

## Flexible Working Policy

### **Introduction**

All employees who have more than 26 weeks' continuous service (and who have not made a request in the last 12 months) are able to request flexible working.

### **Key principles**

Arun District Council recognises the positive impact of flexible working arrangements to:

- improve business efficiency and productivity
- improve the balance between home life and work
- create a positive and inclusive environment
- create a happy and healthy workforce

Whether a request for flexible working can be granted will wholly depend on the business needs of the service area. The decision will be for the relevant manager to make, and for a request to be approved, the organisational performance and quality of customer service must remain at a satisfactory level.

### **Types of flexible working**

The term 'flexible working' describes a type of working arrangement which gives some degree of flexibility on how long, where and when employees work. The flexibility can be in terms of working time, working location or the pattern of working.

Types of flexible working include:

- **Part-time working**  
The member of staff is working less than full-time hours.
- **Flexitime**  
Allows employees to choose, within certain set limits, when to begin and end work.
- **Job-sharing**  
Two part-time employees sharing the duties of a post normally done by one. Job-sharers divide pay, holiday, and other benefits.
- **Compressed working hours**  
Lets people work their total number of hours over fewer days. For example, working longer hours over four days a week instead of five, or working nine days a fortnight instead of ten.
- **Annualised hours**  
Total working hours are calculated over a year rather than a week. This means people can work set hours according to the peaks and troughs of activity over the year.
- **Staggered hours**  
Employees have different start, finish, and break times. This allows employers to cover longer operational hours. It also offers employees more flexibility. For example in a customer focused area the office could be open from 8.00 – 6.00 with some staff starting at

8.00 and finishing at 4.30 whilst others do standard working times, and others work 9.30 to 6.00 pm.

- **Change of hours**  
This could be an increase or decrease in the number of hours worked each day/week.
- **Term-time working**  
Makes it possible for employees to take paid/unpaid leave during school holidays.
- **Working from home on a regular basis**  
Where an employee regularly spend time working from home.

The above list is not exhaustive.

*Exclusions:* This policy does not apply to working arrangements where the employee is required to permanently work at home. Please refer to the Working from Home policy in this instance.

### **The process**

Requests will be dealt with in a timely manner and the process, including any appeal, should be concluded within three months of the request being received. The timescales may be extended with the agreement of both parties.

There is no automatic right to have a flexible working application granted. Each request will be reviewed individually. The impact of the request on service delivery, the team, and the organisation as a whole will need to be considered. Sometimes it will not be possible to grant flexible working request, especially if other employees are already working flexibly, and a further flexible working request would impact adversely on the team/service.

### **How to apply**

Members of staff are encouraged to have an initial discussion with their Line Manager about their request. Following which, applications must be put in writing to the Line Manager using the 'Flexible Working application form', with a copy sent to HR.

The form will ask the employee to state what effect they think the requested change will have, and how, in their opinion, any such effect might be dealt with. It will also ask the employee when they would like their proposed working arrangement to start.

It will be helpful if an employee is to state why they are making the request, especially if their request is for caring responsibilities or if they are making a request for an adjustment because of a disability.

If the Line Manager can agree to the request without the need for further discussion then the request can be accepted, a start date agreed and the necessary paperwork drawn up (by HR).

### **Meeting**

Within 21 calendar days of receipt of the written application the Line Manager will arrange to meet with the member of staff. This meeting will provide an opportunity to explore the desired work pattern in depth, and to discuss how best it might be accommodated. It will also provide an opportunity to consider other alternative working patterns should there be problems in accommodating the desired work pattern outlined in the employee's application.

The employee may, if they wish, be accompanied by either their Trade Union representative or a work place colleague. The Line Manager may be accompanied by a representative from Human Resources.

During the meeting, both parties should be prepared to be flexible and work together to try and identify a joint solution.

The Line Manager will consider the request carefully looking at the benefits and weigh these against any adverse impact on the team/organisation.

Decisions will be based on whether or not a request can be granted on business grounds rather than the employee's personal circumstances.

