



Armed Forces Reservist Policy

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Armed Forces Reservist Policy

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The East of England Ambulance Service NHS Trust has made every effort to ensure this policy does not have the effect of unlawful discrimination on the grounds of the protected characteristics of: age, disability, gender reassignment, race, religion/belief, gender, sexual orientation, marriage/civil partnership, pregnancy/maternity. The Trust will not tolerate unfair discrimination on the basis of spent criminal convictions, Trade Union membership or non-membership. In addition, the Trust will have due regard to advancing equality of opportunity between people from different groups and foster good relations between people from different groups. This policy applies to all individuals working at all levels and grades for the Trust, including senior managers, officers, directors, non-executive directors, employees (whether permanent, fixed-term or temporary), consultants, governors, contractors, trainees, seconded staff, homeworkers, casual workers and agency staff, volunteers, interns, agents, sponsors, or any other person associated with the Trust.

All Trust policies can be provided in alternative formats.



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1. Introduction

1.1 East of England Ambulance Service NHS Trust ('The Trust') is committed to employ a number of staff who are in the Reserve Forces (Maritime Reserve, Army Reserve and RAF Reserve) and who may be subject to call up and mobilisation to areas of conflict. EEAST has actively demonstrated their commitment to the Armed Forces by pledging their support and signing the Armed Forces Covenant. The Trust recognises the vital role of the Reserved Forces and the valuable contribution that Reservists make to our Defence, their communities and the civilian workplace.

1.2 These staff require regular time off for training to maintain their skills and readiness for deployment. The training undertaken by reservists enables them to develop skills and abilities that can be of benefit to them as employees, and to the employer in terms of service delivery

1.3 The Mandate from the Government to Health Education England: April 2014 to March 2015 states that there are clear advantages to the NHS, its staff and the Armed Forces of healthcare professionals and other staff contributing to the armed services as reservists. There are benefits which accrue to the NHS, its staff and the hosts and recipients of volunteering at home and overseas.

1.4 The average Reservist receives approximately £8000 of training per annum in skills such as communications, IT and LGV licences. Therefore the more Reservists the Trust employs, the more we can benefit from these transferrable qualities. Exposure to Reserve Forces also develops core values including teamwork, leadership and the ability to improvise in unfamiliar or difficult circumstances.

2. Purpose

2.1 The Trust has pledged its support for members of staff who are currently or wishing to join the Reserve Forces and acknowledges the training undertaken by Reservists that enables them to develop skills and abilities that are of benefit to both the individual and their employer.

2.2 This policy intends to define the Trust's obligations towards all employees who are members of the Reserve Forces.

2.3 The policy applies equally to all employees working on any of The Trust's sites.

2.4 The Trust will not disadvantage those Reservists who notify The Trust of their Reserve status or those Reservists who are made known to The Trust directly by the Armed Forces.

3. Definitions

3.1 **Reservist** - civilian recruited into any of the three Reserve Forces: Royal Naval Reserves and Royal Marines Reserves, Territorial Army and Royal Auxiliary Air Force.

3.2 **Regular Reservist** - ex-regular servicemen who may retain a liability to be mobilised depending on how long they have served in the Armed Forces.

3.3 **Full Time Reserve Service** - Reservists who wish to serve full time with regulars for a predetermined period in a specific posting.

3.4 Additional Duties Commitment - part-time service for a specified period in a particular post.

3.5 Sponsored Reserves - These are personnel employed by a contractor to provide a service to the Ministry of Defence (MoD).

3.6 Veteran - a person who has served in the Armed Forces

3.7 Volunteer Reserve – these are staff that volunteer with cadet organisations affiliated to the Armed Forces (i.e. Army Cadets, Air Training Corps, Combined Cadet Force, etc.)

3.8 Mobilisation - the process of calling Reservists into full time service with the Regular Forces, in order to make them available for military operations. The maximum period of mobilisation will depend on the scale and the nature of the operation and is typically no longer than 12 months (the MoD aims to give at least 28 days' notice of the date that the Reservist will be required to report for mobilisation, although there is no statutory requirement for a warning period prior to mobilisation).

3.9 Period of mobilisation comprises of 3 distinct phases:

1. Medical and pre-deployment training
2. Operational tour
3. Post-operational tour leave

4. ROLES AND RESPONSIBILITIES

4.1 All employees have a responsibility to maintain open and honest communication with the Trust relating to Reservist training and duties. Reservist employees are required to grant permission for the MoD to write directly to their employer. This is known as “Employer Notification” and ensures that EEAST is made aware that the employee is a Reservist and thus able to discern the benefits, rights and obligations that apply.

