British Transport Police Authority

Flexible Working SOP

Author	L. Barrick
Date approved	April 2011
Date last reviewed	
Date of next review	March 2012
Protective marking	Not Protectively Marked
EIA	April 2011

Revision History

Revision date	Version	Summary of Changes	Author
22 Feb 2011	0.1	Initial Document Creation	L. Barrick
3 March 2011	0.2	Further review and refinement	L. Barrick
15 April	1.0	Final version created following SMT feedback	L. Barrick

CONTENTS

1 AIM 4

2 OVERVIEW 4

3 SCOPE AND DEFINITIONS 5

3.1 Scope 5

3.2 Definitions 5

3.3 Equal Opportunities Statement 6

4 FORMS OF FLEXIBLE WORKING 6

4.1 What is Flexible Working? 6

4.2 Part Time Working and Job Share 6

4.3 Other Variations on Working Fewer Hours / Days 7

4.4 Working at or from home 8

4.5 Employment Breaks 10

4.6 General Conditions Relating to More Flexible Working 12

5. REQUESTS TO WORK MORE FLEXIBLY 13

5.1.1 Applications Under Statutory Procedure ..... **Error! Bookmark not defined.**

5.3 Assessing Requests 13

5.4 Processing Requests 14

6 RECORD KEEPING AND MONITORING 15

7 AUDIT AND COMPLIANCE 15

8 REFERENCES AND LEGISLATION 15

9 FURTHER INFORMATION 15

9.1 Related Policies/Procedures and Information 15

9.2 Guidance and Advice 16

9.3 Useful organisations and websites 16

10 APPENDICES 16

1 AIM

1.1 To set out BTPA's Standard Operating Procedure (SOP) on flexible working and in particular:

- To summarise the main forms that flexible working might take.
- To explain the terms under which employees may request to work flexibly and have their request considered in a careful and timely manner.
- Where flexibility is agreed, to explain the rights and obligations that attach to various forms of more flexible working.
- Where changes to flexible working that already exist is needed, how these should be dealt with.

1.2 Above all, this document seeks to explain the SOP and process relating to a complex set of possibilities in a way that employees and managers can understand and apply in a straightforward way.

2 OVERVIEW

2.1 Why is this SOP needed? Because flexible working has an important part to play in creating a modern, efficient organisation[1].

- BTPA seeks to attract, retain and develop a more diverse workforce, drawn from and representative of the communities it serves. Offering flexible working possibilities may facilitate the inclusion of all groups within the community.
- BTPA endeavours to provide the best working environment it can, encouraging a balance between commitment to work and a healthy and full life outside the organisation. Subject to being able to meet organisational demands, flexible working may, for some individuals, be a way of improving this balance.
- BTPA recognises not only that some employees may enjoy statutory rights to request flexible working (parents with children under the age of 17, or with disabled children under the age of 18, or carers of adults); but also that others may be helped by flexible working to reflect their caring responsibilities, religious or cultural needs, or lifestyle choices. Wherever practical therefore, all requests to work more flexibly will be given equal consideration.
- BTPA, as a good employer, must respond positively to government initiatives designed to encourage flexible working. This Flexible Working SOP should not only be compliant with the framework of employment law but also strive to be recognised as good practice.

[1] Refer to 'Flexible Working – Developing a Business Case' an ACAS publication, reference details for which are available in Section Nine – Further Information.

2.3 How will requests from employees be dealt with? Requests will be dealt with promptly and thoroughly. Discussion and gaining a mutual understanding of the issues will be the key to agreeing changes to hours and patterns and refusal will only be justified if there is a reason related to our capacity to provide efficient and value for money service (refer to Section Five).

3 SCOPE AND DEFINITIONS

3.1 Scope

3.1.1 This document applies to all staff employed by BTPA, whether on a full time, part time, fixed term or permanent contracts. It does not cover staff employed by agencies or contractors at BTPA.

3.1.3 Some employees have a statutory right to request that their employer consider a more flexible working arrangement; a duty is placed on employers to consider their application seriously. The legislation applies to parents of children under the age of 17, or with disabled children under the age of 18, or carers of adults, who meet all associated eligibility criteria. However, BTPA will, as far as is practical, give all employees who wish to apply to work more flexibly the same right to have their request considered.

3.1.4 Although there is a right to request flexible working, there is not a right to flexible working. Requests will be considered carefully and in a timely manner but many factors must be taken into account.

