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| **GLOW EDUCATION PROJECT**  **STAFF HANDBOOK**  2023  **A guide for employees,**  **paid staff and volunteers** |

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# Staff code of conduct

**Purpose**

The purpose of this code is to ensure all staff are aware of their duties and responsibilities to safeguard children and uphold the highest level of professionalism in the course of their duties. It also provides a clear framework within which employees of Glow Education Projectare expected to conduct themselves. Glow Education Project strives to maintain a work environment for its staff and a learning environment for its learners in which honesty, integrity and respect for fellow employees, learners and the customers/clients of Glow Education Project is constantly reflected in personal behaviour and standards of conduct. Employees are expected to act wholeheartedly in the interests of Glow Education Project at all times. Any conduct detrimental to its interests or its relations with its clients, suppliers, the general public, or damaging to its public image will be considered to be a breach of Company rules.

All authorised notices displayed throughout Glow Education Project are expected to be observed.

**Principles**

Glow Education Project employee actions and behaviour have an impact on the education and livelihood of many people, as well as on the local environment and the community. Employees are expected to have regard for the impact of their personal behaviour on Glow Education Project, colleagues, customers, the environment and our community.

**Professional standards**

We want Glow Education Project to be a place where everyone conducts themselves in line with the highest professional standards in all the teaching and research that it undertakes. Staff must not conduct themselves in ways that may undermine the academic standards of its awards or the conduct and dissemination of its research. We believe that we should all:

* Be professional at all times, set high standards and have high expectations of ourselves and others.
* Remember that we are role models and should lead by example.
* Remember that we are the adults and that it is our job to make the learners successful. We should remain calm, positive and avoid unnecessary conflict.
* Embrace continual learning and take advantage of development opportunities and be willing to listen to new ideas and lead others to continual improvement.
* Work together towards our common goals and follow Glow Education Project’s procedures.
* Communicate effectively at all times by passing on important information to staff and learners. Never pass on to learners’ information that they should not know or discuss inappropriate topics.
* Always be ready to have professional conversations with each other in order to move forward and never use unprofessional language to learners or staff or talk about staff in front of learners.
* Respect learners at all times and show this in the way we speak to them: appropriately and without shouting, insults or unprofessional language. Never insult, make personal comments or put down learners for the sake of it or discuss learners with other learners.
* Always promote the importance of good attendance and punctuality and demonstrate these ourselves.
* Set the example we want learners to follow in terms of behaviour and attitude.
* Take responsibility for and show pride in our working environment, caring for individual spaces and the premises as a whole.
* Show financial responsibility and an awareness of our limited resources.
* Always promote good behaviour by challenging poor behaviour in or out of the classroom, following up sanctions and rewarding good behaviour.
* Promote ambition in ourselves, our learners and their parents /carers.
* Never appear to be or actually consume alcohol, drugs and cigarettes, whilst on duty. For example, if you smoke hide the fact by washing hands, taking mints and keeping cigarettes hidden from view in your car or other secure place.
* Never swear or use derogatory language and ensure your communication is professional at all times. Professional communication can be defined as:
  + Being factual not emotive
  + Showing respect for others and not belittling, using sarcasm or other forms of negative communication
  + Only talking about a sensitive issues to the relevant people – not gossiping
  + Ensuring you report any concerns regarding the safety of others to your line manager and the relevant authority

**Relationships with other members of staff, learners, clients or customers of** **Glow Education Project**

Glow Education Project does not concern itself with the private lives of its staff unless they affect its effective operation or its reputation. Members of staff who are relatives or who have a close personal relationship should not normally have a supervisory, assessing or authorising relationship with each other.

Employees must inform their line manager if they have a close personal relationship with another employee, a learner, or a client or customer of which Glow Education Project could be considered by colleagues, learners or others, as impacting on the way they conduct themselves at work.

Staff must not contact any learners outside of Glow Education Project in any form including via social media. This includes present and learners that have left the provision.

**Dress code**

Glow Education Project does not operate a formal dress code for its employees, other than for those who are provided with a uniform and/or protective clothing. However, employees must ensure that their dress is appropriate for the situation in which they are working and that they present a professional image and one that reflects sensitivity to customer perceptions. This may reflect their ethnicity and lifestyle but should not be provocative or cause offence to those with whom they have contact. Staff should avoid clothing that could indicate inappropriate professional boundaries such as those promoting substance misuse via a logo, appear unkempt, or to be construed by families and learners as unprofessional.

**Holidays**

Holidays in term time cannot be granted unless in exceptional circumstances and with the express permission of the Directors.

**Staff Absence**

All requests for planned staff absences, including medical appointments and invitations to interview should be submitted in writing well in advance to the Lead Director for approval. Please make every effort to avoid impact on the school day.

**Unexpected Absence**

All staff must contact a Director when reporting absences to ensure that appropriate arrangements can be made and records kept. Absences should be notified by 8.00am on the morning of the absence. Unless you have a Doctor’s note, contact should be made every day of absence. In all cases of absence teaching staff should make arrangements with Martin Mendez regarding lesson plans and work for students for that day.

**Conflicts of interest**

The highest standards of behaviour are expected in all areas of Glow Education Project’s life, especially where individuals are in positions to make decisions which may have a significant impact on others. In all such cases it is important that decisions are taken in a fair and balanced way that will withstand external scrutiny.

**Off-Site visits**

All staff wishing to take learners off-site must consider the implications in relation to staffing / disruption to learning. Staff must ensure that a risk assessment has been completed and that all staff members have been made aware of the risk assessment prior to the visit.

**Leaving Glow Education Project premises – learners**

Learners must not leave the premises during the school day unless they have permission from a senior staff member and parent/carer has been informed.

Learners leaving school premises without permission are deemed to be truanting and relevant action must be taken.

If a learner is unwell and needs to be sent home then parents need to be informed and grant permission. Any learner sent home for medical reasons should be logged and referring school informed.

**Partnerships with parents**

It is essential that we build a positive relationship with parents/carers, based on mutual trust, in order to gain their support in the strategies which we wish to apply in order to move their young person forward. We must try to involve parents in the initial stages of referral, value their contributions, listen to their concerns and agree a common way forward.

**Lesson Planning**

Lesson planning will be checked regularly and should always be available for inspection when lessons are observed. Planning in the elements we are trying to maintain, such as: questioning; independent learning; and the ability to work in groups; and use prior knowledge; will improve behaviour for learning. Clear, precise objectives set out in the plan help ensure successful planning and therefore successful lessons.

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**Recording attendance of learners**

Accurate recording of attendance at Glow Education Project is a legal requirement. Recording attendance in lessons is expected by all staff in every lesson.

**Other employment**

If employees have other employment in other establishments, they should ensure that this does not affect the standard of their performance with Glow Education Project. Any such additional employment must be notified to your manager.

**Raising matters of concern**

Employees have a right and a duty to raise concerns which they may have about breaches of the law or propriety by Glow Education Project. This should normally be through the Director. No individual who expresses their views in good faith and in line with this guidance will be penalised for doing so. Please see our whistle blowing policy.

**Gambling**

Gambling activities must not be conducted on Glow Education Project premises although discretion may be used in relation to small raffles for charitable purposes, national lottery syndicates, occasional sweepstakes etc.

**Conduct outside work**

Glow Education Project does not seek to dictate how employees conduct themselves in their personal lives outside work. However, unlawful, anti-social or other conduct by employees which may jeopardise Glow Education Project’s reputation or position will be dealt with through the disciplinary procedure.

**Personal telephone calls and mobile phones**

Glow Education Project understands that you may occasionally need to make or receive personal telephone calls and texts. You must keep the use of Glow Education Project telephone to a minimum and in these instances, where possible, use your own mobile phone. Employees should also be aware that the use of mobile phones during working hours for personal communication should be kept to a minimum. If you need to make or receive lengthy or frequent personal calls, you should first seek Glow Education Project’s approval.

Staff are **NOT** permitted to have any personal mobile phone in the classroom at any time - a safe secure place is to be provided by Glow Education Project for storage outside of the classroom and the landline number is to be provided to staff in case they are needed in an emergency for personal reasons. All personal calls are to be made or taken in a private area away from learners and it is the responsibility of the staff to ensure this happen at all times.

This is in order to fully comply with Safeguarding requirements at the highest level, along with professional standards at work.

**Shortage of work and job tasks**

In the event of a shortage of work for valid reasons, such as funding or financial issues Glow Education Projectreserves the right to introduce short time working or to lay off employees without pay. This, however, will be a last resort, as every effort will be made to avoid this action. Statutory guarantee payments will be paid where appropriate in these circumstances. Glow Education Project will give as much notice as possible in such circumstances.

In the event that the need arises to permanently reduce staffing levels, a selection process will apply where there is more than one employee of a particular type at risk of redundancy – see Redundancy policy for more information.

To ensure maximum efficiency, employees are employed on the basis that they must be prepared to undertake all reasonable requests to carry out duties other than those for which you have been specifically engaged.

Occasionally, changes to the nature of our business may make it necessary to discuss with individual employees, the feasibility of carrying out alternative positions within Glow Education Project. Employees are encouraged to embrace such changes and to develop new skills.

**General responsibilities**

Employees must throughout their employment disclose to Glow Education Project details of any criminal or civil proceedings brought against them.