### **Decision**

Within 21 calendar days of the meeting, the employee will be informed by the Line Manager in writing of the outcome.

The decision will be to either:

- Accept the request and establish a start date and any other agreed action; or
- Confirm or offer a compromise such as an alternative working arrangement or a trial period; or
- Reject the request, setting out clear reasons why it could not be accommodated.

### **Rejection**

A request will be rejected for one of the following business reasons:

- the burden of additional costs
- an inability to reorganise work amongst existing staff
- an inability to recruit additional staff
- a detrimental impact on quality
- a detrimental impact on performance
- detrimental effect on ability to meet customer demand
- insufficient work for the periods the employee proposes to work
- a planned structural change

### **Appeal process**

If an employee wishes to appeal against a decision to reject a request to work flexibly, then they must do this within 7 calendar days of the decision letter being sent to them. Details of who to appeal to will be set out in the rejection letter, and any appeal should be copied to HR.

For an appeal to be valid it must be in writing, set out the grounds of appeal, and be dated.

An appeal will usually be considered by the Head of Service. If the original decision was made by the Head of Service, the relevant Director/Assistant Director will hear the appeal ('the appeal manager').

Within 21 calendar days of receipt of the written appeal the appeal manager will arrange to meet with the employee.

The employee may, if they wish, be accompanied by either their Trade Union representative or a work place colleague. The appeal manager will be accompanied by a representative from Human Resources.

As part of the process the appeal manager will usually meet with the Line Manager who made the original decision to understand the reasons behind the requested being rejected.

The appeal manager will consider the appeal carefully looking at the benefits and weigh these against any adverse impact on the team/organisation.

### **Appeal decision**

Within 21 calendar days of the appeal meeting, the employee will be informed in writing of the outcome.

The decision will be to either:

- Accept the request and establish a start date and any other action; or
- Confirm or offer a compromise such as an alternative working arrangement or a trial period ;  
or
- Reject the request, setting out clear reasons why it could not be accommodated.

The appeal stage is the last stage in the process and there is no further right of appeal.

### **Withdrawing an application**

An employee may withdraw their application for flexible working at any time.

## Guidance for managers

### **General guidance – timescales**

The timescales shown in the policy must be adhered to, and wherever possible you should endeavour to make decisions and/or hold meetings as soon as conveniently possible in order to minimise uncertainty for the employee who has made the request.

### **Initial discussion**

An employee is encouraged to discuss a request for flexible working with their manager. Before agreeing to a request, you will need to consider what role the employee undertakes, what flexible working pattern they have requested, and what impact it would have on the rest of the team, service delivery, and the organisation as a whole.

You should ask the employee to submit the 'Flexible Working application form' to you, and send a copy to HR. A meeting can then be arranged to discuss the request in more detail. You should not tell an employee outright at the initial discussion stage that you think the answer will be 'no'. The employee has the right to have their request seriously considered.

### **Before the meeting**

- Draft an agenda of issues you want to discuss at the meeting (i.e. impact of request, how work might be covered, possible IT issues, start date, would the employee consider a trial period etc)
- Think about how the work might be covered e.g. where the employee wishes to reduce their hours – are any of the team likely to want to cover any extra hours that may be created as a result of granting the request?
- Familiarise yourself with the employee's job description and role requirements
- If the member of staff is applying to work at home, consider if there are any potential IT issues (e.g. access to Information Systems, databases, working on confidential or financially sensitive information at home) and seek further advice from the IT as appropriate.
- Discuss possible options with your designated HR Officer
- Familiarise yourself with the Flexible Working policy.

### **The meeting**

- The meeting will provide you and the employee with the opportunity to discuss the desired working pattern in depth and consider how it might be accommodated. Both parties should be prepared to be flexible and work together to try and identify a joint solution.
- Start by opening the meeting, and introduce those present.
- Set the scene about why you are meeting, and that you wish to discuss the request in more depth. Where possible both parties should be prepared to be flexible and work together to try and identify a joint solution.
  - Ask the employee to talk through their request and why they want to work flexibly
  - You can ask the employee whether they foresee any difficulties with the proposed new working arrangements.
  - Ask the employee what resources they might need (e.g. a lap top if wanted to work from home on a regular basis, access to certain IT systems etc)?
  - Ask any questions you might have.
  - State what potential challenges you think there might be. Ask the employee for their thoughts on these challenges and how they might be overcome.

