Fiveways School
Flexible Working and Work Life Balance Policy

Policy Review

Review Cycle	Date of Current Policy	Author(s) of Current Policy	Review Date
Annual	October 2025	SSE	October 2026

Policy Ratification

Role	Name	Signature	Date
Chair of Governors	Malcolm Gulliver	At governors meeting	03.10.25
Headteacher	Swavek Nowakiewicz	At governors meeting	03.10.25

Details of Policy Updates

Date	Details
March 2023	Section 9 Updated guidance from SSE
October 2023	Updated guidance from LA
September 2024	Updated to reflect the changes in statutory legislation effective 6th April 2024.
October 2025	Updated to reflect the changes in statutory legislation effective 6th April 2024.

The purpose of this policy and procedure is to support the effective reporting, recording and management of flexible working to reduce its impact on service delivery and provide appropriate support to employees.

This policy statement aims to set out Fiveways school's arrangements for managing flexible working for the purpose of providing all staff with information about Local Authority Guidance that the school has adopted. It sets out:

- Procedures in relation to Working Life Balance.
- Details of guidance are available in the attached appendices.

Somerset Council | Support Services for Education

Flexible Working and Work-Life Balance

Version Number	1
Location	Guidance for Schools Volume 1 Section 9
Author	HR Advisory – Support Services for Education (SSE)
Published	September 2025
SSE Review Date	September 2026
Effective Date	Formal Adoption by school
Consultation	This Guidance is in line with Somerset Council's approach to Work-life balance and flexible working and has been subject to consultation and agreement.
Summary of Changes	Updated to reflect the changes in statutory legislation effective 6th April 2024.

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1. Policy Statement

This policy sets out the procedure to be followed in considering and responding to an employee's request for flexible working that results in a contractual variation. Flexible working can increase staff motivation, promote work-life balance, enrich employee wellbeing and improve performance and productivity.

Flexibility in working arrangements is an important tool in enabling employees to maintain or improve their balance between home and work. The school/college/ academy will strive to meet the flexible working arrangements for employees. Solutions to improve or maintain an employee's work-life balance should be achieved through discussion and agreement between employees and the Headteacher/Line Manager and will often have benefits to both the individual and the school/college/ academy.

This policy outlines several options in relation to flexible working and sets out the procedure and protocols to follow. It is recognised that one size does not fit all, and the Headteacher and employees should be willing to look at creative solutions to balance school/college/academy requirements and the individuals' needs.

Consideration and response to flexible working requests/proposals should be consistently applied to all employees' regardless of age, gender, disability, race, religion, sexual orientation, and other characteristics protected by the Equality Act 2010.

For the purposes of this policy 'Headteacher' can mean a member of school management as appropriate.

1. Scope of the Policy

This policy covers all employees in schools maintained by Somerset Council and for Academies who purchase the HR Advisory Service through SLA Online (SSE) and choose to adopt it. It is a local agreement, thus part of each employee's contract of employment.

2. Legal Framework

This policy incorporates and enhances the obligations placed on the school/college/ academy to examine requests for flexible working. The school/college/academy offers the right to request flexibility in working arrangements to all employees. The primary legislation guiding the policy is 80F of the Employment Rights Act 1996 and the Employment Relations (Flexible Working) Act 2023. Other associated legislation includes the Equalities Act 2010 and The Part-Time Workers (Prevention of Less Favourable Treatment) Regulations 2000.

3. Right to Request Flexible Working

The right to flexible working is available to all employees from day one of employment.

An employee can make a flexible working request twice every 12 months.

To be eligible to make the request an employee must not have made two applications to work flexibly in the last 12 months. A Headteacher may agree to accept more than two requests in a year due to exceptional circumstances, for example a major change in the role or a change in personal circumstances.

The processes described below follow the statutory requirements where applicable.

A qualifying employee is able to ask for changes in their terms and conditions relating to:

- reduction in hours of work.
- working pattern.
- location of work (i.e. fixed work base/office, fixed home working and field working or a combination of these).

There are a number of flexible working arrangements for example part time working and job sharing that would fall under one of the above categories and should be considered. This policy does not cover dynamic working, which is a more informal arrangement relating to where or when the employee works.