4.2 Managers have a responsibility to consider all Reservists training and call-out request fairly and consistently. Managers must ensure that all decisions relating to Reservist duties make due consideration of the service needs. Following a period of mobilisation managers are advised to:

- Update Reservists on changes and developments in the organisation.
- Offer specific refresher training where it is considered necessary.
- Where the job duties have changed since mobilisation a period of skills training may be required to assist with new aspects of the job.
- Consider reasonable time off to seek therapeutic treatment if required.

4.3 The Human Resources Department is responsible for providing support and advice to all staff on the implementation of this policy (where possible Reservists employed by the Trust must be recorded on ESR as “Member of the reserved Armed forces” under supplementary role).

4.4 The Armed Forces Champion is responsible for increasing awareness of Reservists within EEAST and to highlight the benefits of employing Reservists, Service Leavers, Veterans and spouses or

partners of military personnel. The Armed Forces Champion is a point of contact for any Veterans that need or would like further information or help in finding Armed Forces networks and advisory agencies specifically targeting the Armed Forces Community.

4.5 Reservists are required to inform their employer that they are a member of the Reserve Forces and the specific Force that they belong to (A Declaration of Military Service form can be found in Appendix 2). This is so that The Trust can provide the appropriate level of support to the Reservist. It also assists with resource planning during periods of leave e.g. training and/or mobilisation.

Reservist employees are also required to grant permission for their Unit Commanding Officer to write directly to their employer subject to any security considerations. This is known as 'Employer Notification' and ensures The Trust is made aware that the employee is a Reservist and the benefits, rights and obligations and annual training commitments that apply.

The MoD will issue written confirmation to the employer informing them the employee is a Member of the Reserve Forces. The letter will provide detail of mobilisation obligations and rights as an employee; rights as an employer; and details of the financial assistance available if an employee is mobilised. Where possible, the MOD will routinely inform employers three months before the start of the training year of the annual training commitments that their employee is expected to attend. It will also provide reasonable notice of any changes. The MoD will also send a follow-up letter each year to confirm that the information held is still accurate.

It is the responsibility of the Reservist to ensure their personal details are kept up to date e.g. if they change employer or leave their respective Reserve Force. In any circumstance, the Reservist will not be disadvantaged as a result of notifying The Trust of their Reserve status.

4.6 This policy does not apply to anything other than Military Employment. In the case of other roles, such as Special Constable, please refer to the Additional Leave Policy and other leave policies including the Paid and Unpaid leave policy.

5. PROCEDURE

5.1 Training

5.1.1 Employees who are required to attend periods of training including annual camp will be permitted to take special paid leave for two working weeks. Permission will only be authorised on receipt of the completed special leave form (see Special Leave Procedure) and a letter from the Sergeant Major/ Commanding Officer confirming the details of the training / camp. Please note that whilst every attempt will be made to accommodate leave for the two weeks annual camp, permission can only be granted if the Trust can satisfy their operational requirements.

5.1.2 Employees requesting more than two weeks paid leave entitlement may apply to take annual leave or unpaid leave.

5.1.3 In the avoidance of doubt, Cadet Adult Volunteers will also fall under the military special leave provisions if they are required to attend 'annual camp'.

5.2 Call out

5.2.1 Once a Reservist receives a call-out notice pack (this will be 28 days prior to the date when the Reservist is required to report for duty except in the case of High Readiness Reservist specialist) they are required to notify their manager and provide their manager with the employer pack.

5.2.2 The employer pack will contain a letter setting out the date and possible duration of mobilisation. The employer pack will outline the statutory rights and obligations of the employer, including the entitlement to apply for exemption, deferral or financial assistance including details of the process and required supporting documentary.

5.2.3 Where possible EEAST will agree call-out requests. However, it is key to note that in all cases of mobilisation Reservist's along with employer's have the right to seek an exemption or deferral. EEAST will apply for exemption or deferral from mobilisation within seven days of the call out notice being received if the Reservists mobilisation may hinder service delivery.

5.2.4 If the Trust determines that it cannot release an employee they reserve the right to appeal the Call Up. If this appeal is upheld the employee will not be released. In these circumstances the employee will be kept fully informed of the reasons for and progress of the appeal.