3.1.5 The principles in this SOP apply to all employees, although some groups or individuals may be subject to Agreements or particular contract terms which are different. Unless these specific conditions are non-compliant with the legal framework in force at the time, they will take precedence.

3.1.6 Certain other policies which facilitate flexibility - but are not included in this document - have been referenced. This document references, but does not cover, leave (maternity, paternity, adoption or dependants, religious holidays) or time off (compassionate, exceptional domestic circumstances, public duties, territorial army, special); these are covered in the Maternity and Family Friendly SOP and the Attendance SOP[2].

3.2 Definitions

3.2.1 Policing abbreviations used are those published on the BTP website[3].

3.2.3 However, in the discussion of flexible working certain common terms have particular meanings (for example guardian, partner, foster parent). Where these are not described in individual contracts of employment, the terms shall have the meaning described in the DTI publication *'Flexible working – the right to request and the duty to consider'*[4].

---

[2] Reference details for both SOPs is available in Section 9 – Further Information.
[3] Reference details for which are available in Section Nine – Further Information.
[4] Reference details for which are available in Section Nine – Further Information.

3.3 Equal Opportunities Statement

3.3.1 All employees have a responsibility to ensure that no unlawful discrimination occurs on the grounds of age, colour, disability, ethnic origin, family commitments, gender, gender dysphoria, marital status – marriage or civil partnership, nationality, national origins, political beliefs, race, religion or belief, sexual orientation, trade union activity or any other unacceptable grounds.

4 FORMS OF FLEXIBLE WORKING

4.1 What is Flexible Working?

4.1.1 At BTPA the most likely forms of flexible working are:

- Part time working
- Job sharing
- Changes to the place of work (working from home)
- Changes to the hours and times of work (including various forms of term-time working)
- Employment Breaks.

4.1.2 There is however, a very wide range of possibilities for working more flexibly. Some of these are part of our current working arrangements but others may be less familiar. A full list of possibilities is described in detail in the ACAS booklet on Flexible Working[5]. In the sections that follow, the main types of flexible working that might be relevant to BTPA are described.

4.2 Part Time Working and Job Share

4.2.1 <u>Definition</u>

4.2.1.1 There is no universal definition of part time working and in practice it means working anything less than full time hours (i.e. less than 37 hours) per week.

4.2.1.2 Job sharing involves two (or more) people sharing responsibility for a full time job (rather than splitting the duties into two part time jobs). It may be used as a way of introducing part time or flexible working into roles which are regarded as requiring a full time commitment. In general, the terms and conditions which relate to part time work also relate to those job sharing.

4.2.2 <u>Eligibility</u>

4.2.2.1 There are no service, grade or 'minimum hours to be worked' requirements before requests can be considered.

[5] Reference details for which are available in Section Nine – Further Information.

4.2.3 Rights

4.2.3.1 Part time employees have the right to be treated no less favourably than full time employees.

4.2.4 Conditions of service

4.2.4.1 In terms of pay, benefits and leave these will be paid, provided or allocated on a pro-rata basis. Service will accrue at the same rate as full time staff, and incremental/salary progression will be considered at the same time of the year.

Entitlement to Public Holidays
Part time staff will be entitled to **either:** A: Take public holidays on days they are rostered to work, as they occur; **or** B: A number of days, calculated as: $\frac{\text{No. of public holidays during the year} \times \text{part time hours contracted to work}}{\text{Normal weekly hours for the employee group}}$ **Whichever is the greater**

4.2.4.2 Part time working will not be to the detriment of an employee's career or any aspect of career development associated with improving the chances of promotion.

4.2.4.3 In terms of overtime, payment for additional hours worked will normally be at 1.5x normal rate for employees on EPS contracts below band C. Overtime must have been pre-sanctioned by an employee's line manager to be paid.

4.2.4.5 Reasonable expenses wholly and necessarily incurred during the course of duty will be reimbursed in full.

4.2.4.6 Where an employee has moved to a part time position, on giving notice of the wish to be re-appointed as a full time staff member this change shall occur:

a) within one month of the date the notice is received where there is a suitable vacancy;

b) where there is no vacancy, within three months or an earlier date if this is practical.

4.3 Other Variations on Working Fewer Hours / Days

4.3.1 Compressed Working Hours

4.3.1.1 Some employees may work a compressed work schedule giving them, for example, free time when they need it for their children, elder care, education or voluntary work.

4.3.1.2 In this arrangement, the contracted hours in a week (conventionally spread over five equal working days) are distributed differently between days and may be worked over fewer days.

