

Evidence Portfolio

CIPD Level 5

Andrea Croot

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1. Introduction

CIPD Diploma in Applied Human Resources

The CIPD Level 5 Diploma in Applied HR, is a Higher Apprenticeship qualification in HR Management and is the equivalent to the second year of a university degree.

The diploma is a 90 credit, qualification requiring a Total Qualification Time of 900 hours. This is the estimated time that a candidate will take to complete the full qualification from start to finish, this includes guided learning hours, self-study, preparation and assessment.

The course is a higher apprenticeship with on the job and off the job learning. Which enhances the skills of the employee and adds value to the function of HR with their organisation whilst going through the study to gain the qualification.

During the study period students are assessed in many different ways.

Assessment methods:

- Assignments
- Projects
- Case Studies
- Reports
- Integrated work activities
- Time constrained tests
- Group and individual
- Examinations
- Presentations
- Competency-based assessment

On completion of the course the student will receive a certificate to confirm they have completed the CIPD Level 5 qualification. They will automatically then become a CIPD Associate member and this will mean they will then be able to use the designation Assoc CIPD behind their name.

The CIPD professional membership is globally recognised by employers.

2. Student Code of Conduct

Attached is a copy of the Student Code of Conduct which covers the behaviours required from all students who have decided to undertake studying at the University of Wales Trinity Saint David. These apply to staff and to students.

https://moodle.uwtsd.ac.uk/pluginfile.php/197838/mod_resource/content/1/Student%20Code%20of%20Conduct.pdf

2.1 Student Handbook

https://moodle.uwtsd.ac.uk/pluginfile.php/307060/mod_resource/content/1/PV8%20CIPD%20Diploma%20in%20HR%20Programme%20Handbook%202019-20.pdf

3. Student Support Facilities

During the period of learning at the campus at College Sir Gar, there are facilities which are available to all students to offer extra support.

Student Services - UWTSd have been ranked 1st out of 45 institutions for their counselling services and 2nd out of 45 for their student services.

They also offer the following:

- Mental Health advisory services
- Pass (peer assisted study sessions)
- Study skills support
- Student wellbeing
- Financial support
- Careers service
- Contact us

These are just some of the additional support available to help students during their study time.

3.1 Library Facilities

The library and learning resources service aim to support all members at the college by providing information services to students via a 24/7 online library.

Students are able to visit any of the libraries with their student cards to access books and facilities if not at campus.

The accessibility to contact a member of staff at the library is either in person at the help desk, e-mail, phone, T

Twitter or Facebook which ensures a full range of different contact methods are available to students.

There are options for online line books, as well as journals & articles.

Students are also able to book study rooms and computers for use.

The library is open 7 days a week during Term times Monday to Friday 8.30 to 9pm and Saturday and Sunday 12pm to 5pm. There are also self- service times when there is no member of staff available. These times are as follows:

Monday to Friday 8.30 to 9am

Monday to Thursday 5pm to 9pm

Friday 4.30 to 9pm

All day Saturday and Sunday

3.2 IT Services

Students also have full accessibility to IT Support Services whilst completing their chosen course or diploma.

The information Technology and Systems team are responsible for the management of a range of computer resources that are made available to students when completing their chosen course.

IT provides, a service for staff and students via the IT Service Desk 24 hrs, 7 days week for 365 days of the year.

They set up student accounts as well as staff access. They send out information to all new students with details of new e-mail accounts, access to Wi-Fi connection at campus. Also responsible for the following, updating online guides and training, updates on the IT Service Status regarding service issues and maintenance, IT exclusives to students on hardware and software offers, IT new on improvements, updates on IT&S policies and procedures as well as laptop loans. The department is also responsible for ensuring the camps printers and scanners and computer rooms are maintained and functional. Contact details for them 01267 676767 or e-mail admissions@uwtsd.ac.uk

4. Induction Questionnaire

Induction Questionnaire

Diploma in Applied Human Resources

September 2018

	Question	Answer
1.	When, where and at what time will the course will be delivered?	3 rd Wednesday each month @ 9.30 am
2.	How many modules form part of the programme	16
3.	When are the workshops this term?	25/9, 23/10, 20/11, 4/12
4.	What is Moodle?	Method of communication and information
5.	What is Eduroam?	Wi-Fi on campus
6.	What is Turnitin?	Tool used to check plagiarism
7.	Do you know when you are required to hand in work?	Yes
8.	What are the core texts for this programme?	Studying Human Resource Management/Human Resource Management People and Organisations
9.	Do you know how to access the library catalogue?	Yes
10.	Do you know who to go to if you have a question/concern about the course?	Yes
11.	What is the name of the Training Adviser?	Alison Williams
12.	What is the name of the Course Lecturer?	Julie Thomas
13.	Will you be expected to complete work outside lessons?	Yes

14.	Do you need to be a member of the CIPD?	Yes
15.	What support is available for study skills?	Student Support Services
16.	Do you know where the fire-exits and first aid points are for the building?	Yes
17.	How many credits is the programme?	90 credits
18.	What is the length of the programme?	2 Years
19.	Have you been given access to the student handbook and time- table?	Yes
20.	What academic level is this qualification	Level 5

Name: Andrea Croot

Signature: Andrea Croot

CIPD Membership Number (to be added when available): 55478573

Signature of Lecturer: Julie Thomas

Date: 25/09/19

5. Learning Styles

I have recently completed some questionnaires around my learning style, managing differences and communication style as well as the Belbin team type questionnaire.

Here are the results:

Learning style questionnaire – **Reflector 16**, Theorist 13, Pragmatist 12 & Activist 11.

Managing Differences - **compromising 11**, cooperating 6, competing & accommodating 5 and avoiding 3.

Communication style – **Assertive 19**, Aggressive 10, Passive 8 & Passive Aggressive 6.

Belbin team type Questionnaire – my primary team role **Implementer**, my secondary team role was both the same score on monitor evaluator and shaper.

6. Activity 5 – Self-assessment CIPD Map, 3 Development areas & PDP



Activity 5 - Self
Development.docx



CIPD PDP -
Andrea.docx

Activity 5:

CIPD HR Professional Map



I have completed the self-assessment and decided to do it on all areas to identify my overall strengths and the areas of development.

The two professional areas which I have selected to focus on is Leading HR as the core area and Organisation design. The two behaviours which I will be focusing on as part of my development are driven to deliver and curious.

The reason why I have selected these areas is as you can see from my out puts from my assessment these are not showing as strong as other elements.

I have highlighted my 3 development areas below which I will be working on to build my skills and knowledge over the next 12 months through my PDP with my manager.

Leading HR – Core Area

What are my strengths and gaps for my current level?

My strengths

- Confidently advising employees and managers on HR and people-related issues
- Proactively seeking and acting on feedback to develop as an HR professional
- Assessing the capability of the HR team to deliver professional HR practice, in line with the organisation's needs
- Building high performing teams using good people practices
- Approaches to engaging and motivating individuals from different backgrounds

Where I am competent

- Demonstrating a commercial mindset in own approach to HR
- Developing objectives, milestones and metrics (eg, service level agreements, Key Performance Indicators) for HR plans
- Ensuring that HR delivery plans are fully integrated into the HR strategy
- Ways to assess the capability of a team against the organisation's requirements
- Approaches to managing and evaluating team performance

My Gaps

- Supporting the development and monitoring of HR budgets
- Interpreting budgets and other financial and non-financial data to draw conclusions

Development

- Make sure you are an active part of the budget development process for projects you're involved in. Spend time with the finance team to build a good relationship with them and demonstrate your commercial thinking through fully demonstrating a return on investment for all your projects.
- Identify metrics on your current business scorecard against which HR can be measured. Develop appropriate people metrics which can be used to assess the impact of your people strategy on the organisation's performance and finances.

- Towards the end of each financial year, ask to be involved with the development of next year's HR budget. Share your insights into the people priorities that your team needs to focus on for the next 12 months and have ready some costed plans to support those budgets. Take responsibility for one or more budgetary areas for the for the HR team.
- Take the lead on overseeing people planning for your department to ensure they are not only integrated into the overall people strategy, but that they are integrated with each other.
- Take opportunities to coach members of the HR function outside of your direct team. Seek out relevant managers from within your organisation who could mentor and coach HR team members to provide a broader perspective.
- Share your approach to managing and evaluating team performance with your peers across the organisation. Can you develop a consistent approach across HR which demonstrates the impact of HR on the business?
- Spend time with the finance team to understand how to read and use budget sheets, P&L sheets and other financial information which is regularly shared in the organisation (don't limit yourself to HR financial data - consider data around the organisation's performance as well).

Organisational Design – Professional Area

What are my strengths and gaps for my current level?

My strengths

- Ensuring managers understand the investment they will need to make for change to happen.
- Planning and managing changes to organisational structure

Where I am competent

- Working with managers to define the case for change and assess its impact
- Supporting managers to design their teams to give the best team performance

My Gaps

- Analysing key processes, structures and systems in the organisation
- Benchmarking own organisation against external data
- Identifying lessons learned from organisation design changes
- Organisational culture as a potential blocker to changes to organisation design.

Development

- Undertake a SWOT analysis of the organisation's processes, structures and systems. Consider what you can learn from this and how you might implement the learning in your role.
- Share with your HR colleagues any 'business cases for change' that you've written with managers, and the impact assessments of any proposed changes. Get feedback on your approach and consider any learning you can apply for future changes.
- Identify sources of great benchmarking data that will allow you to compare your organisation with other similar businesses, particularly in areas such as organisation design and architecture, job evaluation and change management.
- Evaluate and measure the impact on performance of organisation design changes in teams you've worked with. Has the change in structure had a positive impact on performance?
- Undertake a SWOT analysis of a recent organisation restructure. Share the findings with your team and implement any learning that will benefit the organisation.
- Consider the key milestones you need to meet in your organisation design change programmes. What barriers or obstacles might you face, and how you can mitigate the risk of them impacting on your outcome or ability to deliver?

Behaviour – Driven to Deliver

What are my strengths and gaps for my current level?

My strengths

- Maintaining enthusiasm and commitment in the face of difficulties

Where I am competent

- Leading teams to deliver HR programmes by prioritising, identifying clear milestones and establishing clear measures

My Gaps

- Driving the delivery of multiple project plans in the short to medium term
Tracking progress of projects and resolving issues promptly so they are delivered to time

Development

- Ensure you have clear measures for all your objectives for your team's projects. These measures should include both people and business metrics.
- Find opportunities to get involved with large organisation-wide programmes as well as local or team-based projects.
- Speak to an experienced Project Manager either within your team or within the wider organisation. Find out the techniques they use to keep track of the projects and their approach to resolving unpredicted obstacles. How do they mitigate risks ahead of starting the project?

Behaviour -Curious

What are my strengths and gaps for my current level?

My strengths

- Bringing insights into the organisation to improve the advice and solutions offered by the team

Where I am competent

- Considering issues and opportunities from different angles – such as experience, intuition, knowledge of the organisation
- Challenging self and others to work outside their comfort zones

My Gaps

Seeking and creating opportunities to test out new ideas and innovations

Development

- Broaden your regular sources of feedback and ideas. Include colleagues who may be on the periphery and also those who you believe may take the opposite point of view.
- Attend external HR networking events and workshops including those organised by your local CIPD Branch as well as employment law updates and learning seminars. Prioritise those run for your industry / sector and / or your HR specialism or area of interest. Use the insights gained to improve HR advice and solutions in your own organisation.
- Offer to share your HR knowledge and skills by setting up bite-size 'know-how' or learning sessions on a particular subject.

Development plan

NAME:	Andrea Croot	MEMBERSHIP NUMBER:	55478573
COVERING THE PERIOD FROM:	January 2020	TO:	May 2021

Planned outcome

Where do I want to be by the end of this period? What do I want to be doing? (This may be evolutionary or "more of the same".)

What do I want/need to learn	What will I do to achieve this?	What resources or support will I need?	What will my success criteria be?	Target dates for review and completion
A better understanding of the financial costs of the business and how this shapes / drives decision making within HR around recruitment, absence and training and retention)	Spend time with finance team to understand how to read and use budget sheets, P+L sheets and other financial information which is regularly shared throughout the organisation.	Arrange time with finance team to meet monthly to review reports.	To gain more understanding and awareness. Which will allow me time to utilise the information and forward plan - example recruitment, sickness.	January 2021
To become a specialist in the use of a new HR and operational IT system which records employee information regarding absence and disciplinarys and pay.	Develop a plan to ensure full understanding of the working of the system along with tailoring and implementing a strategy for deliver to managers.	Onboarding training to have the opportunity to ask questions around the system and how it operates.	Full understanding of how to operate and deliver understanding of the system to managers and the business.	March 2020
To improve my curiosity into different HR methods and practices.	Attend different seminars and network with others to build my connections.	Use Eventbrite to schedule in up and coming events to attend.	Being open to trying new ideas. Look beyond the four's walls of my organisation.	May 2021

7. Portfolio Tracker

Document is to be used to track evidence collated for portfolio see attachment.



Evidence Matrix.docx

8. Activity 3 – Work-based Evidence



Activity 3 –
Work-base Evidence.c

(CEM1)

CEM1_CIPD Candidate evidence matrix V1.0



Candidate declaration:					
• I confirm that the work/evidence presented for assessment is my own unaided work. • I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action. • I agree to this work being subjected to scrutiny by textual analysis software if required. • I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998. • I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records. • I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.					
Signature:			Date:		

Notes on candidate evidence matrices

Candidates should be encouraged to develop a matrix indicating how their evidence relates to each unit/module and learning outcomes/assessment criteria. This helps advisors and assessors to support candidates to draw links between units and encourage cross-referencing and the possible multi-use of evidence.

Evidence matrices can be developed using the unit/module and learning outcomes/assessment criteria, giving candidates an opportunity to link their evidence to each outcome.

Another approach is to have a more generic form where candidates list evidence and tick relevant boxes to show coverage.

Whatever approach is employed candidates should be encouraged to complete these forms themselves and not expect assessors to do this for them.

Activity 3

Work based evidence which reflects my ability to demonstrate the following.

- Plan, Implement, monitor and evaluate work projects
- Apply basic techniques for analyzing and resolving problems
- Apply methods of influencing, persuading and negotiation with others

1. [..\Copy of Interview Spreadsheet v3 \(version 2\).xlsx](#)

Recruitment and interview tracker which demonstrates monitoring, implementing and planning

2. [Training Matrix Home Managers.pdf](#)

This is the training tracker used to plan training and deliver training, also monitors attendance of courses per home.

3. [Staff Survey.pdf](#)

Staff Surveys which have been issued to all members of staff across the business to enable me to analyse the data to place together action plan for each home.

4. [Home Survey Output tracker.pdf](#)

Results of staff surveys tracked per home to analyse the outputs to identify trends to review actions for action plan, each home will have different outcomes.

5. [October staff feedback SUMMARY MASTER.xlsx](#)

Data analysis tracker from surveys

6. [Investigation Meeting.pdf](#)

7. [Investigation Meeting 2.pdf](#)

Above are minutes from two investigation meetings which I have held to demonstrate applied methods of influencing, persuading and negotiation with others.

8. [Sickness Absence Training presentation - Managers.pdf](#)

Training presentation which I have placed together to deliver improvements in Absence Management after completing project on inconsistencies around Managers approach to drive improvements with decision making.

9. [sickness-absence-policy-version-1-december-2017-final.pdf](#)

Delivered new policy to support and implement improvements around managing absence process.

10. [managers-guide-to-sickness-absence-version.pdf](#)

Also implemented new managers guidelines to support and influence how they approach managing absence.

11. [Absence Reporting and Return to Works - \(For Managers Absences\).msg](#)

E-mail sent to all home managers to work with them to better support their wellbeing when return back to work after their own absences.

12. [staff hand book.docx](#)

Staff Handbook to demonstrate understanding of the current organisation and code of conduct

13. [Induction Form - Andrea Croot.docx](#)

Completed induction form for current employment demonstrating understanding of organisations expectations.

[illegible]

[illegible]



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Staff Feedback Questionnaire October 2019

We are always looking at ways to improve the service we offer to our young people and to our staff and without your help we cannot bring about the changes needed to improve. Please provide your honest feedback by completing the questions below – we only ask that you tell us which home you work in. An envelope is provided for you to return your form anonymously. Alternatively, if you wish to discuss your answers with us confidentially please provide your name and a contact number on the last page and we will contact you. Can you please submit your answers by Friday 18th October 2019.

Kind regards, Sarah Jacobs, Quality Assurance Director/Acting RI

	A Strongly Agree/ Always	B Mainly Agree/ Most of the time	C Partly Agree/ Sometimes	D Disagree/ Hardly Ever
A. Care of young people				
1. I am confident that my home does all it can to protect young people from abuse/harm	☒			
2. I know who to report any concerns I might have about the care of our young people	☒			
3. I am confident that we provide our young people with kind, compassionate care	☒			
4. I am confident that we enable our young people to keep their sense of individuality and self-respect	☒			
5. I am confident that the service we provide meets each user's needs, as required by their placement plan	☒			
6. I am confident that we provide a good standard of person-centred care	☒			

	A Strongly Agree/ Always	B Mainly Agree/ Most of the time	C Partly Agree/ Sometimes	D Disagree/ Hardly Ever
7. I think that our home provides a good standard of safe care	✓			
8. Our care home fully assesses the risks to its users' safety and well-being and keeps them to a minimum	✓			
9. I think that as a result of our work, we make a positive difference to the health and well-being of our young people	✓			
B. Organisation and management				
10. My care home has enough staff to meet each user's needs, as required by their care plan		✓		
11. My care home provides all the materials and equipment I need to do my work properly and safely			✓	
12. I have no difficulty in reporting any mistakes, incidents or near misses to my management	✓	✓		
13. I know that if I report any mistakes or any complaints are made about my work, I will be fairly treated		✓		
14. From my perspective the home seems committed to equal opportunities, diversity, social inclusion and anti-discrimination	✓	✓		
15. Staff in this home seem to have well-balanced workloads		✓	✓	
16. I am kept well informed of changes being made to the service we provide		✓		

	A Strongly Agree/ Always	B Mainly Agree/ Most of the time	C Partly Agree/ Sometimes	D Disagree/ Hardly Ever
17. I think there is good communication within the home		✓		
18. I feel involved in the running and development of the home		✓		
19. The home works well in partnership with other providers e.g. Social Workers, External agencies etc.		✓		
20. The service takes all our concerns and complaints seriously and handles them constructively		✓		
21. The Home management value what we do for our young people		✓		
22. Staff facilities are adequate for our needs		✓		
C. Personal views				
23. The work I carry out is consistent with my job description		✓		
24. I carry out tasks that are suitable for my experience and training		✓		
25. I enjoy what I do for our young people		✓		
26. I know to whom I can turn for support and guidance when I need it		✓		
27. I value the support and guidance that the management offers		✓		

	A Strongly Agree/ Always	B Mainly Agree/ Most of the time	C Partly Agree/ Sometimes	D Disagree/ Hardly Ever
28. I get adequate recognition for the work that I do		✓		
29. I am satisfied with the support I get from my work colleagues		✓		
30. I am satisfied with the working patterns that have been developed by the home		✓		
31. I know to whom to turn for support when stressed		✓		
32. My colleagues and I work well as a team	✓			
33. The risks to my personal health and safety are properly assessed and controlled		✓		
34. I am content with my terms and conditions of employment, including pay structure			✓	
D. Development and learning				
35. The induction training is suitable for the work that we are expected to do	✓			
36. My further training has been relevant to the work that I have been asked to do	✓			
37. My home provides or enables me to receive the training I need to provide good standards of care	✓			
38. I have found my supervisions helpful in assessing my performance and development needs	✓			

	A Strongly Agree/ Always	B Mainly Agree/ Most of the time	C Partly Agree/ Sometimes	D Disagree/ Hardly Ever
39. I am confident that my home will provide me with the opportunities I need for my development and learning	✓			
40. I am confident that the management will support me to obtain further qualifications	✓			
Recommendations				
a) The three things that I like most about the home are:	1. Staff			
	2. the shift patterns			
	3. the Young People.			
	1. The decor			
b) The three things that I like least about the home are:	2. The Kitchen			
	3.			
	1. Having the right kitchen equipment			
c) The three things that I think would improve the home most are:	2. New decor			
	3.			

d) My three most important development and training needs are:	1. <i>Becoming a Senior</i>									
	2.									
	3.									
	Using the scale of 1 (would never recommend) to 10 (would highly recommend), How likely are you to recommend Horizons Educare Ltd as a good company to work for?	1	2	3	4	5	6	7	8	9

Name of Home: Woodlands (Required)

Name: _____ (Optional see page 1)

Telephone Number: _____ (Optional See page 1)

Thank you for providing us with your feedback



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Woodlands Lodge Staff Survey Action Plan.

A. Care of young people					Action	How
1. I am confident that my home does all it can to protect young people from abuse/harm	6	2	0		Continue to ensure all Staff are up to date with Young people's Placement Plans and Risk Assessments etc.	Inform all Staff of any changes to Young People's Placement Paperwork.
2. I know who to report any concerns I might have about the care of our young people	7	0	1		Continue to remind Staff of reporting procedures in Team Meetings and Individual Supervisions.	Remind Staff of the Reporting Procedures.
3. I am confident that we provide our young people with kind, compassionate care	6	1	1		Ensure Staff have completed shadowing and relevant training.	Continue to support Staff and arrange any training necessary.
4. I am confident that we enable our young people to keep their sense of dignity and self-respect	8	0	0		Continue to support staff in their roles.	Mentoring sessions, supervisions.
5. I am confident that the service we provide meets each user's needs, as required by their care plan	3	2	3		Continue to ensure all Staff are up to date with Young people's Placement Plans and Risk Assessments etc.	Inform all Staff of any changes to Young People's Placement Paperwork. Continue to support Staff and arrange any training necessary.

6. I am confident that we provide a good standard of person-centred care	5	3	0	Continue to support staff and inform staff of any changes to Young People's Placement Paperwork.	Arrange any training required for newer members of staff.
7. I think that our home provides a good standard of safe care	5	3	0	Continue to support staff and inform staff of any changes to Young People's Placement Paperwork	Ensure that Key Working sessions are taking place, Risk Assessments are up to date and relevant Staff Training.
8. Our home fully assesses the risks to its users' safety and well-being and keeps them to a minimum	4	4	0	Young People are Placement matched.	Risk Assessments are up to date, Impact assessments are up to date.
9. I think that as a result of our work, we make a positive difference to the health and well-being of our young people	8	0	0	Continue to support staff to ensure they carry on their professional support for the Young People residing at Woodlands Lodge	Individual staff supervisions, Team Meetings and arrange any relevant training.

B. Organisation and management					Action	How
10. My home has sufficient staff to meet each user's needs, as required by their care plan	1	1	2	4	Currently 1 under staffed, an improvement from when the survey was conducted due to recruitment.	Continue to liaise with H.R in regard to recruitment.
11. My home provides all the materials and equipment I need to do my work properly and safely	1	1	4	2	Ask in Team Meeting and Individual Supervisions what Staff feel that are missing from Woodlands.	Once a list is compiled speak with R.I, O.M and H.R Manager.
12. I have no difficulty in reporting any mistakes, incidents or near misses to my management	5	3	0	0	Continue to support all Staff in their roles.	Remind Staff in Team Meetings and Individual Supervisions about recording and reporting and to whom.

13. I know that if I report any mistakes or any complaints are made about my work, I will be fairly treated	4	2	2	0	Continue to reassure Staff and treat Staff professionally.	Remind Staff in Team Meetings and Individual Supervisions about recording and reporting and to whom.
14. From my perspective the home seems committed to equal opportunities, diversity, social inclusion and anti-discrimination	7	1	0	0	Continue to support Staff and ensure that they are up to date with company policies and procedures.	Remind Staff in Team Meetings and Individual Supervisions to keep up to date with Policies and Procedures and Reporting/Complaint Procedures.
15. Staff in this home seem to have well-balanced workloads	1	5	2	0	Ensure adequate staffing is available each shift.	Rotate Staff with Young People, continue to speak with H.R regarding recruitment.
16. I am kept well informed of changes being made to the service we provide	2	2	3	1	Inform Staff of any changes being made.	Inform Staff of any changes being made, arrange Team Meetings.
17. I think there is good communication within the home	1	6	1	0	Continue to inform Staff of any changes within the Home.	Email, Communication Book, Diary, Team Meetings to inform Staff of any changes, day to day appointments etc.
18. I feel involved in the running and development of the home	4	4	0	0	Continue to ask Staff for input and suggestions.	Ask staff for ideas and input during Team Meetings and Individual Supervisions.
19. The home works well in partnership with other providers e.g. GP's etc.	3	4	1	0	Ensure Staff are aware of any appointments with outside agencies that the Young People may have.	Ensure all dates for appointments are recorded in the relevant places, including the Home diary.
20. The service takes all of our concerns and complaints seriously and handles them constructively	2	2	3	1	Continue to support staff and be available to listen.	Regular Team Meetings and Individual Supervisions, also remind Staff around support networks.
21. The Home management value what we do for our young people	4	3	1	0	Continue to support staff and recognise their achievements with the Young People.	Regular Team Meetings, Individual Supervisions and continue with the Employee of the Month.

22. Staff facilities are adequate for our needs	1	2	2	3	Speak with Staff to ascertain what they feel is missing.	Team Meeting, Individual Supervisions and once a list of issues/requests has been compiled speak with Head Office.
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C. Personal views					Action	How
23. The work I carry out is consistent with my job description	4	2	2	0	Continue to support Staff.	Regular Team Meetings, Individual Supervisions and arrange any relevant training.
24. I carry out tasks that are suitable for my experience and training	4	3	1	0	Continue to support Staff.	Regular Team Meetings, Individual Supervisions and arrange any relevant training.
25. I enjoy what I do for our young people	5	3	0	0	Continue to support staff and ensure they are up to date on all Young Peoples documentation.	Regular Team Meetings, Individual Supervisions and arrange any relevant training.
26. I know to whom I can turn for support and guidance when I need it	3	5	0	0	Continue to support Staff.	Regular Individual Supervisions and making time for staff when they need to talk.
27. I value the support and guidance that the management offers	4	4	0	0	Continue to support Staff.	Regular Individual Supervisions and making time for staff when they need to talk.

28. I get adequate recognition for the work that I do	3	1	4	0	Continue to support Staff.	Regular Team Meetings, Individual Supervisions and continue with the Employee of the Month.
29. I am satisfied with the support I get from my work colleagues	4	3	1	0	Continue to support Staff and address any concerns raised.	Regular Team Meetings.
30. I am satisfied with the working patterns that have been developed by the home	1	4	3	0	Inform Staff of new rolling rota.	Discuss new rolling rota in next Team Meeting.
31. I know to whom to turn for support when stressed	3	2	2	1	Continue to support staff and making time to talk.	Regular Supervisions and being approachable.
32. My colleagues and I work well as a team	4	4	0	0	Continue to support staff.	Regular Team Meetings, Employee of the Month.
33. The risks to my personal health and safety are properly assessed and controlled	2	4	2	0	Address any concerns raised by staff and ensure Risk Assessments are up to date.	Individual Risk Assessments, Individual Supervisions and Team Meetings to discuss any concerns.
34. I am content with my terms and conditions of employment, including pay structure	2	3	3	0	Discuss in Individual Supervisions any concerns that need addressing.	Inform H.R of any issues raised.

D. Development and learning					Action	How
35. The induction training is suitable for the work that we are expected to do	4	1	2	1	Liaise with Head Office in regard to any future induction courses. Ensure new staff complete Inductions and shadowing.	Ensure that experienced Staff are available to support newer members of staff to complete shadowing shifts.
36. My further training has been relevant to the work that I have been asked to do	5	3	0	0	Inform all Staff of any up and coming Training.	Inform Staff of any available Training. Ensure Newer

							Members of Staff are enrolled on the on-line training.
37. My home provides or enables me to receive the training I need to provide good standards of care	5	2	1	0	Inform all Staff of any up and coming Training.	Inform Staff of any available Training. Ensure Newer Members of Staff are enrolled on the on-line training.	
38. I have found my supervisions helpful in assessing my performance and development needs	4	2	2	0	Continue to support staff and raise any concerns, also inform of any training available.	Individual Supervisions.	
39. I am confident that my home will provide me with the opportunities I need for my development and learning	5	2	1	0	Continue to support staff and raise any concerns, also inform of any training available.	Individual Supervisions and Team Meetings.	
40. I am confident that the management will support me to obtain further qualifications	7	1	0	0	Continue to support staff and, also inform of any training available.	Individual Supervisions and Team Meetings.	

Summary and recommendations		Action	How
a) The three things that I like most about our home are:	1. Homely x3, Location,		
	2. The Staff x7, experience and talents		
	3. Young People x2, Shift patterns & hours		
b) The three things that I like least about our home are:	1. Décor, to close to neighbours, not enough staff, failing the YP by not preparing them for later in life. Feel unsafe when on shift.	• Speak with Head Office regarding budget for décor. • Neighbours - N/A • Recruitment.	• Once budget agreed speak with maintenance team regarding décor. • Unable to move.

		• Promote independence. • Ensure Staff competencies.	• Continue to speak with H.R regarding recruitment. • Speak with Staff regarding feeling unsafe, arrange relevant training.
	2. Garden shed x2, state of cars, kitchen, constant changing of team and paperwork managers and seniors.	• Garden shed has been reported. • Ensure Staff and Young People treat the cars with respect. • Kitchen has been reported. • Ensure stable staff team. • Paperwork changing to electronic. • Manager in place. • Ensure stable staff Team.	• Awaiting decision on Garden Shed. • Continue to complete all daily maintenance checks on the cars and all defects reported. • Awaiting decision on kitchen. • Recruit, liaise with H.R. • Confirm when electronic paperwork comes into affect. • Manager in place. • Continue to recruit.
	Inconsistency, rota keeps changing, lack of support when manager's not on shift, electric pylon outside of home.	• Ensure consistent approach. • New Rota in place. • Manager available for advice. • Pylon - N/A	• Team Meeting to discuss inconsistencies. • Staff have been informed of the New Rolling Rota. • Manager is available for telephone advice when he is not on shift. • Pylon - Unable to move.
c) The three things that I think would improve the home most are:	1. Bird feeders to encourage wildlife, matching kitchen units and equipment, Garden shed, changes to make paperwork better, having float in house for YP's needs. Rolling rota	• Arrange for bird feeders. • Kitchen has been reported. • Garden shed has been reported. • New electronic paperwork coming into effect. • Deputy Manager more time on the floor. • Rolling Rota coming into affect.	• Ask the Young People to make bird feeders with staff. • Kitchen - awaiting decision. • Garden shed - awaiting decision. • Confirm when electronic paperwork being introduced. • Deputy Manager is rotated for shifts on the floor to support. • Rolling Rota in place from February 2020

d) My three most important development and training needs are:	2. New décor, more staff and one to one with manager, have netflix, maintenance, office moved to front of the house	• Speak with Head Office regarding budget for décor. • Recruitment. • Manager available for mentoring. • Speak with Finance regarding Netflix. • Continue to report any defects. • Office move.	• Once budget agreed speak with maintenance team regarding décor. • Continue to liaise with H.R regarding recruitment. • The Manager does make himself available for 1-1 with the staff team, individual supervisions. • Confirm with Finance the possibility of purchasing Netflix. • New Maintenance paperwork in place. • Office has moved.
	3. Keep staff, parking, everything to stay in the same place, have access to laptops.	• New incentives. • Parking • I.T has been requested	• Remind Staff about incentives and Perkbox. • Parking - unable to change due to location. • I.T equipment chased up. .
	1. Becoming Senior, Qualify NVQ level 3 x 2, having time to complete training, time, direct work, manager to continue to support me whilst in university. 2. To be given time to complete in house training whilst on shift, complete level 5, venue,	• Speak with Head Office in regard to Q.C.F Provider. • Staff to have opportunity to complete training. • University Support	• Contact Head Office about QC.F Provider. • Rota now incorporates Staff Training Time. • Continue to support University Student.
	3. Training is good, supervision training	• Staff to have opportunity to complete training. • Speak with Head Office in regard to Q.C.F Provider	• Contact Head Office about QC.F Provider. • Rota now incorporates Staff Training Time.
		• Continue to inform staff of any training available. • Speak with Head Office regarding Supervision Training.	• Inform Staff of any up and coming Training. • Conduct mentoring sessions with Seniors/Team Leaders regarding Supervisions.

