

Flexible Working Policy and Procedure

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Alternative Formats

This documentation can be made available in alternative formats such as large print, Braille, disk, audio tape or in an ethnic-minority language upon request. Requests for alternative formats can be made to the Probation Board using the following contact information:

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POLICY

1. Rationale

The Probation Board for Northern Ireland (PBNI) recognises its obligation to deal with matters where an employee requests to work on a flexible basis to address work-life balance issues.

The statutory right to request flexible working is available to all employees with 26 weeks continuous service and for any reason. An employee is any person under a current contract of employment with PBNI, including fixed term contracts.

This statutory right is a 'right to request' and not a right to be granted flexible working.

The PBNI has developed the Flexible Working Policy and Procedure to establish a clear course of action which will ensure the fair and consistent treatment of employees in the consideration of requests to work flexibly.

The Flexible Working policy and the supporting procedure meets the requirements of all relevant employment legislation (Employment Rights NI Order 1996, Work and Families Act 2006, Flexible Working Regulations (NI) 2015) and enables the Probation Board for Northern Ireland (PBNI) to meet its commitment to promoting equality and diversity among employees.

The Procedure deals with and outlines the details of different working patterns which make up flexible working arrangements.

As indicated above this policy does not provide an automatic right to work flexibly. PBNI will consider the ability to provide an effective service and this will be the basis for the final decision. Not all flexible working patterns or options will be suitable for all departments/teams and it may be difficult to accommodate the requests of a number of employees in the same area.

2. Aim

To promote fairness in application of procedures and to ensure these are consistently applied.

To ensure compliance with legislative requirements for employees who have the right to apply to work flexibly and have their application considered by PBNI.

To accommodate where possible requests from employees to balance their role within PBNI with other commitments or interests and to retain and benefit from the skills and experience of the staff it has trained and developed.

3. Objective

To provide a framework of guidance which allows PBNI to deal with flexible working requests and consider the rights and obligations of those involved.

4. Responsibilities

Employee (or group of employees)

Employees should:

- discuss their interest in flexible working arrangements with their line manager at the earliest opportunity
- submit a written request under the Flexible Working Policy, including all relevant information
- Respond promptly and positively to requests for further information and with regard to arrangements for meetings

4.1 Remote Working Responsibilities

- All employees, whether permanent, temporary or contracted, must be aware of their own individual responsibilities for the maintenance of confidentiality, data protection and information security management and adhere to all work-related policies that apply.
- Employees working remotely must keep equipment (laptops, smartphones etc.) and / or hard copy information out of sight during transit, and must also ensure any equipment or hard copy information is not left either unattended or unsecure when off site to prevent accidental loss or unauthorised access at all times.

4.2 Physical Security/Access Control Responsibilities

- When working remotely, the employee must be aware of the increased risk of a security breach.
- IT equipment provided to the employee to support the remote working arrangement is for the exclusive use of that employee alone. The employee is not permitted to allow family members or friends to use IT equipment or to load non-work software.
- When working in a public area, or at home when other family members are present, the employee must take all reasonable steps to ensure that the confidentiality and security of the PBNI's information is maintained. The employee should ensure that any documents/laptop screens are, not visible to others.
- Employees working remotely must be able to connect to the PBNI network with Wi-Fi using their home broadband service. In exceptional circumstances only, connections can be made using a mobile SIM card (if provided).
- If there is approval to work remotely (either ad hoc or as part of a flexible working arrangement) but due to technical difficulties the employee is unable to access their

laptop, it is the responsibility of the employee to advise their line manager of same. If the employee cannot undertake alternative work as agreed with their line manager, the employee must then, with the approval of their line manager, either attend their office, take annual leave, TOIL or sick leave (if the reason for working from home was due to being unwell).

4.3 Health and Safety Responsibilities

- PBNI's Policies on Health and Safety at Work remain applicable to employees working remotely from Home or other Non PBNI locations. Employees are required to meet the requirements of these policies in full and at all times observe and co-operate with health and safety procedures and make full use of the equipment provided and procedures in place for safe working.
- Accidents sustained while performing work-related activities at Home or other Non PBNI locations must be reported in the same way as if office based.

a. Line managers

Line managers should:

- Respond constructively to informal discussions with employees about flexible working
- Give due consideration to formal requests for flexible working arrangements, taking a positive approach to enabling requests where possible in light of the needs of the service.
- Consult with the Senior Line Manager on whether or not to approve the application.
- Line Managers should take into account that backfill may not be available depending on the pattern of work requested.
- Follow the procedure when dealing with requests for flexible working. In particular, ensuring that time-scales are met
- Liaise with their HR Business Partner when considering flexible working applications to ensure consistency of approach
- Ensure that the Board's Equal Opportunities principles are applied in matters relating to flexible working
- Advise HR of the outcome of any requests
- Monitor how effectively the flexible working arrangements are operating during any trial period and notifying HR of the outcome of any review

b. Senior Line Managers (SLT)