Employees must not speak or communicate with the press or broadcasting media about Glow Education Project or its business activities without the consent of the senior manager. All such communications will be made under the authority of the Senior Managers.

Employees who find any item of lost property on the premises are required to bring it to Glow Education Project’s attention immediately.

Intellectual property, copyright, topography or other rights in relation to any invention, process, design, programme or other matter created by you (alone, or with others) during your employment and capable of being used in the business Glow Education Project, shall immediately be communicated to Glow Education Project by you and shall be the sole and absolute property of Glow Education Project. You shall execute all documents and take all steps necessary to vest the same in Glow Education Project.

**Keys and responsibilities**

Authorised employees will be issued with keys to the premises; these must always be kept in their possession and used only by themselves.

When arriving at the premises (e.g. first thing in the morning) when it is locked, if an employee suspects anything suspicious they should contact a senior manager immediately to discuss/agree the action to take, e.g. possibly contact the Police or enter the building and ring the senior manager back in five minutes to confirm everything is OK. Before vacating the premises, if you suspect anything suspicious, e.g. someone is hanging around outside, then contact a senior manager immediately to discuss/agree action.

On entering the building, de-activate the alarm (all authorised staff will be issued with the appropriate code) and check all appears in order. Follow any instructions issued by senior staff. When exiting the premises ensure the requirements for locking up the premises are followed, but will include things like, ensuring all computers are switched off, doors and windows are locked, alarm activated and relevant lights are left on.

**Health and safety**

Glow Education Project places a high priority on providing a safe working and learning environment and will act positively to minimise the incidence of all workplace risks as required by the Health and Safety at Work Act 1974 and other associated legislation. All activities should be carried out with the highest regard for the health and safety of employees, learners, visitors and the public. Our aim is excellence in health and safety, by means of continuous improvement of standards, and the comprehensive use of risk assessments so as to systematically remove the causes of accidents/incidents and ill-health. Please refer to our Health & Safety Policy.

**First aid**

Glow Education Project has a first aid policy which must be adhered to when dealing with medical matters. A copy of the First Aid Policy is kept with the First Aid Kit located in the main office.

**Data protection**

Glow Education Project holds and processes information about employees, learners, and other data subjects for academic, administrative and commercial purposes. When handling such information, Glow Education Project and all staff or others who process or use any personal information, must comply with the Data Protection Principles which are set out in the Data Protection Act 1998. Any doubts or queries about data protection issues should be referred for guidance to the Director.

**Drugs/alcohol**

It is a disciplinary offence to be on Glow Education Project premises and/or carrying out official duties when under the influence of alcohol or non-medically prescribed drugs.

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# Harassment, discrimination and bullying policy (dignity at work)

**Statement**

Glow Education Project recognises the need to create a working environment where staff are treated with respect by their fellow colleagues as well as clients, service users and other agencies.

Glow Education Project strives to create a working environment in which no person feels threatened or intimidated.

Glow Education Project will not tolerate any form or harassment or bullying whether on the grounds of sex, race, gender reassignment, disability, sexual orientation, age, religion or belief or for any other reason.

Further, Glow Education Project, will not tolerate any form of retaliation or violence or victimisation against any member of staff and in particular, where they have brought a complaint of harassment or bullying under Glow Education Project’s policy.

Staff who do harass or bully any other member of staff will be subject to discipline in accordance with Glow Education Project’s disciplinary policy.

It is the responsibility of senior management to ensure that Glow Education Project’s policy on dignity at work (harassment and bullying policy) is fully implemented and that relevant line managers are duly trained in the undertaking of the policy and its enforcement.

**Harassment**

Harassment may come in many forms, some of which are not always obvious to the individual members of staff. It will usually take the form of some unwanted behaviour by one member of staff to another.

Harassment can include verbal, non verbal or physical conduct which:

* Belittles someone;
* Can include comments about a person’s appearance, clothes or body;
* Patronises someone;
* Has the purpose of degrading someone;
* May involve unwelcome sexual attention or comment;
* Can include the display of offensive or sexually explicit material such as posters, pinups, books or visual display images of that nature or the use of e-mail to forward similar types of material;
* Can include touching, caressing, hugging or encroaching on a person’s individual space or other similar unwelcome approaches;
* May involve staring at a person;
* Includes the deliberate exclusion of someone from work activities or discussions for any reason but especially because of their race, sex, gender orientation, disability, age or similar.

The essence of harassment is that the behaviour of the individual or individuals is unwelcome, unwanted and not reciprocated in any way.

Harassment is a serious matter that may amount to gross misconduct within Glow Education Project’s disciplinary policy.

Further, staff should be aware that harassment involving any aspect of discrimination in relation to a person’s age, sex, race, disability, religion or belief, sexual orientation or gender reassignment may constitute a serious criminal offence, making a person liable to prosecution. Further individuals so harassed may bring private claims under the Protection from Harassment Act 1997.

**Bullying**

Bullying is a persistent course of behaviour by an individual or a group of individuals that creates a situation where people are undermined due to threatening or intimidating behaviour.

There is no single definition of what amounts to bullying but it can include, amongst other actions:

* A threat of physical violence or actual physical violence;
* Unfairly picking on someone;
* Imposing unrealistic targets or work expectations;
* Abuse of authority in dealing with an individual;
* Making unpleasant remarks or jokes about a person;
* Playing practical jokes on an individual or taking, hiding or damaging their personal property;
* Requiring new members of staff to undertake a new staff initiation ceremony or similar degrading expectation.

Bullying is a serious disciplinary matter that may amount to gross misconduct within Glow Education Project’s disciplinary policy.

**Implementation**

Staff who become aware of a problem of this nature should ensure that they make a responsible person aware of the position.

If you are subject to unwelcome conduct or remarks you should make the person aware that you find the conduct unacceptable or offensive.

It is the responsibility of all employees to make sure that they understand and follow this policy.

Management are expected to ensure that the policy is fully understood by the staff, that it is properly implemented, and that suitable disciplinary action is taken in the event of any breach of the policy.

Glow Education Project recognises that complaints of harassment or bullying can be of a sensitive or worrying nature. Staff may feel unable to speak directly to their line manager. If this is the case you may wish to speak to someone in a more senior position or to the human resources department directly. Alternatively you may wish to put your concerns in writing and send them to the appropriate person.

All staff members should treat their colleagues with respect and comply with this policy.

**Outline procedures**

Wherever possible Glow Education Project will aim to try and resolve difficulties and concerns within the workplace through an initial informal approach.

The informal approach will usually involve a meeting of the relevant parties to discuss the concern and attempt to resolve the difficulties.

Where this informal approach fails or a staff member feels that the issue is of such a serious nature that an informal approach is inappropriate the matter will be dealt with through a formal complaint procedure in line with Glow Education Project’s grievance procedure.

A formal complaint will be thoroughly investigated by Glow Education Project. Staff are reminded that they should keep full details of the alleged concerns and be specific when raising a complaint in relation to the incident or incidents, including date, times and parties involved.

Following the investigation, the staff member raising the complaint will be informed of the outcome of the investigation and be given an opportunity to respond. If Glow Education Project decides to take formal disciplinary action there will be no obligation to notify the staff member complaining of the nature of any such action.

If the staff member raising the complaint is dissatisfied with the outcome of the investigation they will have a right to appeal in writing to more senior management.

The appeal will undertake a separate investigation of the concerns and the nature of the original investigation meeting, where relevant with all involved parties.

The outcome of the appeal will be notified to the staff member complaining and this will form the end of the appeal process and grievance procedure.

Glow Education Project aims through this policy to ensure that no staff member shall feel harassed or bullied. If such circumstances should occur that the staff member is aware of and feels confident to use the policy knowing that they will suffer no detriment as a result of so doing.

In order to ensure that this policy remains fully compliant with current legislation, it will be reviewed on a regular basis and may be subject to change.

Company property

Glow Education Project will allow employees reasonable use of Glow Education Project property and facilities, provided that authorisation has been obtained from the appropriate Director and that the use does not interfere or conflict with the work of Glow Education Project, and that the costs are met by the individual.

Employees are not permitted to remove items or equipment of any kind from Glow Education Project premises without prior permission.

Glow Education Project’s time, materials or equipment must not be used for any unauthorised work.

Glow Education Project must be notified immediately of any incident in which damage or injury is caused to Company property, to fellow employees, clients and/or their personal effects.

Glow Education Project reserve the right to search staff and their personal belongings whilst on Company premises in suspicious circumstances, which must be stated. Any employee has the right to be accompanied by a colleague of his/her choice during such a search.

Glow Education Project accepts no liability for loss or damage to your personal property whilst on Glow Education Project premises. Please do not leave items of value at Glow Education Project as these are not covered under our insurance policy.

It is the employee’s responsibility to look after all property/equipment that belongs to Glow Education Project.

Any item must be used in accordance with any instructions given or in a responsible manner that does not contravene any health and safety guidelines or regulations.

If an employee is ever unsure about proper use then they must not use any equipment until they feel safe to do so. If any item is lost or damaged or does not work correctly then it is the employees responsibility to report this to their Line Manager or Admin as soon as it is practicable. Failure to report damage or loss promptly may incur costs to the employee.