There are many reasons why an employee may consider a request for flexible working, some common examples are:

- to meet family and caring responsibilities.
- to practise religious observance.
- to prepare for retirement.
- for health and wellbeing.
- to combine work and continuing education.
- temporary or one-off events such as time off around exams or extended annual leave.

4. Types and Impacts of Flexible Working

There are many forms of flexible working. Please see Appendix J for more information on each type.

Conditions of employment for employees working flexibly shall remain the same except in specific areas for example:

- pay.
- annual leave.
- sick pay.
- maternity.
- pension – The effect of working reduced hours will depend on a number of factors e.g., the extent of the reduction, whether the employee is nearing retirement etc. Therefore, individuals will have to contact Peninsula Pensions or Teachers pensions to discuss their circumstances.

The examples above will be pro-rata depending on the number of hours and working weeks worked.

5. Making a Request

An Employee Statutory Flexible Working Request Form (doc) can be found in Appendix A and must be completed in full to allow the Headteacher to make a thorough initial assessment of the request.

6. Procedure

The legislation sets out that requests for flexible working should be dealt with in a timely manner and the consideration process must be completed within two months of first receiving a request, including any appeal. If for some reason the request cannot be dealt with within two months then an employer can extend this time limit, provided the employee agrees to the extension.

Headteacher:
When a Headteacher/manager receives a Flexible Working request they must make a practical business assessment of the viability of the request as soon as possible after receiving the request. To help with consistency, it is recommended that Headteachers do this in consultation with the HR Advisory Service. Please refer to the Business Assessment Checklist – Suitability for Flexible Working (Appendix C).

The Headteacher should meet with the employee to discuss the request within 28 days of the date it was received. If the Headteacher intends to approve the request, it is still good practice to meet with the employee to discuss the arrangements.

If the Headteacher is considering rejecting the request, they must meet with the employee to consult with them about the request. The aim of the consultation is to determine if a compromise can be found.

There are three possible outcomes to a Flexible Working Request. The Headteacher must give written confirmation of the outcome within 14 days of the meeting:

The Request is Accepted
If the Headteacher is prepared to accept the flexible working request as it stands, the employee should be notified in writing. That notification must specify the agreed variation(s) in the contract, any other action required and the effective date. See the Confirmation of Agreed Contract Variation Template Letter (Appendix D). Guidance may be sought from the HR Advisory Service before a decision is taken on the request.

A Compromise to the Flexible Working Request is Agreed
There may be instances where the Headteacher is unsure whether the arrangements requested are sustainable and it may be possible to mutually agree variations to the request, such as a temporary arrangement or trial period. This agreement should also be put in writing to prevent confusion at a later date. It is also necessary to include any review points. See the Confirmation of Agreed Contract Variation Template Letter (Appendix D).

The Request is Rejected
If the Headteacher does not feel able to agree the request to the contractual change, then a meeting to discuss the reasons must be held.

The reason(s) for rejecting a Flexible Working Request must be for one or more of the Statutory Reasons for Rejecting Flexible Working Request listed below. It cannot be for any other reason.

Where a request is rejected, the Headteacher must provide the employee with a signed and dated declaration of the statutory reason supported by an explanation of

the business reasons, which apply in the circumstances of the application. See the Rejection of Request to Vary Contract Template Letter (Appendix G). Advice should be sought from the HR Advisory Service prior to making a decision. Employees have the right to appeal a rejection.

7. Appeals

- Appeals must be made within 10 working days of the employee being notified in writing of the decision and should be sent to the Clerk to the Governors. The employee must set out the grounds for appeal in writing and sign and date it.

- The Governors Personnel Committee will hear the appeal, and the employee should be given a written decision within 10 working days of the appeal hearing unless an extension is agreed.

- The appeal should be conducted in accordance with Section 2a – Governor Appeal Guidance and Procedure, Appendix 1.

- If the appeal is upheld, the decision must specify the agreed contract variation(s) and the start date.

- Where the appeal is rejected, a statement must be given to the employee stating the grounds for dismissing the appeal. The decision of the Governors Appeals Committee will be final.

8. Extending Time Limits

In the interests of enabling a mutually satisfactory outcome to an application any of the time limits listed above can be extended by mutual agreement.