Senior Line Managers (SLT) should:

- Establish and maintain a culture that is supportive of a positive work-life balance and enabling in its approach to flexible working
- Ensure that line managers follow and adhere to the procedure when dealing with requests for flexible working.
- Ensure line managers give due consideration to formal requests for flexible working arrangements, taking account the needs of the service

- Ensure that all possible options available across their area of responsibility are explored
- Ensure that the Board's Equal Opportunities Policy are applied in matters relating to flexible working

c. Human Resources

Human Resources should:

- Provide guidance and advice to employees, line managers and Senior Line Managers regarding the Flexible Working Policy and the relevant legislative requirements
- Attend the meeting with the employee and line manager within procedural timescales, take notes and advise on points of process.
- Provide formal notification to employees and Payroll of changes to contractual arrangements (where applicable)
- Consider all known alternatives within the organisation if a Flexible working request is unable to be facilitated locally (within an AD's area of responsibility).
- Provide formal notification to employees in relation to the Appeals Process.
- Monitor and review the working of the policy including monitoring for equal opportunities impact

5. Monitoring and Evaluation

The effectiveness of this policy will be kept under regular review and any amendments will be agreed with trade unions.

6. Review

This Policy will be reviewed four years from date of approval. Interim reviews may also be prompted by feedback, and/ or identified changes in practice.

7. Linkages

This policy links to the following:

- Special Leave Guidance
- Flexible Retirement Policy
- Equal Opportunities Policy

PROCEDURE

8. Eligibility

In order to be eligible to make a flexible working request a person must:

- Be an employee
- Have been employed continuously for at least 26 weeks at the date the application is made
- Not have made another application in the previous twelve months (with the exception of term time which must be applied for annually)

There may be exceptional circumstances where requests will be considered from employees who do not meet these requirements.

Eligible employees will be able to request:

- A change to the hours they work
- A change to the times when they are required to work

The various flexible working arrangements are set out in section 9 below.

9. Flexible Working Arrangements

Flexible working arrangements that will be considered within the PBNI are:

- Reduced Hours working
- Job share
- Compressed hours
- Term-time working
- Change of hours
- Flexible Retirement (see separate Flexible Retirement Policy and Procedure)
- Remote Working

It is important to note that any change made to a working pattern may impact on certain terms and conditions of employment, annual leave entitlement, public holiday entitlement, pension etc. The impact will vary depending upon the type of flexible working pattern.

Where the flexible working pattern results in differing daily hours, leave entitlement will be calculated and recorded in hours.

9.1 Reduced Hours Working

Part-time/reduced hours may be a result of:

- An employee requesting a reduction in their working week, or working year (see term-time working)
- Two employees asking to share one full-time job (see job-share)

- Establishing that a post does not require full-time hours

Key Points:

- If backfill is required, recruitment to the remaining hours might provide an extra resource in terms of availability, flexibility and range of skills. If however backfill is not deemed possible or proves difficult it might be necessary to postpone or reject the implementation of reduced hours
- It may allow managers to use resources more flexibly or in different ways
- Cover must be available at relevant times, duties delegated appropriately and workload distributed in accordance with the hours each employee works. Before agreeing to a change of hours line managers should ensure that workload can be accommodated in line with working hours
- Where there are a number of employees working reduced hours in the team the impact on service delivery and planning of rotas, holidays etc should be considered
- Arrangements must be put in place to ensure that service levels are maintained and the burden of continuity does not always fall to full-time staff

9.2 Job Share

Job share is an arrangement where two employees share all aspects of a job between them. Pay and benefits are also shared on a pro-rata basis. :

Key Points:

- Such arrangements may add to the experience and expertise available within the organisation
- Job-share works best when it is possible to build in some overlap period so that a hand-over can take place. Managers must consider how that can be arranged and good communications ensured
- Additional training, equipment and fixed costs may be required and managers must consider these when assessing the practicality of agreeing to the request
- Where one job-share partner leaves, managers may ask the remaining partner to cover both parts of the job-share. If, following advertisement, recruitment to the remaining part of the post proves impossible, managers may replace the arrangement with a full time post and alternative employment will be sought for the remaining job-share partner

9.3 Compressed Working Hours

Compressed working hours allow employees to work their full time hours over fewer working days.