D Overall family satisfaction				
Items	A	B	C	D
A. Care of young people				
1. I am confident that my horse does all it can to protect young people from abuse/harm	12	5	3	0
2. I know who to report any concerns I might have about the care of my young people	12	5	0	0
3. I am confident that we provide our young people with kind, compassionate care	11	2	0	0
4. I am confident that we enable our young people to keep their sense of dignity and self-respect	11	2	0	0
5. I am confident that the service we provide runs through our minds, as required by their care plans	11	2	0	0
6. I am confident that we provide a good standard of non-medical care	10	0	0	0
7. I think that our horses provide a good standard of non-medical care	13	0	0	0
8. Our horse fully assumes the role to be a user's safety and wellbeing and keeps them in a safe environment	12	1	0	0
9. I think that as a result of our work, our users will make decisions to the health and wellbeing of our horse inside	11	2	0	0
	108	10	1	0
B. Organisation and management				
10. My horse has sufficient staff to meet their needs, as required by their care plan	12	1	0	0
11. My horse provides all the materials and equipment I need to do my work properly and safely	10	3	0	0
12. I have no difficulty in reporting any incidents, incidents or near misses to my management	12	1	0	0
13. I think that if my horse is not happy, my horse will be able to tell me	12	0	1	0
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232. When my horse is not happy, my horse will be able to tell me	12	0	1	0
233. When my horse is not happy, my horse will be able to tell me	12	0	1	

On a scale of 1 to 10 How likely are you to recommend Horizons Educare Ltd as a good company to work for?

1 2 3 4 5 6 7 8 9 10

Comments

Comments

Notes

Interviewer
Interviewee
Rep
Notes
Date

Carl M. Smith + Andrea Cratt
Investigation
28/8/2019

intels	Andrea introduce herself and went over why the meeting is being held. Andrea went over what the meeting is going to be going over. Not attacks taken today what steps Ricky is going to take moving forward to put it right and whether disciplinary actions need to be taken.
AC	Andrea asked Ricky to give her a run down why he is finding it difficult to come in on shift on time. Ricky said it's sometimes to do with the parking. Andrea asked does Ricky know that other staff have the same issue but they come in on time. Ricky said he understands that he's parking of his late.
RN	Andrea said that Carly went over in supervision time taking keeping and the on call issue and Andrea will only look at them today.
RN	Andrea said that the input on a phone call doesn't make it right as behaviour will be recorded.
AC	Andrea said that Carly went over in supervision time taking keeping and the on call issue and Andrea will only look at them today.
RN	Andrea said that the input on a phone call doesn't make it right as behaviour will be recorded.
AC	Andrea said that Carly went over in supervision time taking keeping and the on call issue and Andrea will only look at them today.

The above notes are a accurate reflection of what was said.

Signed:

Interviewer

 28/8/19

Rep



Interviewee



Notes



Start time 2pm — end time - 3.08pm

Notes

Interviewer
Interviewee
Rep
Notes
Date

Carly Mawhin H Andrea Crott
Investigation
28/8/19

Initials	
	help because of number
	of issues that have
	happened in past.
	Andrea said that as a
	company were not trying
	to be funny but we
	have to be fair and
	consistent to employees
	issues but we can only
	do that by the employees
	make us aware of
	what they are. If an
	employee highlights
	issues on average more
	than other employees
	questions may be asked
	Andrea's questions
	to Ricky was when he
	took the job on does
	her know what's expected
	of him. Ricky said
	he hasn't get in contact
	when that on calls
	were a must but didn't
	know an on call was a
	disciplinary. Andrea
	explained that for
	great he is where is now
	but Ricky didn't communicate
	if he did communicate
	then he wouldn't be here
	now the reasons why
	he could fulfil his on
	call role. Ricky explained
	on calls in past he has
	come in and he does

The above notes are a accurate reflection of what was said.

Signed:

Interviewer

28/8/19

Rep

28/8/19

Interviewee

28/8/19

Notes

Notes

Interviewer
Interviewee
Rep
Notes
Date

28/8/19

	have a contract and that's
	the big issues as he's always
	unaware about the on call he's
	been with the business 3
	years on call isn't something
	new as it's always been
	there so have prospective
	for the home to function
	safely during that period
	of time for on call it
	there is a shortfall without
	input from person on call
	we can react or impact it.
	Andrea's decision at the
	minute is that she's not
	taking the time keeping
	any further but the
	issue is a different
	matter and will go down
	the disciplinary. Andrea
	will pass this on to her
	manager Steve who will
	be the training manager
	and will have some other
	different to carry because
	Carly was the note taker
	for this investigation
	Andrea said that they
	they might not do any
	thing - Ricky asked if he
	could bring a union
	rep with him to the next
	meeting. Andrea informed
	Ricky that's fine. And
	told Ricky to find a rep
	and Ricky said he has one.

The above notes are a accurate reflection of what was said.

Signed:

Interviewer

[Signature]

Rep

Interviewee

Notes

28/8/19

Investigation Meeting Held at
Horizons Educare
Head Office Llansamlet
14th October 2019

Start time 14.02 pm

In Attendance

Andrea Croot (AC)

AC introduced herself and informed IS why the meeting is being held, that it is a fact-finding meeting regarding an incident that occurred on 4th October, that she just need to gauge what happened, and that she will make a decision once she has talked to everyone involved regarding next steps.

AC stated that her main concern is the time line of events, that his and KE report times are different, IS said he made notes of the times at the time and then typed his report, that he email Lindsey, Andy and Lucy and spoke to Andy the next morning, that he called Cimla on the home phone so there should be a time line. AC informed IS that in places on the reports there is 20 mins discrepancies, Cimla's view said the phone call was 3.10am and IS report said 3.20am, IS replied that his are absolutely to time as wrote the time down. AC informed IS that on his report BE was picked up at 3.45am but it is down 3.22am on Cimla's views report. IS stated that his time of 3.45am is correct, he knows the time as he made BE a coffee and he had drank most of it before KE arrived, IS stated again he rang at 3.20am to inform Beacons View that BE was there. AC asked IS regarding Being asked on the phone not to let BE in. IS stated that when he phoned Cimla BE was already in the house. AC said that from a parent's point of view she would not have left BE outside either. IS stated that he risk assessed the situation, that he had worked with BE for 6 month's previously, that his child was in bed and doesn't come down in the night, it was cold outside, so to stop the risk of further absconding he let BE in, to leave BE outside while he rang Cimla he would have had to lock the door and BE might have run away. IS stated that he looked at clock and wrote down the time of 3.20am when he phoned KE, it was about a 3 second conversation, that she said don't let him in, he said he told KE that BE was already in the house. AC explained the delay in reporting BE missing, that BE has a 30 min cool off period before KE would notify that he had absconded, that KE had looked round the grounds in that time, that BE is highly sexually driven so she would not follow him on foot, also KE could not get into the safe, but when the safe was opened the keys were not in place.

AC stated that one of her concern's is if the report goes to a Social Worker our timelines are not in place. AC informed IS that she had asked KE what should happen when at another house, that her reply was that she would have to sign in and she had asked IS to do this for her. AC asked IS did KE ask him to sign her in or out, IS said she did not ask, she was more concerned on telling him off. AC asked where was BE when this was happening, IS replied he was at the table. AC asked if BE said anything, IS replied he did not say anything. IS said he made the decision, (1) it was the same home, ie the same company. (2) he was a young person aged about 14, (3) He would not leave any child outside, he would rather know they were safe. AC asked IS that when KE told him off what did he say. IS replied that he can come across as aggressive but all he told KE was he would not leave any child outside, that it was a frank discussion not an argument. AC asked IS why did BE say he left

Cimla, IS replied that he said he could not get pretzel and did not have internet. AC asked IS would they have been the normal things he would have had. IS stated he could not say, but BE always had internet access when he was there.

IS informed AC that he did a shift at Cimla on Friday and that KE told him BE was quite heightened, so IS replied he will take him on an activity, that KE replied no he can watch a film, IS replied if he cannot have internet he cannot watch a film. IS said he asked BE if he wanted to go to the Gym, BE replied he was not registered. IS said he had a word with KE and he was told that BE was being punished as he failed to attend education, that he was registered at the Gym.

AC informed IS that there was a discrepancy in the minutes with what had been said on the Friday. IS stated that he did not say cinema, he said activity, that he feels that BE was being unfairly punished because staff did not get him up. AC asked had words been said on Friday, IS replied yes, he said he was not happy, what am I supposed to do with him. AC informed IS that Friday was a separate issue and should be discussed with the manager.

AC asked IS what was upsetting BE was it because of the change in the home rules, and that he has been told that he use to have internet and films, IS confirmed that was correct and informed AC that she needs to speak to the staff at Cimla, as they believe BE is being punished unfairly and the change of management is upsetting him.

IS stated that he does not want to upset anyone, but on Friday he felt BE was being punished unjustly, and when he has a child saying that he is afraid to put something on a planner in case he is punished, that is not right. AC asked IS did he have words with KE on the Friday, IS confirmed he did have words with KE. AC asked what he and BE did, IS replied they watched a film, had stew and went in the gym. AC asked IS have the changes been the cause of BE behaviour, IS replied he cannot say, but it is only hear say, but to speak to Andy Robins, as there are issues there around his phone and a lot of things, and that BE was crying to Kim. IS said he is not party to everything so cannot comment, re the gym the manager said he was registered but it was only a 3-day pass. IS stated that BE was not a risk, the reason why BE said he left Cimla was due to boredom and no food at the house, that the next morning Andy Robins told him that there was no food there. IS said he read the logbook on Friday, he suggested that AC have a look as there is no time line in it, and suggested to ring Lindsey to go to log book and check, AC said she had done that this morning and she said nothing in it. Ian said he logged it in the logbook on the 3rd maybe as his shift was from the 3rd into the 4th. Andrea called Lindsey during the meeting. AC asked Lindsey to scan the logbook over, which she did. IS stated he put in what time he signed in also suggested to get the logbook from Cimla. AC said she has asked to time stamp the logbook.

AC stated that she feels IS has been open as he can. IS asked do we think he done something wrong; AC assured IS no he has done nothing wrong.

IS said he did not think of not letting BE in. AC informed IS that there are reasoning why KE said do not let him in, all she is going on is what information she has been given, that decisions should be made on what is happening at the time. AC said she been told BE has an attachment issue; IS said he do not think so. IS said that he has been gone from BE for 4 months so do not really know. AC asked IS was it him or Kim BE was looking for, IS said BE knew he was on nights that day as he had dropped someone off at Cimla.

AC informed IS that all she can go on is the evidence she has, that she does not feel he had done anything wrong. And do not want him to go away worrying about it.

AC went through KE statement, about the call times, IS said his times are in the logbook.

IS said there is one other thing there is a knife missing at Cimla, it has been reported on the hand over, and that there has been a bedroom search, but he wanted us to be aware. IS stated that he would like it noted that he did not cook or use a knife on the Friday it went missing.

Meeting ended 2.37.

I agree that this is a true transcript.

HR Staff Member

signature

Date

15/10/19

Print Name

Andrea Croft

Staff Member

Signature

Date

15/10/2019

Print Name



Horizons Educare Ltd

building brighter futures

Sickness Absence Policy

12 November 2019

Agenda

• Short Term Absence

- Notification
- Recording Absence
- Keeping in Contact
- Fit Notes
- Occupational Health
- Returning to Work

• Managing Short Term Absence

- Types of SA managed under Short Term
- Attendance Standards
- When to Manage Short Term Absence Formally
- What is the Formal Absence Process
- Format of Absence Review Meeting
- Decision Making
- Escalation through the process
- Warning Levels and duration
- Who issues warnings and hear appeals

• Managing Long Term Absence

- Types of absence managed under long term
- Your Role within the process and contact
- Contact
- Managing Sporadic Long Term
- Structure of Formal Meetings and timelines
- What is covered at the meetings and outcomes

• Time Away from Work Policy

- Time off for dependents
- Bereavement Leave
- Compassionate Leave
- Short/Extended Unpaid Leave
- Public Duties
- Jury Service
- Serving as a Reservist
- Time off for Ante-natal

Short Term Absence



Short Term Absence - Notification

- Contact made by phone (only) to the Manager/Deputy/Shift Leader
- No later than 2hrs prior to start of shift or for nights by 2pm of that same day
- During conversation you should cover:
 - What is the issue and when did it start
 - How long likely to be off
 - Check contact details
 - Are they planning on visiting the doctor, if so, agree that they contact following the appointment with update
 - Any further actions needed; OH etc.
 - Agree when further contact will be made
 - ALL INFORMATION HAS TO BE RECORDED ON THE ABSENCE LOG
- If a colleague doesn't turn up for work or make contact within one hour of their start time, try and contact them. If you are unable to contact them, refer to the unauthorised absence process and contact the HR Team.

Short Term Absence – Recording and Confidentiality

Details of the colleagues absence should be recorded by the person taking the notification call as soon as possible in the Notification and Record of Absence file which should be reviewed by the home manager on a daily basis.

Details of colleagues absence must also be given to the Finance Department so they are able to update the system. It is important that you continue to update Finance with details of the colleagues absence to ensure the colleague receives the correct pay.

It is very important that all data is treated highly confidential and information relating to the reasons for absence is not disclosed. It is important that access to the notification call log is limited to senior leadership of the home.

Where a colleague does not wish to disclose details of a medical condition, due to personal reasons, they are under no obligation to do so. You should try to have a conversation around these and reassure and address the concerns.

Explain that although they are within the rights not to disclose details of their condition, without this information we can only make decisions and offer support based on the facts available.

Short Term Absence – Keeping in Contact

For Absences less than a week:

- If the colleague gives an indication of when they are expected to return, you shouldn't need to contact them under normal circumstances, unless they are going to be off for a longer period of time.
- If they don't give an indication of when they expect to return, you should arrange a day and time to have a contact call with them, normally within their expected work pattern.
- Purpose of call is to see how they are and if there is anything we can do to support their return to work.
- Keep a log of each time you speak to them on the notification of absence log.
- UNDER NO CIRCUMSTANCE SHOULD YOU REGULARLY CONTACT THE COLLEAGUE JUST TO SEE WHEN THEY ARE COMING BACK TO WORK

After seven days of Absence:

- They need to supply a fit note.
- The certificate should be presented as soon as possible, if for any reason it is delayed you need to contact the colleague to find out why
- Even with a fit note we still expect a reasonable level of contact (usually around once a fortnight depending on their condition), until the long term absence process is triggered.
- The aim of the calls is to keep communication lines open and offer any reasonable support we can.

Short Term Absence – Keeping in Contact

If colleague fails to keep in contact:

- Telephone them leaving a message explaining we expect a reasonable level of contact during absence and ask them to call you back
- If you haven't got an up to date number, we will write to them asking them to make contact (HR Team to Support Home Manager)
- If they don't answer or respond to the letter within 24 hours, they may be invited to a investigatory meeting which may lead to the disciplinary process being initiated, where appropriate.
- If you are concerned in anyway about the colleagues wellbeing (especially in mental health cases) you should contact the colleagues emergency contact if we have one, or the police (where you have a concern for the colleagues safety).
- If a colleague is continuing to supply fit notes but is failing to make any other kind of contact you should remind them that it's a condition of their employment to keep in contact and where necessary/appropriate write to them. If they continue to fail to keep in contact they may be invited to an investigation.

Short Term Absence –

Fit Notes

- A fit note is issued to state whether a colleague is, isn't or maybe fit for some Work.
- The doctor can recommend a way forward to support a return to work in some capacity.
- Can be in a variety of methods; phased, amended, altered hours or adaptations.
- We should always consider and accommodate recommendations where possible.
- Fit for Work helpline – 0800 032 6235
- Recommendations need to be operationally viable and we can't create bespoke roles or duties for colleagues on an on-going basis.
- If a RTW is possible you should agree and document using a Return to Work Plan document
- The RTW Plan should be reviewed weekly by the home manager for effectiveness and support.
- A RTW plan should last no longer than 8 weeks.
- When we receive the fit note we need to record in the notification and absence log

Statement of Fitness for Work For social security or Statutory Sick Pay	
Patient's name	Mr, Mrs, Miss, Ms
I assessed your case on:	1 / /
and, because of the following condition(s):	2
I advise you that:	3 ☐ you are not fit for work. 4 ☐ you may be fit for work taking account of the following advice:
If available, and with your employer's agreement, you may benefit from: ☐ a phased return to work ☐ amended duties ☐ altered hours ☐ workplace adaptations	

Short Term Absence – Fit Notes

Return to work plan

Fit Notes are issued by a General Practitioner (GP) or a Health Professional (HP) to advise on a temporary return to work. They are issued to people who are unable to work for a period of up to 6 weeks, or for whom a permanent adjustment to work is required. They are issued to people who are unable to work for a period of up to 6 weeks, or for whom a permanent adjustment to work is required. They are issued to people who are unable to work for a period of up to 6 weeks, or for whom a permanent adjustment to work is required.

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Agreed return to work plan

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- If there are any temporary changes to the colleagues working days or hours then we must inform finance to ensure accurate recording of sickness hours for payment purposes.
- In situations where the colleague RTW and still in receipt of SSP, but is not working enough hours to be paid at the same rate as SSP, we make their pay up to the SSP weekly allowance, so they are not financially impacted by coming back to work.
- The general rule is that an individual shouldn't be any financially worse off being in work, than if they stayed off sick.
- Where a colleague has sufficient holiday left and where they request to, the colleague may use holidays for the days where there is a shortfall. Under no circumstances should we ever ask them to use holidays in this situation – they should request.

Short Term Absence – Occupational Health

- Occupational Health aims to help colleagues at work, or return to work even with medical conditions by providing tailored advice and recommendations to managers and colleagues.
- We can make referrals to OH at any point. A colleague does not have to be off sick for us to make a referral (as long as we have verbal consent) and in some cases making the referral while the colleague is in work can prevent future absences.
- The HR Team will make any referrals to OH with support of the Home Manager

Referrals can be made for:

- Work Related Stress
- Colleagues who have been involved in Trauma at Work
- Any mental or physical health issue that is affecting a colleagues ability to do their job and they are still in work
- If a colleague is off regularly for short periods of time for the same health issue
- Any absence over 4 weeks and where there is no imminent return to work date
- Long term health issues where we are considering dismissal for incapability to return to work in the foreseeable future due to ill health.

Short Term Absence – Returning to Work

- When colleagues are ready to return to work they must notify the home manager the day before (where possible). Although ideally we would like to know the day before, in some cases you don't always know that far in advance, therefore, you should call as soon as possible but within at least one hour before your shift starts.
- When returning you will need to complete a return to work meeting.
- RTW meetings should be completed for every colleague after each period of absence.
- RTW meetings help to get a complete picture of the colleagues absence and they are your opportunity to find out whether there are any underlying issues affecting the colleagues absence levels which you are able to help them with.
- Potentially at later stage, if you feel it is necessary to take formal action, they form an important part of the information that's needed to progress through to the formal absence process.
- Preparation is key for the RTW meeting, ensuring you have a clear picture of the current absence and also the history (up to 12months). This enables you to understand the trends for a colleague's Absence
- On the day of return the meeting should be conducted as soon as possible during their shift
- The RTW meeting is an Informal meeting, so the colleagues right to be accompanied doesn't apply.

Short Term Absence – Returning to Work

When conducting a RTW meeting, remain sympathetic, and reassure the colleague of your genuine wish to provide support. At the end of the meeting ensure both you and the colleague sign the return to work meeting form and you keep it for your records. You can give a copy to the colleague if requested.

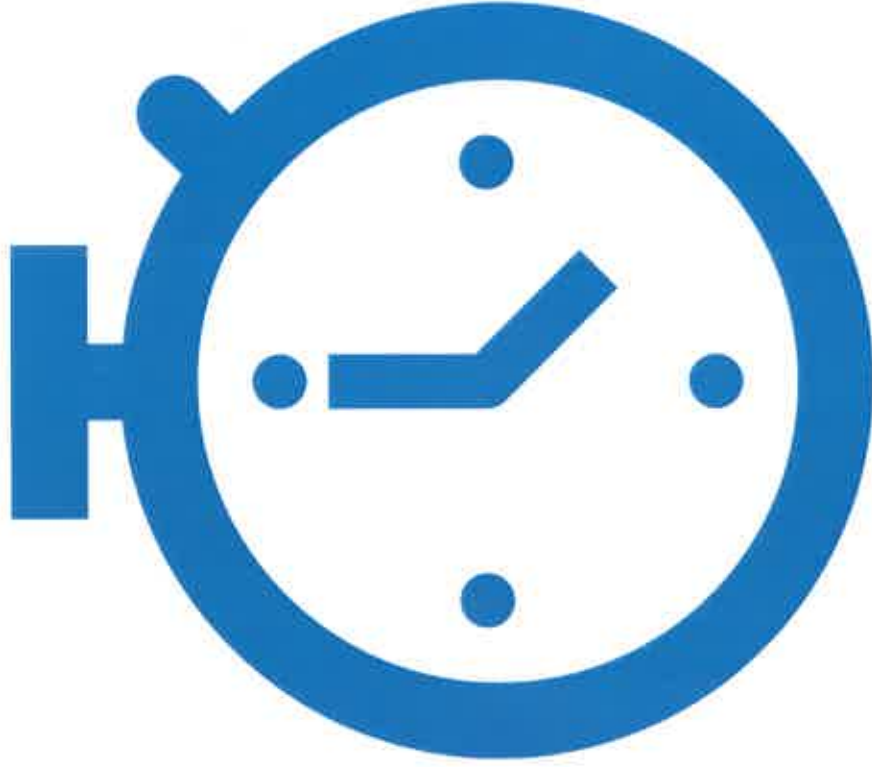
During the meeting :

- Note everything discussed at the meeting on the return to work meeting form
- Offer support, e.g. the Employee Assistance Programme (EAP) Health Assured accessed via Perkbox
- Discuss the absence review level
- Identify any patterns to their absence
- Try to establish whether or not there is any underlying cause of the frequent absences and if there is, what if any action is required to resolve the situation
- Check whether or not the colleague's absences could be work related and, if this is the case, arrange to address the particular problem with a view to resolving the work-related issue, informally where appropriate
- Explain to the colleague what the absence review level is and agree a time limit for improvements in their attendance.
- Make sure the colleague understands and is committed to achieving these levels.
- Let the colleague know that continued high levels of absence is unacceptable and that if they don't improve, you may take formal action where appropriate
- Consider if it would be helpful or appropriate to seek medical advice, for example to establish whether or not the colleague has an underlying medical condition that is causing or contributing to their absences
- Where the colleague has continued high levels of absence inform them that they will be invited to a formal absence review meeting

Short Term Absence - Returning to Work

Review Absence Log – Sickness
and
Return To Work

[illegible]



Managing Short Term Absence

Managing Short Term Absence

Types of Sickness Absence managed under Short Term

This short term process is used for all sickness absence apart from long term, terminal or underlying health conditions. This includes, short term absence, sporadic absence, short term persistent (extended) absence and longer term absences where it doesn't fall into the long term process, such as broken limb, sports injuries, viruses, infections, rehabilitation periods, bad backs/knees etc. (which can be corrected via physiotherapy type treatment) short term periods of stress, depression, anxiety etc. (which can be managed via counselling), this is not a full list and each case will depend on the specific circumstances and what the impact is on the colleague's health.

What is the difference between the short term and long term processes?

The short term absence process should be used if the amount of time the colleague is taking off becomes unreasonable or excessive and/or the colleague is unable to fulfil their contract of employment which would ultimately be the reason for dismissal. The main aim of the long term process is to support the colleague back to work, however due to the nature of the conditions; there may be circumstances where the colleague will not be able to return and/or we are unable to continue to support them. In these circumstances the colleague's employment will be terminated on the grounds of ill health.

Managing Short Term Absence

Identifying patterns in absence

Most colleagues only take time off sick when they are too ill to attend work. However, there will always be a small minority who will see sick leave as an entitlement to gain additional paid time off work.

Therefore it's vital to keep a record of conversations with the colleagues about their absence and complete a return to work meeting after each period of time off. When reviewing a colleague's absence record, you can look for patterns or regular occurrences of absence, for example frequent Friday's off or absences that tend to occur at a particular time, for example, after a bank holiday weekend or during school holidays. If you spot a pattern, talk to the colleague about this in a factual way without making any accusations.

Take care not to make assumptions and remain open-minded. The simplest way to discuss the matter with the colleague is to first state the facts, and then to ask the colleague if he or she can explain the pattern. The main aim of speaking to the colleague about a pattern of absence should be to try to establish the underlying reason(s) for these absences. You need to identify the underlying cause before you can decide what to do about the problem. Even if the colleague is unable or unwilling to explain the absence pattern, your discussion will make the colleague aware that you've noticed the pattern. This may stop them from taking further casual absences.

Managing Short Term Absence

Attendance Standards

Where you sickness absence amounts to :

- **3 Separate sickness absences or more in a rolling 12 month period;**

OR

- **Periods of Absence totalling 2 working weeks or more in a rolling 12 month period;**

OR

- **4 Working Weeks* or more of continuous Sickness Absence.**

you will have exceeded Horizons Educare Ltd Attendance Standards

*working week is the individual's working week regardless of part-time or usual working pattern.

Managing Short Term Absence

When to Manage Short Term Absence Formally

If you have concerns over the amount of absence someone in your team is having, you need to talk to them to establish the reasons, and see if there is anything you can do to help or support them. It might be that they are going through a difficult time at home and need some time off or they are struggling at work and need additional support.

If informal conversations don't lead to an improvement in the colleague's attendance levels, you may need to start the formal absence process and invite the colleague to an absence review meeting. The formal absence process is appropriate when the colleague has hit the absence trigger points, their absence levels are unacceptable or excessive, where they are beginning to cause serious disruption, where you have noticed a pattern in absences or where their attendance hasn't improved following informal discussion/action.

We wouldn't normally expect someone to have 3 occasions of absence in 12 months or periods of absence totalling 2 weeks of contractual hours in a rolling 52 week period, this should be pro-rata'd for part time colleagues. However, you should look at this on a case by case basis and deal with each instance of absence individually without making quick assumptions or decisions.

Managing Short Term Absence

When to Manage Short Term Absence Formally

There may be occasions when an colleague has had what could be seen as excessive absence or exceeded the attendance standards but it might not be appropriate to invite them to a ARM:

- The colleague needs a series of operations following an accident.
- The colleague is receiving a series of treatment for an on-going medical condition e.g. cancer
- The colleague has a very good attendance record and then a series of short term illnesses (not on a continuous basis).
- There is an underlying reason for the colleague's absence such as issues at home or work or a chronic ongoing health issue. This should become apparent during the return to work meeting. However if the colleague doesn't tell you about this you might have no option but to follow the formal absence process.
- The colleague has a serious long term illness, such as liver failure; in these instances they should be managed under the long term sickness process.
- The colleague has had a planned operation.

On the other hand, there may be times when it is appropriate to invite an colleague to an absence review meeting:

- The colleague has high levels of absence which are having a detrimental impact on the needs of the business, the colleagues performance and on other members of the team.
- The colleague is refusing to consent to a referral to occupational health that has been recommended by the HR Team.
- You have reason to believe that their absence was not due to illness. You should discuss this with your HR Team in the first instance.
- The colleague already has a live absence warning and they have had a further absence(s) on top of what's been agreed as a reasonable level. (Especially applies where they have a history of high levels of absence).
- You have reasonable cause to believe that the colleague is manipulating the policy and process, for example, has high levels of absence which just misses the absence trigger points. If following the absence review meeting, you feel it's appropriate you should then start the disciplinary process.
- The colleague has a regular pattern of absence.
- The colleague isn't aiding their own recovery i.e. they're not taking recommended medication or having treatment which impacts their ability to work.

Managing Short Term Absence

Time lines

More than one day a week workers:

Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Return To Work Meeting	Potential Absence Review Meeting	Potential Absence Review Meeting	Potential Absence Review Meeting	Potential Absence Review Meeting	Potential Absence Review Meeting	Last day potential ARM

Two day a week workers:

Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Return To Work Meeting	Works	Not In	Not In	Not In	Not In	Last day potential ARM

One day a week workers:

Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Return To Work Meeting	Not In	Not In	Not In	Not In	Not In	Last day potential ARM

Absence review meetings should be held as soon as possible after the return to work meeting but within at least eight calendar days (including day of return), eight days should only be used for one or two day a week workers, everyone else should have their absence review meeting within seven calendar days from the date of return.

Give or send the colleague a formal invite to the meeting, giving them at least 24 hours, allowing for postage. The letter should contain the date, time and place for the meeting and inform the colleague that they have the right to be represented. The letter should outline the company's concerns about their sickness absence, the basis for these concerns, and explain why you've called the meeting, who'll be attending and the right to representation. In exceptional circumstances, the meeting may be postponed if a Representative is not available or where there is not enough time for the representative and colleague to meet and prepare for the meeting, within a reasonable timescale.

Managing Short Term Absence

Formal Absence Process



In the majority of cases where you get to the latter stages of the process no action will not normally be an appropriate course of action, however, depending on the evidence you are provided with and the specifics of the case there may be circumstances where this is a valid course of action.

In normal circumstances we will move through the process in sequential order, however there may be occasions where it is appropriate to re-issue a warning or escalate through the process.

Managing Short Term Absence – Attendance Review Meeting Pack

Review of Absence Review meeting Pack



Absence review meeting pack

Introduction	2
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Managing Short Term Absence

Format of Absence Review Meetings

First Absence Review Meeting

During the meeting you really need to try and establish the root cause of the absence. The colleague may have a genuine issue that they haven't felt comfortable discussing with you, and therefore you should tailor the conversation to fit the circumstances. It's really important you have an open and honest conversation to understand what's going on; you can then take the appropriate action.

Once you have reviewed their absence and asked all the questions you needed to ask to establish the facts you should have a brief adjournment to consider what has been said and make a decision on the outcome. This must be your decision and you shouldn't ask other parties (such as the note taker) for their opinion on what action should be taken.

The adjournment should be as long as you need to consider all the facts of the case and make a decision. Under normal circumstances the meeting should be reconvened on the same day. In more complex cases or where you need to take additional advice it may be appropriate to have a longer adjournment. The adjournment should be captured in the notes. Following the adjournment you need to give the colleague the outcome, this should be done verbally and where appropriate, followed up in writing.

The meeting should cover things like:

- The reasons for their absence.
- How long they have been off or expect to be off or whether they expect it to be a re-occurring problem.
- Whether there are any underlying issues causing the absence, such as issues at work or at home.
- Review their absence record/levels over the last 12 months only.
- Review any medical evidence provided by Occupational Health/GP/Consultant.
- If a Occupational Health referral has not been made, whether it would be appropriate to make one.
- Try to establish whether there is an underlying medical condition or re-occurring illness.
- To review any previous discussions about their absence levels.
- To review any previously agreed actions plans to improve their absence levels over only the last 12 months.
- Explain the impact their absence is having on the rest of their team/ and the business.
- Set expectations of the improvement you'd like to see in their attendance and how this can be achieved.
- Is there any help or support you or the company can offer to improve their attendance levels or facilitate a quicker return to work.

Managing Short Term Absence

Format of Absence Review Meetings

Outcomes of Absence Review Meetings

An action plan agreed

You have explained that you expect to see improvements in their absence levels and what these are. You've agreed a set of actions to support these improvements and a timescale for review; these should be documented on the action plan form which should be signed by both you and the colleague. We also advise that you keep a copy of the notes from the meeting along with the action plan to document your conversation, You'll need to give or send a copy to the colleague for their records and you'll need to store a copy in the colleague's absence file which is held locally (this may be either a paper file or electronic).

No action

In some circumstances it may not be appropriate for you to take formal action, although you will need to continue to manage any future absence.

An absence warning

Depending on the circumstances, you may need to give an absence warning to the colleague and identify the improvements which they need to make. Inform the colleague that the warning will remain active on their file, for the appropriate amount of time from the date it was issued. You should follow this up in writing and explain that the colleague has the right to appeal the decision.

