



MANAGERS' GUIDE

CONSIDERING REQUESTS FOR FLEXIBLE WORKING

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1. Introduction

Ealing Council is committed to facilitating, wherever possible, flexible working practices for staff without compromising the delivery of high quality and responsive services to the local community.

The Council recognises that for individuals, the opportunity to work flexibly can enable them to achieve a better work-life balance. Working flexibly can provide employees with a greater sense of responsibility, ownership and control of their working life.

The Council also recognises that it makes good business sense to provide flexible working opportunities for their staff because such arrangements can enable the Council to:

- Attract and retain skilled staff and reduce recruitment costs
- Raise staff morale and increase loyalty and commitment
- Increase attendance
- React to changing market conditions more effectively

2. Who can apply for flexible working

Parents of children aged under 17 (or 18 where disabled) and carers of certain adults who have 26 weeks continuous service with the Council have a statutory (legal) right to request flexible working and the Council has a duty to consider their requests seriously.

The Council has extended the right to request flexible working to all employees of the Council who have 26 weeks continuous service.

Employees who do not have 26 weeks continuous service can still make a flexible working request but such requests will not be considered under the Council's local procedure. Such requests will be considered by the employee's designated manager and will be given serious consideration. Where it is impractical to agree to flexible working because of the impact on the service provided, then the manager will clearly explain the reasons for refusal to the employee.

Where the Council cannot accommodate all requests, priority will be given to those who have a statutory right to request flexible working.

3. Does the Council have a procedure for considering requests

The Council has an agreed procedure to consider requests for flexible working. See part 3, section 10 (paragraph 10.9) of the Local Terms and Conditions of Service (working time) for eligibility and details of the procedure.

An employees' right to apply for flexible working is not a right for the employees' flexible working request to be agreed.

There are a number of flexible working options contained within the Council's Local Terms and Conditions of Service (see section 6). When considering a flexible working request, the manager will have regard to any condition of service that is relevant to the particular request.

Should the Council approve an application for flexible working the variation in contractual terms may be permanent or for a specified time period only. Should a permanent change be requested and agreed the employee will have no automatic right to change back to their previous pattern of work.

4. This guidance

This guidance includes:

- The rights and responsibilities of the employee and the manager (on behalf of the Council)
- Flexible working options
- Considering an application for flexible working
- Procedural guidance including the right of appeal
- Relevant forms

5. Rights and responsibilities

Employees' rights

- To apply to work flexibly
- To have their application considered properly in accordance with the local procedure and refused only where there is a clear organisational reason
- To have a trade union representative or work colleague present when meeting the manager to discuss the application
- Where the employee's application is refused, to have a written explanation explaining why
- To appeal against the Council's decision to refuse the application

Employees' responsibilities

- To provide a carefully thought-out application
- To ensure the application is valid by checking that they are eligible and that all the necessary information has been provided
- To arrive at meetings on time and to be prepared to discuss the application in an open and constructive manner

- Where necessary, to be prepared to be flexible to reach an agreement with their line manager

Managers' rights (the Council)

- To reject an application when the desired working pattern cannot be accommodated within the needs of the service
- To seek the employee's agreement to extend timescales where it is appropriate
- To consider an application withdrawn in certain circumstances

Managers' responsibilities (the Council)

- To consider requests properly in accordance with the local procedure
- To adhere to the time limits contained in the procedure
- To provide the employee with appropriate support and information during the course of the application
- To only decline a request where there is a recognised organisational ground and to explain to the employee in writing why it applies
- To ensure that any variation with the procedure is agreed in advance with the employee and recorded in writing

6. Flexible working options

Eligible employees can request to:

- Change the hours they work
- Change the times when they are required to work or
- Work from home

Applications for a change in an employees working pattern will not always require a significant alteration, for example, a parent may simply wish to start work half an hour later to take their child to school and make up the time later in the day. Alternatively, the request may involve a more significant change to their hours in order to balance, for example, their work and childcare requirements.

