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| **Human Resources** | **HR19 – Other Leave Policy** |

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| **Version Number** | | **Date Issued** | **Review Date** |
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| **Prepared By:** | Kirstin Brundle |
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| **Formally Approved:** | July 2022 |
| **Approved By:** | ICB Board |

**EQUALITY IMPACT ASSESSMENT**

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| **Date** | **Issues** |
|  | To be completed, as outlined in the agreed 2022/23 HR EIA review schedule. |

**POLICY VALIDITY STATEMENT**

Policy users should ensure that they are consulting the currently valid version of the documentation. The policy will remain valid, including during its period of review. However, the policy must be reviewed at least once in every 3-year period.

**ACCESSIBLE INFORMATION STANDARDS**

If you require this document in an alternative format, such as easy read, large text, braille or an alternative language please contact [necsu.icbhr@nhs.net](mailto:necsu.icbhr@nhs.net)

**Version Control**

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| **Role** | **Name** | **Date** |
| Approver | ICB Board | July 2022 |

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# 1. POLICY STATEMENT

1.1 The North East and North Cumbria Integrated Care Board (the Organisation)recognises that from time to time employees will require time away from work for certain matters that require their urgent attention. The organisation is committed to helping employees balance the demands of domestic and work responsibilities by the provision of paid and unpaid leave subject to exigencies of the service.

**2. PRINCIPLES**

2.1 This policy will be applied to all permanent and fixed term employees within the organisation (this policy does not apply to agency workers). The fair and equitable implementation of this policy will be monitored locally by Human Resources and will be regularly checked against legislative requirements and best practice to ensure that no person is treated less favourably on the grounds of their race, gender, religion or belief, disability, age, marriage or civil partnership, pregnancy or maternity, sexual orientation or gender reassignment.

2.2 Where possible the organisation will consider flexible working on a case by case basis, taking into consideration the service needs. Flexible working may include, working from a different base, working from home or swapping days and working on non-contractual day to accommodate the needs of the employee and service needs.

2.3 For the purpose of this policy, all entitlements will be pro rata for part time employees.

**3. DEFINITIONS**

For the purpose of this paper, the definitions are as follows:

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|  | A ‘parent’ | is anyone who has responsibility as one of the primary carers for a child. This includes adoptive parents, legal guardians, individuals who are fostering to adopt, and any other parent/child relationship that  the organisation deems to be reasonable. |
|  | A ‘dependant’ | is someone who is married to, is a civil partner, or a partner (whether opposite or same sex) or is a child, a parent or a person who lives at the same house as the employee (other than a lodger, tenant, boarder or employee) or could be someone who would reasonably rely on the employee for assistance, or arrangements for the provision of care in the event of an illness or injury |
|  | A ‘relative’ | includes: parents, parents-in-law, adult children, adopted adult children, siblings (including those who are in-laws), uncles, aunts, grandparents and step relatives in a particular emergency. |
|  | ‘Next of kin’ | may be taken to include a partner, close family member or dependant |
|  | ‘ A Carer’ | are employees with significant caring responsibilities that have a substantial impact on their working lives. These employees are responsible for the care and support of disabled, elderly or sick child, parents, relatives or friends who are unable to care for themselves |
|  | ‘A Foster Carer’ | **Is someone who takes on the role of a parent for an unspecified period of time**. It could be a day, a week, a month, a year, or until the child reaches the age of 18 when care orders lapse or when the care plan dictates. |
|  | ‘A Kinship Carer’ | Is an approved **person who is related to the child (through blood**, **marriage or civil partnership) or a person with whom the child has a pre-existing relationship.** Kinship care is when a child lives full-time or most of the time with a relative or friend who isn’t their parent. |

**4. TYPES OF LEAVE**

This policy provides leave in the following circumstances:

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|  | Compassionate Leave | is to help an employee come to terms with the death of a dependant, relative or next of kin |
|  | Child Bereavement Leave | is to help an employee, who is a parent, come to terms with the death of a child (see section 6 as to how this is defined) |
|  | Emergency Domestic Leave | is short term leave to deal with an emergency situation relating to a dependant |
|  | Carers’ Leave | is to deal with longer term problems (in addition to time off for emergencies) such as to look after someone who has a serious illness or who is terminally ill. |
|  | Fostering Support Leave | is to support an employee who is in the process of being assessed as a Foster Carer or who is an approved Foster Carer who may require time off to attend appointments or training in relation to their Fostering role. |
|  | Ante-natal appointments | Is time off for mothers and their partners to attend ante-natal appointments. |
|  | Medical and Dental Leave | Allows arrangements for employees to attend medical and dental appointments during a working day |
|  | IVF /other Fertility  treatment | Allows arrangements to be made to attend medical appointments when undertaking/ pursuing IVF treatment |
|  | Gender Re-assignment | Allows arrangements to be made when an employee is undergoing gender re-assignment and is required to attend medical appointments and undergo transition |
|  | Adverse weather | Allows for alternative arrangements to be made when there is adverse weather, which may include flexible working, annual leave or unpaid leave. |
|  | Time off for study | When employees are taking time from their duties to study or train. |
|  | Sabbatical/ Employment Break  scheme | Allows the employee to request leave from their employment on a temporary basis. |
|  | Public/ Civic duties | Where the employee is required to be absent for essential civic and public duties |
|  | Attendance at  court/witness | May be required to attend court for service as a juror, character witness of witness of fact |
|  | Emergency Services | Leave to support activities of retained Fire Fighters, Special constables, RNLI, Search and Rescue and similar activities |
|  | Religious Observance  Employment Interviews  Volunteering | When an employee seeks leave for a religious festival or cultural observance  To attend an internal (within the same organisation)/external (outside the organisation) interview  Allows employees time off to do volunteer work within the community or for charitable institutions |

**5. COMPASSIONATE LEAVE**

5.1 The purpose of compassionate leave is to help an employee come to terms with the death of a dependant, relative or next of kin. It also covers time off to make arrangements for attending funerals of a dependant, relative or next of kin. Child Bereavement Leave may also be considered where an employee, who is a parent, experiences the death of a child.

5.2 It is acknowledged that family situations differ and there may be circumstances when the ‘next of kin’ fall outside of these categories. E.g. if an employee’s parent died when they were younger and their grandparents brought them up. In this instance the grandparents would be the ‘next of kin’

5.3ELIGIBILITY

5.4 All employees regardless of their length of service, may be granted leave

5.5 Each case should be viewed sympathetically and the amount of leave granted will depend on the individual’s circumstances. For example, relationship, domestic responsibilities and travel.

5.6 Managers may grant up to 5 days paid leave (this should be pro-rated for part time staff) to accommodate the time required for the individual to plan and arrange the funeral following the death of their dependant, relative or next of kin.

5.7 In the case of a death of a relative/close friend (who is not the ‘next of kin’) the employee may request 1 day paid leave to attend the funeral. This will be agreed by the Line Manager depending on the circumstances.

5.8 Any further absence required by the individual will be managed in accordance with the relevant organisational policy (Absence Management Policy HR02 or Annual leave Policy HR04)

5.9 The employee must make any requests for compassionate leave, by completing the application contained in the Resource Pack, for approval with their Line Manager (or alternative manager in the absence of their line manager). If it is not feasible prior to the period of leave, this should be completed retrospectively.

**6. CHILD BEREAVEMENT LEAVE**

6.1 The purpose of child bereavement leave is to help an employee, who is a parent, come to terms with the death of a child of any age. For the purpose of this Section, a bereaved parent is anyone who had responsibility as one of the primary carers for a child who is now deceased. This includes adoptive parents, legal guardians, individuals who are fostering to adopt, and any other parent/child relationship that the employing organisation deems to be reasonable. For example, this may include grandparents who have had caring responsibilities for a child, or instances where someone other than the biological parent is the primary carer (this could be the case where the parents of the child have separated).

6.2 All employees regardless of length of service may be granted leave.

6.3 Where both bereaved parents work in the organisation, the entitlement to child bereavement leave will apply to both employees.

6.4 A bereaved parent will be eligible to take two working weeks paid child bereavement leave. Pay will be calculated on the basis of what the parent would have received had they been at work, based on the previous three months.

6.5 A bereaved employee can choose whether or not to take child bereavement leave and the leave can be taken in either a two week block or two separate one week blocks at any point up to 56 weeks after the death of their child.

6.6 In addition, compassionate leave, as outlined in section 5 above, may also be granted to a bereaved parent in the event of their child’s death.

