

**BRISTOL CITY COUNCIL
HUMAN RESOURCES COMMITTEE**

TO BE CONSIDERED - 4th September 2008

Title: Worklife Balance Policy

Ward: City Wide

Report of: Head of Human Resources

**Officer presenting report: Andrew Stephens
Corporate Development HR Manager**

Contact telephone number: (0117) 92 22672

1. Report Summary

To seek the adoption of a framework Work-Life Balance Policy.

2. Recommendation

To adopt the appended policy with effect from 1 October 2008.

3. Policy

The Work-Life Balance Policy has been effective since April 2001.

4. Consultation

(a) Internal

The draft framework policy was submitted to the monthly Trade Union Officer meetings on 16 May 2008 and 18 July 2008, and to a separate consultation meeting on 27 June 2008. Despite this consultation, concern has been expressed by one TU that the unions were not working jointly with HR to revise this policy, as they had been when the original WLB Policy was introduced. However, the other trade unions were satisfied that full consultation opportunity had been provided.

(b) External

Not applicable.

5. Background and Assessment

- 5.1 As part of the Transformation of HR Policies and Procedures, a number of key HR Policy areas, had been identified for modification into a simplified framework style. The 2001 Work-life Balance Policy was one of those policies.
- 5.2 In this framework version of the Work-Life Balance Policy, now that the policy is reasonably embedded within the organisation's culture the opening paragraphs of the 2001 policy, which outlined the need for a work-life balance policy, have been removed. The key elements of the policy and procedures, which are brought forward to the beginning of the framework document, have been retained. Examples of flexible working arrangements have been summarised in Appendix A. The appeal procedure (now Appendix B) is unaltered.

6. Other Options Considered

None.

7. Risk Assessment

The target for completing the transformation of HR policies and procedures is 31 October 2008.

The proposed framework policy will clarify and simplify procedures to the benefit of all stakeholders.

8. Equalities Impact Assessment

See appendix B

9. Legal and Resource Implications

Legal:

This Report relates to a more simplified version of the current Worklife Balance Policy. There are no legal implications in respect of the amended Policy.

(Legal advice provided by Husinara Islam, Senior Practitioner Solicitor for Head of Legal Services)

Financial:

(a) Revenue

There are no financial implications arising from this report the purpose of which is to adopt an existing policy into a simplified framework style.

(Advice from Stephen Skinner, Head of Finance, CSS and Chief Executive Depts)"

(b) Capital N/A

(Advice from designated Finance Officer)

Land: N/A

Personnel: As set out in this report

Appendix:

Appendix A: Worklife Balance Policy

Appendix B: Equalities Impact Assessment

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
Background Papers:**



DRAFT

Worklife Balance Policy

POLICY CORRECT AS AT 18 July 2008

Author: Corporate Development (HR) Team
Version: 2
Date created: 18 July 2008
Effective from: 15 September 2008

HISTORY OF POLICY CHANGES

Date	Page	Details of change
18 07 08	All	Replaces version 1 dated 23 June 2006

1. Statement of intent

- 1.1 The Council supports flexible working to achieve a balance between home and work as part of its commitment to promote equal opportunities in employment. This policy aims to enable good practice in work-life balance for the benefit of service users, the council and all employees.
- 1.2 Voluntary flexible working has been introduced on the basis that the employee or group of employees and/or the trade union must agree with the line manager any variation in working hours or practices before commencement.
- 1.3 Partnership working between the Council, its officers and the trade unions originally established the principles and the case for flexible working practices in 2001.
- 1.4 Any Work-Life Balance arrangement should be trialled on a temporary basis initially for a period to be agreed, but not less than 3 months. Where the arrangement includes a reduction in working hours, at the end of the agreed period, the manager and the employee must agree whether:
 - the temporary reduction should continue and be reviewed at a later date, or
 - the temporary reduction should be made permanent to allow the remaining contract hours to be backfilled, and for the contractual position to be confirmed.
- 1.5 Mothers and carers have a statutory right to request permanent changed working arrangements – please see Maternity and Carers Policy
- 1.6 Examples of flexible working are shown in Appendix A.