Flexible working incorporates a wide variety of working practices in contrast to the normal working pattern or the other traditional variations such as part-time or shift working. Options (or possible combination of options) which can be considered are:

Type of flexible working	Description	Local condition of service¹ Y/N	Change to contract required² Y/N
Part-time working	There is no set pattern to part-time working. It may involve a later start and earlier finish time than a full-time position, working mornings or afternoons only, fewer days in the week or any other arrangement of working time whereby the employee is contracted to work less than normal basic full time hours The employee will be paid for the hours they work pro rata, with the exception of training and car allowances	Y (part 2, paragraph 2.7 of the local conditions of service)	Y
Flexi-time	Employees are required to work within a “core time period”. Hours worked outside the core time period are often worked flexibly.	Y (paragraph 10.2 in parts 2 and 3 of the local conditions of service.)	Y
Job-sharing	Typically, two employees share the work normally done by one employee	Y (paragraph 10.4 in parts 2 and 3 of the local conditions of service). Job sharing can apply to posts at all levels. Certain posts may however be unsuitable for job sharing.	Y
Working from home	New technology makes communication with office and customers possible by telephone, fax and email from home, car or other remote locations	Y (part 2, paragraph 10.7 of the local conditions of service) Any regular home working arrangements would be agreed in accordance with the Council’s home working policy	Y

¹ Some of the Council’s Local Terms and Conditions of Service do not apply to some chief officer posts (see relevant chief officer appendices to the contract of employment)

² For permanent agreements only

Term-time working	Employees work during school term time only. Their salary is calculated accordingly (based on the total number of weeks worked) and payment is spread across the year.	Y (part 2, paragraph 10.5.3 of the local conditions of service)	Y
Staggered hours	Employees in the same workplace have different start, finish and break times – often as a way of covering longer opening hours	N	Y
Annual hours (implementation subject to further consultation)	This is a system that calculates the hours an employee works over a whole year. The annual hours are usually split into 'set shifts' and 'reserve shifts' which are worked as the demand dictates	N	Y
Additional leave entitlement	This may be agreed either unpaid or paid with salary re-calculated to take account of the extra leave. Additional leave may also be agreed as part of an annual arrangement	N	Y
Compressed working hours	Employees work their total agreed hours over fewer working days – for example, a five-day working week is compressed into four days	N	Y
Shift-working	This is the pattern of work in which one employee replaces another on the same job within a 24 hour period.	Y	Y
Shift swapping	Enables employees to negotiate their working times by re-arranging shifts among themselves with the proviso that the required shifts must be covered.	N	N

Self-rostering	Allows employees to nominate shifts which they would like to work leaving managers to compile shift patterns which match the individual preferences of staff to agreed staffing levels	N	N
Time off in lieu	This allows employees to take time off to compensate them for extra hours	Y (part 2, paragraph 10.2.5 of the local conditions of service)	N
Unique working patterns	These are individually tailored patterns which may involve a combination of options	N	Y
Career breaks	These are unpaid breaks with a guarantee that they will be able to return to work at the end of the agreed period.	Y (part 3, paragraph 11.12 of the local conditions of service). Employees with one years' service with the Council may take an unpaid career break of between 6 months and 3 years duration in accordance with the scheme.	N
Working reduced hours	Managers at their discretion may approve the working of reduced hours on a temporary or permanent basis if the business needs of the service allow.	Y (paragraph 10.5 in parts 2 and 3 of the local conditions of service)	Y
Extended leave	Employees may request up to one years absence from work as a mix of paid and unpaid leave. One years notice to commence the leave is required	Y (part 2, paragraph 11.4 and part 3 paragraph 11.6 of the local conditions of service).	N
Accumulated leave	Employees may request to save up to a maximum of 10 days of their leave entitlement in any one leave year for a period of leave in a future leave year, up to a maximum of 30 paid days accumulated leave in total, to be taken as part of the extended leave arrangements	Y (part 2, paragraph 11.5 of the local conditions of service).	N

7. Considering an application for flexible working

An employee can make a request to work flexibly if they have worked for the Council for 26 weeks at the date the application is made and have not made another application to work flexibly during the past 12 months (within the same post)*.

*In exceptional circumstances, requests will be considered within the 12 month period and within the same post but such request will not be considered using the Council's local procedure.

The employee will be required to submit an application using the Council's Flexible Working Application form, setting out their desired working pattern and how their proposal can be achieved taking into account the service needs and the effect on their colleagues. The procedure can take up to 14 weeks to complete.