6.6 An employee who experiences child bereavement should notify their line manager as soon as reasonably practicable.

6.7 Should the employee wish to take child bereavement leave immediately following the death of their child they shall be able to do so upon informing their line manager that they will be absent from work for this purpose. The special leave application form (see Resource Pack) must be completed retrospectively and submitted to the employee’s line manager within one week of returning to work.

6.8 Should the employee wish to take child bereavement leave at another time, after the initial period following the death, then the employee must give the organisation one weeks’ notice of their intention to take the leave. Requests must be made to their line manager via the special leave application form (see Resource Pack)

6.9 Parents who experience a still birth after the end of the 24th week of pregnancy will be eligible to take child bereavement leave and will subsequently be entitled to the same amount of maternity leave and pay for which they were eligible (See HR17 Maternity Policy).

**7. EMERGENCY DOMESTIC LEAVE**

7.1 All employees are entitled to take a reasonable amount of time off to deal with an emergency situation relating to a dependent.

7.2 The leave can be taken for example to:

* Deal with a breakdown in childcare
* To put longer term care in place for children or elderly relatives
* If a dependant fall ill or is taken into hospital
* To deal with an incident that involves their child and occurs unexpectedly while the child is at school/ other education.

It may also deal with any unforeseen domestic emergencies including:

* Flood
* Fire
* Burglary

7.3ELIGIBILITY

All employees regardless of their length of service may be granted leave.

7.4 A Manager may grant 1 paid day (or part of a day) to deal with the domestic or dependant emergency. A further day can be agreed with the Line Manager depending on the circumstances. However, the total number of days should not exceed more than 3 days in any rolling 12 month period. It may also be considered by the Line Manager whether during the time off, the employee can work from home, or change their working hours where possible. If a longer period of time away from work is required to deal with the emergency, it may be necessary to consider carer’s leave (Section 6) which would be discussed with the Line Manager.

7.5 Employees who are not able to attend work or unable to work from home will have the option to also consider:

* Flexible working (manager may agree revised working hours to enable the employee to fulfil their contracted hours)
* Annual leave
* Unpaid leave

7.6 Once the immediate emergency has been addressed, the employee is expected to return to work or, if further time off is necessary, further annual leave, unpaid leave or alternative working hours could be agreed with the employee’s Line Manager.

7.7 The employee must make any request for leave directly to their Line Manager in the first instance, detailing the reasons for the request. If this is not feasible prior to the period of leave, this should be completed retrospectively. (see Resource Pack)

**8. CARERS’ LEAVE**

8.1 Carers’ leave is provided as an alternative form of leave in addition to time off for emergencies (which is for short term/ emergencies only). Such a request for leave does not provide an automatic right to time off, however the employee’s Line Manager will consider each case carefully.

8.2 An example of when carers’ leave could be considered is when an employee is required to look after someone who has a serious or terminal illness, or has a disability.

8.3 **ELIGIBILITY**

8.4 These provisions apply to all employees, however employees must have a minimum of 12 months service with the Organisation before being considered for carers’ leave.

8.5 A manager may grant the employee up to 5 days paid leave and a further 5 days unpaid based on a full time worker (20 in exceptional circumstances, which will be decided on a case by case basis by the Line Manager) in one leave year. If necessary additional unpaid leave may be granted, up to a combined period of 6 months in total. For any additional leave required for a longer period, the employee may wish to consider an Employment Break. The length of the break will normally be for a minimum of 3 months up to a maximum of 5 years. (Please refer to HR05 Career Break Policy for further information).

8.6 The employee must make the request for any leave directly to their Line Manager in the first instance, detailing the reasons for the leave. (see Resource Pack)

**9. FOSTERING SUPPORT LEAVE**

9.1 The purpose of Fostering Support Leave is to support an employee who is in the process of being assessed as a Foster Carer or who is an approved Foster Carer who may require time off to attend appointments or training in relation to their Fostering role.

9.2 There is **no statutory right to paid time off** for employees who foster a child, except in a "foster to adopt" situation. All employees with at least 26 weeks' continuous service have the right to request flexible working under the flexible working policy HR09.