4.3.1.3 A further example which may be practical is where a week's contracted hours are worked over 4½ days, with one morning or afternoon being free time. Although patterns must comply with the working time regulations, given that we have experience of this type of working, there are unlikely to be major terms and conditions that have not already been resolved.

4.3.2 Term Time Working

4.3.2.1 Term time working may be appropriate for employees with responsibilities for children of school age. Most employees have between four and six weeks annual leave plus public holidays, while children typically have around thirteen weeks away from school. It might therefore be appropriate for some employees to take unpaid leave for part of the school holidays in accordance with a pre-arranged plan. Although term-time working involves unpaid leave, the reduction in pay may be spread out over the year so that the employee always receives a salary (albeit reduced).

4.3.2.2 Conversely, those undertaking study may request some unpaid leave during term time to allow time for attending college/university or private study.

4.3.2.3 The extent to which term time working patterns can be introduced will critically depend on abstraction levels and operational exigencies at particular times.

4.3.3 Temporary Reductions or Variations in Hours

4.3.3.1 BTPA already has policies in place relating to annual leave and public holidays, special types of leave (maternity, paternity, adoption and/or dependants) or short, temporary periods of time off (compassionate, exceptional domestic circumstances, public duties, territorial army). The various SOPs in which these are detailed are referenced in Section Nine – Further Information.

4.3.4 Other possibilities

4.3.4.1 This SOP deals with the main types of flexibility likely to be relevant to BTPA. This is not to automatically exclude other variations but where an employee has a specific pattern or variation in mind they should discuss the matter with their manager while the idea is still at the formative stage.

4.4 Working at or from home[6]

4.4.1 Working at home may be helpful for some employees in certain situations. Examples might be those returning to work after a prolonged period of sickness; those with caring responsibilities or short term domestic difficulties to manage; or those with a particular piece of work

[6] This section covers situations where home working is to be formally agreed – it does not change the current informal arrangements whereby by staff may be given permission to work at home on 'one-off' occasions for a day or part day.

(such as a long report) to complete and each request will be considered on its merits.

4.4.3 Hours of Duty

4.4.3.1 The length of time working at home will be agreed by the manager and recorded. The agreement will confirm the hours during which the employee will be contactable when working at home and the number of days they will be required to attend the office. Employees working at home will be expected to attend meetings, training events and other activities to ensure that they understand and are able to contribute to the work of BTPA, and are up to date with developments.

4.4.3.2 Overtime will not normally be paid while employees are working at home: hours worked and recorded each day should therefore normally be 7.4. In situations where claims for working additional hours may arise, overtime must be pre-authorised by a manager. A home working day for part time staff will be their contracted hours.

4.4.4 The Working Environment

4.4.4.1 Those working at home must do so only in a safe and secure environment, with the appropriate equipment, safely and efficiently installed and operating. In agreeing to home working the employee therefore consents for a BTPA representative to visit (during normal office hours) when necessary to undertake a risk assessment and any necessary safety checks, and following receipt of a report, to comply with any guidance issued. In some circumstances, further visits may be necessary to, for example, check or maintain equipment.

4.4.4.2 Managers should not permit working from home until BTPA's responsibility in this respect has been discharged.

4.4.5 Rights and Obligations

4.4.5.1 Employees should not work at home without prior agreement. Those who work from home without permission will be treated as absent without leave.

4.4.5.2 Prior to working from home it is the employee's responsibility to inform their insurance company and arrange appropriate cover (suitable for themselves and to cover any equipment loaned). Any additional cost arising from this, or additional services, such as electricity, used in the home will be met by the employee.

4.4.5.3 Prior to signing off the Flexible Working Application, managers must ensure they have considered all information security issues and the cost implications.

4.4.5.4 Where necessary, BTPA will meet the cost of installing an additional telephone line or the set up cost for a dial-up connection[7] and on going rental charges. Set up costs will only be met on one occasion. If the employee moves as a matter of their own choice and wishes to continue

[7] Broadband is not to be used for BTP work purposes because of security concerns.

working from home in their new accommodation, the costs of transferring equipment/re-installation will be met by the employee.

4.4.5.5 An inventory of any equipment or furniture loaned will be agreed by the employee and BTPA.

4.4.6 Security

4.4.6.1 BTPA has issued separate guidance on security issues associated with working at home which must be followed[8]. Security issues should be dealt with prior to the application being authorised.

4.5 Employment Breaks

4.5.1 The purpose of this element is to enable employees to have a period of unpaid leave, up to a maximum of five years, and return in the same grade. During this break staff remain BTPA employees.