- If you are unsure whether you can grant the request, ask the employee if there a compromise that could be reached that will satisfy the individual’s requirements as well as Arun’s objectives?
- If relevant, would the employee consider a trial period?
- If relevant, would the employee consider an alternative e.g. instead of Friday being a non-working day, could it be changed to Monday as Friday is the busiest day for the department.
- Make sure the employee is aware of the potential impact to their terms and conditions e.g. if reducing hours then salary will reduce, annual leave entitlement will be less, as will pension, and any redundancy pay etc. In addition any change will be permanent (unless agreed otherwise) and there will be no automatic right to revert to their previous working pattern.
- At the end of your discussion summarise the meeting and check that the employee has covered everything that they wanted to.
- Advise the employee of the next steps e.g. that you will consider everything that they have said and that you will notify them of your decision in writing within 21 calendar days.
- Remind the employee that if they are not happy with the decision that they will have the right of appeal.

**Reaching a decision**

- Following the meeting you need to decide whether or not to accept the request.
- You may need to go through the VMG process to get agreement to fill remaining hours or ask for a job-share. If this is the case, you must notify the employee of what steps you are taking.
- Every case should be judged on its specific facts and the circumstances at the time of you having to make your decision. In deciding whether any flexible working request would be feasible you should consider:

<p>Co-ordination with business needs</p>	<ul style="list-style-type: none"> <li>• Consider whether the arrangement requested would impact upon the needs of your team/department.</li> <li>• What are the working arrangements of others in the team?</li> <li>• How would the business context change if the request was agreed?</li> <li>• If the request provides a conflict (e.g. it would mean not enough cover on a Friday) check whether or not anybody else on a flexible working pattern would be happy to change (i.e. swap their days off).</li> <li>• Are there any planned changes within the team which could affect your decision to grant the request?</li> </ul>
<p>Review the job</p>	<ul style="list-style-type: none"> <li>• What are the key elements of success in the role?</li> <li>• Is the individual responsible for managing others – if so, what is the impact of the request on the individual’s ability to fulfil this element of their job?</li> <li>• Is the nature of the role of a type that would be suited to job share, part time or home working?</li> <li>• Are there any confidentiality or security implications?</li> <li>• What performance objectives have been agreed with</li> </ul>

	<p>the individual, can these still be met?</p> <ul style="list-style-type: none"> <li>• Can the workload be appropriately adjusted to reflect a flexible work pattern?</li> <li>• Is the role customer-facing at all?</li> </ul>
Consider the impact on the team and customers/clients	<ul style="list-style-type: none"> <li>• How will this impact upon internal and external customers/clients? Could it be used to Arun's advantage?</li> <li>• What is the impact on other individual team members?</li> </ul>
Tools and resources	<ul style="list-style-type: none"> <li>• Is the job dependant on resources, technology and equipment which is only available in the workplace?</li> <li>• What technology are you or can you provide in order to facilitate the arrangement?</li> <li>• What are the budget implications?</li> <li>• Are there any PSN or GCSx implications?</li> </ul>
The Individual	<ul style="list-style-type: none"> <li>• Is the role relationship orientated? Will working away from the workplace cause a problem?</li> <li>• Will the individual be flexible in cases of unexpected business need?</li> <li>• If applicable, how was the individual's maternity/paternity/adoption leave covered – was a full or part time replacement recruited? Were some or all of the duties reallocated?</li> <li>• What skill set does the individual have? Are there others in the team with the same skill set?</li> <li>• Will there be any Health &amp; Safety considerations? (For example, a Health and Safety Workstation assessment will need to be completed for those working from home).</li> <li>• How frequently does the individual need to liaise with their manager for direction?</li> </ul>
When considering the options for reduced hours in the present job	<ul style="list-style-type: none"> <li>• Can the role still be undertaken effectively with a reduction in hours?</li> <li>• Do the employee's proposed new hours fit in with the tasks outlined in the role? If not, could the tasks be divided up differently?</li> <li>• Could you reallocate some of the work to another team member?</li> <li>• Do the hours preferred by the employee allow recruitment to the hours they no longer wish to work?</li> </ul>
When considering compressed working hours	<ul style="list-style-type: none"> <li>• Given the nature of the work, the knowledge base of the rest of the team, the geographic location and the customers served, is compressed working a viable alternative to regular hours of work?</li> <li>• If so, how can the employee do their job equally well and be equally effective working compressed hours?</li> <li>• What might be the ramifications if everyone or only certain employees in the team request compressed hours?</li> <li>• Is the employee going to want Mondays or Fridays off</li> </ul>