You should also tell the colleague that if their absence doesn't improve to the required level, it could ultimately result in their dismissal. You should follow this up in writing using the appropriate level of **absence warning letter** confirming their right to appeal along with a copy of the notes of the meeting if they weren't provided at the meeting.

Managing Short Term Absence

Format of Absence Review Meetings

Subsequent absence review meetings (meetings 2 and 3)

Depending on the outcome of the previous meeting, where you are in the process, and if the colleague's absence levels haven't improved, you may need to schedule another absence review meeting.

The format and purpose of this meeting will be the same as the previous meeting(s). If adjustments were agreed, you should make sure these have been put in place and have had time to take effect, before inviting the colleague to another absence review meeting.

Final absence review meeting (meeting 4)

Depending on the outcome of the previous absence review meetings you may need to arrange a further meeting if the colleague's absence levels haven't improved or reached acceptable level. Invite the colleague to a meeting under the fourth and final stage of the sickness absence process. As this meeting could potentially result in the colleague's dismissal, it's important that you have the appropriate people in attendance at the meeting to facilitate the dismissal, if required.

The format and purpose of this meeting will be the same as the previous meetings. If adjustments were agreed, you should make sure these have been put in place and have had time to take effect, before inviting the colleague to another formal meeting.

The case should be reviewed in full, including all return to work meetings (including those previously discussed at meetings 1, 2 and 3) to the present day. You should consider, as part of this review, whether their absence has improved and/or whether it is likely to improve in the near future.

The outcome of this meeting will be to either to take no action, complete a 'Let's Talk', action plan or return to work place or alternatively confirm that the colleague's employment will be terminated with payment for notice not served of notice.

Managing Short Term Absence

Decision Making

When deciding on an outcome you need to think about:

- Has the colleague had persistent high absence?
- Has the colleague had extended long term absence?
- Have they had discussions regarding their sickness absence, and are these discussions documented?
- Has the colleague got an underlying medical condition, and does it need further investigation?
- Have adjustments been recommended? Have they been put in place? If not why?
- Can you expect an improvement in the colleague's absence levels? Has there been any improvement in their absence levels?

The improvement doesn't need to be substantial; it can simply be a step in the right direction and the colleague demonstrating that they are trying to improve their absence levels, for example if they were at 10% and have reduce to 8%, this is an improvement.

Make it clear to the colleague that any absence warning given is on the grounds of **unacceptable absence levels**, and not on account of ill health. It's important the colleague understands that they're not being punished for being ill, but that his or her absence levels are unsatisfactory for the business.

Remember, just because a colleague has been invited to an absence review meeting, it doesn't automatically mean that you should issue them with a warning (or that they should be dismissed if they have already been issued with a final absence warning), although this may be appropriate in some cases you should make sure you have taken into account all the relevant factors when reaching your decision.

Managing Short Term Absence

Escalation through the Process

Under normal circumstances where there are live warnings on file, we escalate through the warnings so from Verbal absence warning to Written absence warning, however if the warnings have expired or they correct absences for a short period of time, the following guidance should be followed.

The level of warning issued to a colleague may be escalated to a higher warning level if:

- they have repeated absence and there has been little or no improvement over a 12 month period; and/or
- their levels of attendance over the last 12 months have been unacceptable to the business; and/or their record suggests that their absence levels improve whilst they have a warning on file but then gets worse again once any warning has expired.

In some circumstances where the colleague has exceptionally high levels of absence, which is having a detrimental impact on the business and other colleagues, you may escalate to a higher level of warning. You must take advice from HR before taking this course of action.

Managing Short Term Absence

Warning Levels, Durations and Who issues

Absence Warning and Durations

Absence Warning Level	Duration of 'live' warning
Verbal warning	12 Months
Written warning	12 Months
Final written warning	12 Months

Who issues ?

Warning level	Support Worker	Seniors/Deputy Managers	Home Manager
Verbal absence warning	Home Manager	Home Manager	Operations Manager
Written absence warning	Home Manager	Home Manager	Operations Manager
Final absence warning	Operations Manager	Operations Manager	HR Officer
Dismissal	HR Manager	HR Manager	HR Manager

Managing Short Term Absence

Appeals

The colleague may appeal the outcome of any absence review meeting either on an appeal form or in writing. Any appeal must be received by us within seven calendar days of receipt of the outcome letter.
The colleague will be invited to an appeal hearing conducted by an appropriate level of manager.

Who hears the Appeals?

Warning level	Support Workers	Seniors/ Deputy Managers	Home Manager
Verbal absence warning	Another Home Manager	Another Home Manager	HQ Officer
Written absence warning	Another Home Manager	Another Home Manager	HQ Officer
Final absence warning	HQ Manager	HQ Manager	HQ Manager
Dismissal appeal	Responsible Individual	Responsible Individual	Responsible Individual

The Appeal Process:

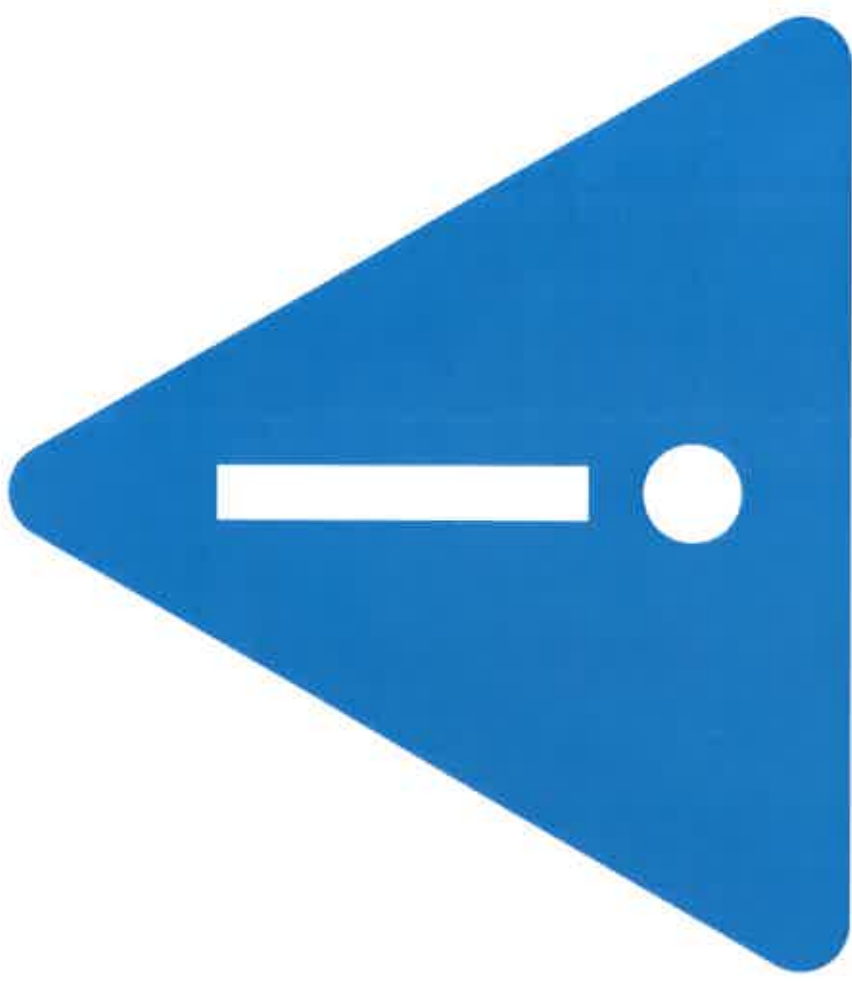
- You must invite the colleague in writing to the appeal hearing, giving them at least 24 hours' notice of the hearing – all hearings must be heard within seven calendar days of us receiving the appeal.
- If the appeal letter contains any additional medical evidence which wasn't discussed or known about at the previous absence review meeting this should be discussed with the colleague at the appeal hearing.
- If no additional information is given, review the whole case and make your judgement based on the facts and information available.
- At the appeal hearing the colleague or their representative will need to say what their reasons are for appealing and, as appeal manager, you'll need to focus on these and what evidence there is to support the appeal.

At the end of the hearing you'll need to give a summary of the main points of the appeal and appeal hearing and then close the meeting and consider all the information and decide the outcome of the appeal.

The original decision may be confirmed, overturned or replaced with a different decision which may include (if appropriate) a reiteration of a previous warning.

The outcome of the appeal should be sent on the 'outcome of appeal letter' which can be either, given, posted or e-mailed to the colleague.

Managing Long Term Absence



Managing Long Term Absence

The objective of managing long term absence is to support and help the colleague to improve their health through access to appropriate treatment along with Occupational Health support, so we can aid their return to work.

As a manager you continue to be responsible for a colleague who is off long term and you should work together with your HR Team to manage the situation. It's good practice to discuss the matter with your HR Team as soon as you have a colleague off long term so you're both clear on who will do what and how you will manage the case together.

Each case of long-term absence will be different and therefore, the purpose of these guidelines is, to set out broad parameters for you to work from, but you should be aware that you need to take a flexible approach: what is appropriate in one situation won't necessarily be appropriate in another.

Research shows that the longer someone is off work, the harder it can be in the long term for them to return to work, even if they are fit to do so. Maintaining regular contact is an important part of ensuring a colleague is aware they are still being thought of. However, the need to maintain contact should be balanced with the requirement to treat colleagues on long term absence in a sympathetic and supportive manner. See the section on 'How often should I keep in contact'.

You should also be aware that a colleague on long term absence may have a disability or underlying medical condition.

The long term absence process should be used for long term, underlying health, serious or terminal health conditions, where there is no imminent or foreseeable return to work date and where the colleague is expected to be off for number of months rather than weeks. The process normally kicks in at four weeks or as soon as they have a diagnosis.

This process is not to be used for short term absences (even if they are longer than four weeks) where we have an indication of when the colleague may return or where the colleague has a routine operation and has a set rehabilitation period - unless there are further complications.

Some examples of the types of conditions that would fall into this are:

- Short life expectancy
- Terminal illness
- Cancer
- Organ transplant
- Strokes / Heart Attacks
- Long term mental health conditions
- Motor neurons disease
- Parkinson's
- Alzheimer's
- Long term chronic health conditions such as Chronic Obstructive Pulmonary Disease,, Diabetes, Rheumatoid Arthritis

Managing Long Term Absence

Your Role within the process

The HR Team will support colleagues who are classed as long term; however as the colleagues Manager it is vital that you play a key role in the process as you are the one who knows and understands them and their situation the best.

Your role will include:

- Providing support and assistance to the colleague.
- Understanding any assistance the colleague may need during both their absence and upon their return to work.
- Gaining an understanding of the reason for absence.
- Finding out when a return to work may be expected
- Offering the appropriate level of support and assistance to facilitate a return to work, where possible.
- Considering any adjustments where appropriate.

At the point you know their absence is going to be long term, you should arrange to meet or have a call with them to discuss their illness/condition.

This is an informal meeting (known as a wellness meeting) so there is no need to have a note taker (although you'll need to keep brief notes of the meeting) or representation, unless the colleague specifically asks for this (we will always consider reasonable requests).

The aim of this meeting is to understand more about the colleague's condition (without going into too much detail) and whether there is anything we can do to support them.

Managing Long Term Absence

Contact

- You need to keep in regular contact with the colleague while they're away as and when it is necessary.
- We would normally expect there to be contact around once a month but depending on the nature of the absence and the personal circumstances involved, this may be more or less frequent. You should agree and set out contact arrangements with the colleague as soon as possible so you are both clear on what's expected.
- Keeping in contact is important, as it gives you and the colleague regular opportunities to raise any concerns and helps you to support them. This puts you in a better position to establish the likely duration of the absence and any steps you might be able to take to help them.

Managing Long Term Absence

Managing Sporadic Long Term

- If a colleague has more than one period of long term absence within a twelve month rolling period for the same or similar condition, the absences can be linked, where appropriate, and be treated as one continued period of absence for purposes of holding the formal meetings.
- This means that it won't always be necessary to hold four formal meetings during each period of long term absence before you consider terminating employment, as long as you have had at least four formal meetings across all the periods of absence in a twelve month rolling period.
- You should however, always make sure that you have at least one formal meeting in relation to each period of absence and you need to make sure that you have up to date information on the colleague's health (for example, a new referral to Occupational Health). What is reasonable in each case will be different in another so it's important that you base your decisions on the facts of the case.
- For example, Colleague A goes off sick for 12 weeks – you hold an informal wellness meeting and the first formal long term absence meeting, they then return to work for three weeks. It is clear it was too soon for them to return and they go off again. Instead of starting process again with an informal wellness meeting you can pick up where you left off i.e. the second formal long term absence meeting.
- Where the absences are not for the same or a similar condition you should start the process from the beginning.

Managing Long Term Absence – Long Term Absence Pack

Review of Long-Term Absence Pack

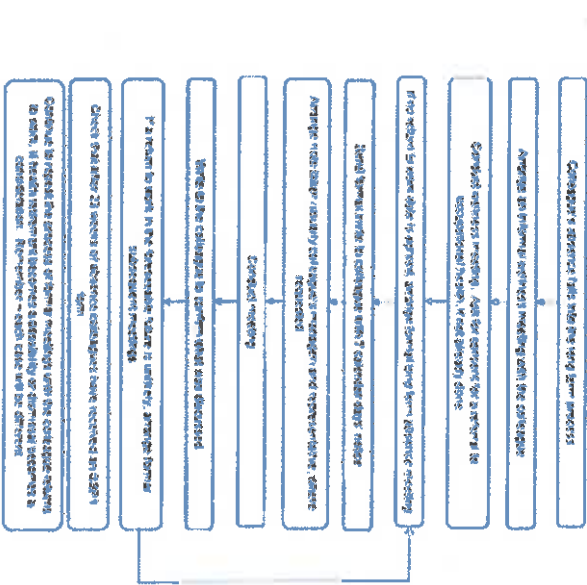
Long term absence pack



PLEASE USE THIS PACK TO HELP YOU THROUGH THE PROCESS OF MANAGING A COLLEAGUE'S LONG TERM ABSENCE. THIS DOCUMENT SHOULD BE USED IN CONJUNCTION WITH THE SUPPORT RESOURCES OFFERED BY HOLLAND'S GROUP, WHICH WILL GIVE YOU MORE INFORMATION.

DATE:	
CONTACTING A COLLEAGUE	
CONTACTING A COLLEAGUE	
LONG TERM ABSENCE	
NOTIFYING	
CONTACTING A COLLEAGUE	

1. Long term absence overview



Managing Long Term Absence

Structure of Formal Meetings and Timelines

- At every meeting arranged throughout this process, you should invite the colleague in writing and give them the right to be represented by a work colleague or trade union representative. This information is included in the meeting invite letter. Meetings will normally take place at Head Office or at a mutually agreed location but in exceptional circumstances where the colleague is unable to leave their home you may arrange a home visit. If you are going to conduct a home visit, take someone with you, preferably your HR Team, this is a) to ensure your safety and b) so that one of you is able to take notes.
- At least seven calendar days notice in writing (from receipt of the invite letter) should ideally be given of any meeting, but if for any reason you believe it's necessary to give less notice, make sure you discuss and agree this with the colleague. After the meeting you should confirm in writing what has been discussed and agreed and the next steps. You should also enclose a copy of the notes taken.
- If the colleague doesn't or can't attend any of these meetings, you should find out the reasons why, where appropriate consulting with Occupational Health if they state it's for medical reasons, and you need to decide if it would be appropriate to reschedule.
- The first meeting usually takes place after approximately four - five weeks of absence although this may vary depending on the nature of the condition and the individual circumstances. The frequency and number of meetings required will vary depending on the circumstances of each individual case and the prognosis. As a guide, subsequent meetings should normally take place at approximately four to eight week intervals, however again this will depend on the circumstances of each individual case and the prognosis.

Managing Long Term Absence

What is covered at the meetings and possible Outcomes

- At the meeting you should explain why you're meeting with them i.e. to see how they are and what you can do to help them during their absence and/or return to work.
- Explain that you will be taking notes throughout the meeting; this is so that you have an accurate record of what is said and to ensure that you have covered everything.
- During meetings you should explore the nature of their condition and the prognosis in more detail and aim to cover the points below. Where appropriate, you should also provide the colleague with any relevant business updates and/or information so they can keep in touch with what's happening at work.
- If a return to work date can't be agreed during the meeting, you will need to arrange a series of formal meetings at regular intervals, taking personal circumstances into consideration.
- There should be a minimum of four meetings however depending on the nature of the case more meetings might be appropriate/needed.
- Each meeting should be followed up in writing detailing what was discussed and agreed and a copy of the notes provided.

Managing Long Term Absence

What is covered at the meetings and possible Outcomes – First Meeting

You should arrange the first meeting with the colleague at a mutually agreed time and location. Before the meeting, consider any advice and/or recommendations from Occupational Health and discuss these with your HR Team as appropriate.

During the first meeting try and understand the following:

- What can you or the company do to support a return to work
- Talk through the previous weeks of absence (between date signed off or the last meeting) – ask how they are feeling.
- Ask them to talk you through their condition giving a brief background (this will obviously depend how much you know about their absence) and specifically since they last saw their consultant / GP?
- What do they think caused / contributed to their current state of health?
- Health in general.
- What progress / improvement do they believe they have made over the last few weeks / days?
- What medication are they currently taking?
- What effect is it having, if any?
- Impact on normal 'day to day' activities?
- When did they last see their GP/Consultant etc.?
- How often are they seeing them?
- What is their GP's/consultants view of their current state of health?
- What support are they currently receiving? (e.g. counselling for depression)
- If you haven't already referred them to Occupational Health, discuss a referral
- Whether a return to work is likely and to what timescales.
- The likelihood of future absence.
- Assess what support is required and discuss any adjustments that may need to be made to facilitate a return to work.

Managing Long Term Absence

What is covered at the meetings and possible Outcomes – First Meeting

- You should continue to support the colleague making sure that you make any relevant or appropriate actions to support their return to work. It is important that the colleague understands that the priority is to help them return to work **after** considering all the options e.g. reasonable adjustments, any available suitable alternative positions etc..
- There will be occasions where you may need to adjourn the meeting pending further investigations or so that the colleague can consider the options available to them.
- Once you've completed any further investigation, you should reconvene the meeting. You should write to the colleague to advise them that they have been invited to attend a re-convened meeting, giving them enough notice of the meeting.
- If a colleague doesn't return to work following this first meeting then you should arrange a second after a reasonable period of time has passed.
- Alternatively, it may be necessary for you to investigate further following the first meeting before considering whether the colleague is fit to return to work and inviting them to a second meeting. You should continue to support the colleague throughout by maintaining the agreed regular contact.

Each meeting should be followed up in writing detailing what was discussed and agreed, and a copy of the notes provided.

Managing Long Term Absence

What is covered at the meetings and possible Outcomes – Subsequent Meetings

If the colleague doesn't return to work after the first meeting, then invite them to another meeting. The timing of when this meeting should be held will vary depending on the individuals circumstances and the colleagues condition.

For example, if a colleague is waiting for treatment or test results it would be appropriate to wait and see what the outcome of these were before you held the next meeting.

Similarly, if you were waiting for a Occupational Health report it would be appropriate to wait. In some cases, especially mental health, it can take some time to get the right medication and dosage prescribed and whilst it's important that we continue to keep in, we should allow a sufficient period of time to know the outcome of treatment, tests, or impact of medication etc. before continuing with the process.

You should write to the colleague to invite them to attend a meeting, giving them enough notice, usually seven days.

The purpose of this meeting is to have an update on what you discussed at the first meeting in relation to the colleague's continued absence e.g. any changes or improvements and any appropriate support that can be provided, reasonable adjustments, alternative positions, and to support their return to work, plus

Managing Long Term Absence

What is covered at the meetings and possible Outcomes – Subsequent Meetings

- When or if they anticipate being able to return to work?
- If they were able to return within the next few days / weeks what support do they believe they will require from the company?
- Are there any barriers at work that are having an impact on the colleague's return?
- Has their medical practitioner given any indication of when they will be able to return to work?
- What support can we provide to assist their recovery?
- Do they feel a phased return to work is necessary? If so, is this supported by medical advice i.e. From a GP fit note, Occupational Health report? And what should this be?
- Should updated information be obtained from Occupational Health?

You should advise the colleague that if after considering all the options they continue to be unable to return to work due to ill-health, and the medical prognosis indicates that they are unable to return to work for the foreseeable future, this may lead to **their dismissal on the grounds of incapability to return to work in the foreseeable future due to ill health** following the final meeting.

If a colleague doesn't return to work following subsequent meetings, then after a reasonable period of time has passed, you should arrange a final meeting.

Managing Long Term Absence

What is covered at the meetings and possible Outcomes – Final Meeting

If the colleague doesn't return to work and the medical prognosis suggests they are not expected to in the foreseeable future, then you should invite the colleague to attend a final meeting, under no circumstances should the final meeting take place over the phone.

Prior to the meeting you should liaise with Occupational Health and make sure you have got an up to date Occupational Health report.

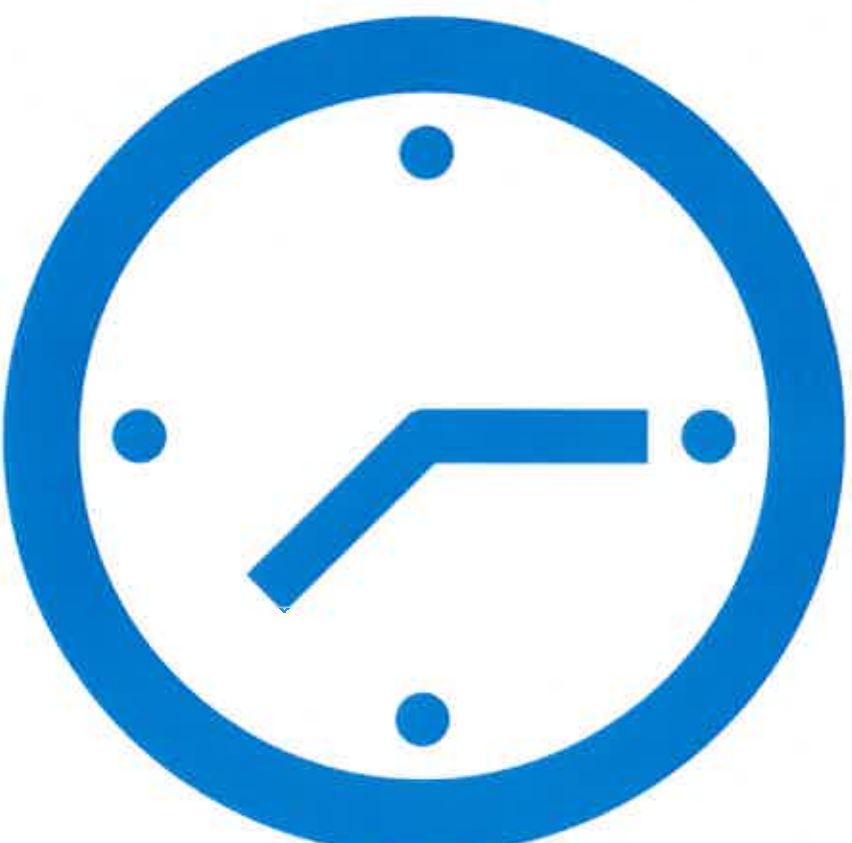
The purpose of the final meeting is to discuss again the issues covered at previous meetings and summarise the colleague's continued sickness absence i.e. any changes or improvements and any appropriate support and/or reasonable adjustments that can be provided, and to establish whether the colleague is able to return to work in the foreseeable future.

If the colleague is unable or unwilling to return to work in the foreseeable future you should **consider dismissing them on the grounds of incapability to return to work in the foreseeable future due to ill health**, however you need to consider the length of time they've been off for and whether it is appropriate to wait and see how their condition develops for a further period of time.

Dismissal on the grounds of ill health will obviously be a last resort.

However, if a colleague is unable to return to work in the foreseeable future, in either their existing role (with any reasonable adjustments) or a suitable alternative position, if available, the colleagues employment may be terminated. It is important that you seek up to date medical advice prior to taking any decision about a possible dismissal.

Time away from work Policy



Time Away from Work Policy

- Time off for Dependents
 - Bereavement Leave
 - Compassionate Leave
- Short/Extended Unpaid Leave
 - Public Duties
 - Jury Service
 - Serving as a Reservist
- Time off for Ante-Natal appointments – expectant fathers/partners

Time away from Work Policy

Time off for dependants

From day one of employment all employees have the right to time off for dependants. Time off for dependants is time off during working hours to deal with unforeseen matters and emergencies.

Who is a dependant?

A dependant could be a spouse, partner, child, grandchild, parent, or someone who depends on you for care.

How much time off can be taken?

There is no set limit to how much time can be taken off. The right is to a reasonable amount of time off, although it is not stated how much is reasonable. In most cases one or two days will be sufficient to deal with the immediate situation, but it will depend on individual circumstances.

The employee should tell their employer as soon as possible the reason for the absence and how long they expect to be absent.

What can the time off be for?

Time off for dependants is to deal with unexpected situations. For example:

- to deal with a breakdown in the care of a dependant
- to put longer term care in place for children or elderly relatives
- if a dependant falls ill or is taken into hospital.

The right to time off for dependants does **not** give the right to automatic time off in a domestic emergency, such as a boiler breaking down, or for the care of pets, as neither of these involve a dependant.

Time off for dependants would also not cover a situation that an employee knows about in advance, for example taking a child to a hospital appointment.

If an employee needs time off for an occasion that would not fall under time off for dependants they should consider other options such as:

- checking their contract to see if there is a contractual right to time off
- discussing the possibility of unpaid leave with their employer
- requesting **annual leave** for the time required
- considering whether they would be able to request **parental leave**.

Time away from Work Policy

Time off for dependants

Notification and Returning to Work

Notification Principles would remain the same as Sickness Absence – 2hrs prior to start of shift and 2pm of same day for night workers.(unless in an emergency situation)

When considering a return they would need to contact the home to make aware, we would then meet with them on their return to work to welcome them back and complete a RTW. This RTW is only to discuss how you wish to cover the time off i.e. holidays/unpaid etc. and raise awareness of the % of dependency leave. **It does not form part of the sickness absence process.**

Time away from Work Policy

Bereavement Leave

If a close relative dies, we don't want you to have to worry about work on top of everything else.

Please discuss your circumstances with your Home Manager and agree appropriate time away from work. Pay for such time off is discretionary.

Compassionate Leave

If a close relative is diagnosed with a serious illness or has a serious accident that means you need to be with them for a while, your manager can arrange for you to have up to 5 days unpaid time off.

For bereavement or compassionate leave, a close relative would be your partner, parent, brother, sister, child, grandparent, grandchild, mother-in-law, father-in-law, sister-in-law or brother-in-law. This can also be extended to the next of kin if they are the primary carer.

When returning to work following bereavement/compassionate leave we would only welcome you back and check to see what support you may require.

Time away from Work Policy

Unpaid Leave

If you need to take a break from work, you might be able to take some time off without pay. You can take either a short break of up to 2 weeks, or a longer break of between one and three months. We have to take account of business needs, so you'll need to talk to your manager about whether it's OK to take time off, how much time you need and when you'd like to take it.

Short Unpaid Leave

Short unpaid leave is normally for up to 2 weeks in any 12-month period. You can apply to take each day separately or take them all together. You'll need to apply at least a month before you want to take the time off.

You won't get paid while you're off work, but you'll keep your other benefits such as Perkbox. It may be that you have to give back your Business Needs Vehicle for the period of your unpaid leave.

Extended Unpaid Leave

If you want a bit longer off work (more than 2 weeks and no longer than 3 months), you'll need to have worked for us for at least a year. You can't ask for extended leave if you're going through the disciplinary process or you've been given a sanction under the disciplinary process which is still live. We'll also have to take into account the business needs. You can only apply for extended unpaid leave once in any 12 month period.

You might want some time off to do voluntary work or sport or travel. You'll still be an employee during this time, so you can't take another job or get involved in anything that might conflict with our company interests while you're away.

You'll need to apply for extended leave at least 3 months before you want to start your time off. Just outline your request in writing and give it to your manager. We'll then arrange a meeting to discuss your request.

While you're off work:

- Your basic salary will stop
- Your pension contributions will stop (both your contributions and ours)
- You won't build up any holiday entitlement. You'll need to take any entitlement you've built up before you start your unpaid leave, unless you'll be coming back to work before the end of the calendar year

Time away from Work Policy

Public Duties

If you're one of the following:

- A Justice of the Peace
- A member of a local authority
- A member of a police authority
- A member of any statutory tribunal
- A member of a board of prison visitors/visiting committee
- A member of a relevant health body
- A member of a relevant education governing body
- A member of the General Teaching Councils of England and Wales
- A member of the Environmental Agency or the Scottish Environment Protection Agency
- A member of the service authority for the Serious Organised Crime Agency
- A member of the Scottish water and sewage authorities and water industry consultative committees

We'll give you reasonable time off without pay to carry out your duties.

Please write to your manager to ask for your time off and give them plenty of notice. We'll give time off without pay for any duties carried out by a Justice of the Peace. If you're a member of any of the other bodies listed, we'll give you time off for attending meetings and any other duties approved by the relevant body. If you are a member of another voluntary organisation not covered in the above list, you may need to carry out these duties in your own time or take holiday.

Jury Service

If you're called up for jury service, please tell your manager as soon as you can. Give a copy of the notification paper you've been sent by the court to your manager and a copy to Human Resources.

As we'll process your time away from work as unpaid leave, you can claim a loss of earnings allowance for this time from the court.

If due to being on jury service you've not earned as much as you would if you'd actually been in work, you should send a copy of the remittance advice you receive from the Court to Human Resources. If it shows that you suffered a loss of earnings, we'll make a payment to top your salary up to where it would have been if you'd been in work. That's a top up to your normal basic salary, but not overtime, shift or on call payments. This payment will be processed on the next payroll run.

Time away from Work Policy

Reservists (incorporating Territorial Army)

Volunteer Reservists:

Volunteer Reservists serve in the Royal Naval Reserve, the Royal Marines Reserve, the Territorial Army and the Royal Auxiliary Air Force. They train and serve alongside the Regular Forces during their spare time and they might also be called up for full service.

Regular Reservists:

Regular Reservists are people who used to be full time members of the Armed Forces and can still be called up for service (mobilised) in certain circumstances. They don't have the same training commitments as Volunteer Reservists.

Please tell your manager that you're a Reservist when you join the company, or let them know if you decide to become a Volunteer Reservist when you're already working with us.

You can take up to two weeks paid leave per annum relating to your Reservist (incorporating Territorial Army) duties in addition to your normal annual holiday entitlement. Generally, we'll give up to two weeks paid leave in any 12-month period; any further leave will have to be requested as unpaid or out of your normal annual holiday entitlement. You can take the time in single days or in one block.

Please give your manager as much notice as you can about your training commitments and definitely at least a month. We'll do our best to make sure we can give you time off when you need it.

Time away from Work Policy

Time off for ante-natal appointments – expectant fathers/partners

As an expectant father or partner we are committed to supporting you with allowing for time off, however, you will need to plan the time with your line manager and arrange how to take the time; un-paid/work the time back. You should give your manager as much notice as possible (i.e. as soon as you know) along with the time, date and place of the appointment.



Horizons Educare Ltd

building brighter futures

Sickness Absence Policy

October 2019

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Introduction

We understand that there may be times when you're ill and can't come to work, however sickness absence has a significant impact on our business, young people and on the rest of your colleagues, therefore it's really important that we have processes in place to monitor and manage absence and get you back to work as soon as you're feeling better.

1. Who's this policy for?

This policy applies to anyone working directly for Horizons Educare Ltd on either a permanent or contractual basis. This policy doesn't form part of your contract and may be amended or withdrawn at any time, subject to consultation.

2. What does this policy cover?

This policy covers short term and long term sickness absence, medical appointments, planned operations and accidents at work. For other types of absence such as emergency leave or time off for dependents please see the **Time Away from Work Policy and Family Friendly Policy**.