Employees must ensure that all Company Property within their care such as Laptops, Mobile Telephones, keys etc are kept safely and are maintained in full working order. If damage is caused to the item whilst in an employee’s care due to negligent or irresponsible behaviour then they may be liable to pay a contribution towards repairs or replacement.

All property and equipment must be returned at the time and the manner agreed. In all circumstances, this must be prior to your termination of employment with Glow Education Project.

If on termination of employment, property and/or equipment remains in your possession and you fail to return the items, Glow Education Project reserves the right to make a deduction appropriate to replace the items from any monies owed to you.

# Anti-bribery policy

Bribery is a serious criminal offence and corrupt acts expose the Employer and its employees to the risk of prosecution, fines and imprisonment, as well as endangering the Company’s reputation.  We are committed to the prohibition of such conduct. This is not just a cultural and moral commitment on the part of the organisation; it is a legal requirement.

The Company adheres to the Bribery Act 2010. A bribe is defined as: giving someone a financial or other advantage to encourage that person to perform their functions or activities improperly or to reward that person for having already done so. Receiving gifts from clients or suppliers is not good practice. Any employee who receives a gift, other than one of a nominal nature, from a business contact (e.g. client or suppliers, potential or actual) must disclose details of it to Glow Education Project. Similarly, any gifts to business contacts from employees must be disclosed in the same way.

If you bribe (or attempt to bribe) another person, intending either to obtain or retain business for the company, or to obtain or retain an advantage in the conduct of the company's business this will be considered gross misconduct. Similarly accepting or allowing another person to accept a bribe will be considered gross misconduct. In these circumstances you will be subject to formal investigation under the Company’s disciplinary procedures, and disciplinary action up to and including dismissal may be applied.

# Disciplinary procedure

The disciplinary system has been designed to provide employees with every opportunity to explain the circumstances surrounding any breach of Company rules and is essentially intended to give employees the opportunity to conform to the standards of conduct and performance set out by Glow Education Project. Consequently, where the facts of a case warrant disciplinary action being taken against an employee, it is the intention that such action be seen as remedial rather than punitive.

Disciplinary action may be taken only when the facts of the situation warrant it. Persistent breaches of the same or similar rules may lead to progressively more serious action being taken and ultimately dismissal.

Prior to any disciplinary action, an investigation will be conducted into the circumstances of the alleged offence or problem.

Dependent upon the seriousness of the offence, disciplinary action may take one of the following forms:

* A first written warning, which will be recorded within the employee’s personnel file for a period of 12 months and confirmed to the employee in writing.
* A final written warning, which will be recorded within the employee’s personnel file for a period of 12 months and confirmed to the employee in writing advising the employee that further breaches of rules could lead to dismissal.
* Dismissal with or as in the case of gross misconduct without a period of notice.

For employees in their probationary period or first year of employment with Glow Education Project, only one warning may be given prior to dismissal.

Glow Education Project reserves the right to suspend employees from work whether with or without pay in appropriate circumstances.

Before any decision is made regarding a disciplinary matter, employees will normally be given:

* A letter setting out the complaint against them and inviting them to a disciplinary hearing explaining the possible outcome;
* The right to be accompanied at the hearing by a work place colleague or a Trade Union official;
* The right of reply throughout the hearing to any allegations made against them.

If disciplinary action is imposed, all employees can expect to receive written confirmation detailing:

* The complaint and facts that the decision was based on;
* Rectification required (except in the case of dismissal);
* The timescales issued for rectification (if appropriate);
* The possible consequences should an employee fail to reach the desired standard in the required timescales;
* The right to appeal

Each stage of the procedure will be administered by the appropriate manager within Glow Education Project.

In extreme cases of serious gross misconduct (e.g. physical injury, where there may be an ongoing risk of harm) Glow Education Project reserves the right to utilise the modified statutory dismissal procedure, where summary dismissal may be applicable. The employee will receive a summary statement of the reasons why they have been dismissed. In these cases, the employee would still retain the right of appeal.

# Gross misconduct policy

The following are examples of gross misconduct and as such may render employees liable to summary dismissal (i.e. dismissal without notice). This list is not exhaustive.

* Fighting, physical assault or dangerous horseplay.
* Failure to carry out a reasonable instruction during working hours.
* Gross insubordination or the use of aggressive behaviour or excessive bad language on Company premises, or towards clients/service users, or on any occasion whilst performing job duties.
* Theft, wilful damage or negligence that leads to damage to property belonging to Glow Education Project, its clients or suppliers or other employees.
* Fraud or any other offence committed against Glow Education Project or clients/service users, which could be a breach of the law of the land.
* Drunkenness or drug abuse.
* Gross immorality or sexual harassment.
* Breach of safety rules and/or actions that seriously endanger the health or safety of another person whilst at work.
* Divulging to any persons any confidential information relating to Glow Education Project’s business processes or clients.
* Wilful or reckless overcharging and undercharging of customers.
* Deliberate falsification of records.
* Serious breach of payment procedures or purchase rules.
* Unauthorised access to or use of Company correspondence, computer data or manual files.
* Unlawful race, sex or disability discrimination against fellow employees or customers.
* Gross breach of Glow Education Project Internet and electronic mail policy.

# Grievance procedure

Employees who have a grievance with Glow Education Project relating to any aspect of their employment should in the first instance, wherever possible, discuss it at any time with their line manager.

If the grievance is not satisfactorily resolved in informal discussions employees have a duty to state in writing to the Senior Management Team the full details of their grievance, in confidence.

A formal meeting will then be arranged as soon as possible, normally within ten days. Following which written confirmation of the outcome will be forwarded to the employee within 28 days of the grievance being received.

Employees have a duty to make all reasonable attempts to attend any meeting arranged.

Employees will have the opportunity to be accompanied at any formal meeting by a fellow employee or a Trade Union official should they so wish.

Employees who are dissatisfied with the outcome of the grievance have the right to appeal. For further information about the rights of appeal, please refer to the Appeals Procedure.

# Appeals procedure

Employees may appeal against any disciplinary action brought against them or the outcome of a grievance by requesting an appeal in writing to the HR Lead within five working days of receiving the confirmation letter.

Where an appeal is made against disciplinary action, including dismissal, the appeal will be conducted by a senior member of staff not previously involved in the matter and wherever possible will be of a higher grade than the original manager.

Where an appeal is made against a grievance outcome, the appeal will be conducted by a senior member of staff, who has not previously been involved in the original decision.

Appeals will be held as quickly as possible but in any event will be normally carried out within 5 working days of the appeal being received.

Once an appeal has been heard, a decision will be made and confirmed, normally in writing within 5 days.

Once you have appealed against a decision imposed and received that decision in writing, there will be no further right of appeal.

# Performance and capability procedure

This procedure is designed to help all employees to attain and maintain the necessary standards for optimum job performance. Anyone who becomes the subject of the capability procedure should not consider themselves as disciplined. The aim of the procedure is to resolve problems in performance at the earliest possible stage.

A non-exhaustive list of situations where the capability procedure could be invoked includes:

* Excessive absenteeism
* Substandard performance (e.g. a failure to meet required targets or standards).

In the first instance, a meeting will be arranged with you to discuss any concerns that have arisen about capability including:

* The cause for any shortcomings and the areas for improvement will be discussed. An action plan will also be discussed with you, along with any appropriate assistance in the form of, for example, training, guidance, advice or referral to a Company medical adviser. Timescales for improvement will then be agreed with you and review dates set.
* Glow Education Project will confirm to you in writing the details of the meeting, including the improvement(s) required, the agreed action plan and the timescale for improvement. A copy of this letter is placed on your personnel file.
* If there is no improvement or little sustained improvement within the specified period, further action will be taken under the formal procedure.

If the required improvement is not achieved within the specified periods or is not sustained, or if the shortcoming is serious enough to enter into the formal stage immediately, you will be asked to attend a meeting under the formal procedure. At this meeting the shortcoming or lack of sustained improvement will be discussed and you will be given every opportunity to respond to points raised. Prior to the meeting you will be informed of the possible outcomes.

You are entitled to be accompanied to such a meeting by a work colleague or Trade Union Official.

A formal performance/attendance improvement plan will be agreed for a specified period (e.g. one to three months) outlining the areas for improvement and the relevant timescale(s). Where appropriate, further training, guidance or advice will be given.

You will be given confirmation in writing of details of the meeting and the performance/attendance improvement plan. The letter will also state that a lack of improvement or a lack of sustained improvement will lead to the issue of a formal final notification/warning.

You have the right to appeal a decision made at this stage of the procedure. You should follow the Appeals Procedure as set out below.

If the required improvement is not achieved within the specified period, or the improvement is not sustained, you will be invited to a further formal meeting. You are entitled to be accompanied to such a meeting by a work colleague or Trade Union representative.

If after discussions regarding the lack of improvement/sustained improvement, Glow Education Project considers that a final written notification/warning should be issued, this will be confirmed to you in writing, along with notification of the consequence of failing to achieve the required improvement (i.e. termination of employment/alternative action).

A final written notification/warning will remain active on your file for 12 months from the date of issue.

You have the right to appeal a decision made at this stage of the procedure. You should follow the appeals procedure as set out below.

If the required improvement is still not achieved or not sustained or if your performance is such that it warrants entering the capability procedure at this stage, the termination of your employment or alternative action will be considered.