	<p>(days which typically others want off as well? Can the team manage this absence along with normal leave, flexi and sickness?)</p> <ul style="list-style-type: none"> <li>• Does the post need to be covered when the employee is absent?</li> </ul>
When considering alternatives to a reduction in hours	<ul style="list-style-type: none"> <li>• In exploring the reasons for the employee's request, is there an alternative or compromise which achieves the same effect? (e.g. a transfer to another role but which can accommodate a reduction in hours?)</li> <li>• Could the role become a job-share?</li> </ul>
Cost implications	<ul style="list-style-type: none"> <li>• What additional costs, if any, will be incurred in agreeing to this request?</li> <li>• Would any such costs be reasonable?</li> <li>• Will the longer-term benefits outweigh the short-term costs of implementing the change?</li> </ul>
Fair and equitable treatment	<ul style="list-style-type: none"> <li>• What has been implemented for others in the team? If it hasn't been done before, could it?</li> <li>• Are there other employees carrying out similar duties who work part time or who have another type of flexible working pattern?</li> </ul>
Managing the new arrangements	<ul style="list-style-type: none"> <li>• How will the new arrangements be supervised and performance measured?</li> <li>• Would a trial period be appropriate so that both parties can evaluate whether the arrangements will work?</li> </ul>

- If you need to reject the request on one or more of the business grounds stated above, then you need to have a clear business reason for doing so.

## Appeals

- If an employee has had their request or part of their request rejected then they will have the opportunity to appeal that decision.
- The employee will have 7 calendar days from the date of being notified in which they can submit an appeal.
- If the employee does appeal, arrangements should be made for the appeal to be heard by the Head of Service (or Director or Assistant Director as appropriate) with 21 days of the appeal being received.
- The appeal hearing will follow a similar format to the first meeting to discuss the flexible working application. If you are conducting the appeal hearing you should introduce those present, explain the purpose of the appeal hearing, how it will be conducted and state what the possible outcomes of the appeal may be. The employee should be given the opportunity to explain the grounds of their appeal and to discuss their request for flexible working. The employee should be asked whether they have any alternative proposals or whether there are any points they could be flexible on.
- If the appeal is upheld, the outcome letter must specify the changes to the employee's terms of employment and the date from which the changes are to take effect.

- If the appeal is refused, the outcome letter confirming the decision must explain the grounds on which the refusal is based and the reasons why these grounds apply to the particular case.
- If you need more time than the allocated 21 days to consider your decision then you must obtain the agreement of the employee for an extension.
- The appeal is the last stage in the process, and there is no further right of appeal.

## **FLEXIBLE WORKING TEMPLATE LETTERS**

You will find below a number of letter templates which should be used at each relevant stage of the Flexible Working procedure. Upon receipt of an application for flexible working, managers should contact their HR Officer. Managers are authorised to send these letters on behalf of the organisation, however, copies must be sent to HR for the personal file. Any agreed changes to working patterns must be communicated to the relevant HR Officer. Failure to do so may result in incorrect rates of pay and inaccurate information on the HR database.