Telling us you're ill

3. What should I do if I'm ill and can't come into work?

If you're not well and you can't come into work, you'll need to call the Home Manager or Shift Leader to tell them you won't be in as soon as possible, but at least no later than two hours before the start of your shift. If you are a night shift worker you must contact the home no later than 2pm of that same day to enable adequate cover to be found. If you can't get through and it goes to voicemail you should leave a message asking them to call you back, and keep attempting to speak to the home. An e-mail, text message or notification through any other social media platform is not acceptable.

Your manager should tell you what number to call if you're ill but if they haven't or you can't remember, please ask them for the number so you can put the number in your phone.

If you're unable to make the call in person, for example if you're in hospital, then you should ask a family member or friend to make the call for you. You should however contact the Home Manager, shift Leader as soon as you are able to yourself.

The conversation you have when you phone in should cover the following:

- the fact that you're not coming to work
- a brief summary of what's wrong with you
- how long you think you're likely to be off
- when you'll next make contact if you don't know how long you'll be off for
- whether you're going to see the doctor or phone NHS direct (may not be necessary in all cases)
- information about any urgent work that might need to be done in your absence

If you don't have an idea of when you'll be back at work when you call in, you should agree when contact will next take place, this will normally be with your manager or team leader. During a period of short term absence we expect a reasonable level of contact with you (normally around once a week but this will depend on what you agree with your manager and what's wrong with you), to see how you are and whether there is any support you need to help you to come back to work.

If you give your manager a potential return to work date and you are then unable to come back on that day, you should contact your manager to inform them you're not coming in and give them an indication (if known) of when you think you'll be back at work.

Contact calls should normally take place between you and your manager, and you can set a date and time for the next contact at the end of each call. You can also agree who will call who.

If, due to your medical condition you're not able to keep in contact, you should either get someone to call in on your behalf or make specific arrangements with your Manager to contact them at certain times.

It's a condition of your employment that while you're away from work we may need to contact you about your illness or employment in general, for example to give you important business updates, such as restructure information, announcements which may impact you, your role or your employment with us.

4. Why do I have to keep in contact?

It's a condition of your employment to keep in contact with us whilst you're away from work. We also want to look after your health and wellbeing; therefore it's important for us to keep in contact with you to understand your condition, the impact it has on you at work and any potential support we can offer you.

We also have a legal duty to consider and make any reasonable adjustments, if you have an underlying health condition which is a potential disability; therefore we need to have regular conversations to understand this and whether you may be covered by the Equality Act. It's also important you keep in contact so that we can plan cover for your role, where necessary.

5. What happens if I don't keep in contact whilst I am off sick?

It's a condition of your employment to keep in contact and if you don't keep in contact with us, without good reason, during a period of sickness absence, we will make every effort to contact you. If you continue to or persistently fail to keep in contact, this may lead to the disciplinary investigation being held.

6. What happens if I am sick on an overtime or on call shift?

If you are ill when you are due to work an overtime or on-call shift you must still call in to tell us you won't be coming into work. Your absence will still be recorded and you'll still have a return to work meeting, however it won't be included in your absence review level.

7. What happens if I don't call in to say I can't come to work?

Non notification of absence is dealt with as a conduct issue; however the process is different to the normal disciplinary process. If you don't call in without good reason, you will be sent an unauthorised absence letter. If you subsequently return to work, during your return to work meeting you will be reminded of the process and your obligation to notify us if you are going to be off. If you fail to notify us of your absence again, your manager will discuss with you the reasons why and where appropriate, will have an informal conversation with you. Subsequent non notification may result in a warning or dismissal following an appropriate investigation.

Occasions	Outcome
1 st Non Notification	Reminded of the process during the return to work
2 nd Non notification	Informal conversation
3 rd Non notification	Final warning
4 th Non notification	Dismissal

8. What should I do if I am ill during work?

If you become ill at work then you should speak to your Home Manager/Senior/Shift Leader (or the person covering their role). If you need to go home, your absence will be recorded and included in your absence levels. You will be paid until the point you leave for that day.

If you're too ill to travel home by yourself, then your manager should make arrangements for someone to accompany you home.

9. Is there anything I shouldn't do if I am off sick?

We expect you to do everything you can to aid your own recovery so you can return to work as soon as possible.

10. Who should I call if I can't get hold of my manager?

If you can't get hold of your manager at any point, you should contact the Deputy/Senior/Shift Lead for your home.

Fit Notes

11. What is a fit note?

A fit note is a document that your doctor will issue if you're going to be away from work for longer than seven calendar days. On the fit note your doctor will recommend that you are:

- not fit for work
- fit for work, or
- you may be fit for work taking into account the following advice

If the option "may be fit for work" is ticked your doctor will provide us with a recommendation of what adjustment(s) we can make to help you return to work, these can be things like working different hours on a temporary basis, amending your duties or making adjustments to the workplace. For example if you have a bad back, it may be recommended that you have a different chair, additional breaks or avoid lifting heavy items.

If your doctor gives you a fit note which recommends that you may be fit for work with adjustments you should contact your manager to discuss the options which have

been given. Your manager will review and consider any recommendations. If they're straightforward and we can make them, they will discuss these with you and create a return to work plan (see the sections on return to work plans for more information) to implement them. If they're not straight forward or your manager thinks that it may not be possible to implement them, they may need to discuss these further with the Operations Manager or HR Team and then come back to you. If we're not able to accommodate them, you'll be notified by your manager who will explain the reasons why.

You may request as part of a phased return to work to use holiday on the days where you would receive no pay. You should discuss this with your Manager who will be able to confirm whether this is appropriate or not, depending on the amount of holiday you've got left for the remainder of the holiday year.

Where the absence is linked to a long term or on going health condition we will continue to use the Occupational Health process for advice on return to work plans (please see the section on Occupational Health for more information).

12. When is a fit note needed?

If you're off for more than seven calendar days (including any days you don't normally work) then you'll need to have a fit note to cover you from the eighth day of absence until you come back to work. The certificate needs to either be a fit note from a doctor or a medical certificate from the hospital, and you need to send it to your Home Manager.

Subsequent fit notes should ideally be provided on the expiry of the previous note, but must be provided within three calendar days unless there are exceptional circumstances e.g. you have been hospitalised or you're waiting for a GP appointment.

If you persistently don't provide a fit note within these timescales or make contact with us to explain that your fit note is delayed, or you fail to provide a fit note or subsequent fit notes we may initiate an investigation and the disciplinary process. If you fail to provide a fit note within 7 days of the start of your absence, without good reason, then statutory sick pay may be withheld.

13. What should I do if I get a fit note?

If there are recommendations detailed on the fit note to enable you to return to work, you should call your Home Manager, to discuss these before sending or dropping it in.

If you receive a fit note you should drop it into work straight away, where possible. If you don't live close to work, you should send it in by first class post, as we know the post can get delayed you can also scan and e-mail it or text a photo of it to your manager so you know they've got it and then send it in the post.

14. If I have a fit note do I still have to keep in contact?

Yes. You still need to keep in contact with your manager whilst you're off, even if your absence is covered by a fit note. We would recommend that contact normally takes place around once a week, however this depends on how long you've been signed off for, what's wrong with you and when you expect to return.

The reason why it's important to keep in contact is to understand if there are any changes in your condition (if you've had any medical appointments/treatment, been issued with new medication etc.) and to understand if there is any support we can offer you to help you when you return to work.

Payments

15. What payments will I get when I'm off sick?

If you meet the eligibility criteria, you'll be entitled to Statutory Sick Pay (SSP) for up to 28 weeks. The amount of SSP is set by the government. You can see if you meet the criteria for SSP by looking at the [Government Website](https://www.gov.uk/statutory-sick-pay/overview) (<https://www.gov.uk/statutory-sick-pay/overview>).

If you receive any overpayments of sick pay for whatever reason, the Company is entitled to recover these from any future payments (whether salary or otherwise) made to you. All cases of overpayments will be discussed with you, and where appropriate a repayment plan will be agreed.

16. When does waiting days apply?

SSP is payable to eligible colleagues from the 4th day of absence and is paid from the date you joined the company as long as you are eligible – this is not pro-rata'd for part time workers. If you have a second period of absence within eight weeks of the first period of absence, the three day waiting period for SSP doesn't apply.

Returning to work

When you're ready to come back to work you should phone the Home Manager or Shift Leader the day before (where possible) to let them know that you are ready to come back to work. Although ideally we would like to know the day before, we understand that in some situations you don't always know that far in advance, therefore, you should call as soon as possible but within at least one hour before your shift starts to let us know that you'll be coming back in.

If your absence is due to a reportable injury or disease under the Reporting of Industrial Diseases and Dangerous Occurrence Regulations (RIDDOR) you will need to report to the Home/Deputy Manager. Examples of reportable injuries are:

- fractures, other than to fingers, thumbs and toes
- amputations
- any injury likely to lead to permanent loss of sight or reduction in sight
- any crush injury to the head or torso causing damage to the brain or internal organs
- serious burns (including scalding) which:
 - covers more than 10% of the body
 - causes significant damage to the eyes, respiratory system or other vital organs
- any scalping requiring hospital treatment
- any loss of consciousness caused by head injury or asphyxia
- any other injury arising from working in an enclosed space which:
 - leads to hypothermia or heat-induced illness
 - requires resuscitation or admittance to hospital for more than 24 hours

This is not an exhaustive list however, examples of occupational diseases are:

- carpal tunnel syndrome;
- severe cramp of the hand or forearm;
- occupational dermatitis;
- hand-arm vibration syndrome;
- occupational asthma;
- tendonitis or tenosynovitis of the hand or forearm;
- any occupational cancer;
- any disease attributed to an occupational exposure to a biological agent.

In some cases you will need a fit note from your doctor to confirm you are well enough to handle open food and/or be at work and it will be reported.

In all other cases, you can go straight back to your home.

17. What will happen when I come back to work?

When you first come in, your manager or the Deputy/ Shift Leader should check in with you to make sure you're okay and whether you need any support. If you are still suffering with any aspects of illness at this point you should say, even if it's something minor so that they're aware. You should also make us aware of any side effects from prescribed medication.

Within the first hour or so you will be given a time for your return to work meeting which should normally take place on your first shift/day back. In exceptional circumstances where it is not possible to complete the return to work on your first shift you should be given a date and time as soon as possible.

If the job you do is field based, it may not always be possible to carry out a face to face return to work meeting within a reasonable timescale of your return, and in these cases it should be conducted over the phone.

A return to work meeting will be completed for all periods of sickness absence; it is a private conversation which should be conducted away from your work area/desk and other colleagues. It is an informal meeting which should be briefly documented on the return to work form. The conversation should cover:

- How you're feeling
- Confirmation of the dates you were off
- Confirmation of why you were off and whether it might be an on-going illness
- To talk about any treatment or advice you received
- Talk about your absence levels (if you've already been off sick in the last 52 weeks)
- Update you on any important information or announcements that have happened whilst you've been off
- Discuss a potential referral to occupational health, if appropriate
- Where appropriate, explain that you're likely to be managed formally if your absence levels don't improve in the future
- Where appropriate, inform you that you'll now be required to attend an absence review meeting

Depending on the amount of notice you've given us when returning, it may not always be possible to have gathered all the data around your absence levels. In these circumstances, we may need to have a follow up conversation with you after the return to work meeting just

18. Can I come back to work if I'm still signed off?

Yes, but you'll need to sign the return to work meeting form to confirm your fitness for work before you start work.

19. What is a return to work plan?

A return to work plan is a documented plan of the support or temporary adjustments we are going to make to help you return to work. The aim of putting the plan in place is to gradually increase your duties, hours or days on a week by week basis to get you back to your normal working arrangements and full duties. Once agreed, it should be reviewed on a regular basis (normally weekly) so both you and your manager can discuss how the plan is working and whether it's providing you with the support you need.

The length of the return to work plan may vary depending on how long you've been off and reason for your absence but we would expect you to be back to full duties within eight weeks; this can be extended to 12 with the approval of your HR Team.

20. When would a return to work plan be used?

There are many reasons why a return to work plan may be recommended for you, some of these are:

- recommendation by your doctor on a fit note
- recommendation by Occupational Health or other recognised health professional
- you've been off long term sick or
- you're rehabilitating after an accident or operation.

21. Will my pay be impacted if I come back on reduced hours?

If you come back to work on reduced or flexible hours your pay will be prorated in line with the hours you're working. You may request to use holiday on the days where you would receive no pay. You should discuss this with your manager who will be able to confirm whether this is appropriate or not, depending on the amount of holiday you've got left for the remainder of the holiday year.

22. What happens if I want to come back on different working arrangements?

You need to talk to your manager who'll discuss your request with your HR Manager and any other relevant people in the business to see if the changes can be accommodated. Each request will be looked at on an individual basis.

Formal absence process

23. What is the formal absence process?

If the amount of time you're taking off becomes unreasonable or excessive and/or you're unable to fulfill your contract of employment, your manager may invite you

to an absence review meeting, to discuss your absence levels and the reasons for this.

This process is used for all sickness absence apart from long term, terminal or underlying health conditions (see the section on Long Term Absence for more information). This would include, short term absence, sporadic absence, short term persistent (extended), such as broken limb, sports injuries, viruses, infections, rehabilitation periods, bad backs/knees etc. (which can be corrected via physiotherapy type treatment), short term periods of stress, depression, anxiety etc. (which can be managed via counselling), this is not a full list and each case will depend on your specific circumstances and what the impact is on your health and your ability to work.

24. What are the attendance standards ?

Our attendance standards are the point at which we would normally start to manage your absence more formally and invite you to an absence review meeting.

The absence standards are:

- 3 separate sickness absence or more in a rolling 52 week period

or

- Periods of Absence totaling 2 Working Weeks or more in a rolling 52 week period

or

- 4 working weeks* or more of continuous sickness absence

*working week is the individual's working week regardless of part-time or usual working pattern.

Please note; that any part day/shift absence where you have worked less than half a shift will be treated as an occasion of sickness absence.

Your manager will discuss your absence levels with you during any return to work meetings. We look at each absence on a case by case basis, however if your absence is starting to form a pattern or you're having lots of time off for the same thing, we might make a referral to Occupational Health and/or your manager might invite you

to a formal absence meeting even if you haven't met the absence review level detailed above.

25. Will I be formally invited to the meeting?

Yes, you'll be given written notice of the date, time and place for the absence review meeting; this should take place as soon as practicable but within at least seven (calendar) days of your return to work date or eight (calendar) days, if you're a one or two day a week worker.

For example – one day a week workers:

Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon
RTW	Not In	Not In	Not In	Not In	Not In	Not In	ARM

For example – two day a week workers:

Mon	Tues	We d	Thurs	Fri	Sa t	Su n	Mon
RT W	Work s	Not In	Not In	No t In	Not In	Not In	AR M

For example – for everyone else:

Mon	Tues	Wed	Thurs	Fri	Sat	Sun
RTW	ARM	ARM	ARM	ARM	ARM	ARM

The letter will outline our concerns about your levels of absence, and explain why the meeting has been called.

26. Can I be invited to a meeting whilst off sick?

Yes, you can be invited into any meeting with regards to your employment, where appropriate, (such as disciplinary, grievance etc.), whether informal or formal, whilst off sick. Under some circumstances (such as work related cases of stress, depression, anxiety etc.) we will

ask you to verbally consent to an Occupational Health referral, who will advise of any support needed to help you attend any meetings. We will allow a reasonable period of time before the meeting takes place, so you are able to access this support.

27. Can I bring someone with me?

Yes, you can have either a colleague or Trade Union Representative accompany you to at all stages of the formal absence process.

The role of a representative involves:

- Having reasonable time to help you prepare for meetings.
- Reviewing any relevant documentation.
- Representing and speaking on your behalf (but not answer questions for you).
- Giving support throughout the process.
- Witnessing and taking notes of the meetings.
- Conferring with you during the meeting.
- Adjourning the meeting at any point if they need to consult with you or seek advice.
- Calling on the legal advice (where applicable).

During the meeting, your representative has the right to speak on your behalf, put your case forward and to respond to any points. However, representatives are not entitled to answer questions that are directed to you.

You're not entitled to be accompanied by legal representatives or family members, with the exception of those with a specific need for such a representative (e.g. those with special needs or learning difficulties).

In instances where you need an interpreter to fully understand the process, you can ask for an additional person to accompany you, and where possible this should also be a Horizons colleague. The interpreter's role is in addition to the recognised representative and they are there to provide language support only.

If you would like to be accompanied by someone who is not available for the meeting, then it can be postponed for up to seven days to allow your representative time to make themselves available. If your representative is not available within seven days, or the second time the meeting is rescheduled, you will normally be asked to find another representative to accompany you.

28. What happens during the meeting?

During the meeting you and your manager will discuss in more details the:

- reasons for absence
- review of your absence levels (normally over the last rolling 52 weeks)
- discuss any support required and how this would be of benefit,
- if support is agreed, discuss a timescale to review how this is working and whether there have been any improvements in attendance levels.

Any agreed improvements or support should be documented on either the action or return to work plan form.

Once the conversation has taken place, there will usually be an adjournment during which your manager will consider the conversation and make a decision on what course of action to take. In some circumstances and depending on the conversation, it may be appropriate to adjourn the meeting for a longer period to get further medical evidence or information.

The outcome of the meeting could be:

No action

In certain circumstances, it may not be appropriate for any further action to be taken at this point. Your manager will continue to monitor and manage your absence.

No formal warning issued

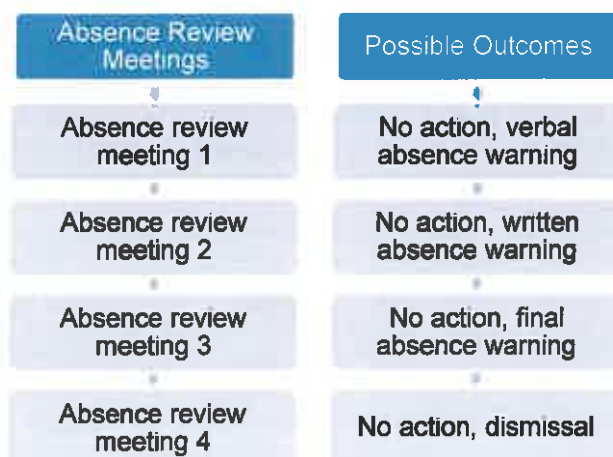
You and your manager agree what improvements need to be made to your absence levels and a timescale for these to be reviewed. Under normal circumstances these will be captured on an action plan form.

A formal absence warning

Depending on the circumstances, you may be issued with a formal absence warning which identifies the improvements you need to make going forward. You'll be notified of how long the warning will be active for.

Please note that if you have additional absence after the absence which led to the meeting (but before the warning was issued), this might be used in any formal absence management in the future. You will **also** be notified that should your absence levels not improve this could eventually result in dismissal. You'll receive a letter confirming what has been discussed and you will be asked to sign a copy of the notes. You will be asked if you want a copy of the notes and if you do these will be photocopied or typed up and given to you.

Formal meeting and warning structure



Please note that the level of warning issued to you may be escalated to a higher warning level if:

- you have repeated absence and there has been little or no improvement over a 12 month period; and/or
- your levels of attendance over the last 12 months have been unacceptable to the business; and/or your record suggests that your absence levels improve whilst you have a warning on file but then gets worse again once any warning has expired.

Anyone who is found, following an investigation, to be manipulating the policy will face disciplinary action up to and including dismissal

Dismissal

Depending on the circumstances, and the number of formal absence warnings you have previously received the outcome of the meeting could result in your dismissal. Under normal circumstances you'll be paid a payment for notice not served.

Appeals

You'll have the right to appeal against the decision made. You must provide your grounds of appeal in writing, within seven calendar days of receiving written notification of the absence warning or dismissal.

An individual is entitled to appeal against an absence warning if they feel it is unfair. The appeal needs to be based on one of the following grounds:

- The penalty was too harsh
- The penalty was inconsistent with previous action taken in a similar case
- The investigation was not complete
- The correct procedures were not followed e.g. the Absence Review Meeting outside of the timescales given
- Not given a fair hearing
- New evidence needs to be considered

An individual can't appeal because they think the Sickness Absence process is unfair.

An appropriate level of manager will arrange to meet with you, and hear your appeal.

Appeal timescales.

	Appeal received	Appeal heard	Outcome notified
1 st absence warning	Within seven days of receiving your warning	Within seven days of receiving your appeal	Within seven days of hearing your appeal
2 nd absence warning			
Final absence warning		Within 14 days of receiving your appeal	
Dismissal 1 st Appeal		Within 14 days of receiving your appeal	

In certain circumstances it may not be possible to meet within the timescales given. In this situation, with joint agreement, a date will be identified, as near as possible to the original timescales, for the appeal to be heard.

There may be limited situations when further medical advice is required - in these circumstances, an adjournment may be jointly agreed and a date set for the reconvened meeting.

The Appeals Manager is authorised to make a different decision if they feel it is appropriate e.g. they can:

- uphold your appeal and reduce the level of absence warning or no warning;

- uphold your appeal and reinstate you if you were dismissed, giving you a lower level of absence warning;
- uphold your appeal and reinstate you if you were dismissed, giving you no warning; or
- agree that the warning level was correct in all the circumstances.

The Appeals Manager is not able to give you a higher level of absence warning.

29. What happens if I can't attend the meeting?

If you can't attend the meeting because of ill health then you should let your manager know as soon as possible. We'll only change or postpone the meeting for a medical condition on the advice of Occupational Health who confirm that you are not fit to attend. Therefore a referral will be made, with your verbal consent, at this point if one hasn't already been made.

You should make every effort to attend the meeting, but if you can't attend or you refuse to consent to a referral then you'll be given the most suitable option to make sure the meeting goes ahead. The options include the opportunity to provide a written statement or offer to hold the meeting by telephone or at a neutral venue.

30. What happens if my condition is covered by the Equality Act (DDA NI)?

If your condition is covered by the Equality Act then your HR Team with the help of Occupational Health, where required, will look at making reasonable adjustments to support you so you're able to come back to work.

If you think you have a disability or are affected by a medical condition which impacts on your ability to work, you should talk to your Manager, HR Team or Operations Manager who'll make a referral to Occupational Health. Your absence will be recorded and managed in the same way as any other absence

taking into account any reasonable adjustments to the policy and/or process.

31. What happens if my absence is pregnancy related?

Pregnancy related absences won't count towards any formal absence management, however you might need to attend risk assessment/informal meetings to discuss your absence and identify any issues which impact your ability to do your job, and to identify any appropriate support or adjustments that are needed. In some cases you might be asked to provide evidence of the reason for your absence.

Where the absence is not linked to the pregnancy, for example, a broken arm, the normal sickness absence process will apply.

Occupational Health

32. What does Occupational Health do?

Occupational Health provides independent health advice and guidance to colleagues, managers and the HR Team. Depending on the length and type of illness, your HR Team or manager might make a referral to Occupational Health who'll offer you and your manager advice and support on your condition and help with your return to work. Your manager will ask for your verbal consent before they make a referral.

You don't have to be off sick to be referred to Occupational Health, some of the reasons for referral are:

- If you have work related stress or anxiety
- You have been involved in a trauma at work
- Any mental or physical health issue that is affecting your ability to do your job and you are not off work.
- If you are regularly off for short periods of time for the same health issue
- You go off sick and you are going through the performance or disciplinary process
- If you're off long term sick

Occupational Health will contact you by phone to talk about your health issues, how they are affecting you where you are in any treatment process and how this impacts your ability in work or in returning to work and what support you may need. They might ask for your permission to contact a medical practitioner to ask for specific medical advice. Any medical report requested is confidential. You can ask to see it before it is sent on to Occupational Health if you want. In some circumstances and where appropriate we may request an independent medical assessment. All Occupational Health reports are independent and based on the information you've supplied and any medical evidence sought or provided.

If you're going to be off for a long period then regular reviews with your manager and Occupational Health maybe necessary.

Long term absence

33. When is the long term absence process used?

The long term absence process should be used for long term, underlying health, serious or terminal health conditions, where there is no imminent or foreseeable return to work date and where you are expected to be off for number of months rather than weeks. The process normally kicks in at four weeks or as soon as you have a diagnosis.

Absences where we have an expected return to work date and are generally not anticipated to be on-going or long

term, such as a broken arm or leg, bad back etc. or short term illness such as shingles, would continue to be managed under the short term absence process.

34. What will happen if I'm off long term?

You'll need to keep in regular contact with your Manager and HR Team while you're away from work and they may also contact you as and when it's necessary. We would normally expect there to be contact around once a month but depending on the nature of the absence and the personal circumstances involved, this may be more or less frequent. You should agree and set out contact arrangements with your Manager as soon as possible so you're both clear on what's expected.

Keeping in contact is important as it gives you a regular opportunity to discuss your situation and helps your manager to be able to support you to return to work. It also gives your manager an opportunity to give you any relevant business updates, where appropriate. This contact also puts them in a better position to establish the likely duration of your absence and helps them to identify any steps they might reasonably be able to take to support you and your return to work.

35. Will they want to meet with me?

Yes, this initially will be an informal wellness meeting with you, your manager and HR manager either at your usual work place, at another site, at a mutually agreed location or at home (if due to your condition you are unable to leave the house). Where parties agree, this meeting can take place over the phone. This meeting will normally take place after approximately four weeks of absence (or as soon as we know the absence is likely to be long term) although this may vary depending on the nature of the condition and your individual circumstances.

The aim of this first meeting is to:

- discuss your condition with you
- understand how this impacts your ability to work
- discuss any prognosis or treatment

- discuss any support you feel would help you return to work
- discuss a referral to Occupational Health (if one hasn't been made already)
- discuss a return to work where appropriate

We understand that the meeting may be difficult, and to support you, you're able to have someone with you if you would like to. This can either be a family member, work colleague or Trade Union Representative. Their main role during the meeting is to provide you with moral support. They will not be able to speak or ask questions on your behalf or give their own views or opinion on the situation. As this is an informal meeting, the meeting will not be postponed until you find someone to support you.

If during this meeting no return to work date is agreed, a long term absence meeting will be arranged within an appropriate timeframe. This is a formal meeting and you will receive a letter giving you at least seven calendar days' notice of the meeting. Where all parties agree these meetings can be held over the phone, however they must be conducted as if they were face to face, i.e. with a note taker and right to representation.

36. What happens during formal long term absence meetings?

During the long term absence meeting(s) your Manager and HR Manager will talk through your health issues which are preventing you from working and any prognosis or treatment in more detail.

The meeting would aim to cover the following:

- an update on your health issue(s), whether there have been any changes etc.
- any update on prognosis, for example your likely recovery and/or medical treatment
- whether a return to work is likely and the timescales for this
- the likelihood of reoccurring absence if you were to return to work
- any adjustments which would support your return to work or are required for you to remain at work

- as for your verbal consent to make a referral to Occupational Health if one has not already been made
- discuss the contents of any Occupational Health report if we have one
- update you on what's going on in the business, where appropriate

In some circumstances it may be necessary to request another occupational health report, depending on the nature of the condition and your prognosis. Other possible outcomes will be discussed, for example transferring to another role which may be more manageable given the nature of the health condition, if one is available.

If a return to work is likely, arrangements for your return will be discussed including the potential need for a return to work plan or any reasonable adjustments will be considered, where appropriate. Where you have returned to work before a long term absence meeting can be arranged, this meeting may still be held once you have returned to work. This is so we are able to understand more about your condition, whether you need any support to remain in work, the likelihood of future absences related to this condition and whether it would be appropriate to still make a referral to Occupational Health.

If a return to work date can't be agreed at the first long term absence meeting a series of formal meetings at regular intervals will be arranged, depending on your condition, and any treatment you are receiving. You should be aware that ultimately if a return to work remains unlikely your employment may be terminated on the grounds of ill health. All meetings will be documented and you will receive a letter confirming the outcome of the meetings.

37. What happens if I have sporadic long term absence?

If you have sporadic long term absence, we will review your absence levels over the previous 12 months and any formal long term absence meetings which have taken place during this time will be taken into consideration.

If, following discussions, your absence levels remain unacceptable, despite being offered appropriate support and/or reasonable adjustments, you should be aware that this could ultimately result in your dismissal on the grounds of your incapability to return to work in the foreseeable future due to ill health.

38. What will happen to my benefits if I am off long term?

Pension

Your pension contributions will stop when you move onto SSP but Horizons Educare Ltd will continue to pay in until you stop receiving SSP.

Car allowance

You will continue to receive your car allowance (if eligible) as normal whilst off sick.

Perkbox

You will continue to have full access to the Perkbox benefit while off sick.

Fuel cards

Fuel cards are retained during sickness absence.

39. What happens if a return to work continues to be unlikely?

If you don't feel you can come back to work, or the Occupational Health report indicates there is no reasonable return to work date, then your Manager/HR Team will talk to you about the options available to you.

The business needs you to be here to perform your role, so if you're still unable to return to work in the foreseeable future in either your existing role (with or without adjustments) or any alternative position which we have available for you, then we may need to look into dismissing you because of your inability to return to work due to ill health. This is obviously a last resort and would only be pursued after seeking appropriate occupational health advice and guidance.

If your contract is terminated you will receive a payment for notice not worked in line with your contract of employment and any outstanding holiday you might have accrued and not taken for that holiday year.

40. Can I appeal if the decision is made to terminate my employment?

Yes, any appeals must be made in writing within 7 calendar days of the date of the letter informing you of the decision to terminate your employment.

41. What happens if there's a restructure while I'm off?

If there's a restructure while you're off, you'll be treated in the same way as you would be if you were working. You'll get all the relevant communications sent to you and we'll consult with you and/or your representative as appropriate. Therefore it's important that you keep us updated if your contact details change whilst you're off.

Medical and hospital appointments

You should always try wherever possible, to arrange appointments outside of your normal working hours, for example;

- A routine doctor appointment.
- A routine dentist appointment.
- Other medical appointments, for example, chiroprapist/physiotherapist.

However, we understand that this isn't always possible, and where an appointment can't be organised outside of working hours you'll need to talk to your manager about how this can be accommodated to allow you the time off without losing any pay, for example, a shift swap or changing your working hours. If your hours can't be re-arranged the appointment will be unpaid.

Hospital appointments

The only exception is for hospital appointments, when it is difficult to re-arrange. In these circumstances, paid leave will be given, as long as you've given at least 24 hours' notice. In these circumstances your manager will ask you for a copy of the appointment card/letter.

Operations

Planned operations

If you have a planned operation you should let your manager know as far in advance as possible so they are able to plan for your absence and arrange cover, where necessary.

If you are travelling to another country for your operation you should make sure your manager is aware of this and that they are provided with up to date contact information.

If there will be a long period of re-habilitation after the operation or an extended period where you will be unable to fly due to the operation you had, you should also raise this and arrange a contact call so your manager can see how you are, discuss any support you may require and understand timescales for a potential return to work. If you are unable to fly, but otherwise would have been able to return to work, this period of absence should be taken as holiday or unpaid leave. You will also need to provide a medical certificate or the relevant documentation from your country to cover your period of absence.

In the period leading up to your operation you should work with your manager to discuss any support or adjustments you may need to allow you to continue working.

Emergency operations

If you need to have an emergency operation you should let us know as soon as you can. If you are not able to call us directly you should get someone to do it on your behalf.

Absences linked and prior to a planned (or emergency) operation, the operation itself and any rehabilitation period should be excluded from the review level and no formal action taken, as long as you do everything you can to prevent the condition getting worse and aid your own recovery after the operation. For example, we would expect you to follow any medical advice and rehabilitation appointments or guidance. If you're subject to waiting days these should be re-instated for any emergency or planned operations.

42. Can I have time off sick for cosmetic or eye laser surgery?

Yes, if the surgery has been recommended by a doctor or other medical professional for medical purposes.

If you have elected to have the surgery for cosmetic reasons you should talk to your manager to discuss the options available to you, such as taking a period of unpaid leave or working flexibly to accommodate appointments or

minor procedures.

Accidents and Injuries

Accidents at work

All accidents at work must be reported to a Manager, followed by an investigation, where the investigation is completed within seven days of your return to work.

If, following the investigation, it's found that you are not at fault/made no contribution to the accident and couldn't have taken any reasonable steps to avoid the accident, then the accident and any absences directly following (and linked to) within reason, should be excluded from the review level and no formal action should be taken. This however doesn't mean we're accepting liability for the accident.