You will be invited to a hearing setting out the details of the complaint. You are entitled to be accompanied to this meeting by a work colleague or a Trade Union representative.

Glow Education Project will confirm to you in writing the details of the meeting. If Glow Education Project decides to terminate your employment, the effective date of termination, the reason for termination (i.e. on the grounds of capability), the process which has been followed, and the assistance which has been offered will also be confirmed in writing. If alternative action is decided upon, this will also be detailed in writing.

You have a right of appeal against any decision by Glow Education Project. The Appeals Procedure below must be followed:

* If at any stage in the process, your performance or attendance improves, reaches the required standard and is sustained, this improvement will be confirmed to you.
* If Glow Education Project deems it appropriate you will be taken off the improvement plan, but if performance or attendance deteriorates again, further action will be taken.
* If you have regular short-term periods of sickness absence for different reasons, there may be an underlying medical condition, which needs to be investigated. Should the absence level continue, Glow Education Project may decide that it would be beneficial for all parties if you were referred to a medical adviser.

Anyone who wishes to appeal against a decision under the capability procedure should inform their line manager who held the capability procedure meeting, within five working days of receiving the notification/warning or termination of employment. Written grounds for the appeal should be provided. A more senior manager will hear the appeal and their decision is final. Wherever possible, all appeals will be heard by a level of management that is higher than the level involved in the original capability meeting and who have not been involved in the original capability decision.

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# Timekeeping and absence

Employees are responsible for attending punctually for work in accordance with the hours defined in their contract of employment.

Employees may not leave work prior to their normal finishing time without permission. In the event of any employee requiring time away from work during normal working hours, he/she must discuss the request with their manager and on receiving permission contact their manager before leaving and on returning to work.

Lateness for work may result in pay being reduced accordingly. Persistent lateness may lead to disciplinary action being taken.

Employees are requested that appointments with their doctor, dentist or similar are arranged outside of working hours where possible. If this is not possible provision for this should be discussed with an employee’s line manager. If such an appointment is agreed during work time an employee may be required to work additional time in order to compensate for the time taken.

If employees are absent from work for any reason they (or if incapacitated, someone else on their behalf) must notify Glow Education Project within one hour of normal starting time on the first day of absence. Any unauthorised absence must be properly explained. In the case of absence of uncertain duration, employees should keep Glow Education Project informed of the reason for continued absence and the progress towards a return to work.

If an employee’s incapacity through illness or injury continues for more than seven consecutive calendar days, the employee must provide Glow Education Project with a doctor’s medical certificate as soon as it is available.

Immediately upon return to work after a period of sickness or injury absence of less than seven days, employees are required to complete and submit a Company self certification form.

Failure to comply with the requirements in the paragraphs above may result in Statutory Sick Pay (SSP) being withheld.

In the event of persistent absenteeism, the employee may be asked to give permission to Glow Education Project to contact the employee’s doctor or to undergo an independent medical examination at Glow Education Project’s expense. This is to enable Glow Education Project to obtain up to date authoritative information on the employee’s health problems.

Unauthorised absence may lead to disciplinary action being taken. In such circumstances, medical certificates may be requested for all subsequent periods of absence.

Employees will be paid SSP in accordance with the current Government provisions that are applicable. Entitlement to SSP may be affected if employees do not comply with Glow Education Project rules for reporting and certificating absence from work due to sickness.

If you endure three instances of absences during a twelve month rolling period, or absence of more than 10 days, the company reserve the right to meet with you to discuss your absences in order to discuss support and/or corrective actions. Further to such a meeting formal disciplinary action may be taken for reasons of poor attendance.

# Annual leave policy

As indicated in the written statement of main terms and conditions of employment, Glow Education Project holiday year runs from 01st April to 31st March. This is the 12 month period during which employees accrue their holidays.

Unused holiday entitlement cannot be carried over from one year to the next, without the consent of a senior manager and subject to statutory legislation.

All holiday dates must be agreed in advance with your manager normally not less than two weeks in advance of the holiday requested. No more than two weeks can be taken at any one time during the holiday year, under agreed circumstances longer may be permitted.

Holiday dates will be agreed after taking into account the needs of the business and its clients and ensuring that the minimum staffing levels needed to provide the best services to our clients are maintained.

Any holidays taken without prior permission will lead to disciplinary action being taken. The disciplinary procedure could be invoked and the employee could be dismissed in the case where an employee requests a holiday, which is refused, and then the employee subsequently takes that holiday without permission.

Employees will be notified on an annual basis of the need to reserve any days of their entitlement for holiday shutdown periods.

Bank/Public holidays are treated as normal working days and as such an additional holiday allowance has been made (usually eight days for full time employees and pro-rata for part time employees and part year worked).

On termination of employment, employees are entitled to receive payment for all unused accrued holidays in the current holiday year only. Glow Education Project reserves the right to insist employees take accumulated annual leave within their notice period.

Any payments of holiday pay made to employees in excess of the amount accrued on termination of employment, will be deducted in full from the final monies due on termination. Where the amount of the overpayment exceeds any final payment, employees must reimburse Glow Education Projectaccordingly.

# Maternity policy

Glow Education Project is keen to promote opportunities for its staff and to encourage applications from all people irrespective of sex. The Maternity Policy forms part of Glow Education Project’s overall Equal Opportunities and Dignity at Work philosophy.

**Purpose**

To promote equality within the workplace.

To provide a structured approach to maternity and maternity leave to ensure that staff are adequately protected and encouraged to benefit from the opportunities available during the maternity period.

Provide a philosophy of inclusion for its staff during this time.

To ensure that employees are not treated unfairly or discriminated against in any way arising from their pregnancy or maternity leave.

**Practice**

All female employees are able to benefit from maternity leave irrespective of service.

Full details of the current qualifying periods and payment rates will be provided on application and may be subject to meeting certain qualification requirements. The details of this entitlement will also be included in correspondence employees will receive on notifying Glow Education Project that they are pregnant.

**Prior to maternity leave commencing**

Employees are encouraged to notify Glow Education Project of their pregnancy at the earliest opportunity.

Whilst a risk assessment is undertaken in relation to all staff any staff member notifying Glow Education Project that they are pregnant will receive the benefit of an individual risk assessment specifically addressing their safety and the safety of their unborn child.

Employees will receive details of Glow Education Project benefits relating to maternity, maternity leave and maternity pay.

Employees who have any concerns in relation to benefits and future payments should contact their line manager.

Employees have the right to take reasonable periods of time for the purpose of ante natal classes as recommended by their doctor/midwife. Employees should discuss the practicalities of this with their line manager.

Glow Education Project may request written confirmation from the employee of the relevant appointments.

Employees who have problems or difficulties during their pregnancy are encouraged to talk matters through with their line manager or the HR Department if the matter is of a particularly personal or confidential nature.

Where employees encounter difficulties continuing with their current role because of maternity issues or as a result of a risk assessment evaluation Glow Education Project will discuss options for alternative work during the remainder of the maternity period.

Maternity leave may commence automatically when an employee is absent with a maternity related illness four weeks prior to the expected week of childbirth.

Employees have the right to take the full maternity leave however, in many cases employees do not wish to do so. If an employee wishes to make arrangements to return early, they should contact their line manager to discuss the position. Glow Education Project cannot allow any employee to return during any compulsory period of maternity leave, the details of this will be included in correspondence with the employee but return after that time is possible if an employee wishes to do so.

**During maternity leave**

Employees who go on maternity leave remain employees of Glow Education Project and Glow Education Project encourages a philosophy of maintaining contact with employees as well as encouraging employees to maintain contact with Glow Education Project, keeping it, and their work colleagues aware of their position.

You will be provided with full details of the various maternity entitlements. In principle whilst you are on ordinary maternity leave employees maintain their normal terms and conditions of employment, with the exception of salary. During the remaining period of additional maternity leave, the employee’s normal terms and conditions are maintained.

Glow Education Project encourages employees to take advantage of the “Keeping in Touch” days that are available to employees.

Where an employee comes into work on a “Keeping in Touch” day they will be entitled to normal pay without them risking the ending of their maternity benefit. “Keeping in Touch” days do not extend the maternity leave, the maternity pay continues in a week where keeping in touch work is done.

Glow Education Project endeavours to use these days for the purpose of keeping employees abreast of new developments and training opportunities within Glow Education Project.

Employees are under no obligation to participate in or agree to attend work for “Keeping in Touch” days.

Glow Education Project will endeavour to ensure that employees who are on maternity leave are kept fully informed of developments within Glow Education Project. Employees will be contacted personally by telephone, through welfare visits (where employees have no objection to this) and by e-mail where employees have provided such facility and confirmed that Glow Education Project may contact through this means.

Glow Education Project will utilise these means to ensure that employees are aware of any vacancies within Glow Education Project. Employees on maternity leave who are interested in staff vacancies should make contact with their line manager in order that their interest be noted and full details provided to them.

**Prior to the end of maternity leave**

Employees will have been provided with details of their period of maternity leave at the time when they notify Glow Education Project of their pregnancy. Employees may have discussed an early return to work and where this has been done it will be recorded.

Employees though who did not do so may still contact Glow Education Project and agree to an earlier return date than that which was originally detailed. In this event employees are requested to give Glow Education Projecteight weeks’ notice wherever possible of such an intention. Glow Education Project may, at its discretion, allow an earlier return to work.