2. Requesting flexible working

- 2.1 Flexible working may be proposed by employees (or on their behalf, by a trade union) or by management.
- 2.2 To make an application under the Work-Life Balance Policy, employees should put it in writing to their manager. (See HR Forms). They should state the arrangement requested and how this would impact on service delivery. Groups of employees wishing to work flexibly should discuss their preferred options with each other and their trade unions prior to taking these to their manager.

3. Manager Agrees

- 3.1 When agreeing with a request, the manager will

- satisfy themselves that there will be no significant detrimental effect on service provision, colleagues or employment costs caused by adopting the flexible working practice(s). This will include discussions with the employees or trade union making the request, colleagues affected by the proposed change and with other departments if a direct impact on that department/service is identified. The manager may seek advice from their HR adviser
- determine implementation and review dates
- notify the employees in writing within 28 days. The letter should contain:
 - the contract variation agreed to
 - the date from which the variation is to take effect
 - the length of the trial period
 - whether the change is temporary or permanent
 - if temporary, the review date should be included
 - if applicable, reasonable and achievable work targets set for work performed at unusual times without supervision
- copy the letter to the Departmental HR team for personal file and amend payroll if necessary

3.2 Where changed working times arise solely from the personal preferences of the individual without there being a specific service need, premium rates will not be payable. Premium pay rates will be applicable where the requirement to work at times attracting premium rates arises from the needs of the service.

4. Manager refuses

4.1 If the manager does not agree to the application, a meeting to discuss this with the employee(s) should be held within 28 days after the date on which the application is made.

4.2 (If the manager then agrees, or is able to reach a compromise with the employee, the above notifying letter should be sent.)

4.3 If the manager still does not agree, they should inform the employee of their decision in writing within 14 days after the date of the meeting. The manager should demonstrate why the grounds for refusal apply. An application may be refused on the following grounds:

- burden of additional costs
- detrimental effect on the ability to meet customer demand
- inability to reorganise work amongst existing staff
- inability to recruit additional staff
- detrimental impact on quality
- detrimental impact on performance
- insufficiency of work during periods employee proposes to work
- planned structural changes

- proposed work periods will lead to excessive tiredness or infringement of the Working Time Directive
- personal safety will be at risk
- work places are inaccessible
- IT and other support services are not available

4.4 The letter should also set out the appeal procedure and be dated and copied to the departmental HR adviser.

5. Reviewing the arrangements

5.1 Flexible working arrangements will be subject to regular review by the manager. The first review would normally be after three months. Further review periods are at the discretion of management and/or employee(s) concerned.

5.2 When reviewing a flexible working arrangement, the following should be taken into account where they are applicable:

- effect on service delivery
- effect on the workgroup as a whole
- benefit to the individual
- need to provide cover
- need to monitor workload/output of individual working flexibly
- views of direct users of the service
- need for out of hours support to the employee working flexibly, including supervision, access to buildings and IT support
- comments and views of the employee(s)/trade union(s)/departments concerned /affected

5.3 If detriment to the service or colleagues is identified which cannot be resolved, the trial period may be terminated at any time, with reasonable notice.

5.4 A trial period may also be terminated at any time by mutual consent or where maintaining the appropriate service standards is not possible (for example vacancies occurring).

5.5 If for any reason an arrangement is ended, the employee will return to their substantive contractual working arrangements.

6. Appeals

6.1 If an employee is not satisfied with a decision of a line manager, they are entitled to appeal to a Joint Appeals Panel. This joint appeals process is in keeping with the principle that this policy is devised and implemented on a partnership basis between the Council and the recognised trade unions.

6.2 The decision of this panel is final and there is no further recourse beyond this stage. A joint decision of the Appeals Panel is required to overturn the original decision of the line manager for the service area concerned.

6.3 Full details on appeal procedures and a model process for an appeal hearing is included in Appendix B (Appeals).

7. Other issues

7.1 This policy will not override the provisions contained within those policies listed below.

- Managing Change Policy
- Health, Safety and Welfare Policy
- Corporate Employee Development Policy
- Maternity and Caring Employees Scheme
- Flexitime Scheme
- Part Time & Job Share Policy
- Stress Policy
- Flexible Retirement Policy
- New Ways of Working Policy

7.2 With the exception of the provisions set out in paragraphs 1.4 and 1.5 above, changes in working arrangements introduced (by agreement) under the Worklife Balance Policy, do not constitute a contractual change, and can be revised by management (in discussion with the employee(s) concerned, in accordance with the needs of the service. If an employee considers that despite raising objections (with their manager) to the withdrawal of WLB arrangements, these have been discontinued unreasonably, the employee has recourse to the council's Grievance Procedure.