An application must:

- Be in writing (whether on paper, e-mail or fax)
- Explain what effect, if any, the employee thinks the proposed change would have on the service and how, in their opinion, any such effect might be dealt with
- Specify the flexible working pattern applied for
- State the date on which it is proposed the change should become effective
- State whether a previous application has been made to the Council and, if so when it was made
- Be dated.

An application will be considered to have been made by email or fax on the day of transmission and if sent by post, the day on which it would have been delivered in the ordinary course of post, unless shown to be otherwise.

The acknowledgement slip at the bottom of the application form should be used to confirm receipt to the employee. This will be particularly useful where there has been a delay in receipt of the application.

If the employee does not provide all the required information the manager should inform the employee what has been omitted and ask them to resubmit the application when complete. The manager should also inform the employee that they are not obliged to consider the application until it is complete and resubmitted.

The manager will have 28 days after the day they receive the application to either agree to the request or arrange a meeting to discuss the application in accordance with the procedure as set out in the local terms and conditions of service.

8. Following the local procedure

The following is guidance on the application of the local procedure:

The meeting

- The line manager will normally carry out the meeting, unless another designated manager has been identified for this purpose.

- The manager must hold a meeting to consider the request within 28 days of receiving the application.
- The employee will be able to bring another employee of the Council, including a trade union representative employed by the Council, to the meeting, to represent them.
- The manager must write to the employee advising them of their decision within 14 days after the date of the meeting.

The trade union representative/work colleague

- The employees representative/colleague can address the meeting or confer with the employee during it.
- If the representative/colleague is unable to attend the meeting, the employee should rearrange the date for the meeting within five working days of the originally proposed time, ensuring the new time is convenient to all parties or consider an alternative representative/colleague. The meeting would not normally be postponed a second time if the trade union or work colleague were again unavailable.

The meeting will provide the manager and the employee with the opportunity to discuss the employee's desired working pattern in depth and to consider how it might be accommodated. A successful outcome will be assisted if both the manager and the employee are prepared to be flexible. If the original working pattern cannot be accommodated, the meeting will provide an opportunity to see if an alternative working arrangement may be appropriate. Where it is in the interests of both parties a trial period can be agreed to see how the new pattern suits them both.

It might also be appropriate to agree that the change in the employee's working pattern will be for a time limited period, if for example the employee wants to revert back to his/her current working pattern at the end of that period and the manager can accommodate this. For example where the employee would prefer to spend more time with their child before entrusting their child to the care of a nursery.

In making a decision the manager must have regard to any relevant conditions of service relating to the particular request to work flexibly.

The manager may wish to carry out the following in preparation for the meeting:

- Make a list of the issues to be discussed at the meeting, eg if the manager is aware that the request can be granted, they may want to discuss a suitable start date before formally accepting the request.
- Inform the employee of anyone they have asked to join the meeting
- Ask other employees if they would want to cover any extra hours that may be created as a result of agreeing the request
- Consult their HR Representative about possible options
- Familiarise themselves with this guidance and the local procedure (see section 10 (paragraph 10.9) of the Local Terms and Conditions of Service for details of the procedure).
- Familiarise themselves with any relevant Local Terms and Condition of Service.

The following should also be considered in advance of the meeting or any decision being made on the flexible working request:

- The likely impact where the employee's absence from work would increase the workload and pressures on their colleagues, with particular reference to office cover
- Any proposed/planned future changes in staffing /service delivery that may impact on the feasibility of the request
- Where it is agreed that an employee can work from home, how the workload can be managed

The manager should try to arrange the meeting at a time and place that is convenient to both parties. This will usually be the place of work, but they should be prepared to be flexible about this. For example, if the employee is a mother who is about to return from maternity leave, it may be that she will find it difficult to travel to her place of work. In such circumstances, discuss the meeting place with her and consider whether there is an easier place to hold the meeting.

If it is difficult to arrange a meeting within 28 days after the application is made at a time and place convenient to all parties, the manager should gain the employee's agreement to extend this period.

When the request has been discussed with the employee, the manager must notify the employee of the decision in writing. This must be done within 14 days of the date of the meeting.

