

Agile, Flexible, & Home Working Policy

V1.0

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Introduction

BrisDoc operates a wide range of services that require reliability, continuity, and high standards of patient care. At the same time, the organisation recognises that flexibility in how and where work is undertaken can support colleague wellbeing, inclusion, and retention when managed appropriately.

This policy brings together BrisDoc's approach to flexible working, agile working, and home working into a single, coherent framework. It is designed to provide clarity for colleagues and managers about what flexibility means in practice, how decisions are made, and where responsibilities sit.

The policy distinguishes clearly between:

- statutory flexible working requests, which involve contractual change;
- agile working arrangements, which are operational and locally agreed; and
- reasonable adjustments for disabled colleagues, which arise from BrisDoc's legal duties under the Equality Act 2010.

Flexibility is not a one-size-fits-all entitlement. All arrangements must balance individual needs with service delivery, patient safety, information governance, and effective team working. Home working and other forms of flexibility are therefore agreed where they are reasonable, sustainable, and compatible with the requirements of the role and service.

This policy also sets clear expectations around supervision, accountability, equipment, and review, to ensure that flexible and home working arrangements are effective, inclusive, and well governed over time.

Policy Statement

BrisDoc recognises that enabling colleagues to work flexibly and with agility is central to building a modern, compassionate, and sustainable organisation. We are committed to supporting colleagues to work in ways that balance individual needs with team and patient priorities, provided this does not compromise service delivery, patient safety, or team cohesion.

While there is no automatic entitlement to flexible working, BrisDoc supports a culture in which such requests are considered openly and consistently. Agile working should always be explored before overtime is approved, in line with our Pay Policy.

BrisDoc will continue to review its approach to flexible working in line with evolving employment legislation and best practice.

Purpose & Scope

The purpose of this policy is to:

- Set out BrisDoc's position on flexible and agile working for eligible colleagues
- Provide a fair, consistent framework for making and responding to flexible working requests

- Support the wellbeing and work-life balance of colleagues while maintaining high-quality service delivery
- Meet BrisDoc's obligations under relevant employment legislation, including the right to request flexible working from day one.

This policy applies to all co-owners. This includes both permanent and fixed-term employees, provided their role allows for flexibility. There is no minimum service requirement.

This policy reflects BrisDoc's obligations under relevant employment legislation, including the right to request flexible working and duties relating to reasonable adjustments.

Responsibilities

Managers

- Treat all requests fairly, consistently, and without bias
- Consider informal agile options proactively
- Balance individual needs with team and organisational needs
- Document and monitor arrangements
- Confirm that remote working does not result in isolation, reduced oversight, or unmanaged workload risk
- Seek support from the People Team where appropriate
- Review home, agile and reasonable adjustment arrangements regularly, normally every 6–12 weeks for disability-related home working and at least annually (or quarterly where predominantly home-based) for other arrangements, to ensure they remain appropriate and safe.
- Ensure that home working and reasonable adjustment arrangements include a clear supervision and engagement plan, covering communication, workload oversight and review arrangements.
- Maintain regular supervision and communication with colleagues working remotely, providing feedback, support and oversight equivalent to on-site colleagues.
- Where a home-working arrangement agreed as a reasonable adjustment can no longer be sustained, managers must consult with the colleague and consider alternative reasonable adjustments before requiring a return to on-site working.

Co-owners

- Discuss informal arrangements in good faith
- Make formal requests where contractual change is needed
- Maintain communication and performance regardless of location
- Engage fully with OH recommendations, reasonable adjustment plans and review meetings and notify their manager promptly if their condition or working environment changes.
- Be flexible and open to review

- Engage fully in agreed supervision, team meetings and check-ins when working remotely, and raise any issues with workload, isolation or equipment promptly with their manager.

Definitions

Agile Working is a broader, operationally led way of working that is not necessarily contractual. It empowers colleagues and managers to agree how work is carried out, based on outcomes and trust. It includes:

- Working remotely or across multiple locations
- Flexible start and end times for office-based work
- Use of digital tools to support autonomy
- Reducing unnecessary travel or time on site

Agile working is not a contractual right and can be agreed locally between colleagues and managers based on role, responsibilities and business needs.