4.5.2 Eligibility

4.5.2.1 The nature of an employment break means that there are certain criteria which must be fulfilled. These are that those applying must have completed a minimum of two years service and show evidence of a commitment to continuing a career with BTPA.

4.5.2.2 Employees may not apply for a break for the purposes of undertaking paid employment elsewhere. If an employee wishes to undertake work at any time during the break, prior permission in writing must be sought and obtained. Those found to have undertaken paid work during the break, without prior permission, will be in contravention of BTPA Unsatisfactory Performance or Attendance Policy[9]. Undertaking paid work that is incidental to the purpose of the employment break (e.g. casual work to help fund a course of study or travel) will normally be permitted[10].

4.5.2.3 However, approval for an employment break will be withdrawn immediately if there is evidence to suggest that paid work has been undertaken without prior permission and further action may be taken.

4.5.2.4 Employment breaks will only be authorised in exceptional circumstances owing to the small number of staff in the Executive Team. The number of people absent under this SOP will not normally be more than one.

4.5.3 Rights and Obligations

4.5.3.1 Employees wishing to apply for an employment break must submit a report as far in advance as possible, normally three months before a break is required, detailing the reasons for and suggested period of such a break, through their manager to the Senior Management Team. The SMT will then make the decision and this decision will be final. Employees

[8] Reference details for which are available in Section Nine – Further Information.

[9] Reference details for which are in Section Nine – Further Information.

[10] For information on study leave for those continuing at work, refer to the Self Development SOP and Business Interests, Secondary Employment and Voluntary Work SOP, reference details for which are available in Section Nine – Further Information.

whose application is approved will commence unpaid leave at the agreed time.

4.5.3.2 All outstanding duties and projects must be completed before an employment break can commence. Any outstanding debts payable to BTPA must also be cleared. As part of the process of considering a request for an employment break, the manager will liaise with the Business Manager to determine whether there are any complaints outstanding involving the employee, and if so, the status of the complaint.

4.5.3.3 Upon completion of an employment break the individual will return to a 'suitable post' which may not be the post they vacated. A return date will be agreed and it will be necessary for the individual to be interviewed by the Chief Executive before re-commencing full duties. The individual may be required to be re-vetted on their return.

4.5.3.4 A pre-employment medical questionnaire must be completed by the individual before resumption and submitted to the Occupational Health Advisor. If appropriate a medical test will be arranged.

4.5.3.5 A training needs assessment will normally be completed for those returning, this being co-ordinated by the Health and Safety Advisor.

4.5.3.6 Employees commencing a break should ensure they have read, understood and accepted the conditions of this SOP, including the sections below which deal with the effect on conditions of employment and arrangements for staying in touch with BTPA. A declaration to this effect must be signed before the break begins.

4.5.4 <u>Conditions of Service</u>

4.5.4.1 Employees will retain their grade.

4.5.4.3 As the employment break is unpaid leave it will not qualify as reckonable service for promotion or pay progression. The requirement for appraisals will also be suspended for the duration of the employment break.

4.5.4.5 Employees who become pregnant while on an employment break are entitled to the same maternity benefits as employees not taking a break. An employee on an employment break who becomes pregnant should give notice as soon as reasonably practicable after she becomes aware of the Expected Date of Confinement (EDC). The provisions of the maternity arrangements will then take effect and the employment break will be suspended. Resumption of the break in due course should be subject to further agreement between the employee and BTPA[11].

4.5.4.6 Individuals' are personally liable for ensuring that national insurance contributions are maintained during their period of absence.

4.5.4.8 Membership of voluntary schemes (i.e. TSSA etc.) can continue during a period of leave although deductions cannot be made through payroll. Employees must therefore make their own arrangements direct with the association, union or other organisation.

[11] For further information, refer to the Maternity and Family Friendly SOP; reference details for which are in Section Nine: Further Information.

4.5.4.9 A member of the pension fund will remain in membership. For members who have opted not to participate in PensionPlus, under normal circumstances, pension arrears will be collected upon the individual's return to work by a 50% increase in contributions until the money is reclaimed. It is possible for pension payments to continue during the employment break subject to Pension Management Committee approval. Participants of PensionPlus will need to consider whether it is appropriate to opt out of the sacrifice arrangements for the duration of their period of unpaid leave. Those contemplating an employment break are strongly advised to obtain advice from the Pensions Department at Darlington[12].