9.3 The Organisation will consider support for foster carers by granting time off in any 12 month period for the following:

* assessment and initial training prior to approval as a foster carer -
* attendance at panel for approval
* Child review meetings and annual foster carer review meeting–
* Time off for official meetings
* Support Groups

9.4 The employee’s line manager has discretion to approve reasonable time off, up to a maximum of 3 days paid leave and 2 days unpaid leave for the employee to attend the above.

9.5 **ELIGIBILITY**

9.6 All employees regardless of their length of service may be granted leave.

**10. ANTE-NATAL APPOINTMENTS**

10.1 Pregnant employees are entitled to reasonable time off to attend ante-natal appointments; please see the maternity policy for full details.

10.2 Certain others are also entitled to unpaid time off to attend up to two ante-natal appointments. Further attendance at appointments will be at manager’s discretion.

10.3 **ELIGIBILITY**

In order to qualify for unpaid leave to attend up to two ante-natal appointments the member of staff must be one of the following;

* the spouse or civil partner of the pregnant woman,
* living with the pregnant woman in an enduring family relationship but not a relative (i.e. not a parent, grandparent, sibling or uncle/aunt),
* the father of the expected child,
* the intended parent of a child in a surrogacy arrangement where they expect to be entitled to, and intend to apply for, a parental order in respect of that child

There is no qualifying period of service for employees, whilst agency workers must have completed their 12-week qualifying period under the Agency Worker Regulations.

**11. DOCTOR / DENTIST/ MEDICAL APPOINTMENTS**

11.1 Employees will, from time to time, need to attend medical, hospital, dental, optician, and other similar appointments. Wherever it is possible to do so, employees (both full time and part time) should endeavour to be flexible and arrange such appointments in their own time or if this is not possible, at times that will cause the minimum amount of absence from work.

11.2 Where an employee has no alternative but to attend such appointments during working hours options available are flexibility in working hours, annual leave or unpaid leave. The Line Manager will work with the employee to come to a flexible agreement which supports the employee and the needs of the service.

11.3 When the appointments become more frequent or the employee has a disability and is required to attend regular appointments (i.e. regular physiotherapy/attending on-going treatment) the individual should advise their Line Manager in advance of the appointments. The manager shall consider reasonable adjustments to accommodate the disability related requirements including variation of working hours, flexible working hours or using a combination of unpaid and annual leave or paid time off to attend appointments.

11.4 Employees must inform their Line Manager of any appointments where possible at least one week in advance of the appointment. The employee should also bring in their appointment card and pass to their Line Manager when requesting time off to attend an appointment.

11.5 Employees who are pregnant have a statutory right not to be unreasonably refused time off work with pay for antenatal appointments. Paid time off in such circumstances will automatically be granted. Please refer to the organisation’s Maternity Policy HR17 for further guidance.

11.6 Any other medical or dental appointment which the employee is requested to attend which is not directly related to their health or wellbeing should be discussed with their Line Manager or alternatively please contact HR department for further guidance.

11.7 Should an employee be required to attend an appointment with a dependant, the employee is required to follow, section 8.1 and 8.2 when requesting time off.

11.8 Any Occupational Health appointments which an individual is requested to attend can be taken during working hours unless the employee is already absent from work. All Occupational Health appointments should be managed in accordance with the Absence Management Policy

**12. SPECIAL LEAVE FOR IN VITRO FERTILISATION (IVF) AND OTHER FERTILITY TREATMENT**

12.1The Organisation recognises the emotional pressure of undergoing IVF treatment and wishes to support any employee during the process where possible. The organisation will allow the employee to use a reasonable number of days leave using annual leave or unpaid leave during the course of the treatment or where possible to work flexibly in line with the service needs. Any agreement will made by the Line Manager.

12.2 Any leave requested for appointments will be managed in accordance with Section 8 of this policy (doctors/ dentist and medical appointments) up until the point of pregnancy when this will then be managed in accordance with the organisation’s Maternity Policy (HR 17). The employee must notify their Line Manager to advise them of any on-going appointments that they will be required to take due to the treatment.

**13. SPECIAL LEAVE FOR GENDER RE-ASSIGNMENT**

13.1 The Organisation recognises the emotional and psychological pressure involved in undergoing gender re-assignment and wishes to support any employee during the process where possible. The organisation will allow the employee to use a reasonable number of days leave using annual leave or unpaid leave during the course of the process or where possible to work flexibly in line with service needs. Any agreement will be made with the Line Manager.