Flexible Working refers to a colleague's ability to request a permanent or temporary change to their working pattern, time or location, often involving a change to contract. Examples include:

- Working part-time
- Compressed hours (e.g. full-time hours over fewer days)
- Job sharing
- Term-time only working
- Flexitime (with core and bandwidth hours)
- Permanent hybrid or remote working arrangements

Home Working refers to an arrangement where a colleague carries out some or all of their duties from their home address on a regular or occasional basis. Home working may be agreed as:

- Part of a formal flexible working arrangement (for example, a contractual hybrid pattern);

or

- An informal agile working arrangement, agreed locally between the colleague and manager, where this supports the role and service.

Culture

At BrisDoc, flexible and agile working are not simply administrative processes — they are part of how we live our organisational values and foster a healthy, inclusive workplace. We believe colleagues perform at their best when they are trusted, empowered, and supported to work in ways that promote both individual wellbeing and team collaboration.

We aim to create a culture where:

- Outcomes matter more than presence

- Trust and accountability underpin working relationships
- Conversations about flexibility are open, constructive, and without stigma
- Managers are supported to balance flexibility with fairness and service delivery
- Technology is used to reduce barriers and enable smarter working

BrisDoc recognises that flexibility is not a one-size-fits-all solution. Our culture encourages regular dialogue between colleagues and managers to find approaches that work for the individual, the team, and the patients and services we support.

Agile Working

Approach to agile working

Agile working is encouraged wherever it supports operational efficiency and personal flexibility, without the need to amend contractual terms. Arrangements may include partial remote working, adjusted start/finish times, or location flexibility depending on the role.

Managers and colleagues are encouraged to agree such arrangements informally where:

- There is no negative impact on service or team collaboration
- Work can be measured by output rather than presence
- Communication and availability are maintained

Informal agile working

- Must be clearly recorded (e.g. in a team calendar or email agreement)
- Can be adjusted or withdrawn with reasonable notice if operationally necessary
- Is expected to be considered before overtime is authorised.

Local parameters, frequency, and boundaries

Services and teams may agree local parameters for home and agile working (for example, permitting one day a week from home where a colleague works four or more days), provided that:

- They are consistent within the team or service and are clearly communicated.
- They do not disadvantage individuals with disability-related needs or other protected characteristics.
- Any exceptions or variations are discussed with the People Team where needed to ensure fairness and compliance.

Local parameters do not create an automatic entitlement to home working. Individual arrangements must still be agreed between the colleague and manager, considering role requirements, service needs, and any disability-related adjustments.

Flexible Working

Formal flexible working requests

Flexible working involves a contractual change and must follow a set process. Eligible colleagues may apply for a formal change to their working pattern, location or hours.

Colleagues are not required to provide a business case. Managers are responsible for assessing how a request may affect the service and must consult with the colleague before any decision is made. All decisions must be based on one or more of the statutory business grounds.

Requests will be handled in a reasonable manner, in line with the ACAS Code of Practice.

Process

The process includes:

- Written request submitted to the line manager using BrisDoc's Flexible Working Request Form Appendix A.
- Meeting between the manager and colleague to discuss the request
- Written outcome provided within 2 months of receipt
- Right to appeal the decision if the colleague disagrees
- Where a request is declined, the decision will be confirmed in writing and will clearly set out the business reason(s) for refusal.

Decision-making

The exact working pattern agreed (for example, which days are worked from home and which on site) will be determined through consultation between the colleague and manager. Where a request relates to a disability or long-term health condition, it must be considered under the Adjustments section of this policy rather than as a standard flexible working request.

In some cases, requests may be partially approved, with a different frequency or pattern agreed where this better balances service needs and flexibility.

Grounds for refusal

BrisDoc is committed to engaging in open consultation with colleagues before declining any request. Requests may be declined only for one or more of the statutory business reasons, such as:

- Burden of additional costs
- Detrimental effect on performance or service delivery
- Inability to reorganise work or recruit cover
- Impact on quality, availability, or continuity.

Advice should be sought from the People Team before declining a request and Managers must consult with the colleague before any decision to decline a request is made.

Home-Working

Overview

Home working forms part of both agile working and flexible working arrangements within BrisDoc. It may be agreed on an informal basis or as part of a formal contractual arrangement, depending on the nature of the request and the needs of the service.