If the request is accepted, the notification must:

- Include a description of the new working pattern
- State the date from which the new working pattern is to take effect
- Be dated

An application acceptance form can be used to confirm a new working pattern. The agreed working pattern will be a permanent change to the employee's terms and conditions of employment, unless otherwise agreed. There will be no automatic right to revert to the previous working hours and patterns, if the change to the employee's contract is permanent. However, where a trial period or time-limited period has been agreed this should also be set out in the written notice. In this case the manager will need to make it clear in the notice that the right will be reserved to require the employee to go back to the old working pattern if this is considered appropriate. An example of this could be allowing an employee to go part-time pending attempting to recruit a job-sharer for their former full-time post.

The manager may also need to ensure the following is done where the application is accepted:

- Inform your HR Advisor of the new working pattern. The contract of employment may need amending.
- Ensure payroll is notified if the employee's pay requires amendment
- Check to establish whether all health and safety requirements have been satisfied. This may be particularly relevant where the employee is working from home.
- Consider whom else you need to inform, including other colleagues.

Where the parties agree there should be a trial period of the new working pattern the manager must also get the agreement of the employee to an extension of the 14 day

period in which to inform the employee of the decision following the meeting. For example the extension could be to 14 days after the end of the trial period. This is necessary because the manager will not be making a final decision on the application until the end of the trial period. The manager must notify the employee of this final decision, using an application acceptance form or application rejection form as appropriate.

There will be circumstances where due to organisational reasons the manager is not able to accept the request. In this case the application rejection form should be used for refusing the request. In these circumstances the employer must state in writing:

- The organisational reasons why the request cannot be accepted
- Provide an explanation of why the organisational reasons apply in the circumstances
- Set out the appeal procedure and
- Ensure the written notice is dated

An application can only be refused where there is an organisational reason. The organisational reason for refusing an application must be from one of the following:

- Burden of additional costs
- Detrimental effect on ability to meet customer demand
- Inability to reorganise work among existing staff
- Inability to recruit additional staff
- Detrimental impact on quality and/or performance
- Insufficiency of work during the periods the employee proposes to work
- Planned structural changes

In addition to providing an organisational reason the manager must include an explanation about why the organisational reason applies in the circumstances. If the employee understands why an organisation reason is relevant, they are more likely to accept the outcome and be satisfied that their application has been considered seriously, despite being disappointed that their application has been refused.

Any facts quoted in the explanation must be accurate and accordingly the manager must be able to back up any facts with evidence should they be subsequently disputed. A decision to reject an application based on incorrect facts would provide the employee with the basis to make a complaint to an Employment Tribunal.

Appeal process

- An employee has 14 days to appeal in writing after the date of the manager's decision
- If an appeal is made the manager must arrange an appeal meeting to take place within 14 days after receiving the notice of the appeal. The appeal should be heard by the next level of manager to the manager who considered the original request.
- The employee will have the right to be represented.
- The manager who hears the appeal must inform the employee of the outcome of the appeal in writing within 14 days after the date of the meeting.

The written appeal must include the grounds of appeal, any relevant documentation and be dated.

The appeal manager must inform the employee of the outcome of the appeal in writing within 14 days of the date of the meeting. The appeal reply form should be used for this purpose.

If the appeal is upheld the written decision must:

- Include a description of the new working pattern
- State the date from which the new working pattern is to take effect and
- Be dated

If the appeal is dismissed the written decision must:

- State the reasons for the decision. These will be appropriate to the employee's own grounds for making the appeal.
- Provide an explanation as to why the reasons for refusal apply in the circumstances.
- Be dated

If the employee misses the appeal meeting this should be dealt with in the same way as for the employee who misses the meeting to discuss the application. The employer should rearrange the meeting at the next mutually convenient time. An employee, who fails to attend an appeal meeting more than once and does not provide a reasonable explanation, will have their application treated as having been withdrawn. In such circumstances, the manager should write to the employee confirming that the application was considered withdrawn.

The appeal decision will be final.

Employees cannot generally raise a grievance to complain about or object to the fact that the request has been refused. The only exception would be if the grievance is that the reason for refusal amounts to unlawful discrimination or that the true reason is not the reason given.

