



Comisiynydd
**Cenedlaethau'r
Dyfodol**
Cymru

**Future
Generations**
Commissioner
for Wales

ANYWHERE ANYTIME WORKING

“Having balance in our lives; love work, get a life”

Achieving our purpose, making it happen

Being super connected, having a positive impact on the world

Being super engaged

Being Leaders that ask and not tell

Encouraging freedom to innovate within clear guidelines

Celebrating learning from our mistakes as well as our successes

Understanding and valuing our differences

Having balance in our lives,,” love work get a life”

Loving learning



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Our Happiness measures	What that means about how we aspire to behave
Achieving our purpose and making it happen	I will work with others to generate a shared sense of purpose and a positive view of what the future looks like.
Being super connected	<p>I will seek to understand the different aims and agendas of those with whom I am working and use this knowledge to address any potential conflict and to achieve a positive outcome.</p> <p>I will plan ahead to identify and cultivate relationships that are likely to be important to the successful delivery of services now and in the future</p>
Being super engaged	I will continually reinforce a culture of inclusive decision making and shared leadership.
Being Leaders that ask and not tell	<p>I will demonstrate trust in others knowing when to support and when to step back.</p> <p>I will communicate openly, build credibility and be straightforward with people to generate trust and confidence in me.</p>
Minimising rules and encouraging freedom to innovate	<p>I will encourage and support others to think differently, to question and to try new ways of doing things, taking appropriate calculated risks.</p> <p>I will work with agility to adapt my role and purpose in response to the anticipated needs of my team and our stakeholders.</p> <p>I will seek to continually improve financial performance and deliver value for money without compromising quality.</p>
Celebrating learning from our mistakes as well as our successes	<p>I will learn from my successes and mistakes and develop new areas of knowledge and expertise</p> <p>I will pursue unpopular initiatives if they represent progress and the 'right thing to do'</p>



Understanding and Valuing our differences	I will reflect honestly on my personal style and its impact on others and I will develop my skills so that I can adapt my style as appropriate.
Having balance in our lives “love work get a life”	I will maintain a realistic and positive attitude to challenges, adversity and change and support others to do the same.
Loving learning	I will learn from my successes and mistakes and develop new areas of knowledge and expertise I will understand and embrace the benefits of new technology and implement their use for managing and delivering public services.

The context of this policy

This policy is designed to promote balance in our lives and live up to our **value of “love work get a life”**, at the same time as delivering against our remit, achieving our purpose and making it happen.

We recognise as an organisation and a staff team that flexible working hours bring benefits to us all in terms of the well-being goals of a **healthier Wales, a Wales of vibrant culture and cohesive communities**. By promoting balance in our lives we hope to have time to work and time to be with our families and our communities and have time to enjoy cultural pursuits.

This policy is a guide to encourage and support us all in making good judgements and taking decisions about our working patterns and practices. It should reinforce those behaviours we aspire to achieve especially in relation to open communication to build trust, shared decision making and inclusivity between team members, delivery managers and those individuals with strategic accountability for the delivery of the remit of the organisation.

This policy applies equally to all team members and we will strive to ensure there is no discrimination, direct or indirect, intentional or unintentional against any group or individual team members through the application of this policy.

Our Office premises need to be open to the public for business between 9:00 and 17:00, Monday to Friday. Other than the necessity to provide some physical presence in the office during these times we are empowered to work our contracted hours at a location and time, including weekends, to suit our personal needs and the business needs.

The general parameters of our approach

Although we are empowered to choose where and when we work we agree to:

- make our product owner and colleagues aware of our plans in advance so that they will know when and where they can contact us if they need to; this can be achieved by as a minimum keeping our electronic calendars up to date at all times, using other digital platforms such as yammer, and wherever possible by direct conversation;
- take into account operational and team requirements when deciding on our work location each day, including our accessibility to external and internal customers and clients;
- achieve our set objectives and agreed tasks;
- notify our product owner if we are sick or have a medical appointment in accordance with the managing attendance procedure;

- attend meetings determined by our product owner either in person or by using appropriate technology for the circumstances such as Skype;

If we choose to work at home for all or part of the week, we will follow the guidance of the homeworking policy regarding health and safety issues and caring for dependents.

These arrangements are based on trust and are intended to support the best means of achieving business objectives. Consequently not to adhering to these arrangements could lead to a loss of trust and we accept that this is damaging to the employment contract and may lead to the withdrawal of flexible working arrangements in individual circumstances determined by the relevant accountable manager.

Ultimately all Team members are under the obligation of their employment contract and persistent difficulties failure may lead to disciplinary procedures being instigated.

Recording our hours of work

Team members working irregular flexible working patterns will keep individual records of attendance. These hours will be recorded electronically on the standard agreed flexi timesheet, and available to our Product Owners and Human Resources at the end of each school/half term so that workloads can be discussed in a timely manner before additional hours accrue to an unacceptable level. In normal circumstances we consider an accrual of one working week is acceptable, any higher is considered unacceptable.

Team members who work a regular pattern of attendance can choose whether or not they wish to record their working hours.

Those Team members who choose not to record their hours on a regular basis are ineligible for time off in lieu of working additional working hours, unless a one off specific period of additional hours is worked and agreed with a Product Owner, for example to attend an event or complete a piece of work.



Flexi Credit

Flexi reporting periods run on a 4 weekly basis and team members can carry forward an unlimited amount of hours into the next reporting period. We will take individual responsibility for ensuring that any flexi credit (i.e. additional hours worked) we accrue is taken before the start of each school term/half term, allowing in most cases, 6-8 weeks to reclaim our additional hours. We will start a new school term/half term with a nil flexi balance, any flexi credit not taken before the start of the school term / half term will be lost.

Flexi Debit

Based on full time hours of service, we may carry forward a maximum of 7.4 hours debit into the next reporting period (i.e. hours owed to the organisation). This can be offset at a rate of 7 hours 24 minutes at a day's leave or 3 hours 42 minutes to a half day's leave. Individuals may request unpaid leave to discount a deficit in hours with their accountable manager.

Keeping safe and healthy

Sometimes we have to work long hours to keep on top of our work or deal with a crisis. Indeed, some people thrive on working long hours and derive a great deal of satisfaction from their work. In the short-term this is tolerable, but it is important to be aware of the potential problems of working long hours. Combined with other factors, working excessively long hours may result in some or all of the following:

- Reduced performance and motivation due to "burnout."
- Work related stress or illness
- Increased risk of mistakes and accidents

As Product Owners, we have a duty of care to our team members and as colleagues we have a duty of care to each other. This includes ensuring that we are all coping with the demands of our jobs and not working long hours persistently.

Long hours working is associated with various negative effects, such as poor performance, decreased productivity, health problems and lower employee motivation.

Our pledge

These are the **actions** we pledge to take to keep safe and healthy in terms of long hours working:

- We will all think carefully about the example we set for others when we work long hours or unsociable hours ourselves, especially those of us with specific people/management responsibilities.
- We respect each individual's choice to work different and flexible patterns and will not feel pressured to work long hours or unsociable patterns by other people's practices.
- We will ensure working hours are monitored and discussed regularly with your team members.
- We will encourage team members to talk openly if they feel under pressure and/or stressed. Place working hours as a standing item on team meetings. Talk about what is giving rise to long hours working and why and encourage people to come up with ideas and solutions. Agree action plans to resolve the position.
- We will think creatively about flexible working patterns and the support of technology to work remotely.
- We will encourage team members to take their full annual leave entitlement and minimise the carry-forward of extra hours.
- We will encourage team members to take lunch breaks and rest periods, dissuade people from working at their desks whilst having lunch.
- We will consider overnight stays when a significant amount of driving is involved following meetings in other locations.
- We will think about relevant courses for team members who may need to improve their time management skills or would benefit from attending courses to reduce stress.



- We will think carefully and respectfully before allocating work. Can the Team member really take on additional work at this time? What are the deadlines - and are they reasonable? In what way does the work link to business plans and in what order of priority? Consider renegotiating deadlines or reprioritising other work.
- Don't encourage "presenteeism." Encourage and support our culture that recognises contribution and achievement, not time spent at the desk.
- Avoid calling meetings before 9.00am and after 5pm, or at lunchtime or in the school holidays.

Time off for medical appointments

Our flexible working approach enables us to work our contracted hours at times which suit our personal needs, ensuring it also meets business need. Therefore in most circumstances our contracted hours should be worked around any medical appointments.

Working Time Regulations

The WTR provides limits on working times and the Office of the Future Generations Commissioner for Wales has specific duties under the WTR.

We must ensure that we do not work longer than an average of 48 hours per week, including additional hours and second jobs but excluding breaks, over an average period of 17 weeks (just under 4 months). Contracted hours for full time team members are 37 per week and although circumstances sometimes dictate that additional working hours are necessary for a sustained period, prolonged use of such a pattern of working could be in breach of the WTR and should be necessary only exceptionally.

The WTR state that Team members aged under 18 should not usually work more than 8 hours in a working day.

There is a statutory requirement in the employment contract that all Team members who work more than 6 hours in a day (4 ½ hours for staff under age 18) have a 20 minute break. Although the statutory requirement is for a 20 minute break it is the Office of the Future Generations Commissioner for Wales policy that members of staff take an

uninterrupted 30 minute break when working longer than a 6 hour day (4 ½ hours for staff under age 18). We are all responsible for ensuring that this intention is observed both for ourselves and for the welfare of our colleagues.

We are all responsible for ensuring that the regulations are complied with in these respects for ourselves and our colleagues but ultimately contractual accountability lies with accountable managers in the leadership team.

Quick reference guide to the Law:

The main provisions of the Working Time Regulations (WTR) are:

- Employees cannot be required to work for more than 48 hours a week averaged over a 17 week period.
- Employees can only work beyond these hours by signing an opt-out agreement. Opt-out agreements are voluntary and can be retracted at any time.
- Where an employee's working day is more than six hours, they are entitled to a rest break of 20 minutes.
- Employees aged 15-18 should have at least a 30 mins break if their working day is longer than 4 ½ hours.
- Employees aged 15-18 should not usually work more than 8 hours in a working day.
- Working hour's records must be kept to show that the limit on the maximum weekly working time is complied with and that these records are kept for two years.
- Accountable Managers can ultimately be held responsible for circumstances where employees are in breach of the WTR

The calculation of working time does not include time spent undertaking routine travel between home and the workplace or time spent on lunch breaks. To constitute working time, a person must be working and carrying out his or her duties and at the disposal of the organisation.