5.3 Mobilisation

5.3.1 Mobilisation is the process of calling reservists into full-time service. This can be with the Regular Forces on the military operations or to fulfil their part of the UK's defence strategy. The Reserve Forces Act 1996 provides the legal basis for mobilisation. In the past this has usually been done on a voluntary basis with the prior agreement of employers but can involve compulsory mobilisation of selected personnel. Subject to the severity of the crisis there would normally be a minimum of 28 days' notice. Mobilisation will normally be for between 3 and 12 months. For operational reasons the Ministry of Defence (MoD) is unable to give the employer a precise return date.

5.3.2 An employee who wishes to volunteer for mobilisation must seek prior agreement of their employer via the designated contact and line manager. Any such request should be submitted in writing and will be considered within 10 working days. Any decisions made will be confirmed in writing.

5.3.3 Where there is compulsory mobilisation of any employee, The Trust is entitled to apply for deferral, revocation or exemption from the call out. Suitable and timely evidence will need to be provided to support an application to defer, revoke or seek exemption from the call out.

5.3.4 *Pre-mobilisation:* Meetings with the Reservist must take place to ensure all mobilisation paperwork completed (including pay, benefits & pension arrangements) and to discuss any handover of work and agreements for keeping in touch.

5.3.5 *During mobilisation:* The Employee must keep in touch with The Trust as agreed and is obliged to inform The Trust should their circumstances change i.e. length of mobilisation or any health concerns.

5.3.6 *Post-mobilisation*: The Trust and the Employee must ensure to fulfil their return to work obligations, any necessary after care and support requirements to be discussed with the Employee.

5.3.6.1 When an employer is advised by a reservist that they want to return to work, the employer is obliged reengage them as per their contract of employment as stated in The Reserve Forces (Safeguard of Employment) Act 1985. Where this is not possible, they must be offered an equivalent position with the same terms and conditions of service. The right to return to work lasts for six months after demobilisation.

5.3.6.2 To enable EEAST to plan for the staff members return to work after their military service has ended, reservists must advise their line manager (or designated contact) in writing, the date they will be available to start work. This communication should be made no later than 5 weeks after the completion of military service. The employer must be advised as soon as possible, if, due to illness or some other reasonable cause, the employee is unable to return to work on the agreed date. 5.3.1 If an employee's call-out application is approved the individual and their line manager will agree the process. Annual leave will be calculated on a pro-rata basis up to the point that they are due to leave. Under the Employment Protection Amendment Act 2004 a Reservist's tour is considered continuous employment for the purposes of rights and benefits based on unbroken service, such as membership of superannuation schemes and leave entitlements.

5.3.6.3 EEAST will not pay the Reservists salary or benefits during the time that they are mobilized and the Reservist will not accrue leave during mobilisation. The MoD will:

- Assume responsibility for the Reservists salary for the duration of their mobilisation
- Pay a basic salary according to the Reservist's military rank. If this basic element is less than the salary element they receive from EEAST, it is the Reservist's responsibility to apply to the MoD for the difference to ensure that they suffer no loss of earnings.
- Cover the cost of contractual benefits

5.3.6.4 If the Reservist is a member of the NHS pension scheme, and chooses to remain in it, then the MoD will make the employer contributions for the period of mobilisation, as long as the Reservist continues to make their personal contributions. Where mobilisation occurs the employee will be given special unpaid leave of absence and continuity of employment remains (see s.217 Employment Rights Act 1996).

5.3.6.5 At the end of a Reservist's tour they are entitled to post-operational tour leave up to 40 days, during this leave period the Reservist must make contact with their employer to agree a date for their return to work. Employers are obliged to reinstate a Reservist to his or her original position or, if that is no longer practicable, in the best job and on the most favourable terms which are reasonable and practicable in his or her case.

5.3.6.6 If a Reservist is ill or injured whilst mobilised, they will be treated by Defence Medical Services and will remain mobilised until treatment is completed – whether to return to active duty, or to return to their civilian job, depending on the nature of the illness or injury. As long as they remain mobilised, any financial assistance received by the employer will continue, as will the obligation on the employer to reinstate the individual once their treatment is completed.

5.3.6.7 If an injury occurs that requires a longer period of treatment and therefore prolongs a mobilised period, the employer will be informed by the MoD and will be kept abreast of the individual's progress to the point of demobilisation. Once demobilised (any such decision will be taken by a standing medical board), the Reservist will, return to work and their manager should seek support from the HR team to arrange a specific return to work programme where necessary. It is also advisable for the manager to undertake a sickness absence Return to Work Interview to identify any additional support that may be required. The Trust may request the returning Reservist to undertake an occupational health assessment to ensure that they are able to carry out their role on return.