Appendix A

Flexible working arrangements

The following are some of the possible working arrangements, which can be used singularly or together to enable work-life balance.

Full time working

Working 37 hours per week on standard hours or on the Flexitime Scheme, where an employee has some discretion about their start/finish time.

Part time working

Working less than 37 hours per week, with reduced daily hours, or 'full time' daily hours covering less than 5 days per week, where the employee has some discretion about their start/finish time.

Job Sharing

Where two employees share a full time post. The provisions of the Flexitime Scheme may or may not apply to both job share partners.

'V-time' (Voluntarily Reduced Hours) working

The employee works reduced or variable hours on a temporary basis

Home working/desk sharing

Where an employee works some of their hours at home, or operates on a mobile basis, or where shared desks/work space is appropriate.

Term time Working

Where an employee works during (school) term times only and who is entitled to paid and unpaid leave during school holidays. The employee will be required to take their paid and unpaid holiday entitlement during school holidays, unless agreed with their manager.

Annualised Hours

Where an employee's hours are defined on an annual or seasonal basis, where there may be significant variations in weekly/monthly/quarterly hours, and where flexibility is required. An example is daylight hours working for outdoor workers where working longer summer hours is necessary, the need for which is balanced by shorter winter hours.

Care must be taken when agreeing to annualised hours working that safeguards are included to:

- Define how holiday entitlement is to be calculated and taken. (Calculating entitlement on an hourly basis to accommodate days with different working lengths may be necessary).
- Limit the amount of time deficit/surplus that may build up. When employees leave or change jobs, surplus time is usually paid up. Deficits are usually deducted from the 'final' salary of the employee and this can be the cause of conflict. In the case of a transfer, if this did not happen, a legacy of owed time would be transferred with the employee.

Flexibility in working non-standard hours (outside normal hours)

Where the needs of the service require working outside normal hours or there is agreement for an employee to work outside normal hours for personal reasons and there is operational work that can be performed at these times.

Flexibility in agreeing rosters/exchanging shifts

Changes to an established shift pattern can be made when the needs of the service dictate or at the request by all working the shift.

If an individual wishes to change their shift pattern this can only be done with the agreement of management and the other members of the workgroup.

Managers should consider employee's requirements when arranging work rotas and shift patterns, taking account of religious needs where appropriate.

Working compressed weeks/fortnights

Where working time is reorganised so that the same weekly basic hours are worked, for example, four or four and a half days, or nine days out of ten in a fortnight.

Career breaks/unpaid leave

Any employee may apply for a career break (up to 12 months) or short term unpaid leave (up to 4 weeks) for personal reasons, once they have satisfactorily completed their probationary period. Casuals and agency staff are excluded.

For extended periods of unpaid leave employees must give at least three months notice so that arrangements may be made to ensure continuing service delivery.

As extended leave constitutes a temporary alteration to the contract of employment, an agreement must be drawn up and signed by the employee and the manager and copied to HR for the personal file and notification to payroll.

The provisions regarding secondary employment in the Code of Conduct for Employees remain in force throughout the period of unpaid leave.

An employee who is a member of the LGPS and is granted an approved period of absence without pay of more than 30 days has an option to decide whether or not to pay contributions for the whole of the period based on the pay that would have been received. The employee has 30 days from the date of returning to work to exercise this option.

Employees will retain continuity of service during the break if less than one year.

Employees will not accrue or be entitled to any paid leave or sick leave during the agreed period.

Career breaks/periods of unpaid leave will not be extended if the employee falls ill during time out.

In the event of a review or restructuring, employees will be entitled to consultation under the Managing Change Policy and every attempt will be made to ensure they are informed of proposed changes and developments. In the event of being made redundant during this period, redundancy pay will be calculated on the whole period of employment, including the period they are on leave.

Where employees wish to return before the end of the agreed period, they must give at least two months notice, or as outlined by their line manager prior to leaving.

Employees resigning during the agreed period should give their contractual notice, or as agreed with their line manager.

Where an extended period of leave has been agreed, appropriate induction arrangements should be made to enable the employee to catch up on any developments and changes when they return.