13.2 Any leave requested for appointments will be managed in accordance with Section 8 of this policy (doctors/ dentist and medical appointments).

**14. ADVERSE WEATHER**

14.1 It is the duty of each employee to make their own arrangements to get to work at the normal time. However it is recognised at times that employees may experience severe difficulties in getting to and from work as a result of adverse weather and disruption to travel.

14.2 For the purpose of this section, ‘adverse weather’ can be defined as snow, ice, volcanic eruptions, fog, floods and extreme winds which render journeys by road as extremely hazardous. This can be both public and private transport. However employees are expected to make reasonable attempts to attend work for services to be maintained even if this means they arrive late.

14.3 If it is not possible for the employee to attend work at their normal base, it should be considered whether there is another base closer to home that they can work in, or work from home. This should be discussed with their direct Line Manager in this instance.

14.4 Employees not able to attend work or unable to work from home or a separate base will have the option of:

* Flexible Working (manager may agree revised working hours to enable the employee to fulfil their contracted hours).
* Annual leave
* Unpaid leave

**15. TIME OFF FOR STUDY**

15.1 Employees may submit requests in relation to any type of study or training that they believe will improve their effectiveness in their organisation and the performance of the business. Please refer to the Policy for Further Education and CPD for further information (HR10).

**16. PUBLIC / CIVIC DUTIES**

16.1 The Organisation will allow reasonable unpaid time off to staff required to be absent from work for essential civic and public duties of the kinds listed in Section 50 of the Employment Rights Act 1996 and as required by other legislation. Any agreed paid time off will be at the discretion of the Line Manager and agreed locally. The duties for which an employer is required to permit reasonable time off, without pay, are with regard to employees who are members of any one of the bodies listed in 16.2, in order to:

* Attend meetings of the body or any of its committees or sub-committees.
* Perform duties approved by the body which need to be done in discharging its functions or those of any of its committees or sub-committees.

16.2 In deciding what is reasonable, the manager needs to take into account the time required to perform these duties, the amount of time off which has already been taken, and the effects of the absence on the needs of the service.

16.3 Public duties apply to employees who, in an unpaid role, are:

* a member of a local authority,
* Justice of the Peace/Magistrate
* a member of any statutory tribunal,
* a member of a National Health Service Trust or organisation.
* Members of the managing or governing body of an educational establishment.
* members of the governing body of a grant-maintained school, further or higher education corporation or of a school board or board of management of a college of further education or self-governing school
* a member of the National Rivers Authority
* members of the Broads Authority,
* members of a Board of Prison Visitors.

This list is not exhaustive and other roles may be determined locally.

16.4Employees are requested to inform their Line Manager in writing outlining the dates, times and frequency of meetings, visits and training commitments **i**nadvance.

**17. ATTENDANCE AT COURT/ WITNESS IN COURT (which includes attendance at Professional Tribunal, Employment Tribunal or Fitness to Practice Hearings)**

17.1 **Jury service**

17.2 Employees may be required to attend court for service as a juror, character witness or witness of fact.

17.3 The employee will continue to be paid while on jury service at the normal rate of pay.

17.4 In the event that an employee is called up for jury service they should provide their Line Manager with a copy of the court summons and any relevant documentation at the earliest opportunity in order to discuss cover for the period they will be required for Jury service. The employee will also be provided with a ‘Certificate of Loss of Earnings’ which will need to be completed by the employee and their Line Manager. Once submitted the organisation can be reimbursed for the loss of earnings incurred due to being absent.

17.5 If it is practicable for the individual to return to work at any point during the period of jury service, they should do so.

17.6 **Attending as a witness**

17.7 Where an employee is required to give evidence at court on behalf of the organisation, paid leave will be granted for as long as required.

17.8 Where an employee is called as a witness by another NHS organisation, leave will be granted which will be paid. The pay will be reclaimed from the relevant organisation.

17.9 Unpaid leave will be granted for attendance at court as a witness in respect of matters arising from outside of work, i.e. personal matters. Individuals can claim for expenses occurred and loss of earning through the courts. Please refer to the Crown Prosecution Service website for further information current rates and guidance on how to claim. [www.cps.gov.uk](http://www.cps.gov.uk)

**18. EMERGENCY SERVICES**

Leave to support activities of retained Fire-fighters, Special Constables, RNLI, Search and Rescue or similar activities and services.

