Community Counts
Milnbank
Housing Association
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TO:	Board Members
PREPARED BY:	Linda Sichi (Deputy CEO)
SUBJECT:	FLEXI TIME & TOIL POLICY
DATE OF MEETING:	11 August 2026
APPROVED BY:	Paul Martin (CEO)

FLEXI TIME & TOIL POLICY

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1. MILNBANK HOUSING ASSOCIATION (MHA) STRATEGIC OBJECTIVES

MHA's mission is to provide excellent homes and services in a thriving community. We believe that people living in the MHA community should:

- Have warm, safe, and affordable homes, and receive excellent services from MHA.
- Live in neighbourhoods that are clean and well cared for, with real community pride.
- Have access to opportunities and services that promote a good quality of life.

2. MHA's VALUES

Working as 'One Milnbank' so that we offer the same quality of services, support and housing to all tenants and residents.

3. LEGAL & REGULATORY COMPLIANCE

The Board leads and directs MHA to ensure good outcomes for its tenants and other service users. The Scottish Housing Regulator's Regulatory Framework. MHA adheres to all relevant legal employment requirements associated with this policy.

4. AIM OF FLEXIBLE WORKING & TOIL POLICY

This policy is designed to outline the background and benefits of flextime and to provide clear TOIL arrangements, the guiding principles and recommended procedures to ensure it is managed fairly and consistently throughout MHA.

The provision of flexi time complements but does not form part of the standard Terms & Conditions of Employment where staff are contracted to work 35 hours per week, 9am to 5pm (or pro-rata).

5. POLICY PRINCIPLES

5.1 In line with our People Strategy, MHA recognises that there will be occasions when employees will require flexibility to start and finish daily times at work.

5.2 MHA also acknowledges that there needs to be a robust Time-Off-In-Lieu (TOIL) arrangement in place, to ensure business needs are fully met at any time and so employees are aware of the procedures

for accruing, recording and taking TOIL.

5.3 MHA will ensure that the implementation of this policy does not have a detrimental impact on customer service delivery.

5.3 MHA will ensure that the implementation of this policy does not have a detrimental impact on any individual employee. These arrangements must not compromise employees' Health and Safety in any way. This includes lone working or working excessive hours that could cause or exacerbate any health issues that could affect performance at work. This policy must be implemented with reference to other policies, (e.g., Lone Working Arrangements).

5.4 When managed properly, these arrangements should provide business benefits such as improved employee morale, commitment and engagement, enhanced efficiency, improved service flexibility and be a contributing factor to reducing staff turnover, absence and lateness.

5.5 Employees who wish to permanently alter their hours of work should refer to the Flexible Working Policy.

6. POLICY IMPLEMENTATION

6.1 All employees must adhere to working their contracted hours of 7 hours per day/35 hours per week (or pro-rata equivalent). However, MHA recognises that there may be occasions when employees will require flexibility to daily starting and finish times.

6.2 MHA employees may benefit from flexi-time arrangements to meet family needs and fulfil personal obligations and lifestyle commitments. Commuting issues may also be alleviated if unforeseen transport disruption occurs on a regular basis.

6.3 MHA needs to ensure that the implementation of such arrangements does not have a detrimental impact on the level of customer service provided or on any individual employee. Therefore, MHA and its employees will be mindful of the office opening hours of Monday to Friday 9.00am to 5.00pm to always ensure adequate cover is provided.

6.4 Consideration of the following factors was undertaken prior to formulation of the policy document:

6.4a <u>Employee Participation in Flexi time</u>

The following provides clarity of MHA employees' participation in the

flexi time policy.

●All office-based staff, including Income Max. Team, are eligible to participate. This eligibility does not extend to days that are worked from home.

●Due to the nature of the job roles, the Leadership Team, Cleaner, and the Community Engagement Teams will not participate. MHA will work flexibly with these employees.

●Due to the nature of the job roles, the Estates and the Inhouse Trades Teams will not participate. MHA has put in place alternative working patterns to reflect working during the summer and winter seasons.

6.4b Flexi-Time Parameters

The periods which employees may vary the starting and finishing times are Monday to Friday 8.00am to 10.00am and 4.00pm to 6.00pm (except where attendance at Board or other evening meetings is required). (No flexi can be accrued prior to 8am).

6.4c There must be adequate cover within each section, therefore, close liaison with line managers is expected. Mmanagers must ensure they monitor each individual staff member's time clock.

6.4d MHA expects that all employees will take a lunch break of 1 hour each working day. Employees can take an extended lunch break of no more than 2 hours on any given day.

6.4e MHA will ensure that starting/finishing times of employees are carefully managed to promote a team working environment and to ensure that our level of customer service is not compromised.

6.4f Staff wishing to be absent during core time may take time off if they have checked with their colleagues to ensure there will be sufficient cover and then request approval for time off from their line manager.

6.4g Flexi time operates over a monthly period and staff have access to the electronic kelio system. Staff are required to clock in and out. This must be done when starting and finishing work and at the start and finish of any other period away from work, examples of this include:

Extended Lunch break
Medical and dental appointments
Childcare and other care obligations
Late start and early finishes

Any other short periods of inactivity.

