



St Luke's
Hospice Plymouth

**YOUR GUIDE TO
FLEXIBLE
WORKING**

AUGUST 2026



INTRO

St Luke's has a positive approach to flexible working. We believe that if the organisation is fully functional and has satisfied clients, patients, families and customers, the way people work their allotted hours is less important than what they achieve.

Flexible working should mean healthier, happier workers and it should also make it easier to attract and retain good team members.

The aim of this document is to raise awareness of the benefits of flexible working and how we might all benefit, not only on a formal basis, where a contract change may be required, but also on an informal basis.

FLEXIBLE WORKING

Q. JUST WHAT IS FLEXIBLE WORKING?

It's an arrangement which supports an individual to have greater choice about where, when and how they work. Some examples are listed below, though this list is not exhaustive:

- A reduction in hours/days per week
- Change to the working location
- Shorter working year
- Job share arrangements
- Work patterns such as, annualised hours, compressed hours, flexi-time, term time only
- Staggered start time
- Earlier start/later finish



THE BENEFITS

St Luke's understands and embraces the benefits of flexible working for both the individual and the organisation.

Greater flexibility and allowing people to work where they are most productive, and schedule their tasks appropriately, will help them create a better life work balance.

There are many documented and researched benefits of working flexibly, such as:

WELLBEING	RETENTION
AUTONOMY	ATTRACTION
FAIRNESS	PERFORMANCE
CHOICE	ENGAGEMENT
TRUST	MOTIVATION

REDESIGNING WORKING PATTERNS



**SHIFTING
THE HOURS
YOU WORK**



**SHORT BREAKS
DURING THE
WORK DAY**



**WORKING AT
A DIFFERENT
LOCATION**



**WORKING
LONGER DAYS
TO GAIN
TIME OFF**



**PLANNING HOURS
AS A TEAM TO
HELP EVERYONE**



**CHOOSING
TO WORK
PART TIME**



**MANAGING
THE IMPACT OF
WORK TRAVEL**



**CHANGING YOUR
DAYS OF WORK OR
SWAPPING WITH A
COLLEAGUE**

PRINCIPLES

- We have a positive approach to flexible working
- All employees, regardless of role, have the right to request flexible working from DAY 1 (#FlexFrom1st)
- There is NO LIMIT to the number of requests that can be submitted by individuals
- Everyone has the right to make requests and have them considered, regardless of the reason
- If a solution can't be found to an application, there is a further stage to check for other suitable options that may be considered by both individual and organisation
- All roles, where possible, are advertised as having flexible working options
- Line managers will have regular conversations with staff about working flexibly
- St Luke's will start from a basis that the answer to a flexible working request is 'YES'
- The arrangement should work for the organisation, the team and the individual

FLEXIBLE WORKING



Be transparent about when you are working and when you're not able to work. Be clear about how your working pattern fits into the rota and shift system of the team.



Ensure priorities are clear. Do objectives need to be reviewed in light of any new flexible working arrangement?



Ensure regular one-to-ones, wellbeing conversations and appraisals cover any flexible working requirements, and that time is made to regularly review and reflect on the arrangement.



Be a role model and lead by example. Talk about flexible working, your own adaptability and how you're managing your wellbeing. Share good practice, learn from other flexible working colleagues and support one another.



THE LAW

It's your right to request flexible working from day one, although it's not compulsory for your employer to approve it. St Luke's will endeavour to approve flexible working requests whenever possible.

All employees are allowed by law to make two requests within 12 month period. At St Luke's unlimited requests are allowed.

Managers must seriously consider all statutory flexible working requests. At St Luke's this means deciding whether your team can happily accommodate the requested work pattern.

If it's not possible to approve the original request, there is a duty to discuss an alternative arrangement. Requests must be dealt with in a timely manner, with responses given within two months.

FLEXIBLE WORKING

Q. WHY MIGHT MY REQUEST BE REFUSED?

There are sometimes legitimate reasons for refusing a flexible working request. Examples include:

- Extra costs that will damage the business
- The work cannot be redistributed among other staff
- People cannot be recruited to do the work
- Flexible working will affect quality and performance
- The business will not be able to meet customer demand
- There's a lack of work to do during the proposed working times
- The business is planning changes to the workforce

If one or more these reasons apply to the requested working pattern, we will try to find another pattern that suits the individual and the organisation.



APPLYING

Before submitting a flexible working application, have a conversation with your line manager. It could be that a formal application is not required. If there are no contractual changes and your request is only for ad hoc occasions, you may get approval without the need for paperwork.

Line managers can ask People Services for guidance on whether a formal process is required.

If required, application forms for flexible working are available on the People Services Intranet page.

All applications (formal or informal) will be responded to as soon as possible, and definitely within two months of request.