Extension of time limits

There may be exceptional circumstances when it is not possible to complete a part of the procedure within the specified time limit. The manager and the employee can therefore agree an extension of time. The manager must keep a written record of the agreement.

The written record must:

- Specify what period the extension relates to
- State the date the extension is to end
- Be dated and
- Be sent to the employee

Examples of exceptional circumstances include:

- By agreement by the manager and the employee

For example, it might be that the manager needs extra time to speak to another employee who is on holiday about whether they could work the hours left uncovered by the employee's requested working pattern. Or the employee themselves may be going on leave and would not be able to attend a meeting within the time limit. An extension of time in this case can only occur if the manager and the employee agree it.

- Through the manager's absence

Where an application is sent to the manager who normally deals with the request and the manager is absent from work due to leave or sickness, an automatic extension applies. The period that the manager has to arrange the meeting will start either on the day of the manager's return or 28 days after the application is made, whichever is sooner. On the manager's return it will be advisable to acknowledge receipt of the application so that the employee is aware that the extension has applied and the period when they can expect to meet their manager to discuss the request. There are no other circumstances where an automatic extension to any period applies.

Applications treated as withdrawn

There will also be occasions when an application is treated as withdrawn. In all circumstances a written record must be kept. The notice of withdrawal form can be used for this purpose. There are three reasons why an application may be treated as withdrawn:

- The employee decides to withdraw the application

An employee who withdraws their application will not be eligible to make another application for 12 months (within that post) from the date their application was made. Where the employee decides to withdraw their application, they should notify their manager in writing as soon as possible. A manager who is informed verbally that the application is withdrawn by the employee but does not subsequently receive written confirmation should contact the employee to confirm their intentions. Where the manager does not receive confirmation from the employee, the manager should confirm the withdrawal in writing.

- The employee fails to attend two meetings

Where the employee misses two meetings without reasonable cause, the manager may treat the application as withdrawn. If for example, an employee misses a meeting for a reason such as their child falling ill and informs the manager straight away, the manager should treat this sympathetically. However, if an employee misses a meeting and does not explain why, then they can expect their absence to be treated less sympathetically. The manager should warn the employee that they risk their application being treated as withdrawn if they miss another meeting without reasonable cause when rearranging the meeting.

- The employee unreasonably refuses to provide the employer with the required information

There may be occasions where the manager is willing to accept a request for flexible working but requires the employee to provide them with certain information before they can do so. If the employee unreasonably refuses to provide the manager with

the information, then the manager can treat the application as withdrawn. For example, an office worker may request to work from home part-time and the manager may wish to ensure their working space meets the health and safety standards. If the employee refuses to comply, the manager may treat the application as withdrawn.

Flexible Working Application Form

Note to the employee

You are advised to use this form to make an application to work flexibly. Before completing this form, you should first read the Employees Guide to Flexible Working and check that you are eligible to make a request. This guide is available on the Council's Intranet.

You should note that it may take up to 14 weeks to consider a request before it could be implemented and possibly longer where difficulties arise. You should therefore ensure that you submit your application to the appropriate person well in advance of the date you wish the request to take effect. The person who considers your request is referred to in this form as 'the manager'. S/he will normally be your line manager but may be another manager designated for this purpose.

It will help your manager to consider your request if you provide as much information as you can about your desired working pattern. It is important that you complete all the questions, as otherwise your application may not be valid. When completing sections 3 & 4, think about what effect your change in working pattern will have both on the work that you do and on your colleagues. Once you have completed the form, you should immediately forward it to your manager (you might want to keep a copy for your own records). Your manager will then have 28 days after the day your application is received in which to arrange a meeting with you to discuss your request. If the request is granted, this will be a permanent change to your terms and conditions unless otherwise agreed.

Note to the manager

This is a formal application for flexible working and you have an obligation to consider the application seriously. You have 28 days after the day you received this application in which to either agree to the request or arrange a meeting with your employee to discuss their request. You should confirm receipt of this application using the attached confirmation slip.