The agreement to extend time limits should be in writing, signed by the Headteacher and the employee and outline the reasons for the extension.

9. Right to be Accompanied at Meetings

An employee will have the right to be accompanied at meetings concerning a Flexible Working Request. The right to be accompanied can only be through a trade union representative or a work colleague of the employee's choice.

10. Statutory Reasons for Rejecting a Request

The reason for rejecting a request must fall under at least one of the following eight statutory grounds:

- Burden of extra cost to the business.
- A detrimental effect on the ability to meet customer demand.
- Inability to organise work within existing staff.
- Inability to recruit additional staff.
- Detrimental impact on quality.
- Detrimental impact on performance.
- Insufficient work during the periods the employee proposes to work.
- Planned structural changes.

Where a request is rejected one or more of the above reasons must be stated along with sufficient explanation as to why the reason(s) applies to this request. Facts used to support the reason for refusal must be capable of substantiation. It would not, for example, usually be sufficient to state "inability to recruit additional staff" as a reason without carrying out a recruitment exercise. If, however, the school/college/academy had recently attempted to recruit for similar positions and had not been able to appoint a suitable person, this could then be seen as sufficient evidence.

Headteachers also need to consider whether the business reasons, which have led to a rejection, are likely to change in the foreseeable future. If this is the case, in rejecting a request, Headteachers should consider proposing a review of the request at that point in the future when the business circumstances are likely to change.

12. Trial Periods

On occasions it may not be clear as to what the impact of revised working arrangements will be, or whether it will be possible to sustain specific patterns over a period of time. Where this is the case, it may be worth exploring the possibility of a trial period.

The length of the trial period should be long enough to give a true indication of any problems and examine potential solutions. This would vary depending on specific circumstances but generally a period of at least one term would enable a reasonable assessment.

If the employee and Headteacher agree to a trial period, it is important that this agreement is in writing (Appendix F, Confirmation of Trial Period template letter). The agreement should state the following.

- The date the revised working arrangements will start.
- The nature of the new working arrangement e.g. changed hours of work, days of work or place of work.
- The planned end date of the trial period, and a statement that working arrangements will return to normal, unless otherwise agreed.
- How regularly the arrangements will be reviewed over the period.

The option to end the trial early and revert back to current working practices should only occur when it becomes clear that the trial is not successful and to continue would have a significant impact on the delivery or quality of Teaching and Learning or other services in the school/college/academy. Sufficient notice should be given to allow an employee to make alternative arrangements when the trial is terminated early.

It is important that the Headteacher and employee meet regularly to review the trial. (Please refer to the Flexible working Review Form, Appendix H). At the end of the trial, or earlier if it is felt that sufficient evidence has been gained, the options are:

- The trial is successful, and the employee is formally notified of any contractual change.
- The trial is extended by mutual agreement.

- The decision is made, following a meeting, that the revised working practices cannot be sustained, and the request is rejected due to one of the Statutory Reasons for Rejecting a Request listed above.

13. Protocol for Business-Led Flexibility

The process above outlines how flexible working can be achieved as a result of a request from individual employees for the benefit of both the individual and the school/college/academy.

The following protocol applies to new and existing posts where Headteachers identify an operational need for a more flexible approach to work.

To avoid the arbitrary introduction of revised working patterns, there will be responsibility on Headteachers to justify their proposals by demonstrating the rationale for the proposed changes to the school/college/academy. These proposals should be discussed with the Personnel Committee of the Governing Body.

14. Legal/Contractual Framework

In determining working arrangements to suit the needs of the school/college/academy, Headteachers will consider the circumstances of individuals and groups of individuals.

Headteachers need to ensure that health and safety risk assessments are applicable to flexible hours as to “normal” school/college/academy hours.

It is also necessary for Headteachers to consider the guidance on the Working Time Regulations.

15. Consultation Process

Headteachers will consult staff affected and their representatives in advance of any proposed changes so that they can explore the implications for individuals.

16. Hours, Times and Place of Work

The provisions of the local Single Status agreement will apply with regard to recompense for flexible working patterns, including enhanced rates of pay and/or time in lieu.