4.5.5 Staying in Touch

4.5.5.1 Employees must maintain contact with BTPA; the means by which this is to be achieved will be agreed in advance between the BTPA and the employee. Depending on the nature of the break, it might be possible for the employee to return to work for a short period from time to time, thereby ensuring that they keep up to date and familiar with BTPA policy and SOP.

4.5.5.2 During the absence the employee must notify BTPA of any change in their circumstances in the same way as if they were at work.

4.6 General Conditions Relating to More Flexible Working

4.6.3 Access to Training and Career Development

4.6.3.1 All employees, irrespective of their work pattern and working arrangements, will have equal access to training and development and opportunities for promotion.

4.6.3.2 Appraisals will take place as frequently as for full time employees working a normal work pattern, using the same documentation. However, managers and employees should not shy away from reviewing the effectiveness of the working regime or what might be done to improve it.

4.6.3.3 While BTPA will be as flexible as possible in arranging specific training programmes it is inevitable that many specific courses, seminars and events be offered on fixed dates and set times. Also the location, and in some cases the content, might mean that they are on a residential basis. Employees electing for a more flexible work pattern must be aware of their obligations to participate when required to do so.

4.6.4 Workload

4.6.4.1 Managers will allocate work fairly, as between employees working normal hours and those working more flexible patterns, in terms of both volume and quality.

4.6.5 Confirmation

4.6.5.1 It is an absolute requirement that any agreements regarding flexible working are confirmed in writing in advance of the arrangements coming into effect.

[12] The Pensions Department, Darlington, can be contacted on 0800 234 3434

5. REQUESTS TO WORK MORE FLEXIBLY

5.1 Applications Under Statutory Procedure

5.1.1 All employees can request to work more flexibly but it is important, both for the employee and BTPA, that there should be clarity about whether the application is being made under the terms of statutory entitlement under the Employment Rights Act 1996, or under this SOP. Employees who are exercising their right to apply under the statutory procedure must have 26 weeks continuous service and can only make one application in any 12 month period.

5.1.2 If a request to work more flexibly is made by an employee that is a parent with a child aged under 17 or with a disabled child under the age of 18, or is the carer of an adult as prescribed by regulations[13], and they meet all associated eligibility criteria, they are exercising their rights under the Employment Rights Act 1996. In such cases the statutory response and progress timetable must be adhered to and the prescribed form (Appendix C) used both by the applicant and those managers handling the application.

5.1.3 For requests which do not involve exercising a statutory right, the same steps should be followed and the same forms used. All requests will be carefully and thoroughly considered. However, where it is not obligatory to follow the statutory procedure, there may be scope for more informal discussions about timing, options and possibilities.

5.1.4 The 'Considering an Application' flowchart (Appendix B) summarises what happens at the initial stage, leading to the point where the employee makes an application.

5.1.5 A checklist is included which may be useful for employees considering making an application (Appendix A). The Flexible Working – Application Form – (Appendix C) should be used to make the initial request and record the decision by the manager on whether the request is agreed.

5.2 Assessing Requests

5.2.1 At BTPA, we will start from the position that flexible working is part of our future and that variations to our traditional way of working can generally be accommodated, subject to the overriding need for efficient and value for money service. All reasonable efforts will therefore be made to accommodate an individual's request. Where it is rejected, it should be on one or more of the following grounds:

- Burden of additional costs.
- Detrimental effect on our ability to provide an effective service.
- Inability to organise work among the existing staff.
- Inability to recruit extra staff.
- Detrimental impact on performance.

[13] Definitions are available on the Directgov web site. Further information can be found in Section Nine – Further Information.

- Detrimental impact on quality.
- Lack of work during the time the employee proposes to work.
- Planned structural or organisational changes.

5.2.2 Where it cannot be established whether a flexible working arrangement will meet the needs of all parties it may be appropriate to implement a trial period, after which a final decision is made

5.3 Processing Requests

5.3.1 The Summary of Flexible Working Application Process – (Appendix D) describes the steps that should be followed when an application is received.

5.3.2 The employee should complete the Flexible Working Application Form (Appendix C) and forward it to their line manager.

5.3.3 Upon receipt of the form the manager meets with the employee, and considers the application. If the request is a statutory request the meeting will take place within 28 days of receipt of the application.

5.3.4 The employee can, if they wish, be accompanied by a trade union or staff association representative, a support group member or work colleague. The accompanying person can address the meeting, but not answer questions on behalf of the employee unless this is agreed by all parties.

5.3.5 Following the discussion, the manager will record their recommendation in Section Three of the form and forward it to the SMT.