Banked Time Arrangements

The employee works additional hours when the service demands with agreement from the manager and the additional hours are recorded and 'banked'. The 'banked' hours are then used to take additional leave at a time agreed with management. This will be taken in the current leave year or transferred, by agreement and subject to the needs of the service, to a future leave year.

This flexibility is not intended to be a means of storing large amounts of time and will normally be subject to an upper limit of additional leave not exceeding one half the employee's normal entitlement to annual leave in that year and a limit of not more than 5 days of this additional holiday being transferred to the next leave year.

'Banked leave' will normally accrue as 'flat rate' irrespective of when worked unless service needs dictate otherwise and it is mutually agreed to accrue time at premium rate.

'Banked leave' will not accrue during the bandwidth of any flexitime scheme operating within the workgroup. If an employee has accumulated the maximum number of flexible working hours in the period and is asked to work additional hours to meet a specific business requirement, they may agree with their manager for those hours to be "banked".

Flexible Retirement

Employees have the opportunity to benefit from a flexible retirement period. They can also take advantage of flexible working arrangements in the run up to retirement, enabling a more gradual transition from working to retirement. See Flexible Retirement Policy.

Informal arrangements

An employee's needs can sometimes be met by an informal agreement with their line manager that meets those needs by allowing him or her occasionally to start work late or leave early. It is recognised that employees will be better able to focus on their work if they can respond to unexpected problems and make the time up later (for example time off for attending a school play, visiting their partner in hospital or to be available for home service/delivery/repair visits).

Appendix B

Appeal Process - Work-life Balance Policy

Registering an Appeal

The appeal should be made to the employee's Head of Service within 14 working days of written refusal of the request for flexible working being received from the line manager.

The appeal should:

- be in writing
- state the grounds of appeal *
- be dated.

* If a written statement in support of the appeal is submitted this must be done at least 5 working days prior to the hearing to allow time for its circulation to members of the Joint Panel.

Joint Appeals Panel

The Joint Appeals Panel will comprise:

- The employee's Head of Service (or a manager nominated by the Head of Service),
- A trade union representative not involved in the original application, and
- (optionally, at the discretion of the manager) an HR advisor who was not involved in the original application.

A joint decision of the Appeals Panel is required to overturn the original decision of the line manager. In the event the Panel fails to agree, the original decision will stand.

Appeals Procedure

The Appellant may be represented at the hearing by an appropriate trade union representative or accompanied by a work colleague.

The panel will be chaired by the Head of Service (or nominated manager) and will follow the procedure set out below:-

- a) The Appellant will set out the case for flexible working, introducing witnesses if appropriate.
- b) The line manager will question the witnesses
- c) the panel members will question the witnesses
- d) the line manager will set out the reasons for refusing the request, introducing witnesses if appropriate.

- e) The appellant will question the witnesses
- f) the panel members will question the witnesses
- g) the Appellant will summarise their case, without introducing new evidence
- h) the line manager will summarise their case, without introducing new evidence
- i) both sides will withdraw and the Joint Panel will reach a decision.
- j) Both sides will re-enter the meeting to hear the decision, which will be confirmed in writing.
- k) Witnesses will be permitted to remain throughout the hearing, but will not re-enter the meeting to hear the decision.

Decision of the Joint Appeals Panel

The appellant should be notified of the panel's decision in writing within 14 days of the meeting. The decision of the Joint Panel is final and there is no further right of appeal nor recourse to the employee grievance procedure in relation to the decision of the panel.

The options open to the Panel are to:

- i) Uphold the appeal and instigate flexible working as requested, on a trial basis (except in the case of employees who have exercised their rights under legislation to request a permanent change). If the appeal is upheld, the employee should be informed in writing of the decision, stating the contract variation agreed to and the date when the variation is to take effect.
- ii) Uphold the appeal in part and offer a modified form of flexible working to the Appellant. There is no further appeal against such an offer, which will be on a trial basis, and must be accepted or rejected as offered.
- iii) Reject the Appeal. If the appeal is not upheld, the employer should inform the employee in writing within 14 days of:
 - the grounds for the decision
 - why those grounds apply and
 - be dated

Equalities Impact Assessment (EqIA)

A: Summary Details

Directorate: **All**

Section:

Person responsible for the assessment: **Andrew Stephens, Corporate Development HR Manager**

Contact details: **Room G69 Romney House. Tel: 0117 92 22672**

Name of Policy to be assessed: **Work-Life Balance Policy**

Is this a new or revised policy: **Revised**

Date policy scheduled for Overview and Scrutiny/Cabinet/LAB: **Not applicable**

B: Preparation

It is important to consider all available information that could help determine whether the policy could have any potential adverse impact. Please attach examples of available monitoring information, research and consultation reports.