5.3.6.8 If upon returning to work a Reservist develops health capability issues as a result of their tour of duty, the Trust would support and manage them in line with the appropriate Trust policies, including the Sickness Absence Policy.

5.3.6.9 A Reservist cannot be made redundant on the grounds of their military duties or their liability to be mobilised. Reservists can be included in the redundancy pool if this is necessary due to a downturn in business or closure of a department. However, all employees should be treated consistently, and redundancy criteria should not discriminate against Reservists on the grounds of their Reserve service or call-up liability.

5.3.6.10 An employee who is a spouse or partner of active service personnel including Reservists is encouraged to contact their line manager, HR Manager and or the Armed Forces Champion in the event of mobilisation. EEAST endeavours to provide support during any transition of mobilisation/deployment, this support is also extended to post mobilisation. The type of support given may vary depending in the requirements of the employee. Where possible, EEAST will accommodate counselling provisions, flexibility with shift patters/working hours at key times during deployment. This may be at the time of deployment or a return from tour of duty.

5.4 Post-Mobilisation

5.4.1 Reservist's must apply in writing to EEAST for reinstatement, this letter must reach EEAST (and copied to their line manager) no later than the third Monday after the last day of military service.

5.4.2 In line with the Reserve Forces (Safeguard of employment) Act 1985 EEAST will reinstate the employee in the same type of job in which they were last employed, on terms and conditions which are no less favourable. However if this is not reasonable and/or practicable, the Reservist will be re-employed in a mutually acceptable alternative role. EEAST will re-employ the Reservist as soon as they are reasonably able to do so from the date stated by the Reservist in their letter for reinstatement.

5.4.3 There is a legal requirement under the Safeguarding of Employment Act 1985, for a Reservist to be re-employed for a minimum of 13, 26 or 52 weeks, depending on their length of employment prior to mobilisation, as follows;

Length of service	Minimum period of time that the employer is obligated to reinstate after mobilisation
If the employee has been in continuous employment for a consecutive period of less than 13 weeks	Must reinstate the employee for a minimum of 13 weeks

If the employee has been in continuous employment for a consecutive period of more than 13 weeks and less than 52 weeks	Must reinstate the employee for a minimum of 26 weeks
If the employee has been in continuous employment for a consecutive period of not less than 52 weeks	Must reinstate the employee for a minimum of 52 weeks

6. EQUALITY STATEMENT

6.1 The Trust is committed to promoting positive measures that eliminate all forms of unlawful or unfair discrimination on the grounds of age, marriage and civil partnership, disability, race, gender, religion/belief, sexual orientation, gender reassignment and pregnancy/maternity or any other basis not justified by law or relevant to the requirements of the post.

6.2 By committing to a policy encouraging equality of opportunity and diversity, The Trust values differences between members of the community and within its existing workforce, and actively seeks to benefit from their differing skills, knowledge, and experiences in order to provide an exemplary healthcare service. The Trust is committed to promoting equality and diversity best practice both within the workforce and in any other area where it has influence.

6.3 The Trust will therefore take every possible step to ensure that this procedure is applied fairly to all employees regardless of race, ethnic or national origin, colour or nationality; gender (including marital status); age; disability; sexual orientation; religion or belief; length of service, whether full or part-time or employed under a permanent or a fixed-term contract or any other irrelevant factor.

6.4 Where there are barriers to understanding; for example, an employee has difficulty in reading or writing, or where English is not their first language, additional support will be put in place wherever necessary to ensure that the process to be followed is understood and that the employee is not disadvantaged at any stage in the procedure. Further information on the support available can be sought from the HR Department.

6.5 Employees exercising their rights and entitlements under these regulations will suffer no detriment as a result.

7. THE TRUSTS' RESPONSIBILITIES

7.1 To provide reasonable leave to support training an additional **2 weeks paid leave** will be made available to reservists to attend annual camp or equivalent continuous training. Additional annual leave from the employees normal annual allocation may be granted for short periods of training provided adequate notice is given (at least 31 working days) and where such training cannot be undertaken in off-duty time. Attendance at weekend camps, which cannot be undertaken during off-duty, will be subject to the same arrangements.

7.2 Reservists need to apply for this additional leave by submitting a request in writing. Note that this is an application for leave and not a right, and managers may not be able to grant this leave under exceptional circumstances only. However this request should be viewed favourably. The more notice that is given, the greater the likelihood that it will be granted.