18.1 **Eligibility**

These provisions apply to all employees.

18.2 Where possible, duties should be undertaken outside of the individual’s normal working hours. Annual leave may however be requested where activities impact in working time.

18.3 In addition**,** to annual leave, a provision ofupto 5 days unpaid leave in any rolling 12 month period may be granted to carry out the duties required.

**19. RELIGIOUS OBSERVANCE**

When an employee seeks leave for a religious festival or cultural observance, employees will be entitled to request the following, subject to the needs of the service:

* Flexibility in arrangement of hours
* Annual leave
* Time off in lieu
* Unpaid leave

19.1 When requesting time off/leave for a religious observance, employees should provide as much notice as possible to their Line Manager.

**20. EMPLOYMENT INTERVIEWS**

20.1 To attend an internal interview within the organisation, paid leave will be granted with the Line Manager’s approval and within the needs of the service.

20.2Paid leave will be granted to attend interviews external to the organisation if the employee is under notice of redundancy or have been notified that they are ‘at risk’.

20.3 For any other interviews external to the organisation, annual or unpaid leave may be requested. Any requests for annual leave should be submitted to the Line Manager in accordance with the organisation’s Annual Leave Policy.

**21. VOLUNTEERING**

21.1 All employees regardless of length of service may request time off to volunteer within the community or for charitable institutions.

21.2 Line managers may grant up to three days unpaid leave (pro-rata for part-time staff) within any 12 month rolling period.

21.3 Each request for time off to volunteer will be considered by the Line Manager taking into account the needs of the service and the circumstances of the volunteering opportunity.

21.4 Consideration may be given to flexible working arrangements or the taking of annual leave as an alternative to unpaid leave or to extend beyond the maximum three days unpaid leave that may be granted. Any requests for annual leave should be submitted to the Line Manager in accordance with the organisation’s Annual Leave Policy.

21.5 In addition, where a volunteering opportunity is for longer than three months an employee may request an unpaid career break. Such a request is subject to the eligibility criteria and application procedure outlined in the organisation’s Career Break Policy.

21.6 Time off for duties associated with volunteer emergency services is outlined separately in section 18 of this policy. Time off reservist/cadet forces is outlined in the separate HR49 Time off for Reserve/Cadet Forces Policy.

**22. APPEAL PROCESS**

22.1If the employee feels that an application for other leave has been unreasonably declined, they should discuss the matter with their Line Manager in the first instance, putting their case in writing within 5 days. If the manager upholds the original decision s/he should respond in writing setting out the reasons for the decision within 5 days.

22.2If the employee still feels aggrieved by this decision the employee should appeal through the grievance procedure.

**23. EQUALITY STATEMENT**

23.1 In applying this policy, the organisation will have due regard for the need to eliminate unlawful discrimination**,** promote equality of opportunity**,** and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.

1. **DATA PROTECTION**

In applying this policy, the Organisation will have due regard for the UK General Data Protection Regulation (UK GDPR) tailored by the Data Protection Act 2018 and the requirement to process personal data fairly and lawfully and in accordance with the data protection principles. Data Subject Rights and freedoms will be respected, and measures will be in place to enable employees to exercise those rights. Appropriate technical and organisational measures will be designed and implemented to ensure an appropriate level of security is applied to the processing of personal information.  Employees will have access to a Data Protection Officer for advice in relation to the processing of their personal information and data protection issues.

**25. MONITORING AND REVIEW**

25.1 This policy and procedure will be reviewed periodically by Human Resources in conjunction with operational managers and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

**26.** **ASSOCIATED DOCUMENTS**

HR02 Absence Policy

HR03 Adoption Leave Policy

HR04 Annual Leave Policy

HR05 Career Break Policy

HR09 Flexible Working Policy

HR10 Further Education & CPD Policy

HR11 Grievance Policy

HR17 Maternity Policy

HR20 Parental Leave

HR22 Paternity Leave

NHS Terms and Conditions Handbook

# Appendix 1 – EQUALITY IMPACT ASSESSMENT

Equality Impact Assessments will be updated to include statistical data. Equality Impact Assessments will be updated and included in each Human Resource policy, as per the agreed 2022/23 HR EIA review schedule