1. Acknowledgement of application
2. Invitation to the meeting
3. Acceptance Letter
4. Acceptance Letter – Trial Period
5. Rejection Letter – but offer of alternative working pattern
6. Rejection Letter
7. Acknowledgement of appeal
8. Invite to appeal hearing
9. Appeal decision – changed
10. Appeal decision – unchanged
11. Appeal decision – trial period
12. Extension of time limits letter
13. Withdrawal of flexible working application

### **1. Acknowledgement of application**

I confirm that I have received your request to work flexibly dated [x].

I shall be arranging a meeting to discuss your application with you. The meeting will be within 21 days following the date you submitted your application. In the meantime if you have any questions then please do not hesitate to contact me.

### **2. Invitation to meeting**

Thank you for your letter of [date] requesting flexible working. I would like to discuss your request with you to see how your proposed working pattern might be made to work in practice, and also to ensure that you are fully aware of all the implications of changing your working pattern. I suggest, therefore, that you attend a meeting with me on [date] [time] [location]. You may, if you wish, bring a fellow worker or trade union representative of your choice with you to the meeting. [I will be accompanied at the meeting by [XX] from Human Resources OR by [XX] who will act as a confidential note-taker.]

Following the meeting, a decision will be made on the feasibility of your request and the decision will be communicated to you in writing no later than 21 days after the meeting. We will endeavour to grant your request for flexible working if it is at all possible to do so, but we will also need to consider the effects of your proposals on the organisation, the work of your department and your colleagues. It would be helpful, therefore, if you are willing at the meeting to discuss possible alternatives to the changes you have requested with a view to seeking a compromise arrangement that suits both parties (if this is necessary).

In the event that Arun District Council refuses your request, we will explain the reason why we believe that your request is not workable for the organisation in writing.

Please could you confirm by [date] whether you are able to attend the meeting suggested above or, if not, to suggest an alternative time and date. Please could you also let me know the name of your companion if you are intending to be accompanied at the meeting.

### 3. Acceptance Letter

Following the meeting held on [date] in which we discussed your request for [a change to your pattern of working/your request for a change to your pattern of working], I am pleased to confirm that your request has been granted.

Your new working pattern will be as follows.

[Enter clear and concise details of days and times agreed]

Your terms and conditions, which are proportioned according to your hours, will be adjusted pro-rata. [Your new salary will be £xxx Your annual leave entitlement will be XX]. [Please forward your annual leave card to Human Resources so that it can be amended.] **[Delete if not applicable]**. [Your new pension band will be xx]

Your new working arrangements will begin from [Enter date].

I would like to reiterate that the change to your working pattern will be a permanent change to your terms and conditions of employment and you have no legal right to revert back to your previous working pattern.

Since this is a change to your Terms and Conditions, I would be grateful if you could sign and return one copy of this letter by no later than [date] confirming your agreement.

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

Yours sincerely

[Name, job title]

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I confirm that I am in agreement with the changes to my Terms and Conditions detailed in this letter.

.....

.....

Signed

Dated

#### 4. Acceptance Letter – Trial Period

Following our meeting on [date] to discuss your request for flexible working, I confirm that we have agreed to the changes detailed below on a temporary trial basis. The trial period will begin on [date] and end on [date].

The changes to your contract that Arun District Council has agreed to on a trial basis are:

- [List changes, for example the days/times that the employee will be permitted to work at home etc]

It is important to understand that the above working arrangements are, at this stage, agreed as a temporary variation to the terms and conditions of your contract, and that the Council reserves the right, at the end of the trial period, to require you to revert to your previous contract terms, [refer to what these were].

It is also important to note that your flexible working request will not proceed further until the completion of your trial period, which will end on [date].

Although we will endeavour to grant your request for flexible working on a permanent basis, we need to consider the effects of your proposal on the organisation, the work of your department and your colleagues. The trial period will enable us to establish these effects. In the meantime, we cannot guarantee that the Council will agree to continue the new arrangements beyond the end of the agreed trial period. I will arrange a meeting with you shortly before the end of the trial period to discuss whether or not it is possible to make the changes permanent.

Please sign the duplicate of this letter and return it to me to indicate that you have read, understood and accepted its contents.