1. Personal Details

Name: Employee number:
Manager: National Insurance No:

To the manager

I would like to apply to work a flexible working pattern that is different to my current working pattern. I confirm I meet the conditions below:

- I am an employee
- I have worked for the Council for 26 weeks at the date my application is made
- I have not made another application to work flexibly during the past 12 months (within the same post)

2a Describe your current working pattern (days / hours / times worked):

2b. Describe the working pattern you would like to work in future (days / hours / times worked):

(You may continue on a separate sheet if necessary)

2c. I would like this working pattern to commence from:

Date:

and (if applicable) to end on:

Date:

3. Impact of the new working pattern

I think this change in my working pattern will affect my service area and colleague(s) as follows:

4, Accommodating the new working pattern

I think the effect on my service area and colleague(s) can be dealt with as follows:

Name:

Signature

Date

NOW PASS THIS APPLICATION TO YOUR MANAGER.

Cut this slip off and return it to your employee in order to confirm your receipt of their application

Employer's Confirmation of Receipt (to be completed and returned to employee)

Dear:

I confirm that I received your request to change your work pattern on: Date:

I shall be arranging a meeting to discuss your application within 28 days following this date. In the meantime you might want to consider whether you would like a fellow colleague or trade union representative to accompany you at the meeting.

From:

Signature:

Note to the manager

You must write to your employee within 14 days following the meeting confirming your decision. When accepting an application to work flexibly you should complete this form. If you cannot accommodate the requested working pattern you may still wish to explore alternatives to find a working pattern suitable to you both. The manager's guide on flexible working provides information on the issues that you might want to consider. A copy is available on the Council's intranet.

Please note that the Flexible Working Application Rejection Form should be used if the employee's working pattern cannot be changed, and no other suitable alternatives can be found.

Dear: Employee Number:

Following receipt of your application and our meeting on: Date:

I have considered your request for a new flexible-working pattern.

- I am pleased to confirm that I am able to accommodate your application.
- I am unable to accommodate your original request. However, I am able to offer an alternative pattern which we have discussed and you agreed would be suitable to you.

Your new working pattern will be as follows:

Your new working arrangements will begin from: Date:

and (if applicable) will end on: Date:

Note to the employee

Please note that in the absence of an agreed end date the change in your working pattern will be a permanent change to your terms and conditions of employment and you will have no right to revert back to your previous working pattern.

If you have any questions on the information provided on this form please contact me to discuss them as soon as possible.

Name: Date:
Signature:

PLEASE RETURN THIS FORM TO YOUR EMPLOYEE.

Flexible Working Application Rejection Form

Note to the manager

You must write to your employee within 14 days following the meeting confirming your decision. This form should be completed by you when declining an application. Before completing this form you must ensure that full consideration has been given to the application. You must state the organisational reasons as to why you are unable to agree to a new working pattern and give an explanation as to why the reason(s) applies in the circumstances. The list of the permissible organisational reasons under which a request may be refused are detailed in the Managers Guide on Flexible Working. This guide is available on the Council's Intranet.

Dear:

Employee Number:

Following receipt of your application and our meeting on: Date:

I have considered your request for a new flexible-working pattern.

I am sorry but I am unable to accommodate your request for the following organisational reason(s):

The reasons apply in the circumstances because:

(You should explain why any other work patterns you may have discussed at the meeting are also inappropriate. Please continue on a blank sheet if necessary)

If you are unhappy with the decision you may appeal against it. Details of the appeal procedure are set out below

Name: (Manager)	<input type="text"/>	Date:	<input type="text"/>
Signature:	<input type="text"/>		

The Appeal Process

To the employee

If the manager who considered your request for flexible working turns it down, you have the right to appeal against the decision. If you wish to appeal, you must write to the manager, setting out the reasons for your appeal, within 14 days after receiving written notice of his/her decision.

To the manager

If you reject your employee's request for flexible working, your employee has the right to appeal against your decision.

If your employee appeals against your decision to refuse a request for flexible working, you must arrange a meeting with your employee to discuss the appeal within 14 days after receiving the appeal letter. The next level of manager to you should hear the appeal. This is detailed in the manager's guidance.

After the meeting has been held, the manager who hears the appeal must write to the employee within 14 days to notify him/her of the outcome of the appeal.

PLEASE RETURN THIS FORM TO YOUR EMPLOYEE.

Flexible Working Notice of Withdrawal Form

Note to the employee

This form provides notification to the manager dealing with your request that you wish to withdraw your application to work flexibly. Once you have withdrawn your application, you will not be able to make another application whilst in your current post for 12 months from the date your original application was made.