However, following the outcome of the investigation, if you're found to be responsible the absence will be included in your absence review level.

Accidents outside of work

If you're involved in an accident outside of work which clearly isn't your fault, then your absence will be excluded from your absence review level. This will depend the nature of the accident (whether you were aware of any potential risk) and the injuries you sustained.

If you're to blame for the accident/injury for example, an accident caused by drink driving or repeated sports injuries the absence should be included when

considering formal action.

Sickness and Holidays

47. What happens if I'm ill before or during my holiday?

If you're off sick before your holiday and during the time you were planning to take as holiday, then as long as you provide your manager with a fit note/medical certificate to cover the whole period of sickness, your holiday can be changed to sick leave and your holiday entitlement reinstated.

43. What happens if I have holiday booked and I have to go into hospital?

If you've got holidays booked and you need to go into hospital for either a planned or emergency operation, then you need to talk to your manager and have it re-booked as sickness absence. In some circumstances relating to planned operations, you may be asked to show the hospital letter or appointment card, where we were unaware that you were waiting for an operation or had medical condition that required treatment.

44. Can I go on holiday while I'm on long term sick?

Yes, provided you've not used up all of your holiday entitlement for that year, your manager approves your request and the holiday won't have a detrimental impact on your health/condition. You'll receive normal holiday pay whilst you're on holiday.

You'll need to let your manager know, even if the holiday is medically recommended and the time away will be deducted from your annual holiday entitlement.

If you go on holiday while off sick and are still off sick when you return from holiday then, this will be treated as one absence. Whilst you're on holiday, you'll receive normal holiday pay but won't be entitled to any SSP.

If you go on holiday while off sick without speaking to your manager, and requesting that holiday pay is paid, you won't be entitled to holiday pay.

If you don't have any holidays left, you can still go on holiday, provided that it doesn't have a detrimental impact on your health or condition. You'll receive SSP that you are entitled to at the time of the holiday.

45. Do I still accrue holiday if I'm off sick?

Yes, you continue to accrue holiday while you're on long term sick leave. Once you return to work, you will be able to take your outstanding holiday, subject to the needs of the business.

If you're likely to have outstanding holiday when you return to work you should speak to your manager about what can be taken and what can be carried over (sickness absence only) into the next holiday year upon your return.

You should make every effort to take your holiday during the current holiday year as defined in the holiday policy, where possible.

46. What happens if I am sick over a bank holiday?

If you volunteer or are scheduled to work on a bank holiday and you're sick, you should follow the normal notification process. As long as you have notified us of your absence, a day's holiday won't be deducted from your holiday entitlement.

If you persistently call in sick on a bank holiday, this will be investigated as part of the disciplinary process.

Sickness and working from home

47. What happens if I am recovering from an operation, but feel well enough to work?

If you have the ability to work from home and you want to do some work whilst you're recovering from an operation, you should talk to your doctor/medical adviser in the first instance about potentially doing this. If they're in agreement, and you have a fit note signing you off work, you should ask to be signed back as fit for work before discussing this with your manager. If you're only able to work reduced hours or you need to work from home during this period your doctor should indicate these adjustments on the fit note stating you're fit for work subject to these adjustments being made. All requests for phased returns will be considered in conjunction with advice from Occupational Health. We would really only expect this in situations where the operation is minor but you have a long recovery time before you can travel to work or work a full day, for example after a knee or foot operation.

You should only ever decide to work if you feel well enough to do so and even then if you don't feel well enough to work on a specific day you should inform your manager that you're going to be off. If you only work part of a day then the time when you're not working will be recorded as absence.

Need more info?

The Employee Assistance Programme (EAP) offers confidential advice, and support on a variety of issues, not just those that are work related, such as health, family, bereavement, or money.

For example, in the event of a death of a loved one, the support line will provide counselling and can also provide support with family matters, inheritance, wills, and managing the sale of a property.

Health Assured number is: 0800 030 5182, and it is available 24 hours a day, 365 days a year. You can call the number as often as you need to or access the website via the Perkbox App.

Grocery Aid - www.groceryaid.org.uk or freephone on 08088 021122



Horizons Educare Ltd

building brighter futures

Manager's Guide to Sickness Absence

September 2019

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Introduction

This Manager's guide provides you with additional information on how to apply and interpret the Sickness Absence Policy. It's vital that the two documents are read and used in conjunction with each other, as there may be information in one document that is not repeated in the other.

Short term absence

Notification

1. What should I do if someone in my team is off sick?

First day of absence

All colleagues should phone in and speak to their Line Manager, Manager or Shift Leader, but at least no later than two hours before their usual start time or if working Nights by 2pm of same day.

They must call. Text, e-mail or notification through any other social media platform isn't acceptable. Colleagues shouldn't report their absence to another member of team, if the Line Manager is unavailable or not in work they should speak to the shift lead.

All managers must make sure their teams know who to contact if they are off sick.

If they can't speak to the Line Manager or shift lead directly, they should leave a message with a contact number so that you're able to call them back. Colleagues should only get someone to call on their behalf if they're physically unable to make the call themselves

During the conversation with the colleague you should cover the following.

- What's wrong with them and when it started– please be aware that the colleague doesn't have to disclose details of their medical condition if they don't want to (for more information see the section on confidentiality).
- How long they're likely to be off.
- Check contact details if we don't have a number for them or the colleague is overseas.
- Whether they're planning on making a doctor's appointment or going to phone NHS direct (where appropriate).
- If attending an appointment to ring back with an update following.
- Any further actions needed, i.e. a referral to Occupational Health (e.g. if the reason for absence is work related stress, depression, anxiety, post trauma or critical incident or the colleague indicates they have a short life expectancy diagnosis), see the section on Occupational Health for more information.
- Agree when you'll speak again. If they don't know how long they will be off for then agree how and when contact should be made. Ask them if there's any urgent work that you need to arrange cover for, where relevant.

You should also;

- Capture any relevant information.
- Record their absence in the relevant file/book or on the system straight after the call.
- Where relevant, make arrangements to cover their work (where necessary).
- Inform the relevant members of the team where necessary – don't give the reason for the absence unless the colleague has agreed you can do this.

If a colleague doesn't turn up for work or make contact within one hour of their usual start time, try and contact them during their shift/day. If you're unable to make contact with them, refer to the Unauthorised Absence policy. If they subsequently return to work you should confirm the process for notification of absence during their return to work meeting. If they fail to notify you of their absence again, have an informal conversation with them and again remind them of the process, making it really clear that the non-notification of absence process can result in disciplinary action being taken against them.

On subsequent non notifications of absence, (within a 12 month rolling period of the informal conversation), conduct an investigation and where appropriate issue the relevant level of warning. If non notification of absence continues you can move through the warning levels as detailed in the Sickness Absence Policy, but please note that you can only issue the next level of warning whilst the current warning is 'live'

For continued non-notification of absence we will treat as misconduct and follow the Conduct process to manage the failure.

Recording absence

2. How do I record sickness absence?

Details of the colleagues absence should be recorded by the person who took the notification call (normally the Line Manager) as soon as possible in the **Notification and Record of Absence** file which should be reviewed by the Home Manager on a daily basis.

Details of the colleague's absence must also be given to the Finance Department so they are able to update the system. It's important that you continue to update your administrator with details of the colleague's absence so they can ensure the system is correct and the colleague receives the correct level of pay.

Confidentiality

3. Does a colleague have to tell me the details of their medical condition?

No, in some circumstances a colleague may not want to disclose details of their medical condition due to personal reasons, and they are under no obligation to. You should have a conversation with the colleague to try and understand their concerns about telling us what their medical condition is and where possible reassure the colleague and address these concerns. Explain to them that although they are completely within their rights not to disclose details of their condition, without this information we can only make decisions and offer support based on the facts available.

In these situations where a colleague is requesting a return to work plan or reasonable adjustments, make a referral (with the colleague's verbal consent) to Occupational Health. They will speak to the colleague, ensuring medical confidentiality and provide you with details of any reasonable adjustments or support to be considered. They will not however disclose the details of the colleague's medical condition.

4. Do I have to keep details of someone's absence and their condition confidential?

Yes, please be aware that this is sensitive and confidential information that must not be shared without the colleague's consent.

You can however, inform the wider team that someone is absent, providing you do not give any details of their absence.

Any breaches of confidentiality will be treated as a disciplinary offence which may lead to your dismissal.

Keeping in contact

Absence of less than a week

If the colleague gives an indication of when they expect to return, you shouldn't need to contact them under normal circumstances, unless they are going to be off for a longer period of time. If they are not well enough to return on the day they specified, there are changes in their condition or they visit the doctor they should contact you to update you.

If they don't give an indication of when they expect to return, you should arrange a day and time to have a contact call with them normally within their expected work pattern. This call is to understand how they are and if there is anything we can do to support their return to work. In exceptional circumstances, (for example, where there is a break down in the relationship between the manager and the colleague) the colleague may ask for these calls to be with someone else – normally the HR Team.

You should keep a note of each time you speak to them in the Notification and Record of Absence File so you've got an on-going record.

Under no circumstances should you regularly contact the colleague just to see when they are coming back to work.

After seven days of absence

Once a colleague has been off for seven calendar days (including any non-working days), they need to supply a fit note. They should send you the fit note as soon as possible, if for any reason the certificate is delayed you need to contact the colleague to find out why.

Even if the colleague has been 'signed off' by a fit note we still expect a reasonable level of contact with them, (usually around once a fortnight depending on their condition), until the long term absence process is triggered.

During these contact calls you should:

- Discuss the colleague's condition and whether there have been any changes.
- Talk through any developments in their health condition e.g. have they visited the doctor, been for tests etc.
- Discuss a potential referral to Occupational Health where the colleague is suffering from work related stress or anxiety.
- Discuss any support required to aid the colleagues return to work where appropriate
- Where appropriate, update them on anything that's been happening at work that they need to be aware of.

In some cases, it may not be appropriate to have contact this regularly, for example if someone is off for four weeks with a broken arm, then generally you know how long they will be off and what they are off with. However, it is good practice to arrange a call for a couple of days before they return just to touch base, make sure they are okay to come back and understand if they need any additional support.

It's important to remember that whilst some colleagues will like regular contact, to keep them in touch with what's happening and stay connected to the company, others will not and may find it intrusive. While we need to stay in contact, we should take the colleagues individual views on board and tailor the level of contact appropriately.

The aim of keeping in contact is to keep the lines of communication open and offer any reasonable support we can at an appropriate time. Conversations should be kept professional and we shouldn't ask unnecessary or embarrassing questions about their condition or the impact it's having on them; we should merely establish the facts and understand how we can help.

In some cases where a colleague is suffering from severe mental ill health it may not be appropriate to have voice calls and it may be better to communicate via e-mail or text or via a third person, at agreed times. If this is requested it may be appropriate to speak to Occupational Health to get further advice on their fitness to attend meetings or communicate with their manager.

5. What should I do if a colleague fails to keep in contact with me?

If you have arranged to speak to a colleague on a specific day and they don't answer or contact you, or you were expecting a colleague back to work and they haven't turned up, contact them to see if they are okay and why they haven't made contact. If they don't answer, leave a message asking them to contact you within 24 hours.

If they still don't make contact you should:-

- Telephone them leaving a message to explain that we expect a reasonable level of contact during absence (unless there are exceptional circumstances e.g. They are seriously ill in hospital) and ask them to call you back.
- If, in exceptional circumstances you don't have a contact telephone number for the colleague or they have changed their number without telling us, write to them and ask them to make contact. Using **Keeping in contact – no contact details** letter.
- If the colleague doesn't answer the phone or return the message, if you've left a voicemail (text isn't acceptable) or respond to the letter within 24 hours (allowing time for the post), they may be invited to an investigatory meeting which may lead to the disciplinary process being initiated, where appropriate.
- If you are concerned in anyway about the colleagues wellbeing (especially in mental health cases), you should contact the colleagues emergency contact if we have one, or the police (where you have a concern for the colleagues safety).
- If a colleague is continuing to supply fit notes but is failing to make any other kind of contact or answer contact calls, you should leave a message to remind them that it's a condition of their employment to keep in contact and where necessary/appropriate write to them. If they continue to fail to keep in contact they may be invited to an investigation.

Please see the non-contact process flows and letters for more information.

6. What should I do if someone in my team is taken ill at work?

If someone in your team is taken ill and needs to go home then you should let them go immediately. If you're concerned about their welfare and/or safety, you should ask a first aider to come and see them before they leave, if there is one available. If you feel that they shouldn't travel home by themselves, you should arrange for someone to accompany them home, and ideally arrange for a taxi (which we should pay for).

In circumstances such as this, we have a duty of care to look after our colleagues and it's important that you do everything you can to make sure they get home safely. If you or the first aider feels that they should not be at home by themselves then you should contact their emergency contact.

If the colleague is seriously ill or showing signs of an emergency condition you should call a first aider and where appropriate an ambulance. In cases of mental health crisis you should contact our Employee Assistance Program, Health Assured; it's a good idea to familiarise yourself with this if you have anyone in your team with a mental health condition. For immediate concerns about the personal safety of the colleague or other colleagues around them you should call the police. You should also contact the colleague's emergency contact.

Fit notes

7. What is a fit note and what should I do if the colleague receives one?

A Fit Note is something that a doctor issues to state whether a colleague is, isn't or maybe fit for some work. If a colleague receives a fit note they should contact you to inform you they have one and to discuss any recommendations the doctor has made about their potential return to work.

If a doctor states that a colleague 'maybe fit for some work' it means that they believe the colleague's condition doesn't necessarily stop them from returning to work, and there may be some support we can offer them. The doctor is able to provide recommendations about the colleague's return to work, including things such as a phased return to work, amended duties, altered hours and workplace adjustments.

If you receive a call from the colleague saying that their fit note says 'may be fit for some work', you should use this information to have a discussion with them about whether they can return to work in some capacity, in light of the doctor's recommendations.

We should always consider and accommodate the doctors' recommendations where possible. Research shows the longer someone is away from work, the harder it is for them to come back and the more disconnected they feel. Mentally it is better for them to be at work doing something (even if it's not part of their normal role) rather than sitting at home doing nothing and therefore we should consider all recommendations. However, recommendations need to be operationally viable and we can't create bespoke roles or duties for colleagues on an on-going basis.

If you're unsure about a recommendation or how you can support a colleague you can call the Fit for Work advice line on 0800 032 6235 for specialist advice.

If a return to work is possible, you should agree any temporary changes to the colleagues job or hours, including the support you'll provide and for how long and arrange for this to be in place for the day the colleague returns to work. These changes should be documented on the return to work plan form. The aim of putting the return to work plan in place is to gradually increase the colleague's duties, hours or days on a week by week basis to get them back to their normal working arrangements and full duties. Once agreed, it should be reviewed on a regular basis (normally weekly) so both you and the

colleague can discuss how the plan is working and whether it's providing them with the right level of support. Where it's not, it should be amended to reflect what's needed.

Depending on the nature of the condition, we wouldn't expect any temporary changes to be in place for longer than eight weeks, which can be extended to 12 weeks in exceptional circumstances by the HR Team, after this the colleague should be back to full duties/ normal working arrangements, unless there is an underlying on-going medical condition and more permanent adjustments need to be considered.

When the colleague returns to work, hold a return to work meeting as normal and complete and agree the return to work plan together asking the colleague to sign a copy. Also agree a date for the plan to be reviewed (normally once a week or fortnight depending on what they have been off with).

Once you have received a copy of the fit note, record it in the Notification and Record of Absence File and placed in the colleagues absence/personnel file along with any agreed return to work plan. The fit note tracker should be reviewed on a regular basis so that you can chase for any outstanding fit notes, although it is ultimately the colleagues responsibility to ensure they are submitted in a timely manner.

If there are any temporary changes to the colleagues' working days or hours you must inform finance of the details to allow them to record the correct number of hours of sickness for payment purposes.

In situations where the colleague returns to work and is still in receipt of SSP, but is not working enough hours to be paid at the same rate as SSP, make their pay up to the SSP weekly allowance, so they are not financially impacted by coming back to work.

The general rule is that an individual shouldn't be any financially worse off being in work, than if they stayed off sick.

Where a colleague has a sufficient amount of holiday left for the remainder of the holiday year and where they request to, the colleague may use holiday for the days where they are receiving no pay.

Under no circumstances should we ever ask them to use holiday in this situation.

Adjustments should only be recommended and accommodated when;

- the absence is reoccurring or, long term,
- they are waiting for an operation,
- there is an ongoing health problem,
- a period of rehabilitation is needed and it will aid a quicker return to work, or
- the colleague has, or may have a condition which is covered by the Equality Act (see the **Supporting our Disabled Colleagues Guide** for more information).

They shouldn't be used for one-off illnesses such as headaches, stomach bugs, colds etc.

If you feel you're unable to accommodate the recommendations on the fit note, please discuss this with the HR Team to see if they can be accommodated in another area or site. If you're still unable to accommodate them, you should make sure you have a detailed reason for not accommodating them and explain these clearly to the colleague. Once you have spoken to the colleague the fit note should be treated as if the doctor has advised 'not fit for work'. Details of this conversation should be captured on the **'Let's Talk Form'**.

If you receive a fit note which you think may have been falsified (for example, you think the dates have been altered), speak to the colleague, without making any accusations, to raise your concerns. Depending on the outcome of your conversation, speak to your HR Team. They can then phone the doctors surgery details on the fit note to verify it and conduct an investigation, where necessary.

In most instances for long term absence or ongoing health problems, we'll continue to use Occupational Health for independent advice on what adjustments we should be considering.

If the colleague wants to return to work before the fit note has expired, they can, but you must ensure that they sign the return to work meeting form to confirm that they are fit for work.

If the colleague doesn't submit a fit note or consecutive fit notes on the expiry of the previous fit note, they should be contacted and asked when they will be sending their fit note in. You should remind them of the need to supply fit notes in a timely manner. If they have an appointment booked with their GP (within a reasonable time frame) we should wait until the outcome of that appointment before taking any further action.

If they persistently fail to provide a fit note or consecutive fit note within three calendar days of the expiry of the previous fit note, you may initiate the disciplinary process. However you should assess each case on its own facts and remember that in cases of mental health, learning difficulties, where the colleague has a debilitating disease (especially if it affects their memory, such as Alzheimer's) or is potentially house or hospital bound it may not always be possible for them to supply fit notes within three days. Therefore it's important to keep in contact with them and agree an extension to this timeframe as and when necessary.

8. What should I do if a colleague has two jobs and the fit note provides recommendations?

If a colleague has two jobs they need to provide a Fit Note to both employers and if one employer can accommodate the recommendations and the other can't, technically there is no reason why the colleague can't return to work in the job that is able to offer support. Although the colleague may feel uncomfortable with the situation, the onus is really on the employer to agree to any adjustments and support the colleague back to work.

9. What should I do if I receive a medical certificate from overseas?

You should treat an overseas medical certificate the same way as you would a fit note and all normal processes should apply. For example, the colleague should still keep in contact and have regular conversations about their on-going absence. You can arrange for meetings to be held over the phone or via other means such as Skype. If the colleague continues to be absent for four or more weeks you should make a referral to Fit for Work or Occupational Health to carry out a telephone assessment so you are able to understand more about their condition and when they are likely to return.

If you have concerns about the validity of the certificate you should discuss this with your HR Manager who can contact the clinic or medical facility where the certificate was issued.

Occupational Health

14. What is Occupational Health and what service do they offer?

Occupational Health aims to help colleagues at work, or return to work even with medical conditions by providing tailored advice and recommendations to managers and colleagues.

They also provide additional advice on long term/serious health conditions, the impact the condition is or is likely to have on the colleague at work and whether a return to work is likely or unlikely in the foreseeable future with or without adjustments.

15. When and how should I make a referral to Occupational Health?

In order to support our colleagues at the earliest opportunity, you can make referrals to Occupational Health to gain further advice on a colleague's condition and what we can do to support them. Please be aware that a colleague does not have to be off sick for us to make a referral (as long as we have their verbal consent) and in some cases making a referral whilst the colleague is in work can prevent future absences. We would expect referrals to be made for:

- Work related stress or anxiety from day one of absence or before, if this has been known to you by the colleague.
- Colleagues who have been involved in a trauma at work (i.e. an armed raid)
- Any mental or physical health issue that is affecting a colleagues ability to do their job and they are still in work.
- If a colleague is off regularly for short periods of time for the same health issue
- Any absence over four calendar weeks and where there is no imminent return to work date
- For long term health issues where we are considering dismissal on grounds of incapability to return to work in the foreseeable future due to ill health and we don't have an occupational health report

You need verbal consent from the colleague to make an Occupational Health referral. Once you have this, you should ask your HR Manager to make a referral. You'll need the following information to hand when making the referral; remember the more information you put on the referral the more detailed report you'll receive;

- The colleagues personal details – name, address, phone number, date of birth, colleague number, and date of joining
- Information about their role - department and role – hours of work, home
- Information about their condition, details of adjustments, copies of medical information i.e. Fit notes / FFW reports, information about prior absence, support given; and
- any additional questions you want answers to support your request

Please be aware that forms that are incomplete or do not have the relevant information on them will be returned for you to complete before an appointment is made with the colleague.

It's also important to remember that the colleague is able to see a copy of the referral, so make sure the information that's asked is appropriate and relevant to their condition.

It's really important that we have up to date contact details for the colleague otherwise we are unable to arrange the appointment, therefore when you ask for their consent, make sure you've got an up to date number for them.

Occupational Health aim to contact the colleague and arrange an appointment for a telephone assessment within five working days, but this does depend on the colleague's answering their calls and their availability.

16. What will Occupational Health do?

Once you've made the referral on-line, an Occupational Health Advisor will contact the colleague and arrange a telephone meeting with them. Where they are unable to speak to the colleague directly they will leave a message (where possible) with details of the appointment, they will also confirm the information back to the HR Team. When they have all the information, they'll produce a report, which will be sent to the colleague to review if they request a copy. The colleague will then be asked to consent to this being sent to your HR Manager. The report will contain information such as:

- A diagnosis
- Any potential long or short term reasonable adjustments or support that can be considered
- Possible duration of the absence and likelihood of their return to work
- Anything the colleague can do to help improve their medical condition
- Where appropriate, the colleague's ability to attend meetings

Remember it's important that you discuss the contents with the colleague. If you feel the information is not detailed enough you can phone Occupational Health to discuss the case. Any decisions about ongoing employment should be made in conjunction with the Occupational Health report, and any relevant additional information. It's only when the colleague refuses to be referred to allow us to obtain a occupational health report that we will make decisions based on

the information we have. In the event that there is a conflict in advice between Fit for Work, Occupational Health, their GP or Medical Specialist, all parties should work together to discuss and agree what the best course of action is.

17. How should I use the Occupational Health report?

It's important that you keep in touch with your colleague and talk to them about their illness/condition with the help of the Occupational Health report.

These ongoing discussions are key to making the colleague feel supported by you and the company, and give you the opportunity to talk to your colleague about how they are coping with their medical condition and what we can do to support them.

However, as a business we also have to consider the duration of the absence and the capability of the colleague to fulfil their contract of employment. Remember that all decisions need to be made in conjunction with Occupational Health reports and any GP/Specialist reports. It's only when the colleague refuses to allow us to request health reports that we will make decisions based on the information we have.

18. What should I do if the colleague refuses to allow contact with Fit for Work or Occupational Health?

A colleague has the right to refuse to consent for a Fit for Work or Occupational Health referral to be made, or to refuse to agree for Occupational Health to request medical information from a Medical Practitioner. This could be for a number of reasons, such as confidentiality or not wanting to disclose their condition. If they do refuse, you should have a conversation with the colleague and try to understand why this is and address any concerns they have about the referral. Following this discussion, if consent is still not forthcoming you must explain that you still need to manage their absence and that you will make any decisions using the information available to you.

19. Is there any cost to making a referral to Occupational Health?

Yes. Costs will vary depending on what support is required. If we feel a doctor is the appropriate person then the cost is in the region of £250. For a nurse appointment the cost is £125.

In the event that a colleague fails to attend an agreed appointment then we may look to recover costs from the colleague.

20. What should I do if I believe a colleague is a danger to themselves or others around them?

If a colleague is completely irrational, has lost touch with reality, is hallucinating or you fear they may harm themselves or others you should take them to a quiet and secure place when possible (do not put yourself in danger), stay with them, talk to them calmly and explain what you're doing. Then contact the police and/or ambulance service, followed by their friends/family to tell them what you've done. The police are the only people who are able to 'section' (detain someone under the Mental Health act) someone so they will need to be called on '999' if the situation is that serious, otherwise you should contact them on 101.

21. What should I do if a colleague goes off sick during another formal process such as disciplinary or grievance?

If a colleague goes off sick during another formal process with an illness which may be related (e.g. stress or anxiety), you should have a conversation with them to understand what is triggering the illness and whether it's in relation to the other formal process they're going through. It is important to deal with the situation in a sympathetic manner, but also to explain that the 'situation' won't go away and that it's better for them to deal with it, than to try and hide from it. You should offer a referral to Occupational Health, who can offer the colleague support to help them prepare for and attend the meeting. Occupational Health will also be able to advise whether the colleague's condition would impact their ability to attend/understand a formal meeting (for example in mental health cases where the colleague may not have insight into their own actions/decisions), in some cases however, this may require a referral to a specialist for advice.

Under most circumstances the meeting will be scheduled and go ahead after a reasonable period of time (the colleague has had the opportunity to access any support offered and depending on their condition/illness. Please refer to your HR Manager for further advice on this.

This doesn't apply to short term absences such as colds, coughs, stomach bugs etc. where we would re-schedule the meeting for when they returned to work. Please refer to the disciplinary and grievance policies for more information.

Returning to work

22. What are return to work meetings, and when should I use them?

Return to work meetings play a crucial role in managing absence regardless of how long the absence was for. These should be conducted for every colleague after each period of sickness absence on their next working shift (apart from medical/hospital appointments). Return to work meetings help to get a complete picture of the colleague's absence and they are your opportunity to find out whether there are any underlying issues affecting the colleagues' absence levels which you are able to help them with. If at a later stage, you feel it's necessary to take formal action, they form an important part of the information that's needed to progress through to the formal absence process, without them you may not be able to take any formal action.

The return to work meeting is an informal meeting, so the colleague's right to be accompanied doesn't apply.

Make it clear to the colleague that the purpose of this meeting is to offer support and monitor and review absence levels (where appropriate). Please use the return to work meeting form and complete it during the conversation.

You're responsible for monitoring and managing absence within your team and you must conduct return to work meetings for each period of absence to ensure that records are kept on the reasons for absence and the number of hours absence; to discuss any concerns or questions which the colleague may have; and to allow colleagues to raise

any issues with you relating to their absence. At the return to work meeting you should also discuss any underlying medical condition, absence trends or concerns which may have led to the absence.

23. What should I do when the colleague is ready to return to work?

When you know the colleague is returning to work you should prepare for their return to work meeting.

On the day the colleague returns, speak to them before they start their shift or work, to make sure they are okay and that they are fit to return. Depending on what level of contact you've had with them during their absence, you should be aware of what they've been off with and whether this will have any impact on them at work.

The return to work meeting should be conducted as soon as possible during their shift/day (preferably at the start), however we know that depending on the level of support you have available this is not always practical. Therefore, under normal circumstances the colleague can return to their job and the return to work meeting can be conducted as soon as possible but must be during their shift/day. However if the colleague is:

- Taking medication which has side effects which could impact them at work
- Still signed off by a fit note,
- Needs some level of support or has any other condition which could be a risk to them, other colleagues or customers, the return to work meeting must be conducted at the beginning of their shift.

For example, we wouldn't want someone who has been suffering with blackouts to operate machinery or drive until we knew they were 100% safe to return and had signed the return to work meeting form to confirm this. Similarly, it wouldn't be appropriate for someone with a stomach bug to handle open food until we knew they were symptom free for 48 hours.

It's important that you use a common sense approach and decide when a return to work meeting should be conducted before they start work to prevent any risk or harm to the colleague other people around them and the business.

When preparing for the meeting, gather all the information together (i.e. sickness record, previous return to work meeting forms, sickness absence policy) and prepare your questions. Always organise a private space to hold the meeting because you may be discussing very sensitive information.

When making enquiries, remain sympathetic, and reassure the colleague of your genuine wish to provide support, if for example, the colleague is experiencing problems at work. During the meeting:

- Note everything discussed at the meeting on the return to work meeting form
- Offer support, e.g. the Employee Assistance Programme (EAP) Health Assured accessed via Perkbox
- Discuss the absence review level
- Identify any patterns to their absence
- Try to establish whether or not there is any underlying cause of the frequent absences and if there is, what if any action is required to resolve the situation
- Check whether or not the colleague's absences could be work related and, if this is the case, arrange to address the particular problem with a view to resolving the work-related issue, informally where appropriate
- Explain to the colleague what the absence review level is and agree a time limit for improvements in their attendance. Make sure the colleague understands and is committed to achieving these levels.
- Let the colleague know that continued high levels of absence is unacceptable and that if they don't improve, you may take formal action where appropriate
- Consider if it would be helpful or appropriate to seek medical advice, for example to establish whether or not the colleague has an underlying medical condition that is causing or contributing to their absences
- Where the colleague has continued high levels of absence inform them that they will be invited to a formal absence review meeting

Where the colleague is returning from long term absence, and/or there appears to be an underlying health condition, a return to work meeting should also explore the following:-

- Any need to obtain any medical advice or to discuss medical advice and recommendations which you already have.
- Any reasonable adjustments to the workplace, working hours, equipment, duties and practices which may help the colleague.
- Any redeployment opportunities, if available or a return to work plan.

Please note that we will only redeploy someone on a permanent basis if there's a suitable existing role already available in the business; a bespoke role (so a role which doesn't ordinarily exist within our business) must not be created.

At the end of the meeting, make sure both you and the colleague sign the return to work meeting form and you keep it for your records, give a copy to the colleague, if they request one. All return to work meeting forms should be kept either in the colleagues personnel file.

24. How do I record the fact that the colleague has returned to work?

Once a colleague has returned to work you should update the Notification and Record of Absence file. You also need to let Finance know so that they can change their absence code on the system.

25. How much information should I get on the colleagues illness or medical condition?

We understand that it can be difficult to talk about certain medical conditions or illnesses as this can be very personal and sensitive. As a manager, whilst you need to have a broad understanding of what is wrong with them and what treatment it requires, you don't need to understand every detail, this type of questioning can make the conversation very uncomfortable and embarrassing especially for the colleague. However, you do need to understand how their condition affects their ability to be at work and perform their role, and what can be done to help and support them.

Where appropriate, in exceptional circumstances and depending on the nature of the colleagues condition, it may be more comfortable for the colleague if another manager of the same sex conducts the return to work meeting.

Managing short term absence

26. What types of absence should be managed under the short term process?

This short term process is used for all sickness absence apart from long term, terminal or underlying health conditions (see the section on Long Term Absence for more information). This includes, short term absence, sporadic absence, short term persistent (extended) absence and longer term absences where it doesn't fall into the long term process, such as broken limb, sports injuries, viruses, infections, rehabilitation periods, bad backs/knees etc. (which can be corrected via physiotherapy type treatment) short term periods of stress, depression, anxiety etc. (which can be managed via counselling), this is not a full list and each case will depend on the specific circumstances and what the impact is on the colleague's health.

27. What is the difference between the short term and long term processes?

The short term absence process should be used if the amount of time the colleague is taking off becomes unreasonable or excessive and/or the colleague is unable to fulfill their contract of employment which would ultimately be the reason for dismissal. The main aim of the long term process is to support the colleague back to work, however due to the nature of the conditions; there may be circumstances where the colleague will not be able to return and/or we are unable to continue to support them. In these circumstances the colleague's employment will be terminated on the grounds of ill health.

28. Identifying patterns in absence

Most colleagues only take time off sick when they are too ill to attend work. However, there will always be a small minority who will see sick leave as an entitlement to gain additional paid time off work.

Therefore it's vital to keep a record of conversations with the colleagues about their absence and complete a return to work meeting after each period of time off. When reviewing a colleague's absence record, you can look for patterns or regular occurrences of absence, for example frequent Friday's off or absences that tend to occur at a particular time, for example, after a bank holiday weekend or during school holidays. If you spot a pattern, talk to the colleague about this in a factual way without making any accusations.