17. Reasonable Notice

As far as is practicable, revised working arrangements should be organised well in advance with the aim that staff are able to make plans outside of their work. This includes changes to timetabling meaning the employee works on different days.

Working time arrangements should avoid:

- short notice changes to rostered or expected patterns of work.
- excessive hours in any particular week.
- setting work patterns over excessively long periods, which would reduce flexibility.

18. Written Confirmation

The extent of individual flexible working time arrangements will be clearly set out in writing at the outset. (Please refer to Appendix I for confirmation of agreed contract variation – Business led change template letter).

19. Promotion and Development

When recruiting for vacant posts that provide opportunities for promotion and development, Headteachers should consider all applicants on merit regardless of their current flexible working arrangements and needs.

When reviewing the number of promotional and developmental posts in teams that require flexible working patterns, Headteachers need to take into account that there may be some staff that are looking for promotional and developmental opportunities who are currently unable to work more flexibly.

Appendix A

Employee Statutory Flexible Working Request Form

Employee's Full Name	
NI or Employee number	
Job Title	
Employee contract details	Teacher / Support Staff *(please delete)* - Number of hours:
Line Manager's Name	

I am making a statutory request for flexible working under the Employment Rights Act 1996, Section 80F.

Current Contract

Current number of weekly hours	
Number of weeks you work	
Current times, e.g. 9-12 Monday – Friday:	Monday Tuesday Wednesday Thursday Friday
Are you currently on a flexible work arrangement? If so, which, e.g. part-time:	

What flexible working option would you like to take up?

Date of Request:	
Type(s) of flexible working you are applying for: *(please circle the one(s) that apply)*	
Job share Part-time working Compressed hours Staggered hours Flexi time Annualised hours Remote or hybrid working Other *(please specify)*	
Please detail the changes you are requesting	
New number of hours:	
New number of weeks worked:	
New days and times of work:	
Proposed start date of new working arrangements:	
Reason for request (optional but helpful for consideration): e.g. caring responsibilities, health, education, religious observance etc.	
Have you made a request for flexible working in the past 12 months?	Yes / No **If yes, please state**: The approximate date you applied: The type of flexible working arrangement you applied for: The outcome of your request:

Is this permanent or temporary, if temporarily, how long for?	Permanent / Temporary Duration: …… End Date: ……

Employee Declaration

I confirm that this is a statutory request for flexible working and that I meet the eligibility criteria.

Signed (employee) …… Date……

Headteacher Only

Approval given / Approval declined (***Please delete as appropriate***)

If approved, what was approved and the agreed start date and duration:

If decline, you must hold a meeting with the employee (within 28 days) to discuss other alternatives. The date of the meeting was:
In the presence of:

Options explored at this meeting:

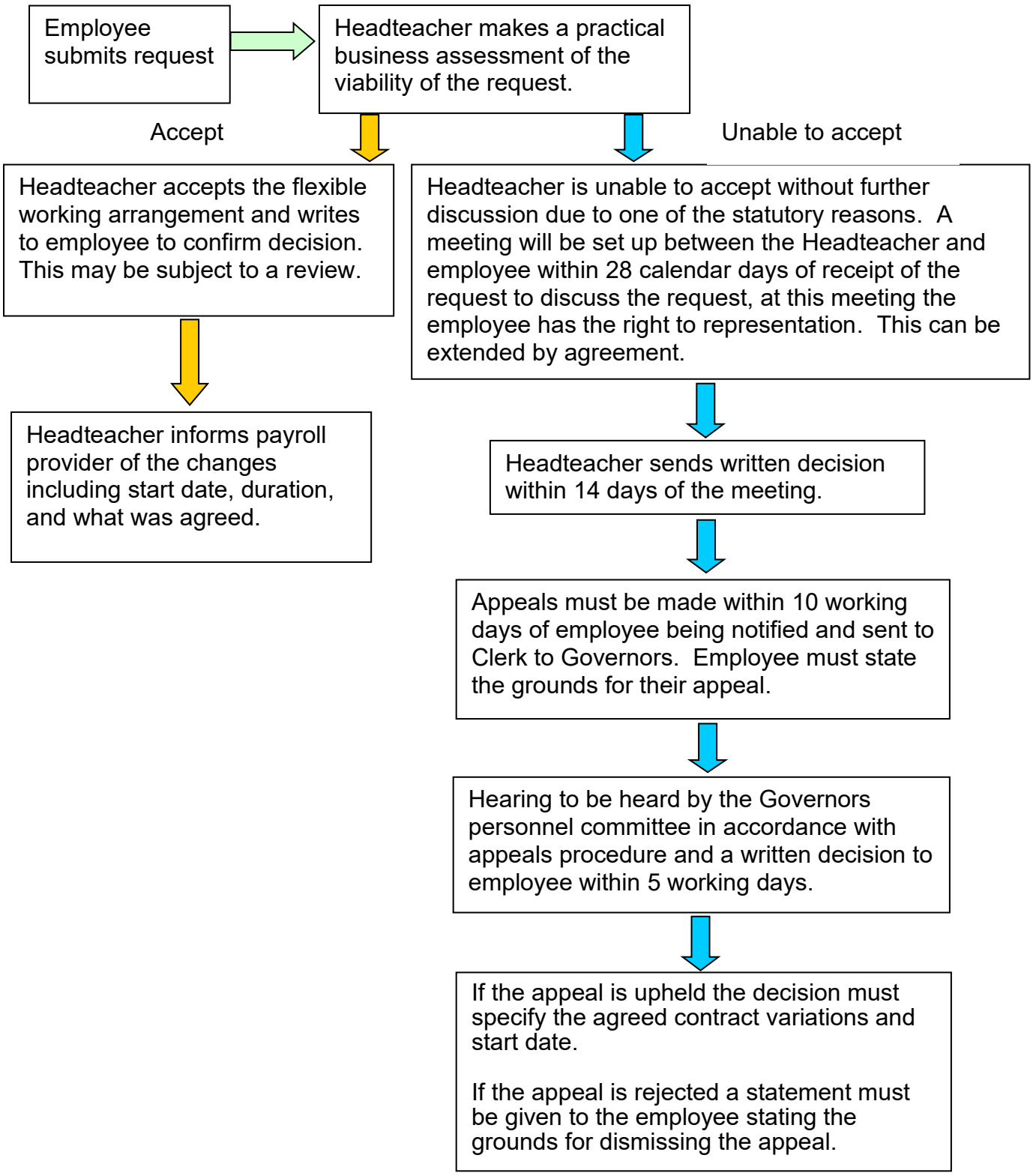
If declined, reasons for this (please include explanation):

- Burden of additional costs.
- Detrimental effect on the ability to meet customer demand.
- Detrimental impact on quality.
- Detrimental impact on performance.
- Inability to reorganise work amongst existing staff.
- Inability to recruit additional staff.
- Insufficiency of work during the periods the employee wishes to work.
- Planned structural changes.

Signed (Headteacher): …… Date: ……

Appendix B

Process for Flexible Working



NB – Working days are in line with legal requirements. When these fall across school closure periods both the manager and the employee should look to agree a suitable response date that allows adequate working time for a response without undue delay for the employee.

Appendix C

Business Assessment Checklist – Suitability for Flexible Working

Considerations (Suggested questions to think about)	Yes	No	Yes, with changes Action required
Work performance • You have identified key performance measures that will help you measure the impacts of the flexible working? Other considerations:			
Colleagues/Team • You have systems to ensure communications a maintained? • The work profile requirements of the school/ college/individual can be accommodated? Other considerations:			
Efficiency of school/college service delivery • Can the operational processes affecting the school/college be maintained? • Can the work be timetabled accordingly? • Can relationships with colleagues, children and parents be maintained to the required level? Other considerations:			
Employee Skills & Competencies • Do they have the skills and competencies to support the flexible working to maintain teaching and learning standards and delivery? (For example: planning, prioritisation, communication, time management) • Are there any training requirements? Other considerations:			

Considerations (Suggested questions to think about)	Yes	No	Yes, with changes - Action required
Requirements of the post/nature of work (It might be helpful to refer to Job Description/s) • Confidential and sensitive data can be handled securely? • Information systems and resources required to perform the duties can be accessed/shared securely? • Can supervision provided to and by the post be delivered effectively? • Ability to control and schedule workflow? • Requirement to be available to attend meetings, supervision and training? • Staff that have reasonable adjustments – can this still be accommodated? E.g. equipment Other considerations:			
Health & Safety • Does the work environment meet health, safety and DSE standards?			
Costs/ Savings			
• Set up costs? • Training costs? • Recruitment? • Staffing budget?			