1. Do you have monitoring data available on the number of people (from different target groups) who are using or are potentially impacted upon by your policy? *Please specify what monitoring information you have available (your monitoring information should be compared to the current available census data to see whether a proportionate number of people are taking up your service).*

Yes. The following data regarding the composition of the workforce was taken from the Management Information Compendium 30 June 2008.

Age:

Age Group	% Bristol City Council Employees	2001 Census Figures - % Bristol Working Population
16 - 24	3.85	17.28
25 - 49	61.13	61.61
50 - 64	33.31	19.74
65+	1.71	1.37

Disability:

% of City Council workforce declared disabled	2001 Census Figure %
5.41	7.07

Ethnic Diversity:

% City Council employees	2001 Census Figure %
6.83	6.70

Gender:

	% City Council Employees	2001 Census Figure %
Female	72.65	46.19
Male	27.35	53.81

2. If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data for this area? If not, specify the arrangement you intend to make; if not please give a reason for your decision.

3.

Decisions relating to access to worklife balance are taken at line management level. All such arrangements are not systematically recorded, unless for example there is an impact on number of hours of work. The employee survey provides opportunity to measure the use by equalities group of the policy to identify if there are areas of shortfall.

4. Please list any consultations that you may have had and/or local/national consultations, research or practical guidance that will assist you in completing this EqlA

The original policy has been extensively consulted with the trade unions, management, equalities groups. This amendment is to the style of the policy only, rather than substance which could impact on other groups.

C: Your Policy or Function

1. What is the main purpose of the policy or function?

The Council supports flexible working to achieve a balance between home and work as part of its commitment to promote equal opportunities in employment. This policy aims to enable good practice in work-life balance for the benefit of service users, the council and all employees.

2 Are there any other objectives of the policy or function, if so what are they?

No.

3 Do any written procedures exist to enable delivery of this policy or function?

Not applicable.

4 Are there elements of common practice in the service area or function that are not clearly defined within the written procedures?

Not applicable.

5 Who are the main stakeholders of the policy?

**HR Committee
Head of HR
Employees
Trade unions
Self organised groups**

6 Is the policy associated with any other Council policy (s)?

Yes. See statement in paragraph 7.1 of the proposed policy.

7 Are there any areas of the service that are governed by discretionary powers? If so, is there clear guidance as to how to exercise these?

Yes. See Sections 2 to 6 of the proposed policy.

8 Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, what responsibility, and which bodies?

Not applicable.

D: The Impact

Assess the potential impact that the policy could have on each of the target groups. The potential impact could be negative, positive or neutral. If you have assessed negative potential impact for any of the target groups you will need to also assess whether that negative potential impact is high, medium or low – see glossary in the attached guidance notes for definitions.

1.
a) Identify the potential impact of the policy on men and women:

Gender	Positive	Reason
Women	Yes	The case for flexible working practices was established when the 2001 WLB Policy was adopted. 'Work-life Balance' remains an important issue for all businesses today and the City Council is no exception to this rule. The factors affecting businesses include:

an increasingly competitive marketplace
deregulation of labour markets
increasingly demanding consumers
impact of information technology
changes in the recruitment and retention of employees.

These combine with dramatic changes in the nature of the workforce, where dual earners are now the norm, the population is ageing and there is a shift in the expectations of quality of life among all groups, but particularly among young people.

Employers will be unable to tap into the resources of the labour market if they cannot offer a balance of work and life. It is necessary to attract and retain good people into any business if it expects to survive, let alone prosper. In the current environment most organisations are researching into expectations of their employees to understand their issues and values.

Competitive Marketplace

The UK marketplace is becoming an increasingly competitive environment. Changes in customer demand and expectations of access to goods and services outside the traditional 9 to 5 structure means organisations have to become increasingly flexible to survive.