5.3.6 The SMT will consider the application, in the absence of the manager making the recommendation and the Chief Executive, and approve or decline the request by completing Section Four of the form and return it to the line manager.

5.3.8 The line manager confirms the outcome verbally to the employee and forwards the completed form to the Business Management Cluster, who will record the outcome on the employee's personal file, forward any necessary changes to Payroll, and confirm the decision in writing to the employee. For statutory requests this must be within 14 days of the meeting.

5.3.9 If the request to work flexibly is not approved by the SMT, the employee may appeal. As described in the Summary of Flexible Working Application Process (Appendix D), the appeal must be in writing to the Chief Executive, stating the grounds on which the appeal is being made and submitted within 14 days of the employee being informed of the decision.

5.34.10 Within 14 days of receiving the appeal, a meeting will be held to discuss the appeal and the application (Appendix C) will be an important part of the documentation considered at this appeal meeting.

5.3.11 The employee can, if they wish, be accompanied by a trade union or staff association representative, a support group member or work colleague. The accompanying person can address the meeting, but not answer questions on behalf of the employee unless this is agreed by all parties.

5.3.12 The Chair of the appeal must give their decision, in writing, within 14 days of the appeal meeting, and forward the decision to the Business Management Cluster.

5.3.13 Employees requesting to work flexibly under statutory terms may in certain circumstances, have a further right to apply to an Employment Tribunal if their application is rejected at this stage[14].

6 RECORD KEEPING AND MONITORING

6.1 All information will be treated with integrity and personal data will be kept confidential. BTPA adhere to the principles of the Data Protection Act and these will be practiced by all individuals with access to individual's personal information.

6.2 All employment and personal records will be kept in confidential storage for the required length of time as set out in the BTPA Record retention and Disposal Policy.

6.3 In order to meet certain statutory obligations BTPA is required to monitor certain information that is kept regarding employment, for example statistics relating to diversity issues, e.g. racial groups, disability etc.

7 AUDIT AND COMPLIANCE

7.1 This SOP will be monitored and revised to take into account guidance from ACAS, together with good practice.

7.2 In order to ensure that the SOP is meeting its declared objectives; requests to work more flexibly, their progress and outcomes will be saved in a spreadsheet. Information generated will be used to audit compliance with the SOP, assess its impact on work patterns and related issues, and provide a basis for conducting the review.

8 REFERENCES AND LEGISLATION

8.1 The Flexible Working SOP will be subject to regular review and BTPA reserves the right to amend the procedure from time to time in accordance with any requirements of law or good employment practice. Employees will be given reasonable notice of any such changes.

8.2 The Employment Rights Act 1996 includes the provision of statutory rights to request flexible working. The Act was amended by the Employment Act 2002 and the Work and Families Act 2006 and 2009 resulting in the current eligibility criteria stated in this SOP.

9 FURTHER INFORMATION

9.1 Related Policies/Procedures and Information

9.1.1 The following policies can be accessed via G:\Policy, Performance and Stakeholders\Policy\Policies\HR Policies:

- Attendance SOP

[14] For consistency and equity, this (and only this) SOP should be used for progressing requests for flexible working – the Grievance Resolution SOP for other employment matters should not be used. Reference details for which are available in Section Nine – Further Information.

- Discipline SOP
- Grievance Resolution SOP
- Maternity and Family Friendly SOP
- Self Development SOP
- Misconduct and Unsatisfactory Performance or Attendance Policy

9.1.2 The following policies can be accessed via G:\Policy, Performance and Stakeholders\Policy\Policies\Information Management:

- BTPA Record Retention and Disposal Policy

9.2 Guidance and Advice

9.2.1 Guidance and advice is available from the following internal BTP Departments:

- HR Business Centre
- HR Business Partner
- Business Management Cluster

9.3 Useful organisations and websites

- ACAS – www.acas.org.uk
- CIPD - www.cipd.co.uk
- Direct Gov – www.directgov.co.uk

  The following page Do you have the statutory right to request flexible working? has an interactive tool which tells you whether you have the statutory right to ask for flexible working.

- EOC – www.eoc.org.uk
- BERR – www.berr.gov.uk – Department for Business Innovation and Skills

10 APPENDICES

10.1

Appendix A Guidance for Those Requesting to Work More Flexibly –

Appendix B Considering Applications for Flexible Working Flowchart -

Appendix C Flexible Working Application Form

Appendix D Summary of Flexible Working Application Process Flowchart

Appendix E Decline Request Letter

Appendix F Accept Request Letter