Appendix D

Dear ……

Confirmation of Agreed Contract Variation – Statutory Flexible Working Request

Following your statutory flexible working request on (date) and subsequent meeting on (date) I am writing to confirm the following contractual changes.

It has been agreed that your hours of work / times / will change from …….to: …… on a *permanent basis or temporary basis until (date).*

(Outline any other conditions of the agreed change following the flexible working request, such as: requirement to attend meetings or where details of working arrangements will be agreed with your Line Manager in advance.)

(Insert if part time hours) Your pay and sick pay will be calculated on a pro-rata basis. For information on the impact on your pension please contact the Pensions Department or Teachers Pension for guidance.

These changes will come into effect from (date).

Optional: As you are aware there may be occasions when your *working pattern* will need to be varied to meet operational demands or your personal needs. As discussed, there will need to be some flexibility to ensure that the arrangements work effectively for both you and the school/college/academy.

Please note that all your other terms and conditions, as specified in your Statement of Particulars dated (Date) will remain the same *on a pro rata basis. (*Include if total number of hours has reduced).

Please sign the copy of this letter enclosed and return it to ……. by (date).

Yours sincerely

Headteacher

I confirm that I have read, understood, and accept the above:

Signed: Date:

Appendix E

Dear……

Statutory Flexible Working Request

I am writing to invite you to a meeting to discuss your statutory flexible working request. The meeting will take place on (date) at (time) at (venue). The meeting will also be attended by (management colleague/governor)

The outcome of the meeting could result in a permanent variation to your contract. Whilst it is intended that this management meeting will be informal in nature, you may bring your professional association/trade union representative or a work colleague with you if you so wish. Please let me know prior to the meeting if you intend to be accompanied.

You will be notified in writing of the outcome of the meeting. If you have any queries prior to the meeting, please let me know.

Yours sincerely

Headteacher

Appendix F

Dear ……

Confirmation of Arrangements for Trial Period – Statutory Flexible Working Request

Following your statutory flexible working request on *(date)* and subsequent meeting on *(date)* I am writing to confirm the arrangements for a trial period.

A trial period has been agreed for an initial duration of …… months to allow time to establish the impact that the change of your *hours of work / times / place of work from XXXX to XXXX* will have on the *school/college/academy*. The trial period will start with effect from *(date)*. The planned end date for this trial is *(date)*. Review meetings will be held every *(state duration)*.

The trial period may be ended early only if it becomes clear that the trial is not successful and to continue would have a significant impact on the delivery or quality of Teaching and Learning or other services within the school. If this is the case sufficient notice will be given to allow you to make alternative arrangements to revert to your substantive/current working arrangements.

At the end of the trial period a decision will be made to either; confirm your new arrangements, extend the trial period, or refuse your request for flexible working, in which case you will return to your pre-trial/substantive working arrangements.

Working Arrangements – during trial period
(Outline the details of the arrangements and any other conditions of the trial period, such as: requirement to attend meetings or where details of working arrangements will be agreed with your Line Manager in advance.)

(Insert if change in hours) For the trial period (start date) to (end date) your pay and sick pay will be calculated on a pro-rata basis. For information on the impact to your pension please contact the Pensions Department or Teachers Pensions for guidance.

Please note that all your other terms and conditions, as specified in your Statement of Particulars will remain the same *on a pro rata basis* (include if total number of hours has reduced).

Please sign the copy of this letter enclosed and return it to me by *(date)*.

Yours sincerely

Headteacher

I confirm that I have read, understood, and accept the above:

Signed: …… Dated: ……

Appendix G

Dear

Rejection of Statutory Flexible Working Request to Vary Contract

Following your statutory flexible working request on (date) and subsequent meeting on (date) unfortunately we are unable to action your request to vary your working hours / time / place (delete as appropriate).