Home working is not an automatic entitlement. It will only be agreed where it is compatible with the requirements of the role, service delivery, patient safety, and information governance.

Attendance and Availability

Home working is a working arrangement, not a substitute for attendance at work. Colleagues are expected to attend their normal place of work, or other locations, where required for meetings, training, supervision, or service delivery.

Use of Home Working

Home working arrangements must not be used as a means of providing regular or intensive caring responsibilities during working time. Where colleagues require flexibility to manage caring responsibilities, this should be discussed with their manager and may be considered through other flexible working arrangements where appropriate.

Supervision and Oversight

Managers remain responsible for ensuring appropriate oversight of work undertaken remotely. Home working arrangements must include clear expectations regarding output, availability, communication, and performance.

Where there are concerns regarding engagement, productivity, or supervision, arrangements will be reviewed and may be amended or withdrawn.

Requirements for Home Working

All home working arrangements must be:

- Clearly agreed between the colleague and manager
- Supported by appropriate IT equipment and system access
- Subject to appropriate supervision, communication, and review
- Delivered in a safe and suitable working environment

Compliance with Policy

Where home working is agreed, colleagues and managers must comply with the requirements set out in this policy, including those relating to equipment, information governance, health and safety, and reasonable adjustments where applicable.

Adjustments

Commitment to Support

Flexible and agile working play an important role in supporting BrisDoc's commitment to equity and inclusion. The organisation particularly encourages flexibility to support:

- Caring responsibilities

- Disability or long-term health conditions
- Religious observance
- Gender equality and work-life balance

Managers and co-owners should also refer to the Reasonable Adjustments Guide available on Radar for practical guidance on requesting, assessing, recording and reviewing adjustments.

Disability-Related Home Working

A disability-related request for home working is not treated as a standard flexible working request. While both may involve changes to working location or pattern, reasonable adjustments are assessed under the Equality Act 2010 and carry a higher threshold for refusal. A colleague must not be directed down the flexible working route if the request relates to a disability or health condition.

Where a request for home working relates to a disability or long-term health condition, BrisDoc has a legal duty under the Equality Act 2010 to consider and implement reasonable adjustments. Home working may be a suitable adjustment where it enables the colleague to carry out their role safely and effectively and where it does not create undue organisational, operational, information governance or patient safety risks. Decisions must be evidence-based, proportionate, clearly documented, and must not rely solely on Occupational Health advice and must include managerial consideration of operational context.

Where a request relates to a reasonable adjustment under the Equality Act 2010, this should be flagged to the People Team. Additional support may be sought from Occupational Health.

Managers must undertake the following steps when considering a disability-related request for home working:

- Refer the colleague to Occupational Health (OH) for professional advice.
- Consider any Access to Work recommendations where available.
- Review whether the duties of the role can be safely and effectively carried out remotely.
- Evaluate any information governance, digital access or equipment requirements.
- Assess whether the adjustment would place a disproportionate burden on BrisDoc, based on evidence and considering whether reasonable mitigations or alternative arrangements could reduce the impact (for example, cost, operational viability, clinical risk, or regulatory constraints).

A request may only be declined where clear, evidence-based organisational reasons demonstrate it is not reasonable, such as when essential duties cannot be performed remotely or where safe working conditions cannot be achieved in a home environment.

Alternative Reasonable Adjustments

Where full home working is not considered reasonable, managers must consider whether alternative reasonable adjustments could achieve a similar outcome. This may include partial home working, adjusted hours, modified duties, changes to work location, or workplace adaptations. The consideration of alternatives, and the reasons for acceptance or rejection, must be clearly documented.

Trial periods

Where the reasonableness or sustainability of home working is uncertain, a time-limited trial period may be agreed as part of the Reasonable Adjustment Plan. Trial periods must include clear review dates, success criteria, and confirmation of what will happen if the arrangement cannot be sustained.

Documenting Reasonable Adjustments

All disability-related decisions must be recorded using a Reasonable Adjustment Plan. The plan should include:

- The OH and/or Access to Work recommendations
- What adjustments have been agreed and why
- Any limitations or conditions (e.g. required supervision arrangements, required equipment, IG controls)
- Review dates

Managers must send a copy of the completed plan to the People Team for central recording.