Take care not to make assumptions and remain open-minded. The simplest way to discuss the matter with the colleague is to first state the facts, and then to ask the colleague if he or she can explain the pattern. The main aim of speaking to the colleague about a pattern of absence should be to try to establish the underlying reason(s) for these absences. You need to identify the underlying cause before you can decide what to do about the problem. Even if the colleague is unable or unwilling to explain the absence pattern, your discussion will make the colleague aware that you've noticed the pattern. This may stop them from taking further casual absences.

29. What are the attendance standards ?

Where your sickness absence amounts to :

- 3 Separate sickness absences or more in a rolling 12 month period;
- OR
- Periods of Absence totalling 2 working weeks or more in a rolling 12 month period;
- OR
- 4 Working Weeks* or more of continuous Sickness Absence.

you will have exceeded Horizons Educare Ltd Attendance Standards

*working week is the individual's working week regardless of part-time or usual working pattern.

30. In what circumstances can I withhold company sick pay?

The company is able to withhold company sick pay if:

- there is reasonable belief that the colleague's absence is not due to illness e.g. they've tweeted that they are at a concert,
- a colleague does something deliberately or negligently to make their illness or injury worse
- they cause their own illness or injury, for example going skiing when they already have a knee injury, or
- we believe a colleague has made a false statement about their reasons for absence.

To withhold pay we must have a reasonable belief that they fall into one of the above categories or have some form of evidence, for example, something on social media presented by another colleague. Fully investigate the matter before taking the decision to withhold pay. If it is subsequently found that their absence was genuine then SSP will be reinstated in the next available pay period.

31. When should I manage a colleague's short term absence formally?

It's important to be supportive towards colleagues who have frequent absences from work, however you also need to ensure that this is balanced with the needs of the business and how this impacts on other colleagues.

If you have concerns over the amount of absence someone in your team is having, you need to talk to them to establish the reasons, and see if there is anything you can do to help or support them. It might be that they are going through a difficult time at home and need some time off or they are struggling at work and need additional support.

If informal conversations don't lead to an improvement in the colleague's attendance levels, you may need to start the formal absence process and invite the colleague to an absence review meeting. The formal absence process is appropriate when the colleague has hit the absence trigger points, their absence levels are unacceptable or excessive, where they are beginning to cause serious disruption, where you have noticed a pattern in absences or where their attendance hasn't improved following informal discussion/action.

We wouldn't normally expect someone to have 3 occasions of absence in 12 months or periods of absence totalling 2 weeks of contractual hours in a rolling 52 week period, this should be pro-rata'd for part time colleagues. However, you should look at this on a case by case basis and deal with each instance of absence individually without making quick assumptions or decisions. Because the reason for each absence is different, there will be occasions when an colleague has had what could be seen as excessive absence or exceeded the absence review level but it might not be appropriate to invite them to a absence review meeting, e.g.

- The colleague needs a series of operations following an accident.
- The colleague is receiving a series of treatment for an on-going medical condition e.g. cancer. The colleague has a very good attendance record and then a series of short term illnesses (not on a continuous basis).
- There is an underlying reason for the colleague's absence such as issues at home or work or a chronic ongoing health issue. This should become apparent during the return to work meeting. However if the colleague doesn't tell you about this you might have no option but to follow the formal absence process.
- The colleague has a serious long term illness, such as liver failure; in these instances they should be managed under the long term sickness process.
- The colleague has had a planned operation.

The above is not an exhaustive list, you should remember that all cases are different and should be considered on an individual basis and your knowledge of the colleague's circumstances. If you're unsure you should discuss it with your HR Team.

On the other hand, there may be times when it is appropriate to invite an colleague to an absence review meeting, examples are:

- The colleague has high levels of absence which are having a detrimental impact on the needs of the business, the colleagues performance and on other members of the team.
- The colleague is refusing to consent to a referral to occupational health that has been recommended by the HR Team.

- You have reason to believe that their absence was not due to illness. You should discuss this with your HR Team in the first instance.
- The colleague already has a live absence warning and they have had a further absence(s) on top of what's been agreed as a reasonable level. (Especially applies where they have a history of high levels of absence).
- You have reasonable cause to believe that the colleague is manipulating the policy and process, for example, has high levels of absence which just misses the absence trigger points. If following the absence review meeting, you feel it's appropriate you should then start the disciplinary process.
- The colleague has a regular pattern of absence.
- The colleague isn't aiding their own recovery i.e. they're not taking recommended medication or having treatment which impacts their ability to work.

Part of the outcome of the meeting is that the colleague is clear on what the company attendance standards are and how much absence they have had. They should understand the expectations of them and the potential consequence if these levels are not met and/or maintained.

32. What should I do if I want to start the formal process?

Absence review meetings should be held as soon as possible after the return to work meeting but within at least eight calendar days (including day of return), eight days should only be used for one or two day a week workers, everyone else should have their absence review meeting within seven calendar days from the date of return.

More than one day a week workers:

Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Return To Work Meeting	Potential Absence Review Meeting	Potential Absence Review Meeting	Potential Absence Review Meeting	Potential Absence Review Meeting	Potential Absence Review Meeting	Last day potential ARM

Two day a week workers:

Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon
Return To Work Meeting	Works	Not In	Not In	Not In	Not In	Not In	Last day potential ARM

One day a week workers:

Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon
Return To Work Meeting	Not In	Not In	Not In	Not In	Not In	Not In	Last day potential ARM

Give or send the colleague a formal invite to the meeting, (using the **Invitation to absence review meeting** letter), giving them at least 24 hours, allowing for postage. The letter should contain the date, time and place for the meeting

and inform the colleague that they have the right to be represented. The letter should outline the company's concerns about their sickness absence, the basis for these concerns, and explain why you've called the meeting, who'll be attending and the right to representation. In exceptional circumstances, the meeting may be postponed if a Representative is not available or where there is not enough time for the representative and colleague to meet and prepare for the meeting, within a reasonable timescale.

Depending upon the colleagues's health condition, if appropriate, you may arrange for the meetings to be held off site at a mutually agreed location.

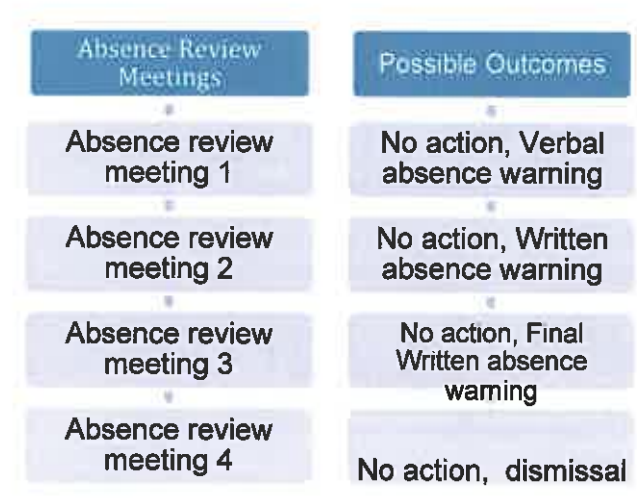
You may need to adjourn/delay an absence review meeting if you're waiting for information or need further information (including medical input) so you can consider all the relevant factors.

Under no circumstances should an absence review meeting simply be started and then adjourned to keep the meeting within timescales.

You should confirm any decision (see next section for more details) made at an absence review meeting and the reasons for it, in writing to the colleague as soon as possible. You also need to let the colleague know about their right of appeal against the decision.

33. What's the formal absence process?

The meeting structure and potential outcomes are as follows:



In the majority of cases where you get to the latter stages of the process no action will not normally be an appropriate course of action, however, depending on the evidence you are provided with and the specifics of the case there may be circumstances where this is a valid course of action.

In normal circumstances we will move through the process in sequential order, however there may be occasions where it is appropriate to re-issue a warning or escalate through the process, for more information please see the 'How do I move someone through the process?' section.

34. What format should the absence review meeting take?

First absence review meeting

During the meeting you really need to try and establish the root cause of the absence. The colleague may have a genuine issue that they haven't felt comfortable discussing with you, and therefore you should tailor the conversation to fit the circumstances. It's really important you have an open and honest conversation to understand what's going on; you can then take the appropriate action.

The meeting should cover things like:

- The reasons for their absence.
- How long they have been off or expect to be off or whether they expect it to be a re-occurring problem.
- Whether there are any underlying issues causing the absence, such as issues at work or at home.
- Review their absence record/levels over the last 12 months only.
- Review any medical evidence provided by Occupational Health/GP/Consultant.
- If a Occupational Health referral has not been made, whether it would be appropriate to make one.
- Try to establish whether there is an underlying medical condition or re-occurring illness.
- To review any previous discussions about their absence levels.
- To review any previously agreed actions plans to improve their absence levels over only the last 12 months.
- Explain the impact their absence is having on the rest of their team/ and the business. Set expectations of the improvement you'd like to see in their attendance and how this can be achieved.
- Is there any help or support you or the company can offer to improve their attendance levels or facilitate a quicker return to work.

Once you have reviewed their absence and asked all the questions you needed to ask to establish the facts you should have a brief adjournment to consider what has been said and make a decision on the outcome. This must be your decision and you shouldn't ask other parties (such as the note taker) for their opinion on what action should be taken.

The adjournment should be as long as you need to consider all the facts of the case and make a decision. Under normal circumstances the meeting should be reconvened on the same day. In more complex cases or where you need to take additional advice it may be appropriate to have a longer adjournment. The adjournment should be captured in the notes. Following the adjournment you need to give the colleague the outcome, this should be done verbally and where appropriate, followed up in writing. These could be:

An action plan agreed

You have explained that you expect to see improvements in their absence levels and what these are. You've agreed a set of actions to support these improvements and a timescale for review; these should be documented on the action plan form which should be signed by both you and the colleague. We also advise that you keep a copy of the notes from the meeting along with the action plan to document your conversation, You'll need to give or send a copy to the colleague for their records and you'll need to store a copy in the colleague's absence file which is held locally (this may be either a paper file or electronic).

No action

In some circumstances it may not be appropriate for you to take formal action, although you **will** need to continue to manage any future absence.

An absence warning

Depending on the circumstances, you may need to give an absence warning to the colleague and identify the improvements which they need to make. Inform the colleague that the warning will remain active on their file, for the appropriate amount of time from the date it was issued. You should follow this up in writing and explain that the colleague has the right to appeal the decision.

You should also tell the colleague that if their absence doesn't improve to the required level, it could ultimately result in their dismissal. You should follow this up in writing using the appropriate level of **absence warning letter** confirming their right to appeal along with a copy of the notes of the meeting if they weren't provided at the meeting.

Subsequent absence review meetings (meetings 2 and 3)

Depending on the outcome of the previous meeting, where you are in the process, and if the colleague's absence levels haven't improved, you may need to schedule another absence review meeting.

The format and purpose of this meeting will be the same as the previous meeting(s). If adjustments were agreed, you should make sure these have been put in place and have had time to take effect, before inviting the colleague to another absence review meeting

Final absence review meeting (meeting 4)

Depending on the outcome of the previous absence review meetings you may need to arrange a further meeting if the colleague's absence levels haven't improved or reached acceptable level. Invite the colleague to a meeting under the fourth and final stage of the sickness absence process. As this meeting could potentially result in the colleague's dismissal, it's important that you have the appropriate people in attendance at the meeting to facilitate the dismissal, if required.

The format and purpose of this meeting will be the same as the previous meetings. If adjustments were agreed, you should make sure these have been put in place and have had time to take effect, before inviting the colleague to another formal meeting

The case should be reviewed in full, including all return to work meetings (including those previously discussed at meetings 1, 2 and 3) to the present day. You should consider, as part of this review, whether their absence has improved and/or whether it is likely to improve in the near future.

The outcome of this meeting will be to either to take no action, complete a 'Let's Talk', action plan or return to work place or alternatively confirm that the colleague's employment will be terminated with payment for notice not served of notice.

35. What should I think about when deciding on an outcome?

When deciding on an outcome you need to think about:

- Has the colleague had persistent high absence?
- Has the colleague had extended long term absence?
- Have they had discussions regarding their sickness absence, and are these discussions documented?
- Has the colleague got an underlying medical condition, and does it need further investigation?
- Have adjustments been recommended? Have they been put in place? If not why?
- Can you expect an improvement in the colleague's absence levels? Has there been any improvement in their absence levels?

The improvement doesn't need to be substantial; it can simply be a step in the right direction and the colleague demonstrating that they are trying to improve their absence levels, for example if they were at 10% and have reduce to 8%, this is an improvement.

Make it clear to the colleague that any absence warning given is on the grounds of **unacceptable absence levels**, and not on account of ill health. It's important the colleague understands that they're not being punished for being ill, but that his or her absence levels are unsatisfactory for the business.

Remember, just because a colleague has been invited to an absence review meeting, it doesn't automatically mean that you should issue them with a warning (or that they should be dismissed if they have already been issued with a final absence warning), although this may be appropriate in some cases you should make sure you have taken into account all the relevant factors when reaching your decision.

36. How do I move someone through the process?

Under normal circumstances where there are live warnings on file, we escalate through the warnings so from first absence warning to second absence warning, however if the warnings have expired or they correct absences for a short period of time, the following guidance should be followed.

The level of warning issued to a colleague may be escalated to a higher warning level if:

- they have repeated absence and there has been little or no improvement over a 12 month period; and/or
- their levels of attendance over the last 12 months have been unacceptable to the business; and/or their record suggests that their absence levels improve whilst they have a warning on file but then gets worse again once any warning has expired.

In some circumstances where the colleague has exceptionally high levels of absence, which is having a detrimental impact on the business and other colleagues, you may escalate to a higher level of warning. You must take advice from your HR Team before taking this course of action.

37. How long do absence warnings stay 'live' for?

Absence Warning Level	Duration of 'live' warning
Verbal warning	12 Months
Written warning	12 Months
Final Written warning	12 Months

38. Who can issue a warning?

Warning level	Support Worker	Seniors/Deputy Managers	Home Manager
Verbal absence warning	Home Manager	Home Manager	Operations Manager
Written absence warning	Home Manager	Home Manager	Operations Manager
Final absence warning	Operations Manager	Operations Manager	HR Officer
Dismissal	HR Manager	HR Manager	HR Manager

39. What's the appeals process?

The colleague may appeal the outcome of any absence review meeting either on an appeal form or in writing. Any appeal must be received by us within seven calendar days of receipt of the outcome letter.

The colleague will be invited to an appeal hearing conducted by an appropriate level of manager.

40. Who can hear the appeal?

Warning level	Support Workers	Seniors/ Deputy Managers	Home Manager
Verbal absence warning	Another Home Manager	Another Home Manager	HR Officer
Written absence warning	Another Home Manager	Another Home Manager	HR Officer
Final absence warning	HR Manager	HR Manager	HR Manager
Dismissal appeal	Responsible Individual	Responsible Individual	Responsible Individual

41. What do I need to do if I'm managing an appeal?

You must invite the colleague in writing (using **Invitation to an appeal hearing letter**) to the appeal hearing, giving them at least 24 hours' notice of the hearing – all hearings must be heard **within seven calendar days** of us receiving the appeal.

If the appeal letter contains any additional medical evidence which wasn't discussed or known about at the previous absence review meeting this should be discussed with the colleague at the appeal hearing.

If no additional information is given, review the whole case and make your judgement based on the facts and information available.

At the appeal hearing the colleague or their representative will need to say what their reasons are for appealing and, as appeal manager, you'll need to focus on these and what evidence there is to support the appeal.

At the end of the hearing you'll need to give a summary of the main points of the appeal and appeal hearing and then close the meeting and consider all the information and decide the outcome of the appeal. The original decision may be confirmed, overturned or replaced with a different decision which may include (if appropriate) a reiteration of a previous warning.

The outcome of the appeal should be sent on the 'outcome of appeal letter' which can be either, given, posted or e-mailed to the colleague.

42. How do I manage someone who has both short term and long term absence?

You can run both the short term and long term absence processes concurrently, where necessary. For example, if you have someone who has been off long term, returns to work and has several periods of short term absence, you should, where appropriate, initiate the short term absence process.

If they subsequently go off again, for a longer period they would be managed through the long term process. This may apply where you have someone with a health condition which flares up on a regular basis and results in them having longer periods of absence.

43. How do I manage someone with an underlying medical condition

You should be aware that some sickness absence(s) may be disability related or related to an underlying medical condition.

If the colleague has an underlying medical condition (whether or not you believe that the colleague may be covered by the Equality Act (or DDA NI), at each stage of the procedure and in meetings, you should consider with any advice received from Occupational Health whether there are reasonable adjustments that can be made to the role, working environment or the working arrangements so we can support the colleague at work or help their return.

If a colleague tells you or you think that they have a disability or are affected by a medical condition which impacts on their ability to work, you should discuss this with HR Team.

This will then require further discussion and/or input from Occupational Health. Any adjustments made will be at our discretion; however we have a legal obligation to make reasonable adjustments for disabled colleagues so these should be accommodated wherever we reasonably can.

44. How should I manage pregnancy related absence?

Managing someone with pregnancy related absence is different to managing normal sickness absence, the absence must still be recorded in the relevant system and you should still conduct return to work meetings to make sure they're well enough to be at work. Pregnancy related absence shouldn't trigger a formal meeting or any form of action, however you should carry out a risk assessment as soon as possible and hold informal meetings to discuss the colleagues's wellbeing/absence so you can identify any issues which may impact on their ability to carry out their role, and to offer any appropriate support/adjustments.

If necessary, you can ask for evidence of the reason for the absence.

Any absence related to pregnancy will be treated in the same way as any other absence for the purposes of calculating SSP.

Pregnancy related absence must be excluded from the absence review level

Any non-pregnancy related absence (e.g. a broken arm) should be managed using the normal sickness absence process.

45. How should I manage someone who has had a miscarriage or stillborn baby?

Miscarriage

Having a miscarriage can be extremely distressing for both parents and can make the mother very unwell, even if it's in the early stages of pregnancy. Although any miscarriage-related absence before 24 weeks of pregnancy is treated as sickness absence it's important you manage the colleague in a sympathetic and caring manner offering any support you can, and don't initiate the formal process. The amount of time off a colleague needs is very much dependant on the individual; how they or their partner are coping both emotionally and physically, and how far through the pregnancy they were. SSP is normally paid.

When you speak to your colleague remind them they can contact the EAP line on [PerkBox](#).

In some circumstances it may be appropriate to involve Occupational Health for an assessment from their GP to gain a further understanding of the situation/circumstances.

It's important to keep in contact with your colleague to find out how they are and gain an understanding of how long they expect to be off work.

Stillborn

If a colleague has a still birth (if the pregnancy lasts over 24 weeks) or if the baby dies after being born, she is entitled to full maternity leave and pay, (dependant on her length of service). For some people, coming back to work may help them to come to terms with what has happened and if this is the case, and they decide that they want to come back early, then they'll need to give you eight weeks notice of their intention to return to work. They must have the first two weeks after the birth off work.

However, if they give you notice that they're going to return but then change their mind, they need to talk to you and you should arrange for them to stay on maternity leave.

The father of the child or partner of the mother will be entitled to take their paternity leave, in some circumstances this may not be long enough to cope with the loss and therefore other types of time off such as compassionate leave should be considered. Please see the Time off policy for more information.

Managing long term absence

The objective of managing long term absence is to support and help the colleague to improve their health through access to appropriate treatment along with Occupational Health support, so we can aid their return to work.

As a manager you continue to be responsible for a colleague who is off long term and you should work together with your HR Team to manage the situation. It's good practice to discuss the matter with your HR Team as soon as you have a colleague off long term so you're both clear on who will do what and how you will manage the case together.

Each case of long-term absence will be different and therefore, the purpose of these guidelines is, to set out broad parameters for you to work from, but you should be aware that you need to take a flexible approach: what is appropriate in one situation won't necessarily be appropriate in another.

Research shows that the longer someone is off work, the harder it can be in the long term for them to return to work, even if they are fit to do so. Maintaining regular contact is an important part of ensuring a colleague is aware they are still being thought of. However, the need to maintain contact should be balanced with the requirement to treat colleagues on long term absence in a sympathetic and supportive manner. See the section 50 on 'How often should I keep in contact'.

You should also be aware that a colleague on long term absence may have a disability or underlying medical condition.

46. What type of absence should be managed under the long term process?

The long term absence process should be used for long term, underlying health, serious or terminal health conditions, where there is no imminent or foreseeable return to work date and where the colleague is expected to be off for number of months rather than weeks. The process normally kicks in at four weeks or as soon as they have a diagnosis.

Some examples of the types of conditions that would fall into this are:

- Short life expectancy
- Terminal illness
- Cancer
- Organ transplant
- Strokes / Heart Attacks
- Long term mental health conditions
- Motor neurons disease
- Parkinson's
- Alzheimer's
- Long term chronic health conditions such as Chronic Obstructive Pulmonary Disease,, Diabetes, Rheumatoid Arthritis

This process is not to be used for short term absences (even if they are longer than four weeks) where we have an indication of when the colleague may return or where the colleague has a routine operation and has a set rehabilitation period - unless there are further complications.

47. Who manages long term absence cases?

The HR Team will support colleagues who are classed as long term; however as the colleagues Manager it is vital that you play a key role in the process as you are the one who knows and understands them and their situation the best.

48. What is my role when managing long term absence?

Firstly, they are our colleagues so please don't forget about them. You need to make sure you continue to keep in regular contact with them so you know how they're doing and provide them with any relevant business information and updates so they don't feel isolated or left out. The aim of contact is keeping the lines of communication open and not about pressurising someone back to work; it's a vital part of managing colleagues who are off long term and where appropriate getting them back to work.

The process for managing someone with long term absence is different to the short term process where warnings are issued and this approach isn't appropriate for use in long term absence cases. Each case of long term absence will be different and you should take a considered and flexible approach, depending on the nature of the colleague's condition and the likely length of the absence.

In the case of long term absence, your role will include:

- Providing support and assistance to the colleague.
- Understanding any assistance the colleague may need during both their absence and upon their return to work.
- Gaining an understanding of the reason for absence.
- Finding out when a return to work may be expected
- Offering the appropriate level of support and assistance to facilitate a return to work, where possible.
- Considering any adjustments where appropriate.

The above will be facilitated through maintaining contact with the colleague, obtaining information from Occupational Health where verbal consent is given and working in conjunction with your HR Team.

You should ensure that:

- You notify the HR Team of the colleague's absence as soon as possible (if not already known) so that they can arrange for the payroll system to be updated, and discuss and support you in deciding on any action you will need to take.

- You receive medical certificates to cover the period of absence.
- If a colleague's current medical certificate expires, you should contact them to request an up-to-date certificate.
- You have made a referral to Occupational Health (with the colleague's verbal consent) and that you get updated advice from Occupational Health as appropriate.
- You maintain regular contact with the colleague.

49. What do I need to do if I have someone off long term?

At the point you know their absence is going to be long term, you should arrange to meet or have a call with them to discuss their illness/condition. This is an informal meeting (known as a wellness meeting) so there is no need to have a note taker (although you'll need to keep brief notes of the meeting) or representation, unless the colleague specifically asks for this (we will always consider reasonable requests). The aim of this meeting is to understand more about the colleague's condition (without going into too much detail) and whether there is anything we can do to support them.

During this meeting discuss:

- Reasons for absence in more detail – whether there have been any changes in their health or any medical developments (for example, have they had test results or seen a consultant/specialist).
- How their condition is impacting them.
- What medical advice or treatment they have had or expect to have.
- Whether a return to work is likely and what the potential timescales are.
- Whether any support or reasonable adjustments are required at this stage or will be required in the future (if known).
- If a referral has not been made to Occupational Health ask for verbal consent to make one.

You will need to tailor the conversation to fit the individual's circumstance, for example, if someone has been given three months to live, it wouldn't be appropriate to ask them when they were coming back to work. However, it would be appropriate to contact Occupational Health for advice about how to support the colleague going forwards.

50. How often should I keep in contact?

You need to keep in regular contact with the colleague while they're away as and when it is necessary. We would normally expect there to be contact around once a month but depending on the nature of the absence and the personal circumstances involved, this may be more or less frequent. You should agree and set out contact arrangements with the colleague as soon as possible so you are both clear on what's expected.

Keeping in contact is important, as it gives you and the colleague regular opportunities to raise any concerns and helps you to support them. This puts you in a better position to establish the likely duration of the absence and any steps you might be able to take to help them.

Three key things to remember when dealing with long term absence are,

- Maintain regular contact with the colleague to discuss progress and any changes to the situation. All contact you make should be documented.
- Get consent to refer the colleague to Occupational Health if this has not already happened.
- Consider the colleague's individual circumstances and the nature of their condition when you're arranging meetings.

51. What should I do if a colleague refuses to attend a formal meeting?

If a colleague refuses or doesn't want to attend a meeting you should discuss the reasons why with them to understand their concerns and try to address these, where possible. If there is mutual consent by all parties the meeting can be held over the phone as long as there is still a note taker present and a representative, if the colleague chooses to have one. However this should be the exception rather than the norm.

If the colleague continues to refuse to consent explain to them, that the meeting still needs to go ahead and that they have the option to attend or provide a written statement. However, the meeting will still take place and a decision will be made based on the facts and the information that is available in respect of their absence.

52. How should I manage sporadic long term absence?

If a colleague has more than one period of long term absence within a twelve month rolling period for the same or similar condition, the absences can be linked, where appropriate, and be treated as one continued period of absence for purposes of holding the formal meetings.

This means that it won't always be necessary to hold four formal meetings during **each** period of long term absence before you consider terminating employment, as long as you have had at least four formal meetings across all the periods of absence in a twelve month rolling period.

You should however, always make sure that you have at least one formal meeting in relation to each period of absence and you need to make sure that you have up to date information on the colleague's health (for example, a new referral to Occupational Health). What is reasonable in each case will be different in another so it's important that you base your decisions on the facts of the case.

For example, Colleague A goes off sick for 12 weeks – you hold an informal wellness meeting and the first formal long term absence meeting, they then return to work for three weeks. It is clear it was too soon for them to return and they go off again. Instead of starting process again with an informal wellness meeting you can pick up where you left off i.e. the second formal long term absence meeting.

Where the absences are not for the same or a similar condition you should start the process from the beginning.

53. What is the structure of the formal meetings?

At every meeting arranged throughout this process, you should invite the colleague in writing and give them the right to be represented by a work colleague or trade union representative. This information is included in the meeting invite letter. Meetings will normally take place at Head Office or at a mutually agreed location but in exceptional

circumstances where the colleague is unable to leave their home you may arrange a home visit. If you are going to conduct a home visit, take someone with you, preferably your HR Team, this is a) to ensure your safety and b) so that one of you is able to take notes.

At least seven calendar days notice in writing (from receipt of the invite letter) should ideally be given of any meeting, but if for any reason you believe it's necessary to give less notice, make sure you discuss and agree this with the colleague. After the meeting you should confirm in writing what has been discussed and agreed and the next steps. You should also enclose a copy of the notes taken.

If the colleague doesn't or can't attend any of these meetings, you should find out the reasons why, where appropriate consulting with Occupational Health if they state it's for medical reasons, and you need to decide if it would be appropriate to reschedule.

54. How often should I hold these meetings?

The first meeting usually takes place after approximately four - five weeks of absence although this may vary depending on the nature of the condition and the individual circumstances. The frequency and number of meetings required will vary depending on the circumstances of each individual case and the prognosis. As a guide, subsequent meetings should normally take place at approximately four to eight week intervals, however again this will depend on the circumstances of each individual case and the prognosis.

55. What do I need to cover at these meetings?

At the meeting you should explain why you're meeting with them i.e. to see how they are and what you can do to help them during their absence and/or return to work. Explain that you will be taking notes throughout the meeting; this is so that you have an accurate record of what is said and to ensure that you have covered everything. During meetings you should explore the nature of their condition and the prognosis in more detail and aim to cover the points below. Where appropriate, you should also provide the colleague with any relevant business updates and/or information so they can keep in touch with what's happening at work.

If a return to work date can't be agreed during the meeting, you will need to arrange a series of formal meetings at regular intervals, taking personal circumstances into consideration. There should be a minimum of four meetings however depending on the nature of the case more meetings might be appropriate/needed. Each meeting should be followed up in writing detailing what was discussed and agreed and a copy of the notes provided.

The first meeting

You should arrange the first meeting with the colleague at a mutually agreed time and location. Before the meeting, consider any advice and/or recommendations from Occupational Health and discuss these with your HR Team as appropriate.

During the first meeting try and understand the following:

- What can you or the company do to support a return to work

- Talk through the previous weeks of absence (between date signed off or the last meeting) – ask how they are feeling.
- Ask them to talk you through their condition giving a brief background (this will obviously depend how much you know about their absence) and specifically since they last saw their consultant / GP?
- What do they think caused / contributed to their current state of health?
- Health in general.
- What progress / improvement do they believe they have made over the last few weeks / days?
- What medication are they currently taking?
- What effect is it having, if any?
- Impact on normal 'day to day' activities?
- When did they last see their GP/Consultant etc.?
- How often are they seeing them?
- What is their GP's/consultants view of their current state of health?
- What support are they currently receiving? (e.g. counselling for depression)
- If you haven't already referred them to Occupational Health, discuss a referral
- Whether a return to work is likely and to what timescales.
- The likelihood of future absence.
- Assess what support is required and discuss any adjustments that may need to be made to facilitate a return to work.
- Company sick pay status.

You should continue to support the colleague making sure that you make any relevant or appropriate actions to support their return to work. It is important that the colleague understands that the priority is to help them return to work after considering all the options e.g. reasonable adjustments, any available suitable alternative positions etc..

There will be occasions where you may need to adjourn the meeting pending further investigations or so that the colleague can consider the options available to them. Once you've completed any further investigation, you should reconvene the meeting. You should write to the colleague to advise them that they have been invited to attend a re-convened meeting, giving them enough notice of the meeting.

If a colleague doesn't return to work following this first meeting then you should arrange a second after a reasonable period of time has passed.

Alternatively, it may be necessary for you to investigate further following the first meeting before considering whether the colleague is fit to return to work and inviting them to a second meeting. You should continue to support the colleague throughout by maintaining the agreed regular contact.

Each meeting should be followed up in writing detailing what was discussed and agreed, and a copy of the notes provided.

Subsequent Meetings

If the colleague doesn't return to work after the first meeting, then invite them to another meeting. The timing of when this meeting should be held will vary depending on the individuals circumstances and the colleagues condition. For

example, if a colleague is waiting for treatment or test results it would be appropriate to wait and see what the outcome of these were before you held the next meeting. Similarly, if you were waiting for a Occupational Health report it would be appropriate to wait. In some cases, especially mental health, it can take some time to get the right medication and dosage prescribed and whilst it's important that we continue to keep in, we should allow a sufficient period of time to know the outcome of treatment, tests, or impact of medication etc. before continuing with the process.

You should write to the colleague to invite them to attend a meeting, giving them enough notice, usually seven days. The purpose of this meeting is to have an update on what you discussed at the first meeting in relation to the colleague's continued absence e.g. any changes or improvements and any appropriate support that can be provided, reasonable adjustments, alternative positions, and to support their return to work, plus

- When or if they anticipate being able to return to work?
- If they were able to return within the next few days / weeks what support do they believe they will require from the company?
- Are there any barriers at work that are having an impact on the colleague's return?
- Has their medical practitioner given any indication of when they will be able to return to work?
- What support can we provide to assist their recovery?
- Do they feel a phased return to work is necessary? If so, is this supported by medical advice i.e. From a GP fit note, Occupational Health report? And what should this be?
- Should updated information be obtained from Occupational Health?

You should advise the colleague that if after considering all the options they continue to be unable to return to work due to ill-health, and the medical prognosis indicates that they are unable to return to work for the foreseeable future, this may lead to their dismissal on the grounds of incapability to return to work in the foreseeable future due to ill health following the final meeting.

There will be occasions when you may need to adjourn subsequent meetings so you can investigate further or for the colleague to consider the options available to them. Once you've completed any further investigations you will need to reconvene the meeting. You should write to the colleague to invite them to attend a re-convened meeting, giving them enough notice of the meeting.