Employees have the legal entitlement to apply to Glow Education Project to change their hours and working arrangements. If any employee wishes to apply for flexible working they should refer to the Flexible Working Policy and the employee will be provided with full details of the flexible working entitlements. Employees are encouraged to consider their childcare arrangements and ensure that they balance the needs of work, their own needs and their childcare arrangements when making a reasoned decision on how best they may continue their work career.

Employees have the right to continue to accrue holiday entitlement during maternity leave and employees should consult with Glow Education Project on how best to take advantage of any entitlement due to them on their return. In some circumstances it may be preferable for the employee to indicate an earlier return to work and then take accrued holiday prior to the actual re-commencement of work. These are matters that Glow Education Project will be pleased to discuss with the employee. Leave not taken in a current leave year will not be allowed to carry over into another leave year.

Glow Education Project aims to promote a positive environment for employees who are pregnant or with child care needs so that they may continue to work and progress their careers.

This policy is subject to regular review to ensure that it continues to promote the ethos of Glow Education Project whilst remaining legally compliant.

# Parental leave policy

**Entitlement to parental leave**

You will be entitled to parental leave if:

* You have been continuously employed by Glow Education Project for at least one year, and
* You have, or expect to have parental responsibility for a child born on or after 15 December 1999, and up until their fifth birthday or
* You have, or expect to have parental responsibility for a child under 18 who has been placed with you for adoption on or after 15 December 1999.

In most cases parents will have parental responsibility for a child, but in some instances legal guardians may also have this responsibility. If you are unsure of whether you meet these requirements, you should speak to your line manager.

**Period of leave**

You are entitled to 13 weeks’ parental leave in respect of each child. Therefore, for example, if you have twins, you are entitled to 26 weeks’ leave. If you work part-time, your period of leave is reduced in proportion to your reduced working hours.

The right to parental leave is a right to take up to 13 weeks per child in total and not 13 weeks during successive contracts with different employers. Glow Education Project will, therefore, ask you (and may ask any previous employers) to confirm how much parental leave you have already taken, before granting any request for leave.

You may apply to take parental leave in blocks of one week (or, if your child is disabled, in blocks of one day) up to a maximum of four weeks for any individual child in any one year. For this purpose a year is each successive period of 12 months, starting on the date you are first eligible to take parental leave.

**When can leave be taken?**

Provided you have one year’s continuous employment with Glow Education Project you may take leave as soon as the child is born (or placed with you for adoption). Otherwise you must wait until you have the requisite period of service.

Leave cannot be taken after the child’s fifth birthday or, if your child is adopted, after the fifth anniversary of the date on which the child was placed with you for adoption, or the child’s 18th birthday, if earlier.

If your child is disabled, you may take leave at any time up to your child’s 18th birthday.

If Glow Education Project has to postpone your leave, you will still be able to take it, even after the dates mentioned above.

**Application for parental leave**

If you want to apply for parental leave you should make a request to a senior manager.

**Minimum notice**

You must give at least 21 days’ notice of when you want to take leave and confirm the proposed start and end dates. If that is not possible, this information must be given as soon as is reasonably practicable.

If you are adopting a child and are unsure of the exact date of the placement, you should confirm on your request form the expected week of placement and the length of leave you wish to take and the request should be made at least 21 days before the expected week of placement.

**Supporting evidence**

The first time you request parental leave for a child, you must include with your application, evidence of your parental responsibility, confirmation of the date of birth or the date on which the adoption began or, if your child is over five and disabled, evidence of the child’s disability living allowance entitlement.

You should also confirm whether you have previously taken parental leave for that child and, if so, when you took the leave and for how long.

**Postponement of leave**

Glow Education Project will attempt to grant all requests for parental leave. However, unless your parental leave is to start upon the birth of your child, or when the child is first placed with you for adoption, your leave may be postponed if:

* You have not fully complied with the minimum notice provisions.
* Glow Education Project’s business would be unduly disrupted by you taking leave during the time you have proposed, or;
* After consulting with you, we decided that you should take the same period of leave within the next six months.

If Glow Education Project does postpone your parental leave, it will notify you of this in writing within seven days of receiving your request and will confirm the dates on which you may take leave.

**Rights during parental leave**

Parental leave is unpaid and during the leave you will not receive your salary or any other cash payments normally paid to you when you are at work. In addition, your entitlement to all contractual benefits, including contributions to a pension scheme will cease. During parental leave, your holiday entitlement will not accrue. However, this is subject to you retaining a minimum of 28 days’ annual leave per year for a full time employee, this includes bank holidays.

However, we would remind you that for all other purposes, your Contract of Employment remains in place and you will continue to be bound by your contractual obligations to Glow Education Project, such as your duty of confidentiality.

**Return to work after parental leave**

After parental leave of four weeks or less, you are entitled to return to the job you had before your leave.

**Parental leave after maternity leave**

You are entitled to take up to four weeks’ parental leave immediately after OML, you are entitled to return to the job you had before your maternity leave.

If you take up to four weeks’ parental leave immediately after OML, you are entitled to return to the job you had before your maternity leave (AML).

If you take up to four weeks’ parental leave immediately after AML, you are entitled to return to the job before your maternity leave, or if that is not reasonably practicable, to a suitable alternative position.

# Emergency time off and compassionate leave

Glow Education Project is committed to equality of opportunity in employment for all staff and to developing work practices and policies that support work-life balance. Glow Education Project’s compassionate, domestic emergency and bereavement leave arrangements cover a range of exceptional circumstances which may affect employees. All employees have the statutory right to unpaid Time off for Dependants (or '[Emergency Leave for Care of Dependants](http://www.york.ac.uk/admin/hr/resources/policy/leave_emergency.htm)') and also unpaid [Parental Leave](http://www.york.ac.uk/admin/hr/resources/policy/leave_parental.htm) to take reasonable unpaid time off work to deal with an emergency involving a dependent and to make any necessary longer term care arrangements.

For normal domestic emergencies not covered by these statutory rights staff will, within reason, be expected to use annual leave or make arrangements to make time up. There is no specified 'entitlement' to compassionate leave as such and each case will be considered according to the relevant circumstances of the individual concerned. Factors to be taken into account when determining whether, and if so how much compassionate leave will be granted, will include the urgency of the application and the personal circumstances of the individual (e.g. whether responsibility for the care of the child(ren) and/or dependent relative(s) can be shared with a partner/relative/neighbour etc).

Glow Education Project recognises that managers will need to balance the requirements of the company with the needs of an employee at a time of personal stress or a serious family emergency and understands that a prompt and thoughtful response to requests from employees is important in maintaining good working relationships. Requests for compassionate leave will be considered sympathetically and in confidence.

However, whether or not there is a statutory right to unpaid leave, paid compassionate leave may be granted by Glow Education Project for urgent personal reasons and each request should be assessed individually and a number of circumstances taken into consideration (see in more detail below). Requests for compassionate leave should be made to your Line Manager who will consult with Senior Managers.

In all instances you may only take authorised time off work if you inform your Line Manager as soon as possible why you need time off and how long you expect to be away from work. When you return to work you should fill in a leave request form retrospectively and discuss with your Line Manager if this is to be taken as paid leave (if this has been granted), part of your annual leave entitlement, as unpaid authorised leave, or time to be made up. In all instances you may take a reasonable amount of time off work and what is reasonable will depend on the circumstances of each incident. You should, as far as possible, agree with your Line Manager how long you will be away from work.

**Compassionate leave**

Compassionate leave is designed to support staff where the emergencies are related to children or dependents.

Employees have the statutory right, no matter what their length of service, to take reasonable unpaid time off work to deal with an emergency involving a dependent. This leave is intended to cover genuine emergencies and there is no set limit as to the number of times an employee can be absent from work under this right.

A dependent is defined by the statute as “the partner, child, or parent of the employee, or someone who lives with the employee as part of their family. It does not include tenants or boarders living in the family home, or someone who lives in the home as an employee, e.g. a live in nanny. In cases of illness, injury or where care arrangements break down, a dependent may also be someone who can reasonably be said to rely on the employee for assistance“. For instance a parent or grandparent who lives elsewhere but who relies on the employee for assistance when they have difficulties, where the employee is closest on hand at the time of the incident.

Statutory leave may be granted to an employee for the purpose of dealing with a situation involving a dependent such as for example:

* A child or dependent who is sick, injured or assaulted
* An adult for whom a employee cares where no other arrangements can reasonably be made for someone else to look after the person
* A serious incident involving a child at school
* A serious illness involving a dependent
* A child or dependent whose usual care arrangements are unexpectedly disrupted

Alongside these statutory rights to unpaid leave, the Managers have discretionary authority to grant paid compassionate leave and each case should be assessed individually.

Glow Education Project recognises that circumstances and the nature of relationships vary. Therefore rather than being prescriptive on the situations under which compassionate leave is available each case should be assessed individually and should take into consideration the following factors to determine whether a request is granted:

* The seriousness of the situation
* The age of the person
* The extent to which the person can cope on their own
* The nature and extent of any illness
* The availability of others to look after the person
* The relationship between the person and the employee

Compassionate leave will not be granted to deal with predictable domestic arrangements for example regular childcare and childcare during the school holidays.

Employees must report their absence to their Line Manager as soon as is reasonably practicable. They also need to advise of the reason for their absence and how long they expect to be away from work.

Any leave taken must be recorded on the employee’s record.

**Leave for a domestic emergency**

Leave for a domestic emergency is designed to support staff where the emergencies are unrelated to children or dependents.

Examples of an emergency include:

* A road accident or other similar accident involving the employee
* The breakdown or theft of the employee’s car
* A burglary at the employee’s home or a violent crime or involving the employee
* Fire or flooding at the employee’s home.

This list is not exhaustive.

Unpaid statutory leave may be granted to an employee to deal with a domestic emergency. Managers have discretionary authority to grant paid domestic emergency leave and each case will be assessed individually. In determining whether request for leave (paid or unpaid) should be granted the following factors should be taken into consideration:

* The nature and extent of the emergency
* The availability of others to deal with the emergency
* The likely impact of the emergency on the employee

This leave is intended to cover genuine emergencies. If an employee knows in advance that they are going to need time off for a domestic issue (for example in the case of delivery of goods to the employee’s home) they should ask for leave in the normal way.

Any leave taken must be recorded on the employee’s record.

**Bereavement leave**

Employees are entitled to up to 5 days bereavement leave with pay on the death of a partner, parent or child.

Glow Education Project recognises that circumstances, the nature of relationships and the required observances of different religions vary. Therefore rather than being prescriptive on absolute periods of leave in other cases, there is a need to assess each case individually i.e. if the employee has to travel a long distance to attend/arrange the funeral then, depending on circumstances, further additional unpaid time off to allow for travelling may be granted.

Employees who need only to attend the funeral of a relative or close friend will normally be granted reasonable time off with pay. In most instances this will be a period of up to one day. However if the employee has to travel a long distance to attend the funeral of a close relative then depending on circumstances additional unpaid time off to allow for travelling may be granted.

Any leave taken must be recorded on the employee’s record

In the case of bereavement leave, factors such as the extent of the individual's involvement in making funeral or other arrangements and the need to travel beyond the local region will be taken into account.

**Refusal of leave**

Staff that feel that they have been unreasonably refused the right to compassionate, domestic emergency or bereavement leave or who feel that they have been victimised for requesting leave should, in the first instance raise this matter with their Line Manager and inform a Senior Manager. They have the right to raise the matter through the grievance procedure.

# Flexible working policy

**Policy statement**

Glow Education Project recognises that, as a responsible employer, it has obligations to ensure that employees are able to maintain an effective balance of their obligations in relation to work and home commitments.

Glow Education Project is aware that there is a growing expectation that employees should be able to provide child care in relation to their younger children, in order to help in their early years’ development.

Glow Education Project also understands that in a period, when more employees find that they have aged relatives and dependants, Glow Education Project needs to be responsive to reasonable requests to enable an employee to balance their work and caring responsibilities.

The provision of flexible working can also be beneficial to Glow Education Project through retention of skills and abilities within its workforce.

Glow Education Project also recognises that a positive approach to flexible working applications can enhance staff morale, retention rates and assist in the reduction in recruitment costs.

Glow Education Project will look positively at such applications but employees must understand that there will be occasions when an application has to be rejected for relevant reasons, in those circumstances Glow Education Projectwill seek to find a mutually suitable alternative although that may not always be possible.

**Provisions**

Flexible working is not an automatic right but there is a legal entitlement for certain employees to approach Glow Education Project through the correct procedure to request a change in their working arrangements.

Flexible working can be achieved through a variety of ways. These can include:

1. A simple change in the number of days worked;
2. A change in the hours worked;
3. Changes in starting and finishing times;
4. A combination of flexi-time and home working.

Those employees wishing to apply should check to ensure that they are eligible.

Glow Education Project may, in exceptional circumstances, consider applications for flexible working from employees who do not strictly meet the criteria laid down in the statutory scheme. This could be where an employee requires an adjustment for health reasons or where they wish to undertake a period of training or education that may be beneficial to Glow Education Project. Employees should be aware that in these types of situations Glow Education Project has an absolute discretion to whether or not to consider them. A decision to consider and approve will not set any commitment that similar requests in the future will be accepted.

Employees should ensure that they follow the formal application procedure when making their request.

Glow Education Project is prepared to discuss any matters in relation to flexible working on an informal basis.

Employees should remember that unless otherwise agreed any change will be permanent. Glow Education Project is prepared to consider applications that incorporate a trial period, or consider a trial period, prior to any formal request.

Employees should also remember that any flexible working application that is agreed, and involves a reduction in hours or alteration in duties and responsibilities, will mean a variation in pay and benefits.

Employees who are taking maternity leave should consider their intentions for the future and discuss options with Glow Education Project. Such discussion would be on an informal basis, as employees taking maternity leave have a basic entitlement to return to work on either the same or similar arrangements to that which they have when they begin maternity leave, dependent upon whether they return after ordinary or additional maternity leave.

Employees on maternity leave who have decided that they wish to apply for flexible working should aim to apply as soon as possible, as the formal process can take up to 14 weeks to complete.

**Procedure**

**Qualifying requirements**

Employees may make a formal request for flexible working, where they have worked for Glow Education Project for a period of 26 weeks prior to the date of the application (at its absolute discretion Glow Education Project will consider applications from employees who do not meet this time criteria).

Employees must have a child who is under the age of six years, or under the age of 18 if the child is in receipt of disabled living allowance. Applications need to be no later than two weeks before the child’s relevant birthday. The employee must have, or expect to have, the responsibility for the upbringing of the child. The employee is making the application in order to care for the child if:

* 1. The employee is the mother, father, adopter or foster parent of the child; or married to, or the partner of the child’s mother, father, guardian, adopter or foster parent; or
  2. They care for an adult, are married to the adult, or are their partner or civil partner, or are their relative, or live at the same address as them and make the request to enable you to care for them; and
  3. The employee has not already made a statutory application to work flexibly in the previous 12 months.

**Application**

* Employees will be required to complete the relevant application form which may be obtained from the HR Department. You must ensure that this form is completed in its entirety.
* On receipt of a properly completed application form the application will be considered. Normally a meeting will be arranged within 28 days after the date on which the application was made. Employees may be accompanied at this meeting by a work colleague.
* Within 14 days after the meeting Glow Education Project will notify employees of the outcome of the meeting. If the application is successful this will be confirmed, and a start date for the new working arrangement agreed. Successful applicants will be provided with details of the new terms and conditions. If the application is unsuccessful employees will be notified of the reasons why and reminded that they may appeal against the decision. Employees will be given details of how to make the appeal and to whom it should be submitted.
* Employees must make their appeal in writing within 14 days of receiving notification of Glow Education Project’s decision. An appeal meeting will be arranged within 14 days if receiving the application.
* The employee may be accompanied in the meeting by a fellow work colleague. The appeal meeting is an opportunity of explaining why the employee feels Glow Education Project’s original decision to reject the application was incorrect.
* Within 14 days of the meeting Glow Education Project will provide the employee with a written outcome. If the appeal is successful Glow Education Project will confirm the new decision, together with the date for the commencement of the new arrangements, and provide the employee with the new terms and conditions. If the appeal is unsuccessful you will be given details of the reasons why. This will be the end of Glow Education Projectappeal process.

# Internet and electronic mail policy

The purpose of this policy is to ensure the proper use of Glow Education Project’s Internet and e-mail system by its employees, contractors, part-time employees, volunteers, and other individuals (hereafter referred to as “users”) who are provided with access to the system.

No young people are allowed to use Glow Education Project computers without supervision and are strictly prohibited from accessing social networking sites. All young people using Glow Education Project computers must be made aware that they are subject to the same rules and responsible usage as Employees.

Users will only be provided with such access to the Internet and e-mail system as is necessary to carry out their specified roles or business purpose with Glow Education Project, and only if they abide by all applicable rules. Users who are in violation of this policy may be removed from the e-mail system and be subject to disciplinary action.

E-mail and Internet access is a tool for business communications, and users have the responsibility to use this resource in an efficient, effective, ethical and lawful manner.

E-mail communications should follow the same standards expected in written business communications and public meetings. All messages should be constructed professionally (spelling, grammar), politely and efficiently (subject filed, attachments).

Caution should be taken to ensure that messages are addressed to the appropriate recipient. It is easy to inadvertently address e-mail messages incorrectly.

All e-mail accounts maintained on the e-mail systems are the sole property of Glow Education Project. Glow Education Projecthas the right to monitor any user’s e-mail and Internet access record for legitimate business reasons, including compliance with this policy, where there is reasonable suspicion of any activities that are in breach of this policy.

Glow Education Project may access private electronic messages or files of an employee with good cause, provided that appropriate procedures designed to ensure compliance with Company policies, are followed. Good cause shall include the need to protect system security, fulfil Company obligations, detect employee wrongdoing, comply with legal process, or protect the right of property of Glow Education Project. Appropriate procedures shall include reviews by senior Company managers to ensure that employee privacy is not infringed without good cause. Users should be aware that despite the deletion of messages, access to deleted messages is still possible.

**The following use of the e-mail and Internet systems is strictly prohibited:**

The exchange of proprietary information, trade secrets or any other privileged information including information relating to any potential or actual litigation, confidential or sensitive information.

Downloading any pornographic material or any other type of offensive material is strictly forbidden and could constitute a criminal offence.

Users must not download any shareware, freeware, trial ware, games, desktop themes or any unauthorised software onto any PC. All software must be approved and installed by a qualified IT specialist.

The creation and exchange of non-work related communications, chain letters, hoaxes and other unsolicited e-mail.

The creation and exchange of information in violation of any copyright laws or other intellectual property rights of third parties including registration to list servers without proper authorisation. Subscription to such a service can result in an overload of received messages directly impacting the performance of the e-mail system.

Messages should not be read or sent from another user’s account except under properly approved arrangements.

Users must not compromise the privacy of their password by giving it to others or exposing it to public view.

Glow Education Project’s e-mail system may not be used for illegal or wrongful purposes. This includes the distribution of material which may be, or is, prohibited under an Act of Parliament or any other law including material containing critical or defamatory statements about employees, clients, other companies, organisations or individuals.

Distribution of any material, which depreciates the performance of the e-mail system and servers, is strictly prohibited. This includes sending non-business related attachments, files, and junk mail.

Entering into any contractual obligations or pre-contractual obligations or representations, which bind Glow Education Project without prior authorisation, is also prohibited.

Staff must not access any social networking site during work hours. Also staff must ensure that they do not mention Glow Education Projector the work that they do on any networking site. Staff must be aware of the way they represent themselves and the potential for our funders/partner agencies to access their information, please refer to separate policy.

**Breaches of this policy may result in users being removed from the e-mail and Internet system and disciplinary action being taken, which may include dismissal.**

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# Subsistence policy - expenses

Glow Education Project recognises that from time to time it is necessary for employees to travel and make overnight stays in order to fulfil their duties.

Employees should not normally commit to any expenses without first obtaining the agreement of their line manager. Any unauthorised expenditure is at personal risk. However, Glow Education Project does recognise that employees should legitimately be reimbursed for expenses incurred on Glow Education Project’s behalf.

**Travel claims**

Travel should normally be by the cheapest mode possible. Rail tickets should be booked, where possible, in advance to achieve maximum discounts. On occasions it may be cheaper and less stressful to travel the evening before and take overnight accommodation.

Glow Education Project will permit the use of personal cars, and it is the employee’s responsibility to ensure that the car has relevant insurance and complies with all legal requirements to be used on public roads.

Car journeys will be paid at the appropriate mileage rate as set out by Glow Education Project.

**Accommodation expenses**

Accommodation should, wherever possible, be booked with the prior approval of your Line Manager.

**Expenses claims**

To claim expenses, details must be given on the Glow Education Project’s expense claim form, and for all items that are being claimed, relevant receipts must be attached.

All claims should be made within three months of expenditure occurring and within Glow Education Project’s financial year.

# Training policy

There are many ways in which you will receive training in order to be better equipped to perform your duties. These range from learning to drive, through a variety of skills in drama, sport, time-management, etc. through to Information and Communication Technology (ICT), i.e. use of PCs. However, Glow Education Projectacknowledges that all staff (whether paid or volunteers) must receive appropriate and sufficient ‘on the job’ training in order to conduct their responsibilities to an acceptable level. There is no general policy on these.

Glow Education Project believes that staff development and learning should be an integral part of the organisation’s strategic planning so that staff can perform their individual jobs effectively and, in doing so, ensure that the organisation achieves its objectives.

The central aim is therefore to provide an environment where continuous development can take place and where staff are supported and enabled to meet the changing demands and priorities of Glow Education Project and service users.

To achieve this aim, learning and development needs will be regularly reviewed and staff will be encouraged to play an active part in identifying their own learning needs, selecting appropriate learning methods and in assessing the outcomes and effectiveness of their learning.

Options for learning and development may include:

* on job learning / learning from others in the organisation
* internal workshops / learning for groups or teams
* self-paced learning / open learning books, videos
* off-job courses / run by Glow Education Project or other providers
* secondments and placements / visits to other organisations
* study tours / especially partnership with other lead organisations
* mentoring.

An induction programme helps new staff to familiarise themselves with the organisation, get to know others and to become more quickly at ease in a new work environment. All new staff will take part in an induction programme including an introduction to Glow Education Project staff, our mission, goals and targets, Equal Opportunities policy, working practices and procedures.

Two or three months after their initial induction, staff will receive additional coaching in the organisation of Glow Education Project, funding structures and key planning and development issues, to ensure that they are able to effectively represent the organisation to outside agencies. Coaching in immediate work processes and tasks and for inducting new staff or volunteers into the organisation will be the responsibility of the appropriate line manager or supervisor.

Induction learning for new Director, Trustee or advisory board members will be the responsibility of the Chair of Directors and include an introduction to Glow Education Project, goals and targets, organisation structure, funding, Glow Education Project Equal Opportunities Policy and the roles and responsibilities of Directors, Trustees and advisory board members.

Glow Education Project believes that this should be an ongoing process for all staff, volunteers, Directors, Trustees and advisory board members.

Individual staff learning needs will be identified with the Line Manager during regular supervision sessions and the yearly appraisal process. Collective learning needs may be identified within staff groups or teams and discussed with the appropriate Line Manager. Each line manager has the lead responsibility for the development of their staff for assessing their learning and development needs and identifying suitable learning methods. NCC will ensure that the learning needs of the Directors, Trustees and advisory board members reviewed annually. The appropriate line manager or supervisor will identify learning needs of volunteers.

The Chief Executive has responsibility for ensuring that a clear procedure is in place for recording, monitoring and evaluating learning activities. Line Managers will ensure that the procedure is followed for each learning activity.

Details of each learning activity will be received on a form that will include: a description of the learning; agreed objectives; method of learning; resources needed; evaluation of outcomes.

All staff will be encouraged to keep a record of their own learning in the form of a personal development portfolio.

Line managers will provide feedback on staff learning and development activities in all team reports to the Management Board. Managers will review progress on a regular basis at Senior Management Team meetings.

All learning requests will be considered sympathetically. However, the availability of learning resources will be dependent on factors such as budgetary constraints, work commitments and learning priorities necessary to fulfil the organisation’s objectives. In practice, there may be occasions when a learning request is postponed or refused due to other priorities.

A further budgetary consideration will be the extent to which skills acquired through learning can be applied within the organisation, within a reasonable time period.

Individual staff members may be interested in obtaining accreditation or a nationally recognised qualification. Glow Education Project will be sympathetic to requests of this sort where the learning has a demonstrable relevance to Glow Education Project objectives and in co-operation with the staff member will seek to provide appropriate support and assistance.

Where Glow Education Projectcontributes towards enabling an employee to study for a qualification to meet organisation requirements, reimbursement of costs by the employee will be required (the Senior Management Team have discretion in this regard), in the following situations: -

1. All fees (along with any salary paid whilst on the actual course) would be reimbursed to Glow Education Project if the employee left during the period of study or did not complete the study programme.
2. 50% of fees (along with any salary paid whilst on the actual course) would be reimbursed to Glow Education Project if the employee left within a period of 12 months following completion of the period of study.
3. Monies owed to Glow Education Projectwill be deducted from the employee’s salary payment or other money due to the employee.

# Redundancy policy

**Policy statement**

Glow Education Project is actively aiming to expand and develop its business.

The intention is to provide employment that is reasonably secure and undertaken in a stable work environment.

Unfortunately circumstances may arise, often brought about by new developments that may call for reduction in numbers or redeployment of staff.

All steps would be taken to avoid redundancies and wherever possible compulsory redundancy would occur in exceptional circumstances only following a full and proper period of consultation.

**Guidance**

Prior to consulting on redundancy Glow Education Project will seek to find alternative ways to reduce the size of the workforce. Glow Education Project would consider a freeze on recruitment as well as looking at re-training or redeployment of staff with their agreement. The possibility of early retirement would also be considered.

If the situation arose where the staff numbers had to be reduced or circumstances arose where new developments required redeployment of staff a period of consultation would be undertaken.

The purpose of the consultation would be to actively seek alternatives to any proposal for redundancies and to establish whether job losses or cost reductions could be achieved in alternative ways.

One alternative that would be considered would be a voluntary redundancy programme although Glow Education Project would reserve the right to make the final determination as to the acceptance of a person for voluntary redundancy.

In the event that redundancies still have to proceed, details of the proposals would be provided to staff or their representatives. These details would include the proposed selection criteria. Selection for redundancy will be based upon an assessment of relative capabilities, performance, service length, reliability, conduct, attendance record and suitability for the work that remains. Due weight will be given to each of the above criteria.

All employees would be seen on an individual basis and full details of the reason for selection would be explained.

Staff would be offered alternative work where it was available.

A formal meeting would be held with staff prior to any confirmation of redundancy and staff would be entitled to be accompanied at individual meetings by a work colleague or an accredited Trade Union representative.

Where redundancy is confirmed staff would be given full details of entitlement including notice period, redundancy entitlement and any additional discretionary sums being offered by Glow Education Project.

All staff would be given the right to appeal against the decision to make them redundant. Redundancy entitlement will be based on current statutory levels of entitlement.

Where alternative work is available staff would be offered this on a trial basis without it affecting their subsequent entitlement to redundancy entitlement where they decided they did not wish to continue with that employment. Staff at risk of redundancy will be given assistance in relation to job interview applications, interview techniques and skills.

Where a member of staff leaves during the notice period provided this is with the agreement of the Management the staff member will not lose their entitlement to redundancy pay.

This policy will be reviewed on a regular basis to ensure that it remains legally compliant and that it provides a satisfactory manner of dealing.

# Drivers policy – private cars

**Statement**

This policy sets out Glow Education Project’s statement in relation to the safe and effective driving of your own car whilst on Company business, as well as the essential requirements in relation to the use and maintenance of such vehicles.

Please note that where this policy refers to the driving that are utilising their own vehicle to carry out Company business.

* Glow Education Projectpromotes safe driving. All employees should ensure that they drive with their safety and those of other road users in mind.
* Glow Education Projectencourages environmentally friendly road usage.
* Employees are encouraged to ensure that a vehicle used for Company purposes is maintained and serviced with safety, fuel economy and general environment protection in mind.
* Employees should always think ahead, be prepared for the unexpected whilst driving. Employees should take particular care during adverse driving conditions.
* Glow Education Project encourages employees to plan for the winter.

**General**

All employees who drive their own vehicle on Company business are required to produce their full driving licence. Glow Education Projectmay require the production of the full licence at other times on giving reasonable notice.

In the event that an employee’s licence is rescinded they must cease driving forthwith.

* You should ensure that you drive in a safe manner at all times.
* You must not undertake any road manoeuvres that may place others at risk.
* You should plan your journey ahead and provide adequate journey time in order that you do not speed.
* Employees are liable for any road traffic fines including any speed camera or similar fines whilst they are driving on company business.
* All employees should ensure that they take due care and attention of other road users at all times.
* No employee may drive on company business where they are physically or mentally unfit to drive and employees should immediately notify Glow Education Project of any condition that may affect the employee’s ability to drive.
* Employees must never allow an unauthorised person to drive their vehicle on company business unless it is an emergency situation and preferably with prior Company approval.
* It is the employees responsibility to ensure that they are appropriately insured to drive their own vehicle i.e. business use cover.
* The law requires young people travelling in the front or rear of any car, van or goods vehicle must use the correct car seat until they are either 135cm in height or 12years old (whichever they reach first). After this they must wear an adult seat belt. Staff must abide by this.
* All vehicles used to transport young people must carry a fully stocked first aid kit.
* Young people should not travel in staff vehicles unless it is unavoidable or there is no other transport available. The vehicle MUST be covered by business insurance.
* Staff are responsible for informing the manager of any conviction to their licence.
* Staff must not give young people the keys to a vehicle.

**Servicing and maintenance**

* Employees should ensure that their vehicle is road worthy at all times and ensure that they undertake normal routine checks on the vehicle, in particular in relation to tyre pressure, oil levels and screen wash levels.

**Safety factors**

* Employees must check the safety of the vehicle before commencement on any journey.
* Employees must not drive whilst they may be, in any way, under the influence of alcohol or similar nor whilst they may be subject to effects from the taking of any drug or other similar substance.
* Employees who are required to take any form of medication must notify Glow Education Projectof this fact in writing and they should desist from driving until they receive written confirmation that they may continue driving.
* Employees should not drive whilst over tired. In the event that you feel tired or drowsy you should stop at the earliest safe opportunity and take a break until you feel able to proceed. If the stop means that you will be delayed in making an appointment you should contact the person and Glow Education Project explaining the reason for the delay.
* Always plan your journey in advance and allow time for breaks and unexpected delays.
* Always drive safely within the restrictions of the particular road conditions.
* Employees should take special care during adverse weather conditions.
* Do not be distracted whilst driving, do not eat or drink whilst driving as this may place you at enhanced risk of an accident. It is better for your health and safety to take a break.
* Whilst on journeys, employees should take care of their personal safety and not park the vehicle in areas where safety might be endangered. When lone driving employees should consider their security by internal locking of the vehicle whilst in motion or driving in areas where safety may be compromised provided this does not endanger the employee’s general safety.
* Employees’ vision changes over time. Poor vision can be a major factor in driving ability. With this in mind Glow Education Project provides access for regular check-ups to ensure that the employee’s eyesight is regularly checked. All vehicle drivers are required to attend for such checks on a regular basis.

**Mobile telephones in vehicles**

* Employees who do not have hands free set for their mobile telephones should switch their telephones off and should not make or receive any calls whilst they are driving or deemed to be in control of the vehicle for the purposes of the law.
* Where employees have hands free telephones they should avoid making any telephone calls unless absolutely necessary. They should also not take any calls where the conditions would place them or other road users at any risk.
* If a call is received and the driving conditions are potentially difficult or hazardous the call should be terminated politely with an undertaking to return the call when you have been able to park safely.
* Wherever possible avoid being distracted by the use of such items whilst driving, concentrate on the driving and ensure a safe journey.

**Use of electronic equipment**

* Employees should not play electronic radios, CDs, MP3 players at a volume that could endanger their health or their road concentration.
* Employees should consider not having any distractions of this nature in the vehicle when they are driving in more difficult or hazardous conditions.
* The use of satellite navigational aids in vehicles should be done in a safe way and they should not distract an employee from essential safety factors.

All employees have a responsibility for ensuring that they drive within road traffic laws and in a safe and sensible manor. This policy is subject to review to ensure that it remains compliant with current legislation.

# Retirement policy

Policy statement

Glow Education Project is committed to ensuring that staff will not be subject to any form of discrimination, including discrimination on the grounds of age during their working life, whilst recognising that there comes a time in most people’s lives when they look forward to and prepare for retirement.

Glow Education Project is committed to offer staff a smooth transition from working life to retirement.

The purpose of this policy is to lay down the guidelines and principles that will govern Glow Education Project’s approach.

The purpose is to promote both fairness and flexibility to enable staff to plan their retirements.

In accordance with Government legislation Glow Education Project has established a contractual age for retirement of 65 for all staff (Glow Education Project’s normal retirement age). This would mean that the planned retirement date for all staff is their 65th birthday unless alternative arrangements are agreed.

Glow Education Project will consider applications to work beyond that age in accordance with the procedure laid down in this policy and in accordance with the Employment Equality (Age) Regulations 2006 as amended.

In order to facilitate flexibility in the workplace Glow Education Project will consider applications from staff for early retirement or flexibility in working patterns as staff approach retirement.

**Scope**

This policy will apply to all staff employed by Glow Education Project.

This policy will not affect any Company pension scheme in which an employee may be a participant.

**Procedure**

All staff who are considering retirement should arrange to speak to their manager at the earliest opportunity. The manager will hold a “Pre-Retirement Interview” where there will be an opportunity to discuss any issues including financial ones that may be relevant.

Where there is no mutual agreement to retire early Glow Education Project will arrange to interview all staff who are approaching the age at which retirement may occur.

This interview will take place no more than 12 months nor less than six months before the individual’s 65th birthday.

Before this interview all staff will receive, no earlier than 12 months and no later than six months, prior to the employee’s retirement date a written notification that will advise them of their retirement date. At the same time they will be notified of their right to request a deferment of that retirement by notifying Glow Education Project in writing of their wish to do so.

At this initial meeting staff may be accompanied by a work colleague or an accredited Trade Union representative employed by Glow Education Project.

Any such request to work beyond the planned retirement date must be made in writing no earlier than 12 months nor less than three months before the retirement date. Staff should be aware that a failure to apply within this time frame means that staff would lose their legal right to request to work beyond Glow Education Project’s normal retirement age.

If an application is made Glow Education Project will arrange a meeting with the individual to discuss and consider the application. There is a right to be accompanied at this meeting by a work colleague or accredited Trade Union representative employed by Glow Education Project**.** A decision will be given by Glow Education Project in writing no more than two weeks after the date of meeting.

If the individual is dissatisfied with the decision an appeal may be made within two weeks of receiving the decision. Where an appeal is lodged an appeal meeting will be held with the individual who will again be entitled to be accompanied. Glow Education Projectwill consider the appeal and reply in writing with its decision within two weeks of the meeting.

Following this procedure Glow Education Project will then confirm the date of retirement; if it is the original planned date this will take effect on the individual’s 65th birthday.

**Phased or flexible retirement discussions prior to the planned retirement date**

Glow Education Project has a philosophy of encouraging staff to actively prepare for their retirement.

For this purpose staff may approach their manager to arrange a preliminary discussion on options that Glow Education Projectmay consider in relation to the individual’s wishes in relation to their retirement.

Items that may be discussed include:-

* 1. Attendance on pre-retirement information courses.
  2. Alternative employment options.
  3. Phased retirement or part time working.

Staff may have the option of being accompanied at these meetings by a work colleague or accredited Trade Union official employed by Glow Education Project.

**Working beyond the planned retirement date**

Where it is agreed that an individual may work beyond their planned retirement date the new arrangements will be notified in writing. The individual staff member will also be notified of the new planned date of retirement.

Glow Education Project will go through the same process of pre retirement interview and meetings in connection with the new planned retirement date. The individual will have the same rights to request a further extension and Glow Education Projectwill be under the same duty to consider with the same procedure as detailed in the relevant paragraphs of the Procedure section of this policy.