Yours sincerely

[Name, job title]

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I confirm that I am in agreement with the changes to my Terms and Conditions detailed in this letter.

.....

Signed

.....

Dated

## 5. Rejection Letter – but offer of alternative working pattern

I refer to your application to work flexibly and to our meeting on [Enter date]. I have considered your request for a new flexible working pattern.

I regret to inform you that I am unable to accommodate your original request on the following business ground(s):

[delete as appropriate] [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][detrimental impact on performance][insufficiency of work during the periods the employee proposes to work][planned structural changes]

The ground(s) apply in the circumstances because:

[Give full reasons together with supporting evidence] [Speak to HR if you need assistance with this]

You have the right to appeal against my decision. If you wish to appeal, you should do so in writing, setting out the grounds for your appeal within 7 working days of receipt of this letter.

I am, however, able to offer the alternative pattern [which we have discussed], [and you agreed would be suitable to you].

Your new working pattern will be as follows:

[Enter clear, concise details of days and times]

The new working arrangements will begin from [Enter date].

I wish to reiterate that if you accept our alternative pattern then this change [that this would be a change] to your working pattern will be a permanent change to your terms and conditions of employment, and you have no legal right to revert back to your previous working pattern.

[If you accept this alternative work pattern] your terms and conditions, which are proportioned according to your hours, will be adjusted pro-rata. [Your salary will be £xxx Your annual leave entitlement will now be XX]. [Your pension contribution rate will be xx] [Please amend your leave card accordingly/submit your leave card to Human Resources]. If you would like me to review this for you please forward your leave card to me. (Delete if not applicable).

Since this is a change to your Terms and Conditions, I would be grateful if you could sign and return one copy of this letter by no later than [date] confirming your agreement.

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

Yours sincerely

[Name, job title]

I confirm that I am in agreement with the changes to my Terms and Conditions detailed in this letter.

.....

.....

Signed

Dated

## 6. Rejection Letter

I refer to our meeting held on [x] at which we discussed your request for a change to your pattern of working.

Having given the matter thorough consideration, I regret that the organisation is unable to agree to your request. The [reason/reasons] for this [is/are] set out below.

You requested [a reduction to your working hours/a change to the pattern of your working hours/a change to your place of work]. Unfortunately, we think that agreeing to [this change/these changes] would [list the appropriate points and expand on them as necessary]:

- [impose an unreasonable burden of additional costs on the organisation;
- have a detrimental effect on the organisation's ability to meet its customers' demands;
- have a detrimental impact on quality;
- have a detrimental impact on performance;
- create unacceptable difficulties for the organisation as we have been unable to make arrangements to reorganise the work amongst other staff;
- create unacceptable difficulties for the organisation as we would be/have been unable to recruit additional staff;
- create unacceptable difficulties for the organisation due to an insufficiency of work during the periods you proposed to work;
- be inappropriate due to planned structural changes.]

The reason why this is relevant to your application for flexible working is [explain further why the employee's request is not workable]. [You must give details – speak to HR if you need assistance with this]

You have the right to appeal against the decision to refuse your request for flexible working. If you wish to appeal, you must do so in writing within 7 days of receipt of this letter to [name or job title of appropriate senior manager]. Your letter requesting an appeal hearing must set out the grounds on which you wish to appeal against the organisation's decision as set out above.

Yours sincerely

[x]

## **7. Acknowledgement of appeal**

I confirm that I have received your appeal letter in relation to the decision not to grant your application for flexible working, dated [x].

An appeal hearing will be convened in the next 21 days, and you will be notified of the details in due course. In the meantime if you have any questions then please do not hesitate to contact me.

## **8. Invite to appeal hearing**

I am in receipt of your letter of [date] appealing against the organisation's decision to refuse your request for flexible working.

I would like to discuss your appeal with you, and have arranged a hearing as follows: [date] [time] [location]. You may, if you wish, bring a fellow worker or trade union representative of your choice with you to the hearing. [I will be accompanied at the meeting by [XX] from Human Resources OR by [XX] who will act as a confidential note-taker.] Following the hearing, a decision will be made on your appeal and this will be communicated to you in writing within 21 days of the appeal hearing.