Key Points:

- Invariably compressed hours result in longer working days and those considering such an arrangement must ensure that rest breaks are included in the calculation of hours in line with the Working Time Regulations 1998

9.4 Term-Time Working

Term Time arrangements are where an agreed block of up to 6 weeks unpaid leave is taken during July and August each year which may be extended, if possible, by the use of up to 3 weeks normal annual leave entitlement over that period. Annual leave must be agreed by the line manager, taking into account other leave requests.

Key Points:

- As the employee will not be at work during the months of July and August, the impact on service delivery during this peak holiday period should be considered, as well as ensuring that the burden of continuity does not always fall to full-time staff.
- Salary will be adjusted to provide 12 reduced monthly payments to spread the loss of the 6 weeks salary throughout the year
- Annual and statutory leave entitlement is reduced to take account of the 6 weeks' unpaid leave.
- NILGOSC will continue to calculate any pension benefits on the basis of a full year's pay, but reckonable service will reduce by six weeks,
- Term-time working is based on a financial year from 1st April to 31st March. Applications for term-time working arrangements should be submitted no later than the 31 December each year, to allow sufficient time for the application to be considered in line with the timescales as laid out in Section 20 of this procedure.
- Term-time working applications will be approved for one year only; therefore staff who wish to avail of term time working for more than one year, must reapply each year. Terms and conditions of employment will be revised on an annual basis from 1 April to 31 March.
- Should an employee leave PBNI before they have taken the agreed period of absence, pay and benefits will be recalculated to ensure no detriment.
- Staff may apply for any of the other flexible working arrangements alongside term-time working, for example, a reduction in hours.

9.5 Remote Working

Remote Working occurs when an employee wishes, with the approval of their manager, to work at home or another location for part of their working time, even though their contract of employment requires them to be based on work premises.

There are two different PBNI approaches to Working remotely: -

1. Ad Hoc Arrangements with Line Manager
2. Formal Flexible working Arrangement

1. Ad hoc arrangements with line manager – Key Points:

- The use of portable devices and mobile computing equipment including laptops and smartphones is commonplace in PBNI. Staff can connect to PBNI servers from a variety of locations.
- Employees wishing to work remotely on an ad-hoc basis (e.g. to complete a specific piece of work) must seek and obtain line manager approval. This will be allowed subject to adequate cover in the office and the employee being contactable during normal working hours. A record of approved remote working will be kept on staff Supervision minutes.
- For occasions outside normal working hours where employees may wish to use their laptops to work at home for short periods of time (up to two hours), in line with the Time Management procedures this does not require approval in advance. However, any consequent build-up of TOIL will be subject to what is set out in the Procedures for Time Management.

2. Formal Remote Working Arrangement

Line Managers may consider, following consultation with the Senior Line Manager, requests for remote working as a temporary arrangement for a period of 6 months' on a trial basis. Any request for a permanent change will only be considered after the trial period. In circumstances where the request to work remotely is requested as a reasonable adjustment under disability requirements the change may be considered on a permanent basis from the outset.

Key Points:

- Frequency and duration of working remotely should be agreed with the manager and relevant colleagues.
- Once there is an agreement that an individual is to work remotely for a part of a day, given day or given period of days, the arrangement should be respected in so far as possible.
- The balance between office and remote working will vary depending on the role and the person concerned, and the days which are office-based days, and which are remotely-based days will be agreed. Working remotely will normally be no more than 2 days per week (pro-rata for part time) to support team engagement.
- Employees working remotely may be recalled to work premises at short notice.
- In cases where employees working remotely are frequently recalled to work premises at short notice, working arrangements should be reviewed.
- Individuals and colleagues/managers should jointly monitor the impact of time spent working remotely
- Employees working remotely are required to carry out their work duties during their normal hours of work. Any domestic arrangements such as childcare/carer arrangements must remain in place throughout the hours of work.
- Perceived problems caused by employees working remotely should be addressed within departments and/or teams.
- Employees working remotely must be contactable by telephone and email.
- Where an employee works remotely more than 50 days in any one calendar year, that employee's manager shall actively review ways of working with particular regard to location of the workplace.
- Excess Mileage will not be paid for staff in respect of days worked remotely in a formal arrangement.
- No additional payment will be made to staff in respect of working remotely expenses (Tax relief may be available through HMRC)

10. Unsocial Hours Working

In relation to unsocial hours payments; where working outside the normal hours band is at the voluntary and specific request of an employee under flexible working arrangements but where there is no operational need or benefit, no pay enhancement will be attracted. In circumstances where some or all of the working pattern coincides with operational needs, pay enhancement will be attracted for the appropriate period.

11. Learning and Development

Employees with flexible working arrangements will be provided with the same opportunities for training as other staff. It may not always be possible to organise courses during normal working hours and in such circumstances, the employee should show flexibility, as far as possible, where this requires attendance on days that he/she would not usually work. Where this is required, the employee will be entitled to time off in lieu.