7.3 Staff with less than 5 years NHS service will need to work towards a full 2 weeks of paid annual leave, and start with **one week paid and one week unpaid** leave to support their reserve commitments.

7.4 Application for additional annual leave will be made via the 'Special Leave' Policy to allow the trust to monitor the use of the additional allocation.

8. MANAGER AND EMPLOYEE RESPONSIBILITIES

8.1 Reservists are responsible to inform their managers of the training they are committed to do (this ranges from 19-27 days depending on which service they belong to and any specialist skills they have)

8.2 Line managers will as far as possible facilitate work rosters to allow attendance for annual camp and other training commitments, e.g. weekly or weekend training sessions.

8.3 Reservist employees are required to give as much notice as possible to allow appropriate planning for absences. This should include detail of all planned military training that will require absence from the workplace at the beginning of each year. Permission will be granted where possible in line with service needs, provided that sufficient notice is given. Once given, permission will not be rescinded except in exceptional circumstances e.g. in the event of the declaration of a major incident.

8.4 Reservist employees are required to append their monthly salary returns with any reserve work completed; this is to comply with the requirements of the European Working Time Directive (WTD)

9. NHS PENSION WHILST ON ACTIVE SERVICE

A reservist who is called-up is entitled to remain a member of the NHS Pension Scheme. The MoD will pay the employer's pension contributions whilst the individual is mobilised provided they continue to pay their individual contributions. Where mobilisation occurs, the employee will be given special unpaid leave of absence. The employee's pension contributions would be calculated and held over until the employee returns. These would then be recovered monthly from salary and over the same period as the employee was absent. The employer will continue, on request of the employee, to pay employer's contributions to the NHS Pension Scheme for the period of mobilisation and invoice the MoD to recover this amount. Further information regarding pensions refer to NHS Pensions Agency:

<http://www.nhsbsa.nhs.uk/Pensions/4189.aspx>

10. ANNUAL LEAVE WHILST MOBILISED

10.1 Reservists have no entitlement to accrue annual leave whilst mobilised and on unpaid leave

10.2 Reservists will have a period of 'post tour' leave which they accrue at the rate of 2.5 days per month of service from the MoD. This leave will be taken before the individual is demobilised.

Any annual leave untaken in line with the *Annual Leave Policy* up to the date of mobilisation may be carried over into the following leave year. The maximum of 37.5 hours rule associated with untaken

annual leave being carried forward is waived in the case of a reservist if they are unable to take leave due to being on duty.

11. EXEMPTION AND DEFERRAL FROM MOBILISATION

11.1 The employer has the right to ask for exemption from, or deferral of, mobilisation if it is considered that the organisation will suffer serious harm because of their absence. Serious harm can be defined as demonstrable harm to the provision of services or any financial harm.

11.2 To be considered for exemption or deferral, the Reservist, or the employer, must make an application, within seven days of the Reservist being served with a mobilisation notice, to the Service Adjudication Officer (SAO) for the Service in which the Reservist will serve. Late applications can only be made with the permission of the SAO appointed by the MoD.

12. LEGAL FRAMEWORK

There are two main pieces of legislation relating to employers and the Volunteer Reserve Forces.

- [The Reserve Forces Act 1996](#) (RFA 96) which provides the powers under which reservists can be mobilised for full-time service.
- [The Reserve Forces \(Safeguard of Employment\) Act 1985](#) (SOE 85) which provides protection of employment for those liable to be mobilised and reinstatement for those returning from mobilised service.

13. MONITORING & REVIEW

This policy will be reviewed periodically – or sooner subject to legislative change.

14. RELATED POLICIES

Please read this policy in conjunction with the following:

- Secondary Employment Policy
- Annual Leave Policy
- Discipline and Conduct Policy
- Equal Opportunities Policy
- Grievance Policy
- Paid and Unpaid Leave Policy
- Sickness Policy

USEFUL CONTACTS & FURTHER INFORMATION

EEAST Armed Forces Champion

Terry Hicks, Sector Head (Norfolk & Waveney)

terry.hicks@eastamb.nhs.uk

Tel: 07834 249871

SaBRE

Website: www.sabre.mod.uk

Defence Relationship Management

www.gov.uk/government/groups/defence-relationship-management

NHS Employers

Website: www.nhsemployers.org/your-workforce/retain-and-improve/managing-your-workforce/supporting-the-armed-forces-in-the-nhs