IT, Digital and Equipment

Equipment provision

Home or agile working arrangements will only be agreed where the colleague has, or can be provided with, appropriate IT and digital tools to carry out their role safely and effectively.

BrisDoc will normally provide the core equipment required for agreed home or hybrid working, subject to role requirements, availability and budget.

Additional equipment such as a monitor, keyboard, mouse or chair may be provided following a DSE assessment or as part of a reasonable adjustment under the Equality Act 2010.

Colleagues are responsible for ensuring that their home working environment is safe and suitable and are required to complete a Home Working DSE assessment.

Digital security and approved devices

Equipment provided by NHS or CSU partners (for example, CSU-issued laptops) remains subject to NHS Digital governance and the Data Security and Protection Toolkit. Use of such equipment must be authorised by the IT & Digital Team.

Colleagues must not use personal devices to access patient or company information unless explicitly authorised by the IT & Digital Team and configured to meet information governance and cybersecurity standards.

IT support for home working adjustments

Managers should liaise with the IT & Digital Team before confirming a new home-working arrangement to ensure that equipment, connectivity and access requirements can be met safely.

Where home working is agreed as a reasonable adjustment, IT & Digital will work with managers to identify any additional equipment, secure access or environmental requirements needed to enable safe working.

Appeals

This appeals process applies to formal flexible working requests.

Where a formal request is declined, colleagues have the right to appeal. Appeals must be made in writing within 7 calendar days, setting out the grounds for appeal. A different manager will review the appeal outcome and respond in writing.

Decisions relating to reasonable adjustments will be managed through existing HR processes, including Grievance where appropriate.

Monitoring and Review

Monitoring arrangements

The People Team will review data on:

- The number and outcome of requests
- Equality of access and outcomes by role, location and characteristic
- Patterns of disability-related home working and compliance with the reasonable adjustment assessment process.
- Whether reasonable adjustments are being consistently applied and reviewed across teams.
- Feedback from managers and colleagues
- Impact on service delivery and organisational performance
- Patterns of home and agile working by role and service, including any themes around supervision, equipment and service impact.

Policy Review

This policy will be reviewed every three years or earlier if legislation or operational needs change.

Statutory Framework

This policy is informed by:

- The Employment Relations (Flexible Working) Act 2023, effective from April 2024
- The Flexible Working Regulations 2014 (as amended)
- The ACAS Code of Practice on Flexible Working Requests (2024 update)
- The Equality Act 2010, particularly around reasonable adjustments and non-discrimination

Key statutory entitlements under the 2023 Act include:

- The right to request flexible working from day one of employment
- Up to two requests permitted in any 12-month period
- A requirement for employers to consult before refusing a request

- A reduced employer response time of two months

BrisDoc's approach is in line with these legal obligations and incorporates best practice guidance from ACAS and NHS Employers.

This policy will be updated to reflect any changes in statutory obligations

Appendices

Appendix A: Flexible Working Request Form

1. Personal Details

Name	
Job Title	
Team/Department	
Line Manager	
Date of Request	

All colleagues have the legal right to request flexible working from day one of employment, in line with BrisDoc's policy and the Flexible Working Act 2023.

2. Type of Request

Please confirm the type of flexible working arrangement you are applying for (tick all that apply):

- Change to working hours (e.g. part-time, compressed hours)
- Change to working pattern (e.g. working certain days, start/finish times)
- Change to work location (e.g. hybrid, remote)
- Other (please specify): _____

Is this request for a:

- Permanent change
- Temporary arrangement (please specify end date or review period): _____

3. Requested Working Pattern

Please describe your proposed working pattern clearly. If relevant, attach a draft schedule.
E.g. I would like to work four 9-hour days, Monday to Thursday, with Fridays off.

4. Reason for the Request (*optional – unless related to a protected characteristic or reasonable adjustment*)

Providing a reason is not required but may help in understanding the context (e.g. caring responsibilities, disability, wellbeing).

5. Considerations or Benefits (Optional)

You are not required to make a business case. However, if you wish, you may share thoughts on how this arrangement could benefit your wellbeing, work-life balance, or performance, or how any potential impact could be managed.

6. Previous Requests

You are entitled to make up to two requests within a 12-month period. Have you made any flexible working request(s) in the past 12 months?