12. Rest Breaks

Those considering any flexible working arrangement must ensure that rest breaks are included in the calculation of working hours in line with the Working Time Regulations 1998.

13. TOIL /Flexi

Staff working flexible hours will have their TOIL/Flexi entitlement calculated on a pro-rata basis in respect of allowed credit/debit. The accrual of TOIL/Flexi will be closely monitored to ensure that work can be completed within the agreed working pattern. Persistent or significant accrual and/or utilising of TOIL/Flexi may result in a review of the flexible working arrangement.

14. Increased Hours

Employees who work part-time may request to increase their hours when their personal circumstances change. Managers are under no obligation to agree to this contractual change, but subject to budgetary considerations it may provide an opportunity to make beneficial changes to the service or staffing arrangements.

Employees who wish to recommence their original contracted hours can request this after 12 months of working on the agreed contracted hours basis. There is **no automatic right to resume** and such an application would be reviewed in light of operational and budget requirements.

15. Application for Flexible Working following Maternity Leave/Shared Parental Leave

An employee can apply for a flexible working arrangement to follow on immediately from a period of maternity leave or shared parental leave. The application should be submitted as soon as practicable but at least 3 months prior to the end of maternity leave.

It is recognised that there may be exceptional cases where the 3 month timescale cannot be met and, in such circumstances, as much notice as possible should be given from the prospective start date, taking account of the timescales laid out in the procedure.

16. Applications for Transfer or Promotion

Employees applying for alternative positions within PBNI should do so on the basis of the working arrangements advertised and should not assume that it will be possible to maintain any existing flexible working arrangements.

17. Permanent Change to Terms and Conditions of Employment

With the exception of Term Time Working and Remote Working, any application resulting in approval to work under flexible working arrangements will mean a **permanent** change to the employee's own terms and conditions of employment unless otherwise agreed. It is important therefore that before making an application the employee gives careful consideration to: which working pattern will help them; any financial implications it might have on them where the desired working pattern will involve a drop in salary; and any effects it will have on the business of the PBNI and how these might be accommodated.

18. Trial Period of Flexible Working

In some cases, line management may approve a flexible working arrangement for a trial period to ascertain if the proposed working pattern can be facilitated on a permanent basis.

This will be conveyed to the employee from the outset and in such circumstances any trial period will be for a maximum of 6 months (with the exception of Term-Time working which is approved for one year only) After this period line management will review the situation and decide if the work pattern can be accommodated on a permanent basis or the employee should revert to the original work pattern.

If, after the trial period, line management decide that the flexible working arrangement cannot be accommodated in the employee's current team then a referral can be made to the HR Department in order to explore other opportunities that may be available.

19. Temporary arrangements

There may be occasions when an employee wishes to apply for a shorter term temporary arrangement to accommodate specific personal circumstances, for example, in relation to parental or adult caring responsibilities. A short term arrangement is deemed to be six months or less. This may be considered by the line manager, and employees should apply following this procedure.

After six months the situation will be reviewed by line management and the employee will either revert to their original work pattern or request a permanent change to their terms and conditions of employment.

20. Process

Employees considering flexible working are encouraged to engage in informal open and transparent discussions with their Line Manager as early as possible in their deliberations.

When an employee has made a definitive decision to apply for flexible working the application should be submitted as soon as practicable but at least 3 months from the proposed start date of the flexible working to allow sufficient time for the request to be considered

It is recognised that there may be exceptional cases where the 3 month timescale cannot be met and, in such circumstances, as much notice as possible should be given from the prospective start date taking account of the timescales laid out in the procedure

The line manager may take advice from Human Resources at any point during this process.

20.1 Making an application

- All applications must be made using the Flexible Working Application attached at the end of this procedure. The onus is on the employee to prepare a carefully thought-out application, providing as much detail as possible about the proposed work pattern. Employees should also take time to consider how colleagues will manage if their work pattern is changed and the effect the change in work pattern will have on their own job, including any potential problems and how these may be overcome.
- Within **28 days** of receiving the request, the line manager must meet with the employee. This provides the line manager and the employee with the opportunity to explore the proposed work pattern in depth, and to discuss how best it might be accommodated. **It also provides an opportunity to consider alternative working patterns should there be problems in accommodating the work pattern outlined in the employee's application.** The employee can, if they wish, bring a workplace colleague or trade union representative with them to the meeting. The HR Business Partner will also be in attendance to take notes and advise the Line Manager on points of process.
- Within **14 days** after the date of the meeting the line manager should write to the employee informing them of their decision to either agree to a new work pattern and a start date; or to provide clear business grounds as to why the application cannot be accepted and the reason why the grounds apply in the circumstances and set out the appeal procedure.
- All time periods may be extended where both the line manager and the employee agree. Any extensions must be recorded in writing by the line manager and copied to the employee.
This may be helpful in situations where a further period of time would allow consideration of alternative options where it is not possible to meet the initial request or in the case where a referral to Human Resources to consider alternative locations is made.