As discussed, due to: (**List statutory reasons for refusing*), which is demonstrated by (give evidence as to why reason(s) apply).

** Statutory reasons for refusal: insert above as appropriate:*

- *Burden of additional costs.*
- *Detrimental effect on the ability to meet customer demand.*
- *Detrimental impact on quality.*
- *Detrimental impact on performance.*
- *Inability to reorganise work amongst existing staff.*
- *Inability to recruit additional staff.*
- *Insufficiency of work during the periods the employee wishes to work.*
- *Planned structural changes.*

(Insert if appropriate) As the business circumstances are likely to change within the next 12 months, I propose that we review your request at the end of (month/year).

You have the right to appeal against this decision by writing to the Clerk to Governors within 10 working days of receipt of this letter, stating the grounds for your appeal.

Yours sincerely

Headteacher

Appendix H

FLEXIBLE WORKING REVIEW FORM

This form should be used to record the outcome of any discussions that take place during a trial period or review of flexible working arrangements. On conclusion of the trial period a copy should be sent to your payroll provider for retention on the personnel file.

Employee name:	
Job Title:	
Grade:	
Department:	
Flexible Working Arrangements:	
Start Date of Trial Period:	
Expiry date of Trial Period:	
Review Meeting Held:	

REVIEW MEETING

SECTION A: Review of Working Arrangements
This section should be used to record the details of your discussion, including any issues that have arisen during the review period relating to the revised working arrangements.

SECTION B: Actions Agreed
Please note any actions that have been agreed to address the issues above with a time scale.

Do you wish to confirm the revised working arrangements YES / NO
If you wish to confirm the revised arrangements, please forward to your payroll provider detailing the working arrangements agreed. Please note that any change to working hours etc. will be a permanent contractual change unless otherwise stated.

If no – please indicate the reason(s) by ticking the relevant box(es) and provide further explanation below: □ Burden of additional costs □ Detrimental effect on ability to meet customer demand □ Inability to re-organise work among existing staff □ Inability to recruit additional staff □ Detrimental impact on quality □ Detrimental impact on performance □ Insufficiency of work during the periods the employee proposes to work □ Planned structural changes Further explanation:
Please give details of any alternative working arrangements agreed including any trial period:

Date of next review meeting:	
Employees name (Block capitals)	
Employee's Signature:	
Headteacher name (Block capitals)	
Headteachers Signature:	
Date:	

Please forward this form to your payroll provider with relevant contract amendment paperwork where appropriate.

Appendix I

Dear……

Confirmation of Agreed Contract Variation - Business Led Change

I am writing to confirm that your (*way of working/place of work)* will be changing from *(date)* to *(date)* with effect from *(date)*.

You were informed of this change at a meeting along with other affected employees on (date). At this meeting it was outlined that this is an essential change linked to organisational requirements as a result of *(outline details).*

This is a *permanent /temporary* *change to your contract.

(Outline any other conditions of the agreed change, such as: requirement to attend meetings or where details of working arrangements will be agreed with your Line Manager in advance.)

(Insert if part time hours) In addition your pay and sick pay will be calculated on a pro-rata basis. For information on the impact on your pension please contact your pension provider for guidance.

Please note that all your other terms and conditions, as specified in your Statement of Particulars dated *(date)* will remain the same *on a pro rata basis*. (Include if total number of hours has reduced).*

I trust that this letter is clear but please do not hesitate to contact me if you require any further clarification.

Please sign the copy of this letter enclosed and return it to *(name)* by *(date).*

Yours sincerely

Headteacher

I confirm that I have read, understood, and accept the above:

Signed: …… Date: …….....

- delete as appropriate

Appendix J

Types of Flexible Working Arrangements

Part-Time Work

Flexibility can include reducing the working day by allowing employees to start work later, finish earlier, or reducing the number of days worked in a week whereby an employee works less than full time hours. The employee's pay and annual leave will be pro rata accordingly based on the number of hours.

Potential Operational Benefits:

- An efficient way to keep costs down in areas where you do not need full time cover.
- Lower total wage costs if the employee is below the earnings limit which attracts national insurance contributions.
- Allowing you to have highly skilled and experienced employees even when you have a fixed budget and can't afford someone on a full-time basis.
- Increased ability to respond to a change in demand.