If a colleague doesn't return to work following subsequent meetings, then after a reasonable period of time has passed, you should arrange a final meeting. Alternatively, it may be necessary to investigate further following the last meeting before considering whether the colleague is fit to return to work and therefore, invited to a third meeting. You should continue to support the colleague throughout by maintaining the agreed regular contact.

Each meeting should be followed up in writing detailing what was discussed and agreed and a copy of the notes provided.

The final meeting

If the colleague doesn't return to work and the medical prognosis suggests they are not expected to in the foreseeable future, then you should invite the colleague to attend a final meeting, under no circumstances should the final meeting take place over the phone. If the colleague doesn't attend the meeting, (and even if no contact is made) you should

reschedule a further meeting. In addition, if the colleague feels they are unable to attend the meeting then the following options should be given so that the meeting can still go ahead.

The options are:

- the opportunity to provide a written statement or
- the option to be represented by a trade union representative or
- in exceptional cases an offer to hold the meeting at a neutral venue

If the colleague requests a postponement of the meeting on health grounds, then we'll request an impartial opinion from Occupational Health and meetings will only be postponed on their advice.

Prior to the meeting you should liaise with Occupational Health and make sure you have got an up to date Occupational Health report. The purpose of the final meeting is to discuss again the issues covered at previous meetings and summarise the colleague's continued sickness absence i.e. any changes or improvements and any appropriate support and/or reasonable adjustments that can be provided, and to establish whether the colleague is able to return to work in the foreseeable future.

If the colleague is unable or unwilling to return to work in the foreseeable future you should consider dismissing them on the grounds of incapability to return to work in the foreseeable future due to ill health, however you need to consider the length of time they've been off for and whether it is appropriate to wait and see how their condition develops for a further period of time. Dismissal on the grounds of ill health will obviously be a last resort. However, if a colleague is unable to return to work in the foreseeable future, in either their existing role (with any reasonable adjustments) or a suitable alternative position, if available, the colleague's employment may be terminated. It is important that you seek up to date medical advice prior to taking any decision about a possible dismissal.

The meeting should be followed up in writing detailing what was discussed and agreed and a copy of the notes provided. If the colleagues' employment is terminated on the grounds of incapability due to ill health this is with payment for notice not served and the colleague is given the right to appeal against the decision. The colleague can appeal the outcome within seven calendar days of receiving the written outcome. See the section on 'Appeals' for more information.

56. What should I do if I receive medical evidence that says the colleague is unable to return to work in the future?

If you receive a medical report from Occupational Health which confirms that the colleague is unlikely to be able to return to work in any capacity in the foreseeable future, it may be appropriate to escalate through the process without conducting the four formal meetings under the long term absence process.

In these exceptional circumstances a long term absence meeting must be conducted with the colleague to discuss the contents of the report and to understand whether the colleague feels there is anything further we could do to support them to return to work. It may also be appropriate to discuss whether an application for a limited ill health pension could be made. However, if a return to work is still unlikely, the colleague can be invited to a final meeting, where dismissal on the grounds of incapability to return to work in the foreseeable future due to ill health may be the outcome.

All cases must be discussed with the HR Team before the process is escalated.

59. How do I manage colleagues who are overseas?

Colleagues who are overseas and unwell should be managed in exactly the same way as if they were here. You should keep in regular contact with them and conduct any required meetings over the phone or via Skype. If the colleague fails to keep in contact you should follow the non-contact process. Where you receive no contact from the colleague their absence should be treated as unauthorised and the relevant process followed.

Returning to work following long term absence

At all stages of the process you should discuss the possibility of a return to work with the colleague. If the colleague is able to return to work you should meet with them to discuss the options available based on the advice given by Occupational Health or their GP/consultant.

It may be the case that the colleague is able to return to work with no adjustments to their working environment or hours. However, the colleague may require a period of rehabilitation after a serious medical condition or due to a lengthy absence. Any adjustments will be recommended by Occupational Health and can be things such as;

- A phased return to work.
- Temporary or permanent adjustment to their working hours.
- Reducing their workload or adjusting their duties.
- Letting them work part-time hours and/or agreeing with them a structured timescale that will let them build up to appropriate working hours.
- Redeployment to another area of the business, department or role.

It's important that you consider any adjustments in line with the Equality Act if their condition falls or potentially falls under this legislation. These measures can either be for an agreed specified period or on a permanent basis; this will be dependent on the Occupational Health reports and/or GP/Specialist reports.

You should agree any adjustments with the colleague and record them in writing either on the return to work plan for temporary adjustments (up to eight weeks) or the adjustment passport for longer term adjustments, including a timetable and review date. A letter confirming their return to work date, the agreed support and/or adjustments and any other agreed actions should be sent prior to the colleague coming back to work.

60. What is a keep in touch day and when should I use them?

For colleagues who have been off longer term (six months plus) or who have a mental health condition the prospect of returning to work can be very daunting as they can feel completely disconnected and isolated from both the workplace and their colleagues. In these cases we recommend that you use 'keeping in touch days' to help them reconnect with work. These can be used in a variety of ways to suit the individual, some examples are:

- Invite them in for a tea/coffee
- Arrange for them to have lunch with their team
- Ask them in to attend training, refresher training or a team meeting (if they are due to return soon)

- Simply invite them into site/store

Under normal circumstances we would only expect one keeping in touch day to be used. However, in extreme cases (again especially mental health), you may need to take a more gentle approach by meeting them outside the home in a local coffee shop, then in the car park, then into the foyer/reception etc.

Where the colleague is no longer receiving SSP they should be paid for their time whilst 'keeping in touch'.

This should be processed as follows:

- An e-mail or myActions free form is sent to payroll with the following information
 - Colleague name, employee number, home
 - Date of keeping in touch day
 - Times - to and from including number of hours to be processed as keeping in touch
 - Amount of basic hourly pay to be paid

This payment will be paid in the next available pay period.

61. What should I do when a colleague returns to work but is not capable of performing their role?

In very rare occasions, you may have a colleague who returns to work after a period of either short term or long term absence, who is potentially too unwell to be at work. We must ensure that we have considered (and made, where appropriate) all reasonable adjustments, put support in place to help them remain in work (including offering them alternative roles, including roles at other sites/stores) and considered all options.

If the colleague simply needs further time to recover and there are no alternative roles for them to carry out, then we can ask them to remain at home until they have sufficiently recovered. You should explain to them that their absence will be treated as continuous and not two separate occasions. However, in some circumstances due to their health condition they may simply not be capable of carrying out a role. In these unfortunate circumstances, we should have a conversation with the colleague to explain the situation and invite them to final meeting. All cases where we intend to move to the final meeting must be discussed with the Group or Regional People Manager or the People Business Partner.

During this meeting you should discuss the colleague's health condition, all the options that have been exhausted and whether there is any other support which could be considered or put in place to help them remain in work.

Depending on the discussion, you should then consider whether it would be appropriate to consider dismissal on grounds of incapability due to ill health. This should only be used where we have exhausted all the options available.

62. How long should I support a colleague for before holding the final meeting and considering dismissal?

This very much depends on their condition and prospects of returning to work. Each case will need to be assessed on its own facts taking in account the following, where we would normally support:

- Whilst they are waiting for a prognosis (within a reasonable time frame) for their initial condition and any further complications.

- Whilst they are going through or waiting for treatment for their initial condition.
- Through an appropriate rehabilitation period following an operation/treatment/accident etc.

The length of support will be different in each case and you need to understand the following to make an informed decision;

- What impact is their condition/illness having on them?
- What is the advice from Occupational Health?
- Is a return to work in the foreseeable future likely?
- What level of support / adjustments would be required if they were to return?
- Is the illness likely to re-occur and if so, what could the potential impacts be?
- Can the condition be controlled? And if so, what impact would this have on their ability to work?
- What level of treatment is required and how long is this likely to take? What are the possible outcomes of the treatment?
- If an operation or series of operations is required, over what period of time? What is the likely outcome of these operations?

You also need to be mindful that their condition may be covered by the Equality Act and therefore we have a legal duty to consider all reasonable adjustments – please see the Supporting Our Disabled Colleagues guide for more information.

63. Can I terminate employment if a colleague asks me to?

Under normal circumstances no, we would only consider dismissal on the colleague's request, if we have medical evidence that suggests the colleague will not be able return to work in any capacity and they need to access private medical insurance or critical illness cover. This should always be done by mutual consent and we must ask the colleague to make the request in writing and any conversations should be fully documented.

64. How should I manage a colleague with a potentially terminal illness?

This should be managed through the normal long term absence process; however you need to be more sensitive in these cases.

We understand that it can be very distressing managing someone who is terminally ill, but this doesn't mean that we shouldn't manage their absence and consider dismissal, if appropriate, as we don't always know how long the colleague may live for. We should use all the information we have, including advice from Occupational Health to make an informed decision.

65. How should I manage short life expectancy?

In cases where a colleague is given less than 12 months to live we would continue to support them, until the inevitable happens without taking them through any form of formal process. It is however important that you continue to keep in contact with them, as and when appropriate.

Accidents, injuries or dangerous occurrences

70. What should I do if someone has an accident at work?

The Home Manager should attend all accidents as soon as possible. Colleague's should be dealt with in a sympathetic manner and offered an appropriate level of support; even if they were not injured they may be shaken up or embarrassed about what has happened. Once the injured party has been taken care of a thorough investigation should be carried out including identifying any witnesses and capturing details of any evidence.

Should an accident fall under RIDDOR (Reporting of injuries, diseases and dangerous occurrence regulations), a record of it will be submitted to the Health and Safety Executive Helpline. For the notification to be made, you may be required to provide additional information. It is vitally important to review the accident record and decide if it needs to be legally reported.

71. How do I manage any absence that is a result of a work related accident?

The colleague's absence should be managed through the normal sickness absence process. However, if the colleague is found not to be at fault, then their absence should be excluded from their review level and no formal action should be taken. The accident investigation will need to be referred to, to understand the circumstances and causation of the accident.

Accidents outside of work

If a colleague is involved in an accident outside of work which clearly wasn't their fault (as they took all reasonable precautions to avoid it or it was something out of their control), for example: they had a car accident, were knocked off their bike, fell off a ladder etc., then it may be appropriate to exclude the absence when considering formal action or escalation through the process. This however, should depend on the colleague's previous absence history, levels of absence, the nature of the accident and the severity of any injuries sustained.

If the colleague is responsible for the accident/injury for example, through reckless behaviour such as an accident caused by drink driving or repeated sports injuries the absence should be included when considering formal action.

Riddor

73. What is Riddor?

Reportable Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) is the law that requires employers, and other people in charge of work premises, to report and keep records of:

- work-related accidents which cause deaths
- work-related accidents which cause certain serious injuries
- diagnosed cases of certain industrial diseases; and
- certain 'dangerous occurrences' (incidents with the potential to cause harm)

Reportable injuries under the Riddor guidelines include:

- fractures, other than to fingers, thumbs and toes
- amputations
- any injury likely to lead to permanent loss of sight or reduction in sight
- any crush injury to the head or torso causing damage to the brain or internal organs
- serious burns (including scalding) which:
 - covers more than 10% of the body
 - causes significant damage to the eyes, respiratory system or other vital organs
- any scalping requiring hospital treatment
- any loss of consciousness caused by head injury or asphyxia
- any other injury arising from working in an enclosed space which:
 - leads to hypothermia or heat-induced illness
 - requires resuscitation or admittance to hospital for more than 24 hours

Occupational diseases which have been diagnosed must also be reported under Riddor, where these diseases are likely to have been caused or made worse by their work.

These diseases include:

- carpal tunnel syndrome;
- severe cramp of the hand or forearm;
- occupational dermatitis;
- hand-arm vibration syndrome;
- occupational asthma;
- tendonitis or tenosynovitis of the hand or forearm;
- any occupational cancer;
- any disease attributed to an occupational exposure to a biological agent.

Under normal circumstances these are reported by the colleague's GP at the point of diagnosis.

Dangerous occurrences

Dangerous occurrences are classified, under Riddor, as specified near-miss events. Not all events require reporting but there are 27 categories of dangerous occurrences that are relevant to the workplace, for example:

- the collapse, overturning or failure of load-bearing parts of lifts and lifting equipment;
- plant or equipment coming into contact with overhead power lines;
- the accidental release of any substance which could cause injury to any person.

Over-seven-day incapacitation of a worker

Any accidents which result in the colleague being unable to perform their normal work duties for seven consecutive days must be reported under Riddor. This report must be made within 15 days of the accident.

74. Who is responsible for making a report under riddor?

Reasonable persons are responsible for reporting incidents which fall under the Riddor guidelines. This will be the duty manager, the shift manager or the duty health and safety manager. The relevant person should make the report using the relevant Riddor form, which can be found on the HSE site. You must keep a record of:

- any accident, occupational disease or dangerous occurrence which requires reporting under Riddor
- any other occupational accident causing injuries that result in the colleague being away from work or incapacitated for more than three consecutive days.

This is a legal requirement and you must be able to provide a record of any Riddor documents when asked by HSE, local authority or ORR inspectors.

Sickness and holiday

75. When should I re-instate a colleague's holiday entitlement?

You can reinstate holiday entitlement in the following circumstances with approval from your HR Team:

- The colleague had holiday planned but had to go into hospital for a planned or emergency operation.
- The colleague was off sick prior to a period of holiday and was unable to take their holiday
- The colleague was ill whilst on holiday, followed the notification process and provided a fit note or medical certificate, and without the re-instatement of holiday wouldn't have enough holiday left to take their statutory holiday entitlement (20 days – pro-rata'd for part timers) for the remainder of the holiday year.

Operations, medical appointments and procedures

Please refer to the policy for guidance on these points.

Need more info?

The Employee Assistance Programme (EAP) offers confidential advice, and support on a variety of issues, not just those that are work related, such as health, family, bereavement, or money.

For example, in the event of a death of a loved one, the support line **will** provide counselling and can also provide support with family matters, inheritance, wills, and managing the sale of a property.

You can access the EAP via Perkbox app.

Andrea Croot

From: Andrea Croot
Sent: 09 January 2020 12:15
To: Sian Coffey; Carly Myhill; Amy Jones; Will Gleeson; Lindsey Phillips-Williams; Stephen Powell; Lee Thomas
Cc: Sarah Jacobs; Andy Smith; Stephen Watts
Subject: Absence Reporting and Return to Works - (For Managers Absences)
Importance: High

Hi All

We have decided on a more central process to manage the return to works for our Home Managers specifically.

As you all know the reporting of absence of any type would automatically mean you contacting Andy Smith (Operation Manager) this remains the same, however, what we are changing going forward is on your first day returning back to work will now mean that the Home Manager is to come direct to Head Office on their first day back in to work to ensure a return to work is completed either with Andy or myself.

We need to ensure your wellbeing has been discussed before you return back to the Home and whether you are well enough to return, it is important that this is completed in a timely manner before you with your duties.

So with immediate effect if you are unwell or you have to request alternative leave like dependency leave, compassionate leave, **you need to attend Head Office before going to your Home on the day of your return first thing.**

Any questions please contact me to discuss.



Horizons Educare Ltd

building brighter futures

Kind regards

Andrea Croot

HR Assistant

Horizons Educare Ltd

Contact numbers: 01792 449500 / 01792 449800

e-mail address: andrea.croot@horizonseducare.com



Horizons Educare Ltd

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COLLEAGUE HANDBOOK

HORIZONS EDUCARE COLLEAGUE HANDBOOK

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INTRODUCTION

Welcome

If you have recently joined the company, we extend a warm welcome to you and hope that you will enjoy working with us both now and in the future.

We aim to foster a working environment where all employees can operate in a safe, open and trusting environment, with all employees having respect for each other.

We embrace diversity in the workplace and are committed to ensuring equal opportunities for all our staff. We will not condone any discriminatory acts or attitudes, whether perpetrated by our staff, or towards our staff.

We ask that you study carefully the contents of this handbook as it sets out our rules and procedures and forms part of your terms and conditions. If you have any queries regarding this handbook, please speak to your Line Manager.

Once you have read and digested the information contained in this booklet, please sign and date your individual Statement of Particulars to confirm your receipt and your understanding of the contents.

Failure to comply with the procedures within this handbook will be dealt with in accordance with the relevant process (e.g. the Company's Disciplinary procedure) and in serious cases may result in termination of your contract.

The contents of this handbook may well be amended from time to time as a result of changing legislation, as the Home's needs change, or for any other reason we deem appropriate. You will be informed of any such changes as they happen.

We would like to wish you every success during your employment whether you recently joined us or whether you are an existing employee. We hope that your experience of working here will be positive and rewarding.

Job roles

Whilst you have been employed in a particular job role, we may need you to carry out various duties outside of this role and it is a condition of your employment that you do so when required. We will only ask you to perform duties which we feel you are capable of performing.

Place of work

To ensure the effective and efficient running of the Home as a whole, you may need to work at locations other than ones you are accustomed to and it is a condition of your employment that you do so when requested. If you have any particular problem in complying with any request, then you should discuss your reasons in full with your Line Manager who will then make a decision as to the validity of your non-compliance.

YOUR EMPLOYMENT WITH US

We believe that our staff are our greatest assets. For many of our staff, you are the face of the Home and as such, young people, their family members and members of the public will judge us on how you perform your job and present yourself to them.

We aim to provide you with the information and skills necessary for you to carry out your job to the best of your ability.

Probationary period

When commencing employment with us, the initial period of employment will be on a probationary basis and is normally for a six months' period, unless denoted otherwise in your Statement of Particulars. This period of time is to allow us to assess your performance and for you to decide if you wish to continue your employment with us. At any time during this period we may, if we are unhappy with your progress, extend your probationary period or, if we feel it is appropriate, terminate your employment without recourse to our full disciplinary procedures.

Enhanced disclosure & barring personal record check

It is a condition of your employment that you have a satisfactory enhanced Disclosure and Barring Certificate. If such a certificate is not supplied, or if when it is received, it is not deemed satisfactory to us, your employment will be terminated.

During your employment with us you will be asked to submit to further checks and if any such check contains information which we feel is not acceptable, your employment with us may be terminated.

If you are arrested, investigated or charged with any offence, including any traffic offences, at any time either before or during your employment with us, you must report such occurrences to your Line Manager. We will then discuss the implications with you before making any decision as to whether or not to terminate your employment. During such time we are considering the impact of the offences we may decide to place you on suspension with contractual pay.

We will comply with the relevant Codes of Practice regarding the appropriate storage, use retention and disposal of any disclosures and the information contained in such and also any information regarding any offences of which you may be accused or charged with which you disclose to us personally.

All such information will be kept in secure locked containers. We will ensure that such information is not kept on your employee file and is only seen by authorised and relevant people. Such information will only be used for the purpose for which it was requested. All staff that have authorisation to access such information will be fully aware of the implications of discussing or passing any such information to any unauthorised person and that to do so would be regarded as both a criminal offence and also an internal disciplinary offence.

We will keep a permanent record of the unique disclosure reference number, type of disclosure requested, name of the person to whom it refers and their job role. We will however, only keep details of other information contained in any disclosure for as long as is necessary to make a decision on any impact it could have on employment, or continued employment, of the individual, including any time needed to resolve any disputes or complaints. If we need to keep such information for a protracted period of time, we will seek further guidance if necessary, from the Disclosure and Barring Service.

When the documents are no longer needed to be retained, we will destroy them by a secure method e.g. shredding, burning, pulping etc. so that they cannot be obtained by any other person.

Each home supports the children within our care and protects them from maltreatment and has robust procedures in place to prevent the impairment of children's health and development. The company will work with children, parents, external agencies and the community to ensure the welfare and safety of children and to give them the very best start in life. Children have the right to be treated with respect and to be safe from any abuse in whatever form.

All employees are to familiarise themselves with our Child Protection Policy and safeguarding policy which is produced with adherence to statutory guidance provided by the CIW. It is every employee's responsibility to notify the organisation immediately if they are residing in the same household as anybody convicted of a criminal offence.

The Regulatory Standards

Employment is based on the condition that you adhere fully to any regulation as determined by CIW.

As we are registered with CIW we are bound by their guidelines and regulations and subsequently an CIW Inspector may attend the School at any time to ensure that we are compliant with these standards.

Convictions and Offences

During your employment with us you are required to report any convictions or offences (including traffic offences) immediately to your Line Manager.

Induction

Your induction programme is designed so that you fit in quickly and effectively. You will meet your new colleagues and you will receive information on the Home. You will normally be issued with your Statement of Particulars, advised of the core rules and given an explanation with regard to the Home's health, hygiene and safety procedures.

Supervisions

We will carry out regular supervisions with you with a view to maximising your potential within the Home. The supervision should be a two-way process, giving you ample time and opportunity to discuss your role. The aim of the appraisal is to identify where you excel, where you need any further help or guidance, and if appropriate, agree future objectives. You will then have regular, informal update meetings throughout the year to measure your progress against the objectives.

Personal details

It is important that we have up to date and accurate records of your personal details, such as telephone number, address, next of kin name and address, bank details etc; therefore, if any of the details which we hold change, it is imperative that you notify us, in writing, as soon as possible.

Training

We understand that if staff are properly trained to carry out their duties, they will be able to do so more effectively and efficiently. If you feel you need any further training at any time during your employment to enable you to carry out your job properly, you should discuss the matter with your Line Manager to evaluate your situation.

If you participate in any accredited training days at Horizons Educare Ltd and leave the company within 18 months of the training, we will look to recover our costs.

Training is provided to all staff at a significant cost to the Company. In addition to the statutory minimum training, enhanced training sessions are provided to ensure your understanding, competence and ability to complete your role and for this reason, all training is mandatory unless otherwise specified. Failure to attend training may mean you are "not up to date" with current practice which will mean you are unable to fulfil your contractual obligations. Therefore, this may result in the company disciplinary policy being invoked.

REMUNERATION

Payments

Your rate of pay is detailed on your Statement of Particulars. If you have any queries regarding your pay, you should direct them to your Line Manager.

On Call Payment

As a business supporting individuals we operate over 365 days a year, staff will be expected to work over the Christmas and new year period, if this is part of your working week you will be expected to be on shift, staff who fail to turn up or call in sick over this period will have this dealt with formally with disciplinary action. You are paid £20 to be on call up to three times a month, or more if you choose, failure to attend if required is the same as not arriving on shift and will be subject to disciplinary action.

Deductions and Overpayments

Your pay is subject to any necessary Income Tax and National Insurance as detailed on your payslip. If you are late or absent from work, we may also make a deduction, based on your normal rate of pay for the time you were absent, (save for any statutory payments such as Statutory Sick Pay (SSP), time off for ante-natal appointments, or contractual sickness pay etc.).

If any overpayments are made, for whatever reason we will inform you as soon as possible of the amount and reason for the overpayment. We will then normally deduct the amount overpaid from the first payment to you after discovery of the overpayment. If you are overpaid at any time, you must inform Alison Williams immediately. Failure to do so could be regarded as a disciplinary offence.

Deductions will also be made by us if a court order is in place instructing us to do so, or for any other amount we are contractually allowed to deduct or to which you agree.

Signing in and Out

To comply with health and safety regulations you must sign in any time you enter the building, and you must sign out any time you leave the premises. You must not for any reason falsely sign another person in or out of the building, unless authorised to do so by your Line Manager. Failure to adhere to this instruction will result in disciplinary action.

Lateness and absence

If you arrive for work late, we will make a deduction from your pay based on your hourly rate of pay. If you arrive for work more than one hour late and have not notified us before your expected starting time and/or, without having provided us with an acceptable reason for the delay, we may find it necessary to cover your duties, or disperse your workload to other staff, or reschedule work in other ways. In the event of one of these scenarios we reserve the right to send you home for the remainder of the day without pay.

You are required to show a responsible attitude towards time keeping. Persistent lateness will render you liable to disciplinary action, which could lead to dismissal.

Lay off and short time working

If we are unable to provide you with work, we may need to lay you off for a period of time or reduce your working week whilst we try to resolve the situation. If you are laid off work, you will receive either statutory guarantee pay or your normal basic wage, whichever is the lower, for up to five days (pro-rata) of lay off. After this period, there will be no entitlement to payment for any days not worked. We will normally only invoke this right as a last resort and for as short a time as necessary. Your continuity of employment with us will be protected during such a situation.

Bank Holiday Rates

If you are working between the hours of 00.00 on Christmas Day and 23.59 on Christmas Day, you will accrue double your normal rate of pay.

All other Bank Holiday i.e. New Year's Day, Good Friday, Easter Monday, May Day, Spring and Summer Bank Holidays you will accrue one and a third times your normal hourly rate from Midnight to Midnight.

Employee Meal Policy

All colleagues working a 12-hour shift will be entitled to 1 x Main meal at the home. If a colleague is accompanying a YP on an excursion for the day then provision will be made in the form of a Packed Lunch made at the home. In the event that packed lunches are not able to be provided then a £5 sustenance will be paid. Any further provision of meals will be covered by the employee at their expense. Where trips are planned with more than 24 hrs notice, Activity consent form will need to be completed outlining costs associated with trip, prior for authorisation and planning.

HOLIDAYS

Holidays

Your annual holiday entitlement, including public/bank holidays, is detailed in your Statement of Particulars.

We believe that your holidays from work are an important aid to balancing your working life with your life away from work and for health reasons. We encourage you to take your full entitlement each year. We will not normally allow you to carry forward any of your holiday entitlement from one year to the next, nor will we make any payment in lieu of unused holiday entitlement.

You should request a holiday form each time you wish to book a holiday away from work. You will be notified as soon as possible if you are authorised to take the time off work on your preferred dates.

Requests for time off will not be unreasonably refused, however due consideration will need to be given to the impact of your absence on the business.

On joining Horizons Educare you will accrue paid holidays at the rate 224 hours per year of service pro rata.

We strongly advise that you ensure you have obtained authorisation to take the time off before you commit yourself outside of work. If, for example, you book a holiday with a travel company and we cannot support your request for time away from work, we will not be held responsible for any monies you stand to lose as a result. If you choose to take the time away from work irrespective of the fact that your request has been refused, we will treat this as a disciplinary offence and will invoke our disciplinary procedures.

If you know that you will want to take specific days away from work as holidays, we recommend that you submit your request as early as possible to avoid disappointment. In any event, we require a minimum of three weeks' notice, unless this is not possible due to unforeseen circumstances, and due consideration will be given to your request. You will not normally be granted more than two working weeks consecutively.

New staff are not eligible to take paid annual leave for the first 3 months of employment, unless this was agreed in interview and or by your line manager.

You will not be allowed to carry over any unused holiday into a new holiday year unless there is a justifiable business reason why the holidays could not be taken or upon Managements/Directors discretion.

All holidays will be paid at your basic rate of pay and will only be sanctioned following agreement with the Home Manager –Usually, at least four weeks' notice of intention to take leave should be provided to the Home Manager in writing on the designated holiday request form. Failure to do so may result in delayed holiday payments.

On termination of employment, holiday pay entitlement will be calculated to the nearest full month worked. If you have already taken holiday, which has not been worked for, the Company reserves the right to deduct this from your final salary.

BANK HOLIDAY RATES

If you are working between the hours of 00.00 on Christmas Day and 23.59 on Christmas Day, you will accrue double your normal rate of pay.

All other Bank Holiday i.e. New Year's Day, Good Friday, Easter Monday, May Day, Spring and Summer Bank Holidays you will accrue one and a third times your normal hourly rate from Midnight to Midnight.

ABSENCE FROM WORK AND LATENESS

Attendance

You should arrive at work in sufficient time to actually start working at your normal starting time. Whilst we understand that on limited occasions, unexpected occurrences may impact your ability to attend work, or may cause you to arrive late. Lateness and absence have an adverse impact to both the business and other employees and we trust that you will take a positive approach to punctuality and attendance at work.

Reporting absence or lateness

If you are unable to attend work, or get to work by your expected starting time, you should notify us as soon as possible and at least by your expected start time, to allow us to take the necessary action to cover your absence and minimise any impact it may have.

You should speak personally by telephone to your Line Manager to inform us of your absence from work, at least 2 hrs prior to shift commencing or for night work by 2pm of same day.

If your Line Manager is unavailable, ensure you speak with another member of the management team. You should inform us of the reason for your absence and how long you expect to be away from work. We will then agree with you any further reporting procedures you may need to comply with prior to your return to work.

You should always report your absence yourself by telephone. You should not ask another person to call on your behalf and you should not notify us by text message, email or any other medium.

Failure by any employee to contact your Line Manager during absence in accordance with this procedure will normally be considered unauthorised absence and result in the employee being liable to loss of pay for the period of absence and to disciplinary action.

This will not normally be remedied by the subsequent receipt of a back-dated medical certificate.

Fit notes

Your doctor may feel that it is appropriate to suggest that whilst you are unable to carry out your job in its current form, you may be fit for work with some adjustments. If so, your Line Manager will discuss your doctor's recommendations with you and where possible we will consider reasonable adjustments.

Returning to work after a period of absence

You should notify your Line Manager the day before your return to allow us to give sufficient notice to cancel any arrangements we may have made with any individual to cover your workload during your absence. If you arrive for work without such notification, we may send you home from work for the day without pay.

If you have been suffering from any contagious or infectious disease you should ensure that your doctor is happy for you to return before you do so.

Upon your return to work you will be required to attend a return to work interview.

If we feel that your lateness and/or absence are unacceptable, we may invoke the disciplinary process, which could ultimately lead to your dismissal.

Absence due to sickness or injury

If you are unwell and unable to attend work you will need to contact your home manager with details of your illness and likely timescale of return. While your away you will need to keep in contact daily with updates of your illness. During your period of absence, you will need to make yourself available for your manager to complete a care call if required at any time.

If we do not know what is happening, we may have to consider you as Absent without Leave (AWOL) until we do know. This means you won't get the relevant SSP sick payment and we may take action under the

disciplinary and dismissal policy. That's not a route either you or we won't go down, so please take 5 mins to pick up the phone.

For an absence for 7 days or less we will ask you to provide a self-certificate which you can get from your manager.

If you're away for more than 7 calendar days (including weekends) you'll need a medical certificate, fit note or fit for work plan for all periods of sickness absence from the 8th day onwards. Your doctor will either state that you're not fit for work for a period of time or that you may be fit for work.

If your certificate states that you may be fit for work, your doctor will offer further advice on anything we can do to enable you to carry on working whilst you recover. This may be a phased return to work, making changes to your hours of work or duties or even your working environment. It's important that you speak to your manager about these suggested changes and work out between you if you think it's possible for them to be made. We may consult Occupational Health or ask for an Occupational Health assessment if it is appropriate to do so.

We'll consider all suggestions seriously and do what we can to keep you in work but in some cases it may not be possible for us to make the changes. If that's the case, we'll accept the certificate as if your doctor had indicated that you're not fit for work.

If you're away for longer than it says on your medical certificate or fit note, you'll need to get another certificate. However, if you are well enough you can just come back to work when the certificate expires, and in that case, you won't need to go back to your doctor.

If you decide you are better before the date on the fit note or fit for work plan you can let your manager know and return to work earlier.

Dependent upon your circumstances, you may be eligible for SSP during your absence, in line with current legislation. However, if you fail to follow our procedures for reporting and certifying your absence without good reason, we may withhold payment of SSP Payments and/or any contractual sick and injury payments and/or may treat it as a disciplinary matter.

Depending upon the circumstances of your absence/s from work, we may ask you to allow us to approach your GP or another member of the medical profession with a view to obtaining further information on your condition. We may then consider if there are any reasonable adjustments which we could implement to help you to improve your attendance. It may be necessary, if acceptable solutions cannot be found, to terminate your employment with us, in line with current legislation.

If you qualify for SSP this will be paid to you at times and in the manner, you would normally receive your pay. Failure to supply the relevant certification of absence will result in non-payment of SSP. The first three days of absence in any 56-day period are 'waiting days' and as such will not command any payment of SSP.

If you pursue a claim for compensation from any person, company or other entity for the injury or illness you incurred, you should consider including loss of income in the claim as we reserve the right to recover any SSP we made to you during your absence from work from any compensation which may be awarded to you.