6.4h Staff can request to take up to 1 full day or 2 half days within each monthly period, if they have the hours to do so. There will be a maximum equivalent of 10 full days in the year (or pro-rata). Flexi leave should be requested through avensure with the appropriate authorisation sought from the line manager.

6.4i Staff are expected to use the Flexi hours for any medical appointments, childcare obligations, later starting times or early finish times and extended lunch hours etc. The operation of the flexible working hours will be subject to the approval of the line manager, i.e. late starts and early finishes must be agreed to ensure that cover is available. Flexi time off should be requested through the Avensure system, whether it is planned or unplanned.

6.4j Flexi time off is subject to the prior approval of the line manager and will be granted where reasonable notice has been given, the staff member has accrued sufficient time and the service remains covered.

6.4k For the avoidance of doubt – if staff cannot make it into the office or leave within the core hours (e.g. arrive at 11am or must leave at 3pm), they would be required to use one of their 2 monthly half day flexi leave requests. Even though they have not taken a full half day, they are utilising flexi leave during core hours. Alternatively, they would use toil leave for that purpose provided they have accrued toil leave.

Employees may take up to one full day or two half days of flexi leave per month, with a maximum of 10 full days per year (or pro-rata). Flexi leave should only be taken once sufficient hours have been accrued. Otherwise, the time should be recorded as annual leave. Flexi leave can only be taken within a month of the 7 hours being accumulated (e.g. if you achieve 7hours on the 20th of August, this should be used by 20th September).

6.4l It is important to note that there may be a legitimate business reason as to why flexi cannot be granted in some cases.

6.4m Staff should only make the request within the period they have accumulated the time. If leave is booked and time has not accumulated this would be annual leave. This can be adjusted leading up to the holiday if the correct hours have been banked. Staff should not put themselves into negative flexi, nor should they be present solely to accrue flexi credit.

6.4n Staff would normally not be expected to be more than 4 hours in a negative flexi; however, it is recognised that this may sometimes happen due to exceptional unplanned circumstances (e.g. attend medical appointments during working hours, urgent childcare issues).

6.4o If a staff member has more than 7 hours' flexi at the end of the accumulated time period they will lose the additional hours on their account. If this happens consistently, staff should speak to their manager about why they are having to work so many hours and come to an agreement about managing their workload.

6.4p If, at the end of the flexi period, a staff member has more than 4 unapproved hours negative flexi, they will be asked by their manager when they expect to work the extra hours to bring them back to a positive total. If there is no effort by the employee to do this, they may be removed from the Flexi System.

7. TOIL

7.1 Employees are offered Toil to compensate for working out with their normal working hours as employees would not normally be offered payment for this. This covers being required to attend e.g. evening meetings, weekend conferences or events.

7.2 MHA has a responsibility to keep accurate records of employee hours worked and is aware that agreed procedures should be put in place for flexi time and administering of Toil, to ensure consistency and avoid any potential abuse or cost to the business incurred.

7.3 All MHA staff are enrolled and trained on an automated time clock system and are required to register attendance and breaks by using the time-clock terminals or the web-based timekeeping system. Staff are personally responsible for clocking in and out and are required to clock in prior to their assigned start time and must clock out when they finish their working day. Under no circumstance may one employee clock in or out for another employee. All leave and TOIL requests must be submitted through the web-based time keeping system.

7.4 <u>Guidance & Procedures for TOIL Arrangements</u>

7.4a Parameters and Procedures for TOIL

- Employees who serve evening meetings will be awarded a half-day TOIL.
- The accrual of TOIL should be an exceptional rather than a

regular occurrence expected by the employee or MHA (generally for attendance at evening meetings or where there are timescales to be met for a specific task).

- TOIL can be accrued if approved by the line manager for travel time to meetings, functions or other business-related activities if this is more than normal travelling time to work.
- TOIL for conferences and events which require an overnight stay will be accrued at not more than 7 hours per day.
- Ideally no more than 1 day (7 hours) should be accrued in one calendar month. TOIL should also be taken within 1 month to ensure that it does not build up to unmanageable levels, which could result in operational difficulties. If not taken within this specified timescale, TOIL will be lost and not carried over to subsequent months or paid. Employees should speak to their manager if it would be difficult to use TOIL within the timeframe.
- On termination of employment, employees will be paid in lieu of accrued TOIL/deducted in lieu of time owed.

All TOIL must be authorisied by the line manager and recorded on the time-recording system.

8. WITHDRAWL OF FLEXI TIME AND TOIL

For both elements of this policy, the success of this depends on co-operation between employees, consistency of approach by managers and trust between MHA and its employees. If this is compromised in any way, it can be withdrawn from employees at the discretion of the CEO or the Board at any time without notice. It may also be withdrawn from employees who are found to abuse the policy. In addition, individual employees may be subject to formal disciplinary action for abuse of the policy

9. EQUALITY & HUMAN RIGHTS

MHA's commitment to equal opportunities and we will respond to the different needs and service requirements of individuals, and we will not discriminate against any individual for any reason outlined in Equality & Human Rights Legislation.

10. DATA COLLECTION

MHA will manage all personal data in accordance with our obligations under the GDPR regulations and the Association's Policy.

11. POLICY MONITORING & REVIEW

The Flexi Time & TOIL Policy will be reviewed by the Governance Sub-Committee on a bi-annual basis in line with EVH updates, or as otherwise deemed necessary.