Potential Operational Impacts:

- May lead to increase costs associated with pension, administration, and training.

Job Sharing

Job sharing is an arrangement whereby the duties and responsibilities of an established full-time post are shared between two employees. The salary and other conditions are shared on a pro-rata basis often split 50/50. It is beneficial to have some cross over between the employees for handovers and continuity. With job sharing the employees that are part of the job share are expected to cover the job share partners' absence including sickness and annual leave.

Potential operational benefits

- If one job sharer is ill or on holiday, their partner can carry on with at least half of the work for the shared role and work additional hours to cover.
- Job sharing allows you to recruit skilled, experienced employees who may not be available for or willing to do full-time work and allows one post to be filled by two people with different but complementary experience.

Potential operational Impacts/Considerations

- Can include increased costs, similar to other part-time working including additional recruitment costs – with an additional problem if one job sharer leaves, it may be difficult to find someone to fit in with the remaining worker. Extra time may also be spent on communication and supervision.
- If the job share involves managing or supervising staff, it might be difficult for those workers to have two managers.
- You must also ensure that the job sharers communicate effectively and work well as a team.
- The Headteacher will need to look at the number of existing job sharers in the team.

- Applicants should be primarily interviewed on their ability to perform the duties and responsibilities of the post. If any applicant wishes to job share, questions should be asked to determine their availability. Joint interviews to determine compatibility should only take place after individuals have satisfied the panel about their suitability for the post.
- On termination of contract where appropriate, the vacant half should be offered to the remaining job sharer first and the post could then revert to full-time status. If this is not convenient to the remaining sharer, the vacant half should be advertised, and a new partner recruited. If, after extensive efforts, it has not been possible to fill the vacant half, the job should then be advertised on a full-time basis. The remaining sharer would then be subject to the redeployment/ redundancy procedure.
- Overtime (Support Staff Only) The sharing of a full-time post should not result in increased levels of overtime payments. Therefore, any extra hours worked by either partner will be paid at normal plain time unless the total worked by the partnership exceeds the normal for any week. If more hours than normal are required from the post in any week, these will be distributed fairly, by agreement with the Headteacher, and paid at the overtime rate appropriate to the grade.
- A clear arrangement should be agreed between the partners and the Headteacher at the beginning of the job share. Any proposal to amend this agreement should recognise the potential difficulty of varying domestic arrangements.

Annualised Hours

This is when the hours of work are spread unevenly through the year in most cases the salary is spread evenly. Term-time only contracts are a type of annualised hours contract but, in particular circumstances, (e.g. when the work involves a number of peaks and troughs), there is scope to increase flexibility creating benefits for both the service and the employee. The employee will be paid in equal monthly payments irrespective of the actual hours worked in a particular period.

Compressed Working Week

This is where an employee works their weekly hours in fewer days. Again, this can create benefits for both employees and the school/college/academy although it is important that adequate cover is available to provide the service.

For example:

Nine Day Fortnight

This is where an employee works their full-time hours over nine working days giving them a 3 day-weekend once a fortnight. Other examples include 14 days over 3 weeks, 19 days over 4 weeks etc. For payroll purposes average hours per week will be calculated to ensure 12 equal month payments rather than actual hours worked.

Flexi-Time Working

There is a scheme where managers can set core and flexible times to suit the service/operational requirements which allow individual employees flexibility in their working day which suits their personal commitments outside work at the same time as ensuring that there is adequate cover to meet service demands at core times.

Potential operational impacts:

- Gives employees greater freedom and can make travelling easier.
- Can benefit by improving morale and reducing absence and lateness.

Other benefits may include reduction in overtime and less lost time since long lunch breaks or late arrivals are not recorded as time worked.

Staggered hours

Employees in the same workplace have different start, finish, and break times as a way of covering longer opening hours and to some degree take into account the personal situation of employees. This by no means offers the same flexibility of choice to employees as flexitime but can offer some benefit. For example: One day's hours may run from 8.30 am - 5.00 pm and another 8.45am - 5.15 pm. Lunch breaks may vary between 30 minutes to an hour.