The introduction of flexible working practices can be a significant factor in improving the quality of service provision without significant cost penalties.

Organisational Culture

The success of any business, particularly a labour intensive business like the City Council, depends on a committed and capable workforce.

There is a need to attract and retain good people and to have them working productively. These resources cannot be tapped if the employer is unable to offer the means for employees to balance their work and life.

Workplace Stress

Workplace stress, caused by changes in the workplace such as leaner organisations, job insecurity and longer working hours and the out of work commitments of employees such as responsibility for dependants, are issues which Bristol City Council must consider, in conjunction with its stress policy. The cost of stress to employers includes high staff turnover, an increase in sickness absence and reduced work performance. Organisations also have a duty of care to ensure that their employees do not suffer physical or psychological damage in the course of their work.

One of the factors that aggravate workplace stress is non taking of leave entitlement during the leave year in which it accrues and this policy seeks to address this specific issue. Another factor is unacceptably high working hours. In this respect, the Council recognises the importance of the Working Time Directive.

Carers

The nature of the workforce has changed dramatically with the rise of dual career couples, the increasing number of one parent families, and the desire of men to become more involved in the rearing of children. We are also experiencing an aging population that means more employees are experiencing both elder care and child care responsibilities. Because elder care responsibilities develop with time, carers are likely to be the most experienced members of staff.

Recruitment and Retention of Disabled People

Flexible working increases access to employment for Disabled job applicants and existing employees who may need to work differently. Access to flexible working provides Disabled people with more choice as well as enabling the department to retain the employee. Through making mutually agreed reasonable adjustments by introducing flexibility to the way the Disabled employee works, the council could ensure that they remain in employment.

Flexible Working Practices

A more flexible approach to working hours means that employers are more likely to retain valued and skilled staff, allows employers to provide customers with extended service and allows work-life balance for employees. This includes situations where employees may wish to formally apply for time away from the workplace directly related to their religious belief. Applications made through the Work Life Balance Policy could involve, for examples, 'swapping' public holidays or regular time(s) for prayer. It may also benefit employees experiencing domestic abuse if they are allowed flexibility in working hours to allow them deal with issues arising from this.

The council also recognises that there are many advantages to employees working flexibly up to retirement. Employees can reduce their hours in the run up to their retirement using the provisions of the Work-life Balance Policy. Whilst older employees are encouraged to consider flexible working prior to retirement, it should be noted that the success of any applications for flexible working should not be dependent on criteria such as age or caring responsibilities.

Flexible employment practices also make the equalities dimension more achievable as customer needs are addressed and services improved in line with the social inclusion and anti-poverty agenda.

		There are strong arguments for organisations to look at this issue and this policy is the City Council's response.
Men	Yes	As above

b) Identify the potential impact of the policy on different race groups:

Race	Positive	Reason
Asian (including Bangladeshi, Pakistani, Indian, Chinese, Vietnamese, Other Asian Background – please specify _____)	Yes	As 1a
Black (including Caribbean, Somali, Other African, Other black background – please specify _____)	Yes	
White (including English, Scottish, Welsh, Irish, Other white background – please specify _____)	Yes	
Mixed Dual heritage (White and Black Caribbean, White and Black African, White and Asian, Other mixed background - please specify _____)	Yes	
Other (please specify)		

c) Identify the potential impact of the policy on disabled people:

Disability	Positive	Reason
	Yes	As 1a

d) Identify the potential impact of the policy on different age groups:

Age Group (specify, for example younger, older etc)		Reason
	Yes	As 1a

e) Identify the potential impact of the policy on lesbian, gay men, bisexual or heterosexual people:

Sexual Orientation	Positive	Reason
Lesbian	Yes	As 1a
Gay Men	Yes	
Bisexual	Yes	
Heterosexual	Yes	

f) Identify the potential impact the policy on different religious/faith groups?

Religious/Faith groups (specify)	Positive	Reason
Buddhist	Yes	As 1a
Christian	Yes	
Hindu	Yes	
Jewish	Yes	
Muslim	Yes	
Sikh	Yes	
Other (please specify)		

g) As a result of completing Question 1 a-f above what is the potential impact of your policy?

The numbers of employees using the policy will continue to rise as shown by the employee surveys since 2001. This will help meet their need and also those of the City Council under its Business Transformation and New Ways of Working Policy