Dear:

I wish to withdraw my application to work flexibly which I submitted to you on

I understand that I will not be able to make another application whilst in my current post for twelve months after the above date.

Name:

Date:

Signature

PLEASE RETURN THIS FORM TO THE MANAGER

Note to the manager

Once your employee has completed this form and returned it to you, the application is considered as withdrawn and you are not required to give it any further consideration.
See Managers' Guide on Flexible Working.

You should complete the slip below and return it to your employee to confirm your receipt of the withdrawal notice.

Cut this slip off and return it to your employee in order to confirm your receipt of their withdrawal notice.

Manager's Confirmation of Withdrawal (to be completed and returned to employee)

Dear:

I confirm that I have received notice that you wish to withdraw your application for flexible working which you submitted to me on

Date:

Under the right to apply, you will not be eligible to submit another application whilst in your current post for twelve months after the above date.

From:

Date

Signature:

Flexible Working Extension of Time Limit Form

Note to the manager

This form should be used when confirming agreement with your employee that you wish to extend a time limit beyond those set out in the local procedure for considering requests. You may extend the time limit for any part of the process, providing your employee agrees to the extension. Information on when it might be appropriate to extend the time limits can be found in the Manager's Guide on Flexible Working.

Dear:

Employee Number:

I wish to extend the amount of time that the procedure allows me to:

- Arrange a meeting to discuss your application (28 days)*
- Notify you of my decision regarding your application (14 days)*
- Arrange a meeting to discuss your appeal (14 days)*
- Notify you of my decision regarding your appeal (14days)*

*delete as appropriate

I wish to extend the time limit to days. This means that I will have until:

to complete the necessary action. I need the extra time for the following reason:

If you agree to this extension, please complete the slip below and return it to me.

Signed:

Date:

YOU SHOULD NOW PASS THIS APPLICATION TO YOUR EMPLOYEE.

Note to the employee

To allow proper consideration of your request, the manager dealing with it may wish to extend the permitted time limit for any part of the process. The manager will need your agreement to any extension of the time limit. If you agree to the above request, please complete the agreement slip below and return it to the manager.

Cut this slip off and return it to the manager in order to confirm your acceptance of their request

Employee's Agreement to Time Extension (to be completed & returned to your manager)

Dear:

I accept your request to extend the amount of time to

Signed:

Date:

Flexible Working Appeal Reply Form

Note to the manager hearing the appeal

You should complete this form when notifying an employee of the outcome of an appeal. You must return this form to the employee, giving notice of your decision, within 14 days after the meeting at which you both discussed the appeal. If you decide to turn down the appeal, you must state the reasons for your refusal. More information is available in the Managers Guide on Flexible Working. A copy of this guide is available on the Council's Intranet.

Dear:

Employee Number:

Following our meeting on:

Date:

I have considered your appeal against the decision to refuse your application to work a flexible working pattern.

I accept your appeal against the decision. I am therefore able to accommodate your original request to change your working pattern as follows:

Your new working arrangements will begin from:

Date:

Note to the employee

Please note that in the absence of an agreed end date the change in your working pattern will be a permanent change to your terms and conditions of employment and you will have no right to revert back to your previous working pattern.

I am sorry but I must reject your appeal for the following reason(s):

The reason(s) apply because:

(Please continue on a separate sheet if necessary).

Name:

Date:

Signature:

Flexible Working Appeal Form

Note to the employee

If your application has been refused, you may appeal against the decision of the manager who considered it. You can use this form to make your appeal. You should set out your reasons for appealing, and do so within 14 days of receiving written notice that your application for flexible working has been turned down.

Note to the manager

This is a formal appeal. You have 14 days following your receipt of this form in which to arrange a meeting with your employee to discuss their appeal. The appeal should be heard by the next level of manager to yourself. See the Employees Guide on Flexible Working for more information. This guide is available on the Council's Intranet.

The Flexible Working Appeal Reply Form has been provided for use when responding to this appeal.

Dear:

I wish to appeal against your decision to refuse my application for flexible working. My reasons for appeal are set out below:

(Please continue on a blank sheet if necessary)

Name:

Date:

Signature:

