Hours and Leave

Frequently Asked Questions **2**
How long can I take for my break? 2
Am I able to claim overtime and be paid for it? 2
When does the annual leave year run from and to? 2
What is my holiday entitlement? 2
Maximum amount of time allowed to book off? 2
How do I book a holiday? 2
What do I do if I need to take annual leave at short notice? 2
What happens if I am sick when on annual leave? 3
I have holiday entitlement remaining at the end of the leave year; can I carry this over? 3
When are my extra non-statutory days? 3
I am leaving Impact's employment and have holidays remaining, what can I do with them? 3

Hours of Work **3**
Office Based Staff 3
Care and Support Scheme Based Staff 4
Integrated Domestic Violence Service Staff 4
Breaks During Working Hours 5
Recording of Working Hours 5
Monitoring of Working Hours 5
Flexible Working Hours 5
What do I need to do to request to work flexibly? 6
Termination of the Scheme 7
Appeal against the individual withdrawal of the scheme 8
Flexible Working Arrangements 8
Eligibility 8
What do I need to do to request flexible working arrangements? 9
Withdrawal of Flexible Working Arrangement 9
Overtime 10
Lieu Time 10

Annual Leave **10**
Annual Leave Entitlement 10
Accrual of Annual Leave 11
Falling Ill when on Annual Leave 12
Public/Bank Holidays and Extra Non-Statutory Days 12

Unpaid Leave **14**

Secondments and Sabbaticals **14**

Treatment of Travel and Lieu Time **14**
Travel to the normal workplace 14
Attendance at a place of work other than the normal workplace 15
Attendance at College /regular training event 15
Attendance at occasional / ad-hoc training events 15

Frequently Asked Questions

How long can I take for my break?

All staff are entitled to a ½ hour unpaid meal break, in the middle of their working day / shift. This is included in normal working hours. In addition, whilst it is not formally stated, Impact accepts as a concession that staff can take a break, mid morning and mid-afternoon to get a cup of tea or coffee.

Am I able to claim overtime and be paid for it?

As a rule Impact does not pay overtime however in certain circumstances e.g. staff shortages your Manager may specify overtime is available. Normally any additional hours will be reclaimed as lieu time.

When does the annual leave year run from and to?

The annual leave year runs from the 1st of April to the 31st March.

What is my holiday entitlement?

A full year's holiday entitlement is 6 weeks therefore, a full time member of staff with a full year's holiday entitlement will receive 30 days annual leave or 222 hours, someone working 16 hours per week will receive 96 hours annual leave or someone working 2 days per week will receive 12 days annual leave. This is pro-rated for staff that start part way through the holiday leave year. As a rule however you will accrue half your contracted working week per complete month of service e.g. someone who works 5 days a week accrues 2.5 days annual leave a month.

Maximum amount of time allowed to book off?

The maximum amount of annual leave which can be taken at any one time is 3 weeks, other than in circumstances which need to be agreed in advance by your Line Manager and the HR Director.

How do I book a holiday?

Holidays are booked via SelectHR. Please use the guidance notes-hyperlink provided on how to carry this out. Your manager must authorise your leave and may decline your request if the needs of the service cannot be met by others while you are away. Therefore do not make any financial commitments before approval is received.

What do I do if I need to take annual leave at short notice?

Speak to your Line Manager and explain the reasons why. Your Manager can enter the details of your request into SelectHR if you are unavailable to.

What happens if I am sick when on annual leave?

If you provide a doctor's note than your time off ill can be counted as sickness absence and your holidays will be added back on to your entitlement. Annual leave will not be reaccredited purely by self-certification.

I have holiday entitlement remaining at the end of the leave year; can I carry this over?

You can carry a maximum of 1 working week over into the following leave year e.g. 37 hours/5 days for a full time member of staff; 22 hours for someone who works 22 hours per week etc.

When are my extra non-statutory days?

If you are office based then you will receive the Tuesday after Whit Monday (Spring Bank holiday) and one to be taken between the 22nd and the 31st of Dec. The most appropriate date will be decided by the Senior Management Team.

If you work in IFS you will take your extra non statutory days between the 27th and the 31st Dec. The most appropriate dates will be decided by the Senior Management Team.

If you are a member of the Care and Support team based in schemes and working on a 7-day rota (not office hours) your extra non-statutory days are Christmas Eve and New Year's Eve.

I am leaving Impact's employment and have holidays remaining, what can I do with them?

You can agree with your Line Manager to take these at any point during your notice period. Any holidays outstanding once your employment with Impact has ended will be paid either in your final salary or on the pay day after you finish.

Hours of Work

Office Based Staff

Normal office hours of work are:

9.00 a.m. to 5.00 p.m. Monday to Thursday
9.00 a.m. to 4.30 p.m. Friday.

With an unpaid lunch break of 30 minutes.

Normal full time hours equate to 37 hours per week.

Any deviation from the normal working hours must be approved in advance by your Line Manager, and if a long term issue (for more than a period of a week) should be discussed with a member of the HR team.

Care and Support Scheme Based Staff

Scheme based staff's working hours are based within the statutory requirements of the Working Time Directive, which are as follows:

- Normal working hours for full-time Scheme Based Staff are 37 hours per week and these are usually worked in accordance with a rota, working 5 days over a 7-day period. Rotas should be designed so that every member of staff has two days off each week.

- Rotas are based on a maximum of 8 hour shifts, with a start and finish time that reflects the need for a half hour unpaid break during the working period for periods of work which exceed 4 hours, or this may be extended to 5 hours.

- There may be exceptions to these parameters in emergency situations, when scheme cover needs to be maintained, but staff are absent. This will normally be due to unexpected sickness. Whilst every effort will be made to provide cover eg through bank staff, in exceptional circumstances where this is not available, staff may be called on to work additional hours. This will either be treated as overtime, or managers may wish to consider other rota amendments to reflect the additional hours worked, or give lieu time. These options should be discussed with staff at the time.

- Staff may be required to work additional hours to cover sickness, holidays, training etc. It will be agreed with the line manager whether overtime is paid or lieu time taken. If overtime is paid, payment will be made at the normal hourly rate for the employee.

Integrated Domestic Violence Service Staff

The Integrated Domestic Violence Service (eg Integrated Domestic Violence Advisors, Domestic Violence Floating Support Workers) can undertake a range of working hours to meet customer demands. However, no one should be expected to work more than an 8 hour shift a day. Due to concerns over staff vulnerability through lone working, working hours outside of the normal office day will be monitored and reviewed through regular risk assessments. It is expected that working patterns will normally be between Monday and Friday, although this may change in the future, subject to the needs of the service/contract requirements.

Breaks During Working Hours

All staff are entitled to a ½ hour unpaid meal break, in the middle of their working day / shift. This is included in normal working hours. In addition, whilst it is not formally stated, Impact accepts as a concession that staff can take a short break (normally around 5 minutes), mid-morning and mid-afternoon to get a cup of tea or coffee. What staff do during this "break" is left to their individual discretion (within reason and within the law). Some may choose to stay at their desk. Smokers, or other staff may choose to go outside for a cigarette and others for some fresh air. We expect all staff to restrict these absences to one period mid-morning and once mid-afternoon each day.

Failure to comply with this request could lead to line management action, and eventually disciplinary action.

Staff wishing just to make a drink are of course free to do so at any point in the working day.

Recording of Working Hours

Impact operates in an open, honest and trusting environment. There is no organisational compulsion to maintain a specific system of recording working hours. It is down to local agreement and managers may choose to have working hours recorded as formally or informally as meets their requirements.

Monitoring of Working Hours

In whatever form records of working time are maintained, there may be occasions where a manager may need to check the accuracy of working time records. All staff may be reasonably required to produce details of working hours if required. In the event that any member of staff has deliberately falsified working time records, then this will be treated as a very serious disciplinary offence. It is likely that at the least this will mean a reversion to fixed working hours, and formal disciplinary action which could lead to dismissal.

Staff who only worked fixed working hours and do not make use of this flexible working hours scheme are not expected to maintain separate details of working time.

Flexible Working Hours

This enables staff to exercise some flexibility in their working time, subject to agreement with their manager. Requests will normally be considered favourably, unless there are operational reasons that make it impossible to agree.

Impact recognises the different personal circumstances of employees in respect of childcare responsibilities and other personal commitments. Subject

to the priority always being on meeting service requirements and not conflicting with any other conditions set out in this Staff Handbook, managers have considerable discretion in agreeing, variations to the standard working hours.

This is not a “Flexitime” scheme, which allows staff to basically control their own working hours, but a proposal which should allow greater flexibility around start, finish and lunch times – particularly for those staff either with personal commitments which affect their ability to meet our fixed opening hours, or indeed to allow staff greater time over the lunch period to engage in activities or events linked to personal fitness, care responsibilities, (or even shopping!). It should also assist those staff who may need to arrange dental or medical appointments which tend to be around the start and end of each day, and where previously there has been no opportunity for staff to be able to do this without breaking into annual leave.

The scheme is not designed or intended to allow staff to build-up time to increase lieu time, but purely to give more control, wherever possible over working hours. Additionally, any hours which are to be worked outside of normal contractual hours of work, would need to be agreed in advance with your line manager and HR if the change would occur for longer than one week.

The operation of this scheme will depend on mutual trust between all involved. Abuse of that trust could endanger the continuing operation of the scheme.

Current Requirements

Presently, all Impact offices are open for business between 9am and 5pm, Monday to Thursday and 9am to 4.30pm on Friday. It is not intended that the scheme will change this requirement. Indeed, it is essential that all offices continue to be covered within normal working hours. All requests for time off within these hours will need to ensure that adequate cover within all teams within the normal opening hours will be maintained.

Care and Support staff, whilst not excluded from these proposals, will need to ensure continuity of cover at Projects, and will need to ensure that any variation to programmed shifts is acceptable to their line manager. Where a shift worker is the only person on duty at a project, then it is unlikely that a variation to working hours will be acceptable.

What do I need to do to request to work flexibly?

If you wish to vary your normal start, finish or lunch times then you need to agree the principle of this with your line manager. No reasonable request will be refused, as long as adequate cover can be maintained within the particular service area. It is expected that no variations will take working hours beyond one hour of normal start and finish times i.e. we would not normally support any changes which for office-based staff saw a start time before 8am or a

finish time after 6pm. Similarly, we would not normally expect staff to be regularly taking longer than two hours for a lunch break, but there could be isolated exceptions to this – e.g. if an employee had to regularly, for a limited period attend for physiotherapy treatment following an accident or something similar. These same boundaries would also apply to scheme-based staff.

You will need to be prepared to discuss, how you are going to make up time, if it is for some extra time off, or alternatively provide details of when you are going to be wanting time off – if it is about working some extra hours. E.g. if you need to attend a doctor's or dental appointment at 4.00pm one afternoon, you will need to explain how and when you propose to make up the one hour deficit.

If you are seeking a regular adjustment to your normal working hours, e.g. start and finish 15 minutes later every day, then you may need to give your manager a little time to assess the request, and seek advice from others before providing you with a response. Each request will be considered on its merits.

No member of staff has a right to work other than their contracted hours of employment, but wherever possible managers will be expected to respond favourably to requests for flexible working arrangements, which are possible within the constraints of "cover" and the needs of the service. Individual choice and preferences will be genuinely considered where they can be.

Staff leaving the employment of Impact, or transferring to a service area not covered by this scheme should work hours that meet contractual requirements in the lead up to the finish date. Anyone retaining debit hours will have that debit deducted from their final salary payment. In the reverse situation, anyone leaving employment with a credit would have no entitlement to payment for that accrued time, although efforts would be made for agreed time-off to be taken, to reduce the credit, prior to departure, subject to normal service requirements.

Any member of staff who has had a request to work flexibly rejected by their manager has the right to request that their proposal be submitted to the HR Director for a final determination. This is to ensure that there is some organisational consistency in decision-making, and that Impact ensures we meet our legal duty to adequately consider requests for flexible working – especially as we look to broaden out more opportunities for increased flexibility across as many staff as possible, especially where this may assist in reducing the need for business travel.

Termination of the Scheme

Impact reserves the right that, subject to three months' notice to all staff, the scheme may be amended or formally withdrawn. Whilst there are no plans that this will happen, in the event of abuse of the scheme it may actively be considered.

In the event of serious abuse by an individual member of staff, the facility of flexible working hours may be withdrawn without notice for the individual involved.

Appeal against the individual withdrawal of the scheme

Any staff member who believes that they have been unfairly excluded from participating in this flexible working hours scheme has a right of appeal against that decision. Appeals should follow the procedure set out in the staff handbook for pursuing grievances.

Flexible Working Arrangements

In addition to the above, some groups of people have a statutory right to request a flexible working pattern. You have a statutory right if you:

- have or expect to have parental responsibility of a child aged under 17
- have or expect to have parental responsibility of a disabled child under 18 who receives Disability Living Allowance (DLA)
- are the parent/guardian/special guardian/foster parent/private foster carer or as the holder of a residence order or the spouse, partner or civil partner of one of these and are applying to care for the child
- are a carer who cares, or expects to be caring, for an adult who is a spouse, partner, civil partner or relative; or who although not related to you, lives at the same address as you

Employees who do not have a statutory right to request flexible working are still welcome to make these requests.

NB - This right is to request to work flexibly – it does not provide an automatic right to work flexibly.

Impact has a statutory duty to consider any application seriously. If a request is refused there must be a valid reason on business-related grounds, such as an inability to re-organise work among existing staff.

Eligibility

To make a request the member of staff must have 26 weeks continuous service at the date the application is made. (They cannot be an agency worker.)

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 and to work from home. This covers working patterns such as annualised hours, flexitime, home working, job-sharing, shift working, term-time working etc.

Applications for a change in working pattern will not always require a significant alteration. For example a parent may wish to start work half an

hour later to take their child to school and therefore finish half an hour later to make up the time.

What do I need to do to request flexible working arrangements?

The initial onus will be on the member of staff to make a considered application in writing to their Line Manager. An accepted application will mean a permanent change to the member of staff's own terms and conditions of employment. It is important therefore, that before making an application, the member of staff gives careful consideration to which working pattern will help them best care for their child; any financial implications it might have on them in cases where the desired working pattern will involve a reduction in salary; and any effects it will have on our business e.g. service delivery and how these might be accommodated.

Within 28 days, or as soon as is reasonably practicable, the member of staff's line manager and/or someone from Human Resources, will arrange to meet with the member of staff to explore the desired work pattern in depth and to discuss how best it might be accommodated. It will also provide an opportunity to consider alternative working patterns should there be problems in accommodating the desired work pattern outlined in the member of staff's application. The member of staff may be accompanied by a union representative or a colleague in this meeting if they wish.

Within 14 days after the meeting Impact will confirm in writing either the agreement to a new work pattern and a start date; or will provide a clear business ground(s) as to why the application cannot be accepted and the reasons why the ground(s) applies in the circumstances. However, there may also be occasions when Impact will want to take further action before notifying the member of staff with their final decision, which may involve an extension to the 14 days.

In some instances the decision making process can take up to 14 weeks therefore please speak to your line manager as soon as you are considering a variation to your working time/ pattern etc.

There is the right of appeal against the decision made within 14 days of being notified to the member of staff. The appeal must be made in writing to the HR Director. If the HR Director has made the original decision, then the appeal will be heard by the Chief Executive or another Director.

Withdrawal of Flexible Working Arrangement

We may choose to prioritise one person's request for flexible working over another if several people in the same department request to work flexibly. Our decision to do this will be based on the needs of the service and the team's ability to provide adequate cover.

Overtime

Overtime is not normally paid for office based staff working extra hours, except in pre-arranged exceptional circumstances eg computer implementation.

Care and Support scheme based staff may be required to work additional hours to cover sickness, holidays, training etc. It will be agreed with the line manager whether overtime is to be paid or lieu time granted. If overtime is paid, payment will be made at the normal hourly rate for the employee.

Lieu Time

Impact currently operates a system of lieu time, for staff who work additional hours which has informally offered a means of flexible working. Lieu time will continue to operate as currently, where available to staff, and will not be affected by flexible working hours.

Annual Leave

Annual Leave Entitlement

The annual leave entitlement for all staff is 6 working weeks. Therefore, for full-time staff and staff who normally work 5 equal days this equates to 30 days and for part-time staff equates to 6 x the number of hours worked each week. For example if the member of staff works 16 hours per week, the annual leave entitlement is 96 hours (6 x 16), or if the member of staff works 4 equal days per week their annual leave entitlement is 24 days. Full-time staff working shifts will also have their annual leave entitlement expressed in hours i.e. 222 hours (6 x 37).

The annual leave period runs from 1st April to 31st March. A maximum of 1 working week (ie. 5 days/16 hours etc) can be carried forward to the next leave year. Untaken leave in excess of this will be forfeited and no payment will be made for any leave lost in this way. (This provision includes the non-taking of annual leave due to maternity, paternity and adoption leave.) Any exception to this (and it will need to be exceptional circumstances) will need to be approved by the HR Director.

If you are off on long term sickness and are therefore unable to take all your annual leave within the holiday year, you are entitled to carry over the statutory annual leave entitlement into the following leave year. The current entitlement is 5.6 week or 28 days for full time members of staff and includes bank holidays (this entitlement will be pro-rata for part time members of staff e.g. a member of staff who works one day a week will be entitled to 1/5 of 5.6 weeks which equates to 5.6 days).

Please note that if you were able to take some annual leave/ bank holidays prior to your sickness absence commencing, this will be deducted from the statutory annual leave entitlement when your carryover is calculated. We will

consider the appropriateness of this system on an individual basis and exceptions will be made where anomalies occur.

Requests for annual leave should be made electronically via SelectHR to the Line Manager and should be taken at convenient times for the office/scheme. Requests for annual leave should be made at the earliest opportunity and at least 1 week in advance, although it is recognised that there may be exceptions to this. Under normal circumstances no booking of holidays/travel arrangements with a holiday company/financial commitments, should be made prior to agreement with the Line Manager that the proposed holiday dates are acceptable.

The maximum amount of annual leave which can be taken at any one time is 3 weeks, other than in circumstances which need to be agreed in advance by your Line Manager and the HR Director.

Accrual of Annual Leave

Leave is accrued on the basis of one-twelfth of the annual entitlement for each complete month of service in the current leave year. Leave may be taken in advance of entitlement but where a member of staff leaves, and has taken more leave than that to which he or she is entitled, a deduction amounting to the equivalent of leave taken in advance of entitlement shall be made from final pay. If the final pay is insufficient to cover the overtaken leave, Impact will seek to recover the overpayment as a debt against any such person.

If a member of staff increases or decreases their hours part way through a month, the accrual of annual leave entitlement for that month will be based on whatever number of hours they were on at the start of the month. For example if a member of staff increased their hours from 20 hours per week to 30 hours per week on the 11th April, their annual leave entitlement for that month will be 10 hours. From May it will be 15 hours (annual leave is calculated on the basis of ½ working week per completed month of service). Similarly if a member of staff's hours decreased from 32 hours per week to 24 hours per week on the 23rd June, their annual leave entitlement for that month will be 16 hours. From July it will be 12 hours.

New staff shall be entitled to annual leave at the rate of 1/12 of the annual entitlement for each complete calendar month of service during the leave year of entry, and thereafter on the normal scale.

New staff appointed part way through the leave year may also be allowed to take sufficient unpaid leave above their normal annual leave allowance to enable them to take a holiday arranged before recruitment. This needs to be recorded on SelectHR and the HR Team informed so that deductions can be made from pay.

Staff who are on sick leave continue to accrue annual leave whilst they are being paid either at the full or the half pay rate, and when they move onto no pay.

Maternity leave granted in accordance with the provisions set out in the Family Friendly section of the Staff Handbook shall not affect the length of a member of staff's leave entitlement in the year(s) in which maternity leave falls i.e. staff on maternity leave continue to accrue annual leave.

The same applies for staff who are on adoption or paternity leave.

Falling Ill when on Annual Leave

In the event of a member of staff falling sick during the period of their annual leave, they will be regarded as being on sick leave from the date of their medical certificate (i.e. doctor's statement of fitness for work) and further annual leave shall be suspended from that date. In order to claim back annual leave entitlement in this way, the Human Resources Team must receive a copy of the doctor's statement of fitness for work.

Public/Bank Holidays and Extra Non-Statutory Days

The Association recognises the following as public/bank holidays (8 in total):

* Good Friday
* Easter Monday
* May Day
* Whit Monday (Spring Bank Holiday)
* August Monday (Summer Bank Holiday)
* Christmas Day
* Boxing Day
* New Year's Day

When Christmas Day, Boxing Day or New Year's Day fall on a Saturday or Sunday and a substitute public or bank holiday is declared then staff, whether office based or scheme based, who normally work Monday to Fridays only will be entitled to this day/these days. Care and Support staff who work on a rota will be entitled to the actual public/bank holidays as noted above whichever day of the week they fall on.

Scheme based staff who have to work on any of the above recognised public/bank holidays will be entitled to payment at the rate of:

Good Friday and Christmas Day = double time

All other bank/ public holidays = time plus one half

In addition to the above public/bank holidays, staff are entitled to 2 extra non-statutory days:

If you are office based then you will receive the Tuesday after Whit Monday (Spring Bank holiday) and one to be taken between the 22nd and the 31st of December. The most appropriate date will be decided by the Senior Management Team.

If you work in IFS you will take your extra non-statutory days between the 27th and the 31st December. The most appropriate date will be decided by the Senior Management Team.

If you are a member of the Care and Support team based in schemes, your extra non-statutory days are Christmas Eve and New Year's Eve.

Part-time staff have a pro rata entitlement to Bank Holidays (combining Statutory, Extra Non-Statutory and any Concessionary days). This leave is calculated according to the number of days/hours a part-timer works compared to a full-time employee.

On a simplified basis, staff are entitled to two weeks' worth of bank/extra non-statutory days currently (i.e. a total of 10 days or 2 working weeks) over the whole leave year. Therefore a part-time member of staff who works 3 days a week is entitled to 6 days of bank holidays etc. A member of staff who works 18.5 hours per week will be entitled to 37 hours of bank holidays. (As with holidays, these will be pro-rated if a member of staff starts or leaves part way through a year, depending on whether or not any bank/extra non-statutory days are remaining in that period e.g. a member of staff who starts on the 15th January will not receive any bank holiday entitlement unless any of the Easter Bank Holidays fall before the 31st March.)

If a member of staff's entitlement to Bank Holiday entitlement is less than the amount of leave they need to be off due to the office/scheme/project being closed on certain days then any shortfall will be deducted from their annual leave entitlement on SelectHR e.g if their entitlement is 30 hours and they are actually off for 37 hours they will have 7 hours deducted.

On the other hand if a member of staff's entitlement to bank holidays is more than the time they need to be off due to the office/scheme/project being closed on certain days, then the additional hours will be added to the member of staff's leave entitlement on SelectHR e.g if their entitlement is 45 hours and they only need to take 15 hours they will have 30 hours added to their annual leave entitlement.

Care and Support staff who work on a 7 day rota have their bank and extra non-statutory holiday entitlement , normally 2 working weeks (or pro rata depending on when they start/leave during the annual leave year) added to their annual leave entitlement in SelectHR. This is identified separately in SelectHR and is recorded under "My Holiday Adjustments" and the hours are added to the total annual leave entitlement. Therefore when staff view "My Current Statistics" they can see that the hours have been added to annual leave under "Year End Entitlement".

As the days/evenings Care and Support staff work will vary month by month, they will need to account for their Bank Holidays as appropriate. For example if they are meant to be at work for 7½ hours on the May Bank Holiday and they want to take the shift off, then they will need to request a bank holiday on SelectHR for 7½ hours. If they are not meant to be at work that day as they are not rostered on for that day, then they will not need to make a submission on SelectHR and they have the time to take whenever they want, subject to line manager approval and the needs of the service, at which point they will make a request on SelectHR and, if managers prefer this, specify that it is out of their bank/extra non-statutory holiday entitlement. If they work on that day (the May Bank Holiday) then they will be paid time plus one half and again have the bank holiday entitlement to take whenever they want, subject to the usual restrictions as noted above.