20.2 Considering an application

Line management must give serious consideration to all requests, although as business needs must be taken into account, there is no obligation to grant the request. Granting approval to work a particular pattern will be dependent on the individual circumstances of each request and in light of the conditions which prevail within the employee's team or the organisation at the time of application.

- In cases where an Assistant Director/Head of Department is applying for flexible working, the Director (as line manager) will directly either approve or reject the application.
- In cases where direct report of the Chief Executive is applying for flexible working, the Chief Executive (as line manager) will directly either approve or reject the application.

20.2a Line Manager Considerations

When considering a request for flexible working arrangements line managers will evaluate the potential impact of the proposal on the team and the employees. If the request is for a reduction in hours then the line manager must consider the impact of this and what the likelihood is of these hours being replaced by another means. Where difficulties are foreseen and a refusal is considered then it must be on one of the following grounds:

- Burden of additional costs
- Detrimental effect on ability to provide service
- 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

NB Before recommending approval of an application, line managers should establish if backfill is available or confirm that backfill is not required.

On receiving the flexible working request, the line manager will:

- Acknowledge receipt of the form within 5 working days using form Flexible Working Confirmation form attached at the end of this procedure.
- Consult with the HR Business Partner and arrange to meet with the employee within 28 days of receiving the application.
- Give the request due consideration, taking into account the comments of the employee and the impact of the request as outlined in section 20.2a above.
- Ensure that all possible alternatives have been explored (e.g. would an alternative work pattern better suit business need? is the employee willing to work under a job share arrangement and know of another employee also willing to do so? See section 9.2).
- Consult with the Senior Line Manager (SLT) as per Section 20.2b below
- Consult with the HR Business Partner to ensure the process has been applied consistently before deciding whether or not to approve the application.
- If approved, write to the employee within **14 days** of the date of the meeting, to agree to a new work pattern and a start date;
- Forward a copy of the approved application to the HR Business Partner, who will write to the employee confirming the flexible working arrangements.
- In the case of rejection, the application should be forwarded to the Senior HR Business Partner to enable consideration of possible wider organisational solutions

(section 21). Only once this is considered should an outcome be communicated to the employee.

20.2b Consultation with the Senior Line Manager

The Senior Line Manager will:

- Consult with the line manager on applications within their area ensuring a consistent and fair approach is taken in those decisions.
- Consider the line manager's decision to either approve or reject the request and consult with the line manager in that regard.
- In cases where a line manager is on annual leave or long-term sick absence, (which prevents consideration of the request being made within the 28 days of being submitted) meet with the employee to consider the request and make the decision to approve or reject the application within 14 days of the meeting.
- In the case of approval of an application above, forward the employee's application and the agreement form to the line manager in order for them to communicate the outcome to the employee.

21. Referral to Human Resources

If the Line Manager, having considered the application, the implications within their own area, and possible alternative options, is unable to approve a request for flexible working, a request should be submitted to the Senior HR Business Partner to enable consideration of possible wider organisational solutions. Human Resources will write to the employee confirming the decision by the Line Manager and they are considering organisational alternatives.

A formal record of HR considerations will be issued to the Senior Line Manager. The Senior Line Manager will relay the decision to the Line Manager, and the Line Manager will advise the employee accordingly.

The HR Business Partner will receive a copy of the decision and will either:

- provide written confirmation to the employee of the proposed offer being made to accommodate their flexible working arrangements, giving the employee 5 working days to accept the offer in writing or
- alternatively, provide written confirmation of the inability to accommodate the flexible working application.

22. Appeals Process

An employee can use the appeals procedure if he/she can provide evidence that:

- the process used by the PBNi is flawed
 - Or
 - They have been subjected to less favourable treatment
- a) Employees must exercise their right of appeal by writing within 10 working days of being notified of the decision to the Director, using the Appeals form. This 10 working days limit may be extended by mutual agreement.
 - b) If the decision was taken by a Director an appeal will be heard by the Chief Executive.
 - c) In the case of (b) the appeal should be sent to the Chief Executive.
 - d) Should the decision have been taken by the Chief Executive an appeal will be heard by a panel of members of the Board.
 - e) In the case of (d) the appeal should be sent to the Board Secretary.
 - f) The appeal hearing will normally take place within 10 working days of the receipt of the appeal request. In exceptional circumstances, the appeal time may be extended by mutual agreement
 - g) The employee has the right to be accompanied to the hearing by a trade union representative or work colleague.
 - h) The Head of Human Resources or the nominated person will be in attendance at the hearing and will advise the Chief Executive on points of process or relevant employment matters.
 - i) The Chief Executive will present a summary of the issues raised at appeal.
 - j) The Chief Executive will invite the employee or their representative to present his/her case.
 - k) The Chief Executive should communicate the decision/outcome of the appeal to the employee and reasons in writing within 5 working days. The outcome of the appeal could be to:
 - Uphold the original decision not to approve the flexible working request
 - Over-rule the original decision and grant the approval for flexible working
 - Over-rule the original decision and grant approval of an alternative flexible working arrangement.
 - l) In the case of an appeal to the Board, the Board Secretary will be in attendance at the hearing. The right to seek HR advice as necessary is reserved.

- m) In the case of an appeal to the Board, the Board Secretary will issue the decision/outcome of the appeal to the employee and reasons within 5 working days. The outcome of the appeal could be to:
- Uphold the original decision not to approve the flexible working request
 - Over-rule the original decision and grant the approval for flexible working
 - Over-rule the original decision and grant approval of an alternative flexible working arrangement.
- n) The decision following appeal shall be final and there will be no further internal right of appeal.

Flexible Working Application Form



**FLEXIBLE WORKING
APPLICATION FORM**

NAME GRADE

TEAM CONTACT NO:

Please refer to the Flexible Working Procedure Section 20 before completing this application.

Staff should note that it may not always be possible to accommodate flexible working requests. When considering a request for flexible working arrangements line managers will evaluate the potential impact of the proposal on the team and the employees. If the request is for a reduction in hours then the line manager must consider the impact of this and what the likelihood is of these hours being replaced by another means.

Describe your **current** work pattern (e.g. full-time/part-time – days/hours/times worked):

Describe your **proposed** work pattern under flexible working (e.g. full-time/part-time/term-time/working at home– days/hours/times worked/rest breaks):

Describe how this change in your work pattern will affect the work of your team and your colleagues

Continue on a blank sheet if necessary

Describe the effect you think this will have on your team and colleagues and how it can be dealt with

Continue on a blank sheet if necessary

Before submitting this form to management for consideration, you may wish to consult with the HR/Payroll Departments and/or a trade union representative, as this may result in changes to your pay and contract of employment.

**FLEXIBLE WORKING
APPLICATION**

I have read and understood the Flexible Working Policy and Procedure, which may have an effect on my conditions of service. I confirm that I have considered the effect of this request on:

- My pay
- My tax and national insurance contributions
- My pension
- My holiday entitlement and other benefits
- My colleagues' and the team's workload
- I understand this will lead to a change in the terms and conditions of my contract of employment.

I request this change to my working pattern from: DD/MM/YYYY

Temporary Arrangements

Click on box below as appropriate

YES **NO**

I wish my application to be considered on a temporary basis

I am aware that "temporary" means 6 months or less (with the exception of Term-Time which is temporary for 1 year) and that after that period I will either revert to my original work pattern or will be expected to request a permanent change to my terms and conditions of employment as outlined in this procedure.

Signed: Date:

Flexible working applications should be submitted as soon as practicable to the line manager but at least 3 months prior to the proposed change in work pattern.

When completed, this form should be given to your line manager for consideration. Your line manager will acknowledge receipt of your form within 5 working days and arrange to meet with you to discuss your application within 28 days. A HR Business Partner will be in attendance to take notes and advise on points of process.

Note:

In cases where an Assistant Director/Head of Department is applying for the flexible working the Director (as line manager) should directly either approve or reject the application.

In cases where a Director is applying for the flexible working, the Chief Executive (as line manager) should directly either approve or reject the application.

BLANK SHEET (for continuation if necessary)

Flexible Working Confirmation Form

Manager's Confirmation of Receipt (to be completed and returned to the employee within 5 working days of receipt of form).

(All time periods may be extended where both the line manager and the employee agree).

To:

Location:

Dear

I confirm that I received your request for flexible working on:

I shall meet with you to discuss your application on:
(within 28 days of the above date)

A HR Business Partner will also be in attendance to take notes and advise on points of process.

In the meantime, you may wish to consider whether you would like a colleague or a trade union representative to accompany you at the meeting.

From Line Manager:

Date: DD/MM/YYYY

Flexible Working Agreement Form

To be completed by the Line Manager within 14 days of the meeting held with the employee
(All time periods may be extended where both the line manager and the employee agree).

Line Manager	<input type="text"/>	Job Title	<input type="text"/>
Team	<input type="text"/>	Contact No	<input type="text"/>
Employee's Name	<input type="text"/>	Job Title	<input type="text"/>

Following receipt of the above-named employee's application for flexible working and our meeting held on I have considered the application.