FLEXIBLE WORKING

OUR PLAN	
Culture and leadership	Adopt an organisational culture which views flexible working as an offer, with buy-in from senior management
Explore changes to existing processes /Update policies	Offer right to request flexible working from Day 1 Remove limit to requests Update policies
Line Management Training	Embed flexible working conversations into 1-1s, wellbeing conversations, PDRs
Job Design	Define how different roles could look if they were to be done more flexibly
E-Roster	Collaborative rota design
Communication	Promote flexible working to job seekers, staff and managers
Evaluation	Support future improvements by evaluating flexible working arrangements

EXAMPLES

All examples will have been discussed with line managers and designed to fit in with the employee's workload and work commitments.



Staff starting work earlier or later than 'normal' in order to take a couple of hours during the day for personal activities (eg gym, shopping, hairdressers, walking the dog)



Compressed hours – a nine-day fortnight, working full-time hours across nine days rather than 10

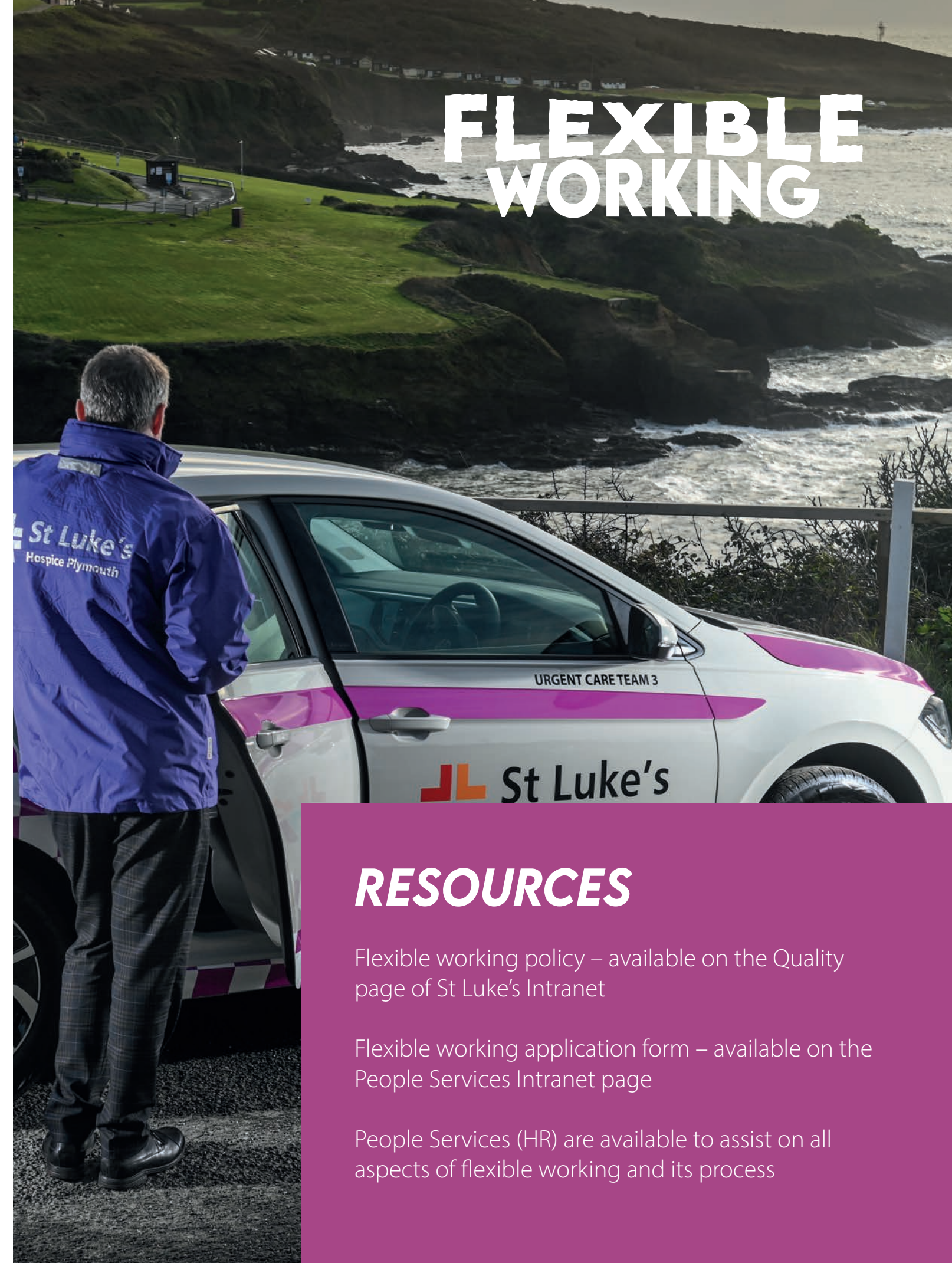


Swapping working days to allow for appointments



Shift changes to allow staff to attend school activities

FLEXIBLE WORKING



RESOURCES

Flexible working policy – available on the Quality page of St Luke's Intranet

Flexible working application form – available on the People Services Intranet page

People Services (HR) are available to assist on all aspects of flexible working and its process

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