Unpaid Leave

Unpaid leave for whatever reason up to a maximum of 3 months may be granted at the discretion of the Chief Executive/Human Resources Director.

Any period of approved unpaid leave will count towards continuity of service. Staff taking advantage of this facility will need to check the position in relation to continuity of pension payments.

Taking one or two days unpaid leave will not affect your holiday entitlement however If the amount of unpaid leave reaches one month then holiday entitlement and bank/extra non-statutory holiday entitlement will be affected ie you will not accrue entitlement to these during the period of unpaid leave.

Any period of unpaid leave must be entered on SelectHR and HR informed as soon as possible so that payroll can be notified.

Secondments and Sabbaticals

As part of staff development Impact may support staff who wish to take up a sabbatical or secondment opportunity provided written application is made to the Chief Executive/Human Resources Director and the reasons given are acceptable. Impact has determined to consider favourably any requests for sabbaticals, as a means of retaining people who are seeking a career break.

Treatment of Travel and Lieu Time

Travel to the normal workplace

An employee's normal home to work travel time is the responsibility of each employee, and is not eligible for compensation in any circumstances.

There are some circumstances where we are prepared to allow some lieu time, where an employee is travelling somewhere other than their normal

place of work, and some examples of different circumstances are set out below, as guidance of our general approach to these issues.

Attendance at a place of work other than the normal workplace

Occasionally, you may be required to work at another place of work than your normal work base, which involves a longer journey than normal. On these occasions, you may be able to arrange a start time that enables you to travel within your normal working hours. In the event that this is not possible, and you are required to leave home earlier than normal, then you will be eligible to claim lieu-time for the additional travel time, over and above your normal home to work journey time.

Attendance at College /regular training event

Some staff are supported by Impact to attend regular training events, which lead to formal qualifications at the conclusion, e.g. NVQ's / Professional qualifications. In many instances these training courses take place some distance from Impact's normal places of work. It is our view that when staff receive funding for this training, and permission to attend these events regularly during normal working hours, then travelling time should be stood by the employee, and no further lieu time awarded for travelling time, irrespective of the departure/return time.

Attendance at occasional / ad-hoc training events

In contrast to the above approach, staff may be required to attend ad-hoc seminars /training events, on behalf of the Association, but with an element of individual benefit as well, which requires possible early departures and late returns for the staff involved. In some instances, this may require staff to travel on the day/evening before an event which has an early start or is some distance away. On these occasions, if the day you travel is not a normal working day, or if travelling time is outside normal working hours, or is longer than the normal home to work travel time, then Impact will compensate with lieu time, the full period of travel time undertaken "out-of-hours".

As an example, if an office-based staff member is required to attend a training event in London, which requires a departure the previous day. A train leaves Carlisle at approximately 15.00, arriving in London at approximately 18.50. Lieu time should be given for travelling time outside normal working hours, i.e. for the 1 hour 50 minutes after 5pm (less normal home to work travel time), but no further lieu time would be allowable for time spent in London during the evening. Similarly, if on the return journey the employee doesn't arrive back to Carlisle until 21.30, then that time is claimable against lieu-time, less the normal home to work travel time.

Equally, if an employee is attending an event commencing in Manchester at 9am, which requires them to depart from home at 6.30am, to reach the event in time, then they are eligible to claim the full 2½ hours lieu time for the one way journey, less their normal home to work travel time. This is because our

general rule is that staff should normally not have to travel for more than 2 hours on the same day, to reach an event – prior to 9am, or after 5pm. The alternative being that they could have travelled the day/evening before and incurred overnight costs that would have been chargeable to the Association. We therefore try to be reasonable in the treatment of travel time for attendance at events away from the normal place of work, whilst recognising that there is almost always some benefit to staff in attending training events. In return, we expect staff to be reasonable and flexible in meeting organisational requirements, and in trying to keep costs down as far as possible.