Please could you confirm by [date] whether you are able to attend the meeting suggested above, or if not, to suggest an alternative time and date. Please could you also let me know the name of your companion if you are intended to be accompanied at the hearing.

## **9. Appeal decision – Changed**

I refer to the appeal hearing of [Enter 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:

[Enter clear, concise details of days and times agreed]

Your terms and conditions, which are proportioned according to your hours, will be adjusted pro-rata. [Your new salary will be £xxx Your annual leave entitlement will be XX]. [Please forward your annual leave to Human Resources so that it can be amended.] (Delete if not applicable).

Your new working arrangements will begin from [Enter date].

I wish to reiterate that the change to your working pattern will be a permanent change to your terms and conditions of employment, and you have no legal right to revert back to your previous working pattern.

Since this is a change to your Terms and Conditions, I would be grateful if you could sign and return one copy of this letter by no later than xxxxxx confirming your agreement.

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

## 10. Appeal decision – Unchanged

I refer to the appeal hearing held on [date] in which we discussed your appeal against the organisation's earlier decision to refuse your request for flexible working.

Having [given the matter thorough consideration/conducted a trial period on the flexible working pattern that you requested], I regret that the organisation is unable to uphold your appeal. The [ground/grounds] for this [is/are] that we believe that agreeing to the changes you requested would [list the grounds for refusing the appeal].

The reason why the above grounds are relevant to your application for flexible working is [explain further why the employee's appeal cannot be granted].

My decision is final and there is no further internal right of appeal.

Yours sincerely

[x]

## 11. Appeal decision – Trial Period

Following your appeal hearing on [date] to discuss your request for flexible working, I confirm that we have agreed to the changes detailed below on a temporary trial basis. The trial period will begin on [date] and end on [date].

The changes to your contract that Arun has agreed to on a trial basis are:

- [List changes, for example the days/times that the employee will be permitted to work at home etc]

It is important to understand that the above working arrangements are, at this stage, agreed as a temporary variation to the terms and conditions of your contract, and that Arun reserves the right, at the end of the trial period, to require you to revert to your previous contract terms, [refer to what these were].

It is also important to note that your flexible working request will not proceed further until the completion of your trial period, which will end on [date].

Although we will endeavour to grant your request for flexible working on a permanent basis, we need to consider the effects of your proposal on the organisation, the work of your department and your colleagues. The trial period will enable us to establish these effects. In the meantime, we cannot guarantee that Arun will agree to continue the new arrangements beyond the end of the agreed trial period. I will arrange a meeting with you shortly before the end of the trial period to discuss whether or not it is possible to make the changes permanent.

Please sign the duplicate of this letter and return it to me to indicate that you have read, understood and accepted its contents. Please also sign and return the enclosed letter to

indicate that you agree to your flexible working request being put on hold until the completion of your trial period.

## **12. Extension of time limits letter**

I wish to extend the amount of time that the Flexible Working Time allow me to:

- arrange a meeting to discuss your application (21 days)\*Delete as appropriate
- notify you of my decision regarding your application (21 days)\*
- arrange a meeting with you to discuss your appeal (21 days)\*
- notify you of my decision regarding your appeal (21 days)\*.

I wish to extend the time limit by [Enter number] of days. This means I would have until [Enter date] to complete the necessary action. I require the additional time because [Enter reasons].

If this extension is agreeable to you, please complete the slip below and return the duplicate copy to me.

Should you have any queries, please do not hesitate to contact me.

## **13. Withdrawal of flexible working application**

I refer to your request for flexible working dated [date]. Thank you for informing me verbally on [date] that, [as a result of a change in your circumstances/because you have changed your mind], you no longer wish to proceed with your request for flexible working.]

Your working pattern and terms and conditions of employment will continue as they are. You cannot submit another application for flexible working for another year, from the date on which your request was made. You are welcome to resubmit a further flexible working request after a year has passed since the date of your last request (which was made on [date]).

If you have any questions regarding the withdrawal of your request then please do not hesitate to contact me.