Advisory Conciliation and Arbitration Service (ACAS)

Website: www.acas.org.uk/

Department for Business, Innovation & Skills

Website: www.bis.gov.uk

Reserves in the Future Force 2020: valuable and valued

www.gov.uk/government/consultations/future-reserves-2020-consultation

Deloitte – Veterans work 2016

www2.deloitte.com/uk/en/pages/about-deloitte-uk/articles/veterans-work.html#

Armed Forces Reservist Declaration

Existing employment with East of England Ambulance Service NHS Trust

Surname:..... **Forename(s)**

Post held:

Location:..... **ESR No:**

**Line
Manager:**.....

Current weekly working hours:.....

Name of Reservist Unit:.....

Address of Unit:.....

.....**Postcode:**

Contact name at Unit:.....

Please describe the main activities of this role:

Enclose a job description & person specification where available.

Additional Management guidelines

APPENDIX 3

Reservist Training

Reservists are typically committed to between 19-27 days training per year. Training tends to take place 1 evening per week, over various weekends throughout the year and one continuous 15 day training period also known as 'annual camp'. Training commitments vary but in most cases include:

- **Weekly training** - most Reservists train at their local centre for around two-and-a-half hours, one evening a week.
- **Weekend training** - all Reservists are expected to attend a number of training weekends which take place throughout the year.
- **Annual training** - a 15-day continuous training course sometimes referred to as 'annual camp'. This may take place at a training establishment, as an attachment to a Regular Unit, a training exercise or a combination of any of these. Training normally takes place within the UK, although each year some Reservists train overseas.

The Trust's Special Leave Procedure outlines the process that staff should follow when requesting time to attend periods of Military Reservist Training.

Applying for exemption/deferral

EEAST can apply for exemption or deferral from mobilisation within seven days of the call out notice being received if they can demonstrate that the Reservist's absence would cause serious harm to the business in one of the following ways

- 1) Loss of sales, markets, reputation, goodwill or other financial harm
- 2) Serious impairment of the ability to produce goods or provide services (Managers must consider whether a Reservist's mobilisation may affect the service delivery of EEAST)
- 3) Harm to research and development of new products, services or processes, provided that this could not be prevented by the employer being given financial assistance under SI 2005/859.

Details of how to apply for exemption are included in the call-out pack. The application must reach the Adjudication Officer within 7 days of the Reservist being served with a call-out notice. If this timescale is not met, permission to make a late application will need to be obtained from the Adjudication Officer.

The Reservist also has the right to apply for exemption or deferral if their call-out papers arrive at a difficult time.

If an unsatisfactory decision is received following the application for a deferral, EEAST can appeal for a hearing by an Independent Reserve Forces Tribunal. Appeals must reach the Tribunals Secretary within 5 days receipt of written notice of the decision. If the tribunal rejects the application for exemption or deferral, EEAST will be required to release the Reservist for mobilisation.

Monitoring Table

APPENDIX 4

What	Who	How	Frequency	Evidence	Reporting arrangements	Acting on recommendations	Change in practice and lessons to be shared
What key element that need monitoring	Role or group who will lead on this aspect of monitoring?	What tool will be used to monitor/ check/ observe/ asses/ inspect/ authenticate that everything is working according to this key element	How often is monitoring needed How often should a report be completed? How should a report be shared?	What type of evidence will be presented	Who or what committee will the completed report go to and how will this be monitored. How will each report be interrogated to identify the required actions and how thoroughly should this be documented in e.g. meeting minutes	Which committee, department or lead will undertake subsequent recommendations and action planning for any or all deficiencies and recommendations within reasonable timeframes?	How will system or practice changes be implemented lessons learned and how will these be shared.
<i>Ensuring that the annual leave elements of the policy is effective</i>	<i>Policy author will complete this</i>	<i>Exception reporting, but the key tools will be to observe and authenticate the functionality of the policy</i>	<i>Quarterly as the policy develops, but reducing to bi-annually then annually throughout the policy lifespan until review in 2021</i>	<i>Special Leave returns Email correspondence from staff</i>	<i>The policy author is expected to read and interrogate any report to identify deficiencies in the system and act upon them</i>	<i>Any required actions will be identified and completed in an agreed timeframe.</i>	<i>Any required changes to practice will be identified and actioned within an agreed time frame. A lead member of the team will be identified to take each change forward where appropriate. Lessons will be shared with all the relevant stakeholders.</i>