When considering a request for flexible working arrangements line managers must evaluate the potential impact of the proposal on the team and the employees. If the request is for a reduction in hours then the line manager must consider the impact of this and what the likelihood is of these hours being replaced by another means. Managers, for example, should consider such matters as:

- Burden of additional costs
- Detrimental effect on ability to provide service
- 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

NB Please do not approve an application for flexible working before establishing if backfill is available or confirm if backfill is not required. Please refer to Section 20.2a of the Flexible Working Procedure.

Please record considerations taken into account.

**FLEXIBLE WORKING
AGREEMENT FORM**

Click on box below as appropriate

I recommend that the flexible working request be approved

I am unable to accommodate the original request. However I am able to offer the alternative pattern which was discussed and agreed would be suitable to the employee. I recommend approval.

I reminded the employee that this change will have implications for his/her pay, pension and other benefits.

Managers should note that where a temporary arrangement or a trial period of flexible working is recommended for approval you should ensure you set a reminder to review the situation, discuss with your Senior Line Manager, and arrange to meet with the member of staff prior to the end of the 6 month arrangement.

Managers should then complete the Temporary Review/Trial Review template as appropriate and forward to the HR Department.

The new proposed working pattern recommended for approval is set out below and includes the proposed start date.

Please continue on a blank sheet if necessary

Proposed Start Date:

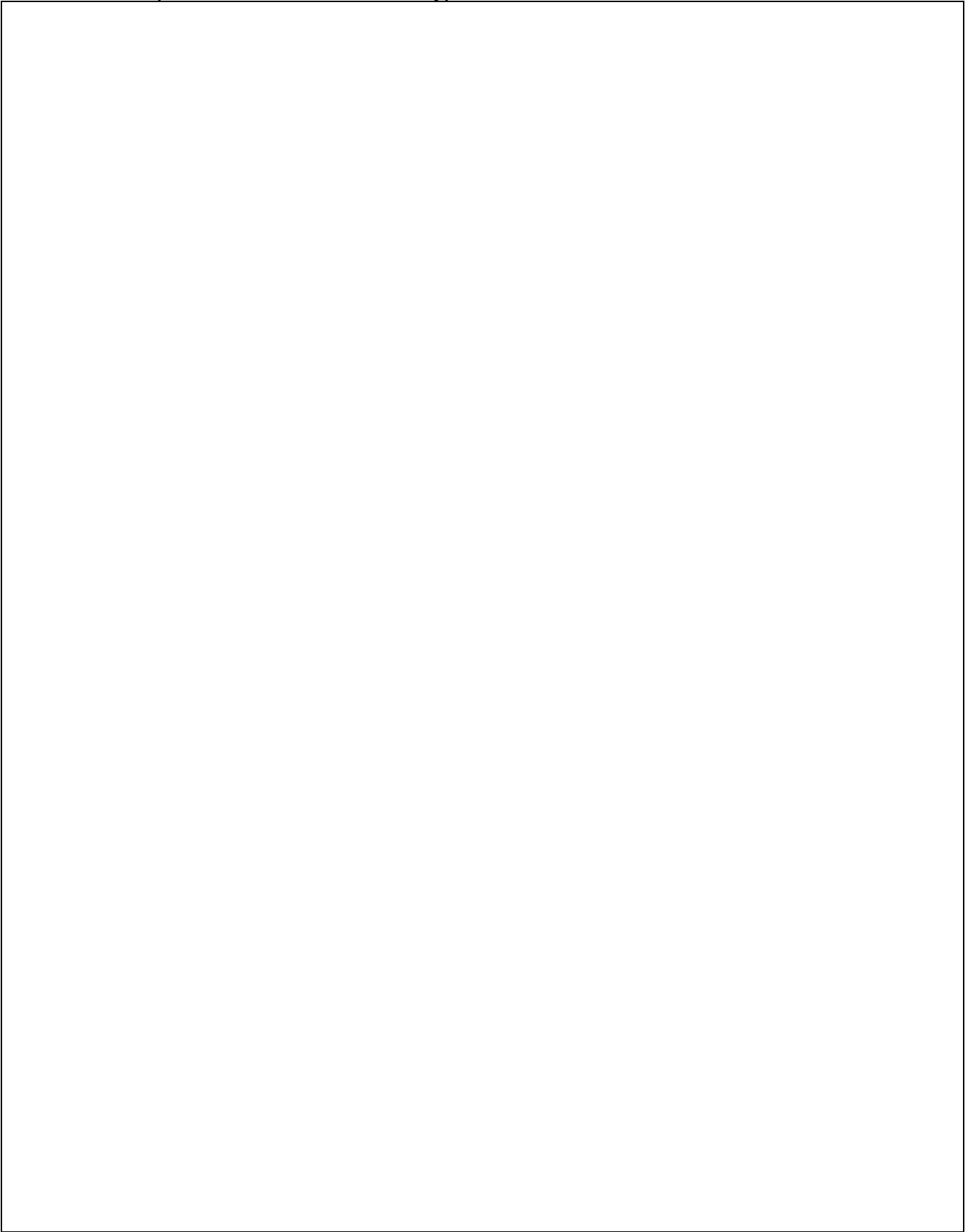
DD/MM/YYYY

Signed by Line Manager:

Date:

A copy of this agreement form should be sent to the employee and Human Resources together with the flexible working application.

BLANK SHEET (for continuation if necessary)



Flexible Working Rejection Form

To be completed by the Line Manager as soon as possible (within 14 days of meeting) and forwarded to the Senior HR Business Partner to enable consideration of possible wider organisational solutions (section 21).

(All time periods may be extended where both the line manager and the employee agree).

Line Manager	<input type="text"/>	Job Title	<input type="text"/>
Team	<input type="text"/>	Contact No	<input type="text"/>
Employee's Name	<input type="text"/>	Job Title	<input type="text"/>

Following receipt of the above-named employee's application for flexible working and our meeting held on I have considered the application.

When considering a request for flexible working arrangements line managers must evaluate the potential impact of the proposal on the team and the employees. If the request is for a reduction in hours then the line manager must consider the impact of this and what the likelihood is of these hours being replaced by another means. Managers, for example, should consider such matters as:

- Burden of additional costs
- Detrimental effect on ability to provide service
- 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

Please record considerations taken into account:

[Click here to enter text.](#)

I am unable to recommend the request be approved for the following business reasons and on the grounds set out below (include reasons why other work patterns you may have discussed at the meeting are also inappropriate).

Signed by
Line Manager:

Date:

When completed, this application should be forwarded to the Senior HR Business Partner to enable consideration of possible wider organisational solutions (section 21).

BLANK SHEET (for continuation if necessary)

Blank sheet for continuation of the form.

Flexible Working Appeal Form

To be completed and sent to the Director of Probation within 10 working days of being notified of the decision.

If the original decision was taken by the Director an appeal should be sent to the Chief Executive within 10 days or receipt of the decision to reject the application.

If the original decision was taken by the Chief Executive, an appeal should be sent to the Board Secretary within 10 days or receipt of the decision to reject the application.

I wish to appeal against the decision to refuse my flexible working application. I am appealing on the following grounds:

Click on box below as appropriate

- the process used by the PBNI is flawed
or
- I have been subjected to less favourable treatment

NAME

GRADE

TEAM

CONTACT NO:

I wish to appeal the decision to refuse my application for flexible working. I am appealing on the following grounds:

NAME

Page
Number

BLANK SHEET (for continuation if necessary)

Signed:

Date:

Flexible working Temp Arrangements/Trial Period Review form

Line Manager	<input type="text"/>	Job Title	<input type="text"/>
Team	<input type="text"/>	Contact No	<input type="text"/>
Employee's Name	<input type="text"/>	Job Title	<input type="text"/>

The temporary arrangement/trial period* of flexible working in place with effect from (*delete as appropriate)

was reviewed with the member of staff on

Note: A temporary arrangement is not the same as a trial period (see sections 18 and 19 of the Flexible Working Procedure).

1. The original request and approval of a temporary flexible working arrangement is made on the basis that this would be a short-term period for specific personal circumstances, and the expectation is that the member of staff will revert to the original work pattern in the majority of cases. The member of staff can however subsequently request the flexible working arrangement as a permanent change to their terms and conditions.
2. Line management approves a trial period when a flexible working request has been made for a permanent change to working hours from the outset. The trial period is for management and staff to ascertain if the work pattern is workable on a permanent basis.

However, in both cases if the flexible working arrangement is being approved on a permanent basis this can be done so without the necessity of the member of staff submitting a further flexible working application (i.e. the original application will suffice).

If the flexible working arrangement cannot be accommodated in the current team, a referral should be made to the Senior HR Business Partner as per Section 21.

1. I have reviewed the situation and can confirm that the above named member of staff will:

Click box below as appropriate

- a) Revert to his/her original work pattern at the end of the 6 month period
- b) Continue to work under the original approved flexible working agreement and this is therefore a permanent change to their terms and conditions (excludes Term Time arrangements, which must be reviewed annually).

2. I have reviewed the situation and can confirm that I am unable to accommodate the flexible working arrangement in this team on a permanent basis. A referral will be made to the Senior HR Business Partner.

Signed: Date:

