at certain points in the week or year or would create staffing capacity above our needs at certain points in the week or year.
9. The Chief Executive will write to you within 14 days of the meeting, agreeing the request, or explaining the reasons for rejecting it. If she and your line manager agree the request, you should then record it on the Individual Working Pattern form

and append it to your contract. Your line manager and you will review the arrangements at mid and end year PDP review meetings to ensure they are working well for you and for Spirit.


## Appeals

10. If you are not satisfied with the decision, you have the right to appeal to the Chair of the Audit & Risk Committee. Your appeal must be in writing, setting out the grounds of appeal within 14 days of your application being rejected. Within 14 days of receiving the appeal, the A&R Committee Chair and the Chief Executive and/or your line manager, must meet you at a mutually convenient time and place. You have the right to be accompanied by a friend or colleague at this meeting.
11. The A&R Committee Chair must give a written and dated appeal decision within 14 days of this meeting. If the result is a rejection, the decision must explain why within the terms of this policy.

## Trial period

12. If we grant your request to change your working arrangements it will initially be for an agreed trial period after which you, your line manager and the Chief Executive will review the arrangements. If we all agree the change has worked well, and if it involves an increase or reduction in working hours, your line manager will proceed to amend your terms and conditions and the change will become a permanent contract variation, unless and until you, your line manager and the Chief Executive agree otherwise. Use the Individual Working Pattern form to record changes which do not involve an increase or reduction in hours, for example regular working from home, a 9 out of 10 day working week etc.

## Home Working

13. Our flexible working policy means that we are supportive of staff working from home, either on a regular basis, as agreed with your line manager, or working a mixture of days in the office and at home that will change depending on the work need. Please see the Hybrid Working Policy for arrangements to split your week between working in the office and at home. Regular and specific work from home days (e.g. working from home every Friday) need to be requested as above and recorded on an Individual Working Pattern form.
14. Within this flexibility, please observe the following principles:
  -  When you are ill and feel unable to travel into the office this is sick leave, not 'working from home', unless you are well enough to be working for most of the day (at least 5 hours) and are able to meet the needs of the business on those days. You should notify your line manager of your situation and status by 10am on the day concerned and, if working from home, please let

colleagues know that you are contactable and be ready to respond to messages that require your attention.

- ✚ If you are well enough to work but have the symptoms of a mild contagious illness (e.g. a cold or upset tummy) we may ask you to work from home to minimise spread in the team (see Hybrid Working Policy for more detail).
- ✚ Working from home needs to be clear and planned, either through the Hybrid Working protocols or an approved specific request. Working from home should not be done on an unplanned or ad hoc basis; unless circumstances are beyond your control (e.g. failed transport) or in an emergency.
- ✚ Your working from home should not inconvenience other team members, for example, by causing meetings to be cancelled.

### **Monitoring and Review of this policy**

We will review this policy once every three years, or if an issue arises that requires us to amend it for example change to relevant legislation. We will train staff in the process and hold refresher training annually so all staff know what to do if an issue arise.