- No
- Yes – Date of last request: _____

Outcome: _____

7. Declaration

I confirm that:

- I have read and understood the Flexible and Agile Working Policy
- I am making this request for a formal change to my working arrangements
- I understand that BrisDoc may approve, partially approve, or decline the request based on operational needs

Signature: _____ Date: _____

For Manager Use Only

Date request received:	
Meeting held on (date):	
Decision issued on (date):	

Outcome

- Approved in full
- Approved with modifications
- Declined
(If declined, reason must relate to one or more statutory business grounds and be clearly recorded.)

Decision Rationale and evidence used:

(e.g. impact on service, costs, inability to reallocate work)

Manager's name: _____ Signature: _____

Date: _____

Appendix B: Equality Impact Assessment

This EQIA ensures that BrisDoc’s Agile, Flexible & Home Working Policy upholds our duties under the Equality Act 2010 and promotes inclusive and equitable practice. It proactively considers how co-owners with different protected characteristics may be impacted and recognises the potential for intersectionality.

Protected Characteristic	Potential Impact Identified?	Actions Taken / Considerations
Age	Younger co-owners may have less access to suitable home working environments; older co-owners may benefit from reduced travel and flexible patterns.	Policy applies consistently regardless of age. Equipment provision and DSE assessments support safe home working where required.
Disability	Significant positive impact where home working is a reasonable adjustment. Risk of inconsistency if not managed properly.	Clear separation between flexible working and reasonable adjustments. Mandatory OH/Access to Work consideration. Requirement to consider alternative adjustments. Regular review and Reasonable Adjustment Plans in place.
Sex / Gender	Women more likely to request flexibility due to caring responsibilities. Risk of unequal access if inconsistently applied.	Transparent decision-making framework and monitoring of outcomes. Managers required to balance fairness with service needs.
Gender Reassignment	Trans or non-binary co-owners may benefit from flexibility and home working for wellbeing and privacy.	Inclusive, gender-neutral language used. Case-by-case consideration supported through manager guidance.
Pregnancy & Maternity	Positive impact where flexibility supports pregnancy, recovery, or return to work.	Managers expected to consider adjustments alongside risk assessments and other policies. Alignment with Family Leave provisions.
Race / Ethnicity	Risk of inconsistent application of agile working across teams leading to indirect disadvantage.	Requirement for consistency within teams. Oversight by People Team and monitoring of outcomes.
Religion / Belief	Positive impact where flexibility supports religious observance.	Managers encouraged to consider flexible patterns where operationally viable. Case-by-case assessment.
Sexual Orientation	No direct adverse impact identified. Potential indirect benefit from inclusive working arrangements.	Inclusive policy language and equal access to all provisions.
Marriage & Civil Partnership	No specific differential impact identified.	Policy applies equally regardless of marital status.

Intersectionality

BrisDoc recognises that some co-owners may experience overlapping barriers due to intersecting characteristics (for example, a disabled co-owner with caring responsibilities).

This policy is designed to be flexible and person-centred. Managers are expected to:

- Avoid one-size-fits-all assumptions
- Consider individual circumstances holistically
- Ensure decisions do not disadvantage co-owners with multiple protected characteristics

Additional Considerations (Non-protected but relevant)

Area	Potential Impact	Actions Taken
Caring Responsibilities	Positive impact through increased flexibility; risk of inconsistency across teams.	Clear framework for decision-making and requirement for fairness and transparency.
Digital Access / Equipment	Risk of exclusion if appropriate equipment is not available.	IT, Digital and Equipment section ensures provision, authorisation, and governance.

Monitoring and Review

- Equality considerations will be reviewed through:
- Monitoring uptake and outcomes of flexible working requests
- Reviewing patterns of home and agile working across services
- Monitoring disability-related adjustments and consistency of application
- Feedback from co-owners and managers

The People Team will use this information to identify any unintended impacts and inform future improvements.

Conclusion

This policy is expected to have an overall positive impact on equality, diversity and inclusion, particularly for:

- disabled co-owners
- those with caring responsibilities
- those requiring flexibility for health, wellbeing, or religious reasons

No unlawful adverse impacts have been identified. Any emerging issues will be addressed through ongoing monitoring and review.