Attendance Standards

Where your sickness absence amounts to:

- 3 separate sickness absences or more in a rolling 12-month period
- or
- Periods of absences totalling 2 working weeks or more in a rolling 12 months period
- or
- 4 working weeks or more of continuous sickness absence

You will have exceeded Horizons Educare's Attendance Standards.

**Working week is the individual's working week regardless of part-time or usual working pattern.*

Time off for medical appointments

If you need to visit the doctor or dentist, wherever possible, you should arrange the appointment outside of your normal working hours. If the doctor or dentist cannot facilitate this then the appointment should be made as close to your starting or finishing time as possible or taken as annual leave subject to the holiday booking procedures as denoted earlier in this handbook.

You should discuss the absence with your Line Manager and give us as much notice as possible of your intended absence from work. Whilst we appreciate that this is not always possible with an emergency GP appointment, you would normally be given adequate notice to attend other kinds of appointments. Other than for emergency appointments you should provide your Line Manager with a copy of your appointment card, letter etc. In the event of an emergency appointment we will ask you to provide evidence of your appointment so that we can monitor your on-going welfare.

Such time off will normally be without pay however, you may be requested to work back the lost time to the business.

Time off for dependants

There may be occasions when you need to take a reasonable amount of time off during working hours to deal with unforeseen matters and emergencies relating to a dependant. A dependant could be a spouse, partner, child, parent, or someone who depends on you for care.

The leave can be taken for example to:

- Deal with a breakdown in childcare;
- To put longer term care in place for children or elderly relatives; or
- If a dependant falls ill or is taken into hospital.

You have a statutory right to a reasonable amount of time off to deal with any such matter. The legislation does not prescribe what amount of time is reasonable but does suggest that in most cases a day or two will be sufficient to deal with the immediate crisis. If you wish to take time off work you must speak to your Line Manager to discuss your situation and agree a reasonable amount of time away from work, which will normally be without pay.

Time off for parental leave

If you have at least twelve months service with us and you wish to exercise your right to take parental leave, please speak to your Line Manager who will advise you further regarding your entitlement and agree the time off at a time agreeable to both you and the Home. Parental Leave is unpaid leave.

Parental leave is normally for a week or more and you'll need to let your Manager know a few weeks in advance if you need it.

You can take up to 18 weeks off for each of your children until they reach their fifth birthday. If you've adopted a child, you can take up to 18 weeks off during the five years from the date of the adoption or until their 18th birthday if this comes first.

If you've had time off in a company you used to work with in the past five years, this will count towards the amount of time you can take, too.

You can take up to four weeks off in a year. (Just so you know, we count a year as the 12 months from the date you finished your first year of working with us without a break.) We normally ask you to take at least a week at a time. If your child is disabled, we'll understand that you might need to take shorter breaks and you can use the leave over the same period to the child's 18th birthday. For clarity a disabled child is a child for whom disability living allowance is paid.

Time off for maternity

If you become pregnant, we recommend that you speak to your Line Manager in confidence as soon as you are aware of your condition. Your safety and that of your unborn child are important to us and we would want to look at any adjustments we may need to make to your work or working conditions to help ensure that you are both kept safe.

Pregnant staff are allowed time off work to attend pre-natal examinations on the condition the reasonable notice is given to the Company where practicably possible. All staff are entitled to statutory maternity/paternity/adoption leave and pay, providing they satisfy the relevant conditions as determined by the relevant legislation.

We would also ensure that you were made fully aware of both your obligations and entitlements at an early stage, to help you plan.

All employees are eligible to take up to 52 weeks of Maternity Leave, regardless of length of service, but and Maternity Pay will be determined by your length of service.

It's compulsory that you take Maternity Leave during the first 2 weeks following the birth of your baby. During this time, you can't come back to work.

We'll always assume you'll take the full 52 weeks Maternity Leave, but please let your manager know if you anticipate taking less time off, giving them at least 8 weeks' notice. We will send you a letter once you've had 39 weeks Maternity Leave to confirm your latest return to work date and to prompt you to inform us if actually, you'd like to come back to work sooner.

During the 39 weeks statutory maternity leave, holiday entitlement will continue to be accrued.

Time Off When Adopting a Child

If you are adopting a child, you may be entitled to time away from work on adoption leave and may qualify for Statutory Adoption Pay. If you are adopting a child, your Line Manager will be able to advise you of your rights and obligations.

Adoption Leave enables one of the parents in a couple adopting a child to take up to 52 weeks adoption leave. The leave applies to people adopting in the UK or from overseas, and in some surrogacy and foster to adopt arrangements.

Adoption leave and pay will be available to employees who adopt. Only one member of a couple where the couple adopt jointly. In this case, the couple may choose which partner takes adoption leave. The partner doesn't take the adoption leave may be entitled to paternity leave and pay.

To qualify for adoption leave you must be newly matched with a child for adoption by an approved adoption agency or (on or after 5th April 2015) have a child through a surrogacy situation of foster to adopt arrangements that meet the qualifying requirements set out by the government and be in employment.

You are entitled to up to 26 weeks' ordinary adoption leave followed immediately by up to 26 weeks' additional adoption leave (presuming you qualify for the leave). This gives you a maximum of 52 weeks' leave in total. Only one period of leave is available even if you are adopting more than one child.

If the child's placement ends during adoption leave, you will be able to take up to eight weeks' adoption leave after the end of the placement.

There are two types of Adoption Pay – Statutory and Occupation. Statutory Adoption Pay (SAP) may be paid for up to 39 weeks for eligible parents.

To qualify for Statutory Adoption Pay (SAP) you must be employed by us without a break for 26 weeks by the end of the matching week and still be employed by us. You will need to give us the correct notice and provide proof of the adoption.

Time off for paternity leave

If your partner is pregnant or you are both adopting a child, you may be entitled to take time away from work, which dependent upon your circumstances may command Statutory Paternity Pay. Please speak to your Line Manager who will explain in full your obligations and your rights.

Just so you know, you can apply for paternity leave if you're male or female. This leave is specifically so that you can support your partner or care for your child. We're using the term 'partner' to mean a person (of any sex) who lives with the mother of the adopter and the child in an enduring family relationship, but isn't the mother's or adopter's father, mother, grandfather, grandmother, sister, brother, aunt or uncle.

You will be eligible for paternity leave and pay if you are the father of the child or the mother's husband or partner or the partner of and adopter, whether male or female.

You have worked for us for a minimum of 26 weeks by the 'notification week' (the end of the 15th week before the expected week of childbirth (EWC)) or, for adoption paternity leave, by the end of the week in which the child's adopter is notified of matching. Expected to have responsibility for the upbringing of the child if you are the father, or expect to have the main responsibility for the upbringing of the child if you are the mother's husband or partner but not the child's father and you have given the correct notice period.

It's important to note that Paternity Leave cannot be taken if a period of shared parental leave has already been taken in respect of the child.

Ordinary Paternity Leave – you can choose to take wither one week or two consecutive weeks' ordinary paternity leave (not occasional days).

You can choose to start your leave from the date of the child's birth or adoption (whether this is earlier or later than expected) or on a chosen day after the date of the child's birth or adoption (whether this is earlier or later than expected) or from a chosen date which is later than the first day of the EWC.

Paternity leave must be taken if the child is born before the EWC and within 56 days of the date or within 56 days of the actual date of birth of the child also before any Shared Parental leave

Ante-natal appts – you are entitled to attend ante-natal appointments with your partner, we are committed to supporting you with allowing for time off, however, you will need to plan the time with your line manager and arrange how to take the time; un-paid/work the time back.

Shared Parental Leave

Should you wish to exercise your right to Shared Parental Leave, you should contact your Line Manager who will discuss your individual entitlements should you meet the eligibility requirements.

Shared Parental Leave enables eligible parents to choose who to share the care of their child during the first year of birth or adoption. It gives the opportunity to share up to 52 weeks leave should they choose to do so, with the purpose of giving parents more flexibility in considering ho to best care for, and bond with, their child.

If you are eligible, you have a statutory right to take Shared Parental Leave. Shared Parental Pay may also be available during some or all the Shared Parental Leave period, and this is based on the entitlement of both the mother and the other parent.

Shared Parental Leave is available to parents of children adopted or born on or after 5th April 20015. The leave can be taken during the first year after birth or adoption and the amount available is based on the mother or adopter's maternity or adoption leave entitlement. The mother/adopter and/or their partner/father can opt into Shared Parental Leave to share the available leave between them in up to 3 blocks of at least one week. Their partner could take ShPL while the mother is still on maternity leave, and both parents can be off at the same time and stop and start leave, returning to work between periods of leave.

To be eligible to take Shared Parental Leave there are criteria you must meet regarding your parental status, employment and earnings. You can check your eligibility online here <https://www.gov.uk/pay-leave-for-parents> to guide you through all the criteria and tell you about your entitlement to statutory Shared Parental Leave and Pay.

Time off for bereavement

In the sad event of a bereavement of a member of your family or a close friend, please discuss your circumstances with your Line Manager and agree appropriate time away from work. Pay for such time off is discretionary.

BEHAVIOUR AT WORK

Working in a care setting

Central to our service provision is a belief that we should provide a high standard of appropriate care for all of the people in our care and maintain a culture within the Home that prioritises the dignity and respect of each young person.

As an employee you are an integral and important part of this provision. The care you provide should be delivered in a friendly but professional manner. This can sometimes lead to confusion when trying to discern if you are crossing the boundary of professional good practice. If you are ever at all in doubt you should discuss the matter with your Line Manager.

You are obliged to report any concerns you may have regarding abuse or suspected abuse of a young person or if you notice any changes in their physical condition or behaviour. Such concerns should be reported to your Line Manager.

The Home has several policies in place and you should ensure that you have read and understood each one. These policies will be kept in the Policies file. You will be notified of any changes or additions.

Personal relationships

You should not enter into any personal relationship with any young person. If you enter into a relationship with any family member of a young person, you must notify your Line Manager and we will consider if any appropriate measures need to be put in place to safeguard both you and the young person.

Identity badges

If you are issued with an identity badge it must be worn and be visible at all times whilst you are working for us. If you lose or damage your identity badge you will be charged with the cost of a replacement or the repairs, which will be deducted from your wages.

Aggressive behaviour

You should conduct yourself in a calm professional manner at all times. You must remain calm if faced with abuse and withdraw from the scene as soon as it is safe to do so.

Any abuse, disputes inappropriate behaviour or problems should be referred to your Line Manager immediately, and possibly the commissioning agency. We will then take the appropriate immediate action to resolve the matter.

What to do if you suspect abuse

We are committed to protection of all young people. As such all our staff are trained in 'what to do if you suspect abuse'. You are obliged to report all suspicions of abuse to your Line Manager.

You must always act in the young person's best interest. You must be vigilant and if you suspect abuse of the young person (or any other inappropriate situation) it must be reported to your Line Manager immediately. Records must be full and accurately kept and if the home situation makes this difficult alternative arrangements will be made by the Company.

If you enter a situation where you suspect a crime has been committed you must immediately inform your Line Manager who will inform the commissioning agency and appropriate authorities.

Statements to relatives

Relatives will often ask for information regarding the well-being of a young person. You must not give any such information to any relative or representative of any of our young people unless you have been authorised to do so as an integral part of your job with us. If you are unsure as to whether or not you have such authority you should first check with your Line Manager.

Statements to the press or media

You may be approached by members of the media, (e.g. press, radio, television etc.) to give an interview or opinion about the Home, Young people or other information relating to our business. In order to protect the integrity of both the home and its young people, and to ensure that you are not misquoted, you should politely refuse to give any such information and instead you should suggest that they contact your Line Manager.

Gifts

Due to the nature of the service we provide, our Young people or their relatives or representatives, may wish to reward you with a gift or money. You should politely refuse such gifts or offers of money. All such offers should be reported to your Line Manager. If they are insistent that you should accept any offers, you should direct them to your Line Manager who will decide if acceptance may be acceptable or not. If it is a small token then it deemed acceptable, then the gift will normally be shared amongst the staff (e.g. a box of chocolates).

You should not give any gift or money to any Young person

Complaints

From time to time, you may receive a complaint from a young person, their relatives, friends, representative etc., if so, you should immediately inform your Line Manager, or in their absence the most senior person in charge. You should also inform the person making the complaint of our complaint's procedure.

Food hygiene rules

Makeup and perfume should be kept to an absolute minimum. Nail varnish must not be worn and rings should be avoided.

Beard and hair coverings must be worn at all times.

Cuts and burns must be covered at all times with the appropriate dressing.

Hands must be washed regularly. And you must wash your hands before starting your shift and when returning from the toilet.

Moving and handling

You will be given thorough and up to date moving and handling training before you undertake any activities. Records of training and updates are kept in staff files.

You should be sure that you fully understand everything you have been taught, if you have any questions you should ask the trainers before you receive your accreditation and undertake work.

You must be fit and able to do the work which you have been asked to do. Should you feel unable to safely undertake any aspect of your work you should inform your Line Manager Immediately.

Any task to be undertaken will have been risk assessed and will have a set procedure which must be followed.

You should not attempt any task for which you have not been trained.

Should a young person ask you to deviate from any procedure you should not undertake it and inform the management immediately?

If during the course of your work, you come across a risk which you feel needs to be assessed or reassessed you should fill in the initial risk alert form and return to your Line Manager immediately.

Dress code

When working for us you are representing the Home and as such young people or their families, members of the public and other persons will judge our Home on how you present yourself and how you behave.

It is therefore, important that all our employees take care with their personal hygiene and grooming at all times. Clothes appropriate to your job role must be worn at all times whilst at work.

Where items of uniform or work-wear are provided, you must wear these.

Jewellery should be kept to an absolute minimum. You are not allowed any visible piercings other than one small stud earring in each ear. Rings are not allowed except for one plain wedding band.

Any tattoos must be kept covered and not visible whilst at work.

If you are issued with items of Personal Protective Equipment, then these must be worn at all times as appropriate or as instructed. Your failure to do so will be treated as a serious matter and may lead to disciplinary action.

Alcohol, medication and drugs

Whilst we understand that you have a right to a private life and would not wish to impede on that, it is also important that, when attending work, you are fit to do so. Therefore, if we suspect that you attend work still under the influence of alcohol or any drug which has been consumed or taken prior to you commencing work, we may send you home for the remainder of the day without pay. Such events may also result in disciplinary action.

Possession or consumption of alcohol or drugs during your working hours is strictly forbidden. If you are found to have done so you will be subject to disciplinary action, which may lead to your summary dismissal for gross misconduct.

If you are prescribed any medication by a medical professional, or you are taking any 'over-the-counter' medication which may affect your performance at work, you must notify your Line Manager so that appropriate action may be taken, if necessary, to ensure the safety of yourself or any other person.

Dispensing, distributing, possessing, using, selling or offering to buy controlled drugs at work is prohibited. Any such activity (including reasonable suspicion of it) on the Home's premises may be reported immediately to the police and will incur the disciplinary process. We consider such actions to be Gross Misconduct.

Any employee who is required to drive in the course of their employment must not drink immediately before driving and must not take any drugs or medication that would impair your driving. You must be satisfied that you are competent to drive and would not be in breach of any law or regulation in doing so. Driving on Home business whilst under the influence of alcohol in excess of the legal limits will be considered to be gross misconduct.

If you are taking any drugs and/or medication and are unsure if you should drive you should talk to your doctor, pharmacist or healthcare professional.

Infection Control

You will be given thorough infection control training at your induction. If you are unclear about any aspect of infection control whether in a professional or personal capacity you are to speak to your Line Manager about it. It is essential that you maintain good technique and standards. Never deviate from them and always voice concerns about this matter to your Line Manager. Technique will be checked at regular intervals.

You will be trained to adequately perform any procedure you will be required to do. You should carry out all procedures as you were trained to do them and if you are unsure about anything you should voice your

concerns to your Line Manager before undertaking anything. You should never perform a task for which you have not received training.

Hand washing

Hands must always be washed as per your training. A quick hand wash is never acceptable. Personal hygiene must be of a high standard and in addition to social hand washing hands must be washed before and after any young person contact/procedure and between young people. Further steps e.g. alcohol hand disinfection should be used for sterile procedures.

Telephones

The Home's telephones are for business use only. Whilst we appreciate that you may wish to make or receive occasional personal calls, these must be kept to an absolute minimum and only when authorised. If we feel that the calls are excessive in quantity or length then we will charge you for the cost of the calls, by deducting the appropriate cost from your pay. Dependent upon the circumstances, you may also be subject to disciplinary action.

Personal mobile phone should be switched off during normal working hours. If you are working remotely, then your phone may be switched on to enable people to contact you in an emergency but the use should be kept to a minimum. Under no circumstances should the use of any mobile phone, whether personal or owned by the Home, be allowed to compromise the safety of yourself or others.

Cameras (including mobile phones and other devices)

No photographs may be taken on our premises or of any young person without express permission from your Line Manager. Photographs may only be taken with a camera owned by the home. If authorisation is given, then the photographs must remain on our premises at all times. You must not make any copies or remove any images from site. If you are found to have done so, or if you bring any personal camera onto the premises, it may be regarded as potential gross misconduct and you may be liable to disciplinary action.

Selling of goods at work

If you intend to sell any items whilst at work, permission must first be given by your Line Manager. No pressure should be put on any member of staff to buy any items. Under no circumstances may you sell any item to any customer or client, or sell any item which could be seen to be working in competition with us. Authorised items may only be sold on our premises during authorised break times only.

Collections at work

Whilst we will not unreasonably object to small occasional collections for birthdays etc., you must first obtain permission from your Line Manager before arranging any collection to enable us to ensure that the nature of the collection and the number and frequency of collections does not become a burden to any employees. We will not normally allow young people or their family members to be approached to add to any collection.

Losses or Damages

Whilst we understand that accidents do happen, we expect that you should take all reasonable care with property belonging to the Home, young people or their family members, or any other third party. Therefore, If we suffer any loss or damage to any property or stock or equipment which is due to your failure to follow our rules or procedures, or your deliberate vandalism, or unreasonable carelessness or neglect, then we will deduct the cost of repair or replacement of any item from any pay, holiday pay, sickness payment or any other monies owed to you by the Home.

If we suffer any loss, fine or cost due to your actions and failure to follow our rules, procedures or legal requirements, or your carelessness or neglect, then we will deduct the cost of the loss or fine from any money owed to you by the Home.

Employee's Property

We request that you do not bring any of your own unnecessary personal property with you during working hours. Any personal property that you do bring with you is your own responsibility and the Home will not accept any liability for any loss or damage that is caused to your personal property.

General behaviour and standards

An efficiently run business is our aim and we expect you to help us achieve this goal. You play an important role in ensuring that we operate in a cost-effective and efficient manner. In particular, we expect that you handle all stock and property etc. with care to minimise any loss or damage. You should always try not to waste energy by leaving any unnecessary lighting, heating or equipment turned on when not in use and that, if your job role is quiet or you have a downturn in work, you help other colleagues as appropriate. If there is no work of your own available for you to complete, then you should contact your Line Manager who will delegate work as appropriate.

Under no circumstances should you take any action which may compromise the health or safety of yourself or others.

Conduct outside of work or whilst on company business

Whilst we do not wish to impede on your personal life, if your behaviour has a negative impact on the Company, you may be subject to the same disciplinary rules as if you were acting in working time and on working premises.

This can include such instances as company functions or events, training courses, conferences etc., or anywhere where you are known to be an employee or representative of the Company.

When attending any work related events, it is important that the following guidelines are adhered to:

- Alcohol should only be consumed in moderation, regardless of who has paid for or supplied such;
- You must not use any illegal drugs;
- You should behave in an appropriate, mature and responsible manner at all times;
- You must not use any abusive or offensive language or display any offensive or abusive mannerisms or behaviours;
- You must not drive if you are or could reasonably be expected to be over the legal limit for alcohol. You should not consume any alcohol at all if you are to drive any company vehicle;
- You must comply with all Company rules and policies;
- You must not behave in any way which could bring the Company into disrepute;
- You must not make any personal negative comments regarding any young people; and
- You must not be involved in any violence or aggressive behaviour, whether physical or verbal.

If you are found to have behaved inappropriately, dependent upon the circumstances, you may be subject to summary dismissal for gross misconduct.

Private work

If you wish to carry out any private work in your own time, you must discuss the matter in advance with your Line Manager and gain written authorisation. Whilst we will not unreasonably forbid you from performing such work, we will need to ensure that you are not working in competition with us or performing work which the Home could reasonably have been expected to carry out.

If you are found to be working in competition with us or carrying out work which could have been performed by the Home, or carrying out your own private work during working time we will view this as Gross Misconduct and it could lead to your summary dismissal.

Carrying out any private work should not impact on your performance at work. If such work takes you over an average of 48 hours' work a week (in total for both jobs) then you will be required to sign a 48 hour opt-out form.

Accident reporting

Any accident or incident at work, no matter how small, should be detailed in the Accident Book, in accordance with the Home's guidelines. It is important that all accidents are recorded as the entries will be monitored by the Home so that we can take all necessary steps to ensure that all our employees and any visitors to our premises are as safe as possible from the risk of harm.

More serious accidents, and any accident to a visitor on our premises, should also be brought to the attention of your Line Manager as soon as possible.

Smoking

Smoking, including the use of electronic cigarettes, is not allowed on our premises or at any public entrance to our premises. Smoking is only allowed in the designated outside area and only during your authorised break times. After smoking, you should ensure that you wash your hands and take whatever steps are reasonable to ensure that you do not return to your workplace smelling of smoke. Your failure to comply with these rules may result in disciplinary action.

Emergency evacuation procedures

You should make yourself aware of the procedures to be followed should it be necessary to evacuate any work-related premises in an emergency, (e.g. a Fire Alarm sounded).

Right of search

We aim to build and maintain a relationship characterised by mutual trust and respect. Whilst the vast majority of employees are trustworthy, there may occasionally be employees who do not maintain the same high standard of integrity. It is important that these employees are correctly identified in order to preserve the relationship that the Home enjoys with trustworthy employees.

We have a contractual right to carry out searches of employees in the workplace both to identify any wrongdoing and also to protect the integrity of innocent persons.

All searches will be carried out with regard to the Home's policies on Equal Opportunities and Bullying and Harassment.

Searches will be carried out in private and we will always try to ensure that the search is carried out by a member of the same sex as the employee being searched, or that the person carrying out the search is accompanied by a member of the same sex to witness the search.

All searches will be witnessed by a senior member of staff and, you have the right to be accompanied by a colleague of your own choosing who is on site at the time of the search.

We may, for example, ask you to empty your pockets, bag, drawers or cabinets and to remove your coat, jacket, shoes or other outer clothing. If you have a vehicle parked on our premises, then we may ask you to open your car boot and doors to allow us to view the contents.

At no time will the person conducting the search touch you or your property.
A written record will be made of each search, including:

- a. The time and date of the search;
- b. The reason for the search;
- c. Names of those present; and
- d. The outcome of the search.

This record will be signed by all parties present.

Failure to consent to a search without reasonable justification may be treated as a breach of contract and could lead to disciplinary action, which, dependent upon the circumstances could result in your dismissal.

Confidentiality

Any information that has been acquired by you regarding our business, our clients or customers, suppliers, associated companies, or any other persons or bodies with whom we have dealings of any sort (and which has not been made public by us or with our express authority) shall be treated as confidential information.

You must not disclose any such information either during your employment with us or after termination of employment without our prior written consent (except as required by law).

You should take all steps to safeguard any such information. This includes all documentary information held on any medium. Upon termination of employment, or at any other time when so requested, any information which you hold in written form or stored on any kind of storage device, must be returned to us.

Care must be taken when discussing our business that you cannot be overheard (e.g. in corridors, on the telephone etc.).

Breaches of confidentiality will be dealt with using our disciplinary procedures and, dependent upon the circumstances, may be regarded as Gross Misconduct, which could lead to your summary dismissal.

General Data Protection Regulations

As an employer it is our responsibility to ensure that any documentation, we hold is relevant, accurate and where necessary up to date. As an employee you have the right, upon written request, to be informed of what personal data is being processed, we are not obliged to supply this information unless you make a written request, we will respond to any request within one month of receipt.

In addition to the details contained within your individual Statement of Particulars, you will also have the right to be informed of the source of the data (if not received direct from yourself) and to whom it may be disclosed. However, your data will only be used to comply with the contract of employment (i.e. to process your pay) or to comply with legal obligations imposed by outside bodies i.e. the Police. Your data will not be used outside of the European Economic Area (EEA).

You have the right to make a request for your personal data to be erased or amended, such requests should be made in writing to your Manager and must include the reason for your belief that the data is either incorrect or being held unlawfully.

Health and Safety Statement

The Home is committed to, and accept, our responsibilities for ensuring, so far as is reasonably practicable, the health, safety, welfare and wellbeing at work of all employees and to ensuring that the Health and Safety of visitors, contractors and the general public are not affected as a result of the activities of our Home. This is fully in keeping with the requirements of the Health and Safety at Work etc. Act 1974 (HASWA), and other relevant legislation.

We take safety seriously and we will set clear action plans to improve our performance. Everybody in the Home must 'play their part' so if you see something that is unsafe, 'don't walk by', take appropriate action. Remember that Health and Safety is not just the responsibility of management, but for everyone who works for the Home.

Horizons Educare policy on health and safety at work is to provide a safe and healthy working environment and to enlist the support of employees towards achieving this end.

The Health & Safety at Work Act 1974 places responsibility on Horizons Educare and each one of their employees. You must read and familiarise yourself, with the Health & Safety rules and act and co-operate, with the safety procedures relevant to your job always. Pay due consideration to the safety of your colleagues. Failure to do so may lead to disciplinary action being taken.

CCTV

Cameras are installed on our premises primarily for ensuring the safety of staff and customers and also for the purpose of detecting and preventing crime.

Limits on use of CCTV

CCTV cameras will not be operated in toilets, private offices or changing rooms, unless this is necessary to gather information which could not reasonably be gathered by any other means. CCTV will be used in this way only where it is a proportionate means of achieving the aim in the circumstances.

Covert CCTV will only ever be set up for the investigation or detection of crime or serious misconduct. The use of covert CCTV will be justified only in circumstances where the investigator has a reasonable suspicion that the crime or serious misconduct is taking place and where CCTV use is likely to be a proportionate means of securing evidence.

Evidence from CCTV footage in disciplinary meetings

CCTV evidence may be used against you in disciplinary proceedings and if so, you will be given a chance to see and respond to the images in these circumstances.

Storage of CCTV footage

Images from CCTV footage will be securely stored and only authorised personnel will have access to them. The images will be retained only long enough for an incident to come to light and any investigation to be conducted.

Parking

There are no designated parking areas at Horizons Educare Ltd sites. Whilst we do our utmost to ensure it is safe and secure, individuals park at their own risk. Horizons Educare Ltd do not accept liability or responsibility for any damage.

Credit Card Usage

We have credit cards in place in homes for the purchase of goods. We operate these in good faith that only approved items will be purchased. Breaches of credit card usage will be dealt with using our disciplinary procedures and, dependent upon the circumstances, may be regarded as Gross Misconduct, which could lead to your summary dismissal.

EMAIL AND INTERNET POLICY

Email and internet usage are an important part of effective communication and information gathering within the workplace. They can be a fast and reliable method of communicating both internally and with outside bodies such as young people or their family members, suppliers etc., therefore can have obvious significant advantages to our business.

Email and internet usage is limited to legitimate business purposes only. Personal usage is not allowed whilst at work.

Equipment and data security

If you are issued with any equipment such as a laptop, mobile phone with email or internet access, PDA, etc. You should take all reasonable steps to ensure the safekeeping of both the equipment and any data either stored, or displayed on any such device. If any such equipment is lost, damaged or stolen as a result of your negligence, we may deduct the cost, or partial cost, of the repair or replacement of any items, from any monies owing to you. We may also invoke the disciplinary process.

All data relating to our business, including that relating to any person in any way related to our business such as a customer or supplier etc. must not be stored on any equipment which does not belong to the Home. If you are found to have done so you will be liable to disciplinary action.

Care should also be taken to protect the data from being accessed or read by any unauthorised person. You should therefore ensure that your computer screen is switched off when away from your workstation. If you are accessing information from a mobile device then care should be taken to ensure it cannot be read by anyone around you (e.g. if sitting in a cafe or on the train etc.) The Data Protection code of practice should be adhered to at all times when dealing with sensitive personal data.

If passwords are issued, then you should not give your password to any other person, either within the organisation or external to it.

Our email and internet systems may only be used by persons authorised to do so.

Unauthorised access may result in disciplinary action.

You must not modify any existing systems, programmes, information or data without permission from your Line Manager. When deleting any information, you should ensure that such a deletion could not have an adverse effect on the Home or expose us to any risk.

You are forbidden from downloading or installing any software from any source without express permission from your Line Manager. This includes using USB flash drives, PDA, mobile phone etc.

E-mail usage

Email can be used both to contact and pass information to others both formally and informally.

Care should be taken to ensure the most appropriate method of communicating with each party is used. You should remember that any offer or contract etc. is just as binding when sent by email as by any other way. The Home's standard disclaimer should always be in evidence on emails sent by you.

Care should be taken when transmitting personal, sensitive or confidential information. If you are unsure you should check if the recipients email address is confidential and that they know the nature of the information being transmitted.

You should not breach any copyright or intellectual information when transmitting information.

You should not send any inappropriate material to any party which could be deemed to be offensive, abusive, obscene, discriminatory, harassing, defamatory or derogatory, whether or not the recipient indicates they would not object. If you receive any transmission which you deem to be offensive or upsetting, you should immediately notify your Line Manager.

Additionally, you should not:

- Use the system for personal use;
- Send or forward chain mail, junk mail, jokes, gossip etc.; or
- Use the system for trivial and unnecessary messages.

Internet usage

When you visit websites, devices are often employed to enable the site owner to identify the source of the visit. It is therefore important that you only visit reputable sites which are necessary for the performance of your duties.

You must not visit any site or download any information which is illegal, immoral, offensive, abusive, obscene, discriminatory, harassing, defamatory or derogatory. If you have reason to believe any other employee is doing so, you should report your concerns to your Line Manager as soon as possible.

You should not attempt to access any information which you know is restricted and you are not authorised to view.

Personal use of our internet system is forbidden.

Monitoring

The Home reserves the right to monitor all email and internet usage to ensure adherence to this policy regardless of whether the usage is during or outside of normal business hours. Subsequently any private usage should be authorised by your Line Manager. We will monitor the use of our email and internet system, including where appropriate opening and reading emails (in line with Data Protection legislation). It is therefore important that you do not send any personal emails, particularly of a sensitive or embarrassing nature.

We will monitor usage to ensure:

- The Home's policies, standards and guidelines are being followed;
- To provide evidence of transmissions and communication; and
- To ensure there is no unauthorised usage.

Use of social media

You are forbidden from accessing social media for personal purposes whilst at work, whether on our computer equipment or your own (except for during authorised breaks). Social media is a type of interactive online media that allows parties to communicate instantly with each other or to share data in a public forum. This includes online social forums such as Twitter, Facebook and LinkedIn. Social media also covers blogs and video- and image-sharing websites such as YouTube and Flickr; however, this is not an exhaustive list.

We understand that many employees make use of social media in a personal capacity. While you are not acting on behalf of the Home, you must be aware that you can still damage the Home if you are recognised as being one of our employees.

Whilst you are allowed to say that you work for us, and sometimes want to discuss your work on social media you must not make any derogatory comments regarding our business, other employees, Management, our young people or their family members, suppliers, or any other person, business or other entity in any way connected to our business. This applies whether or not it is on our equipment or your own and if communicated in works time or your own time.

Your online profile username (for example, the name of a blog or a Twitter name) must not contain the business' name.

If you do discuss your work on social media (for example, giving opinions on their specialism or the sector in which the organisation operates), you must include on your profile a statement along the following lines: "The views I express here are mine alone and do not necessarily reflect the views of my employer".

Any communications that you make in a personal capacity through social media must not:

1. Bring the Home into disrepute, for example by:
 - criticising or arguing with young people or their family members, colleagues or rivals;
 - making defamatory comments about individuals or other organisations or groups; or
 - posting images that are inappropriate or links to inappropriate content.
2. Breach confidentiality, for example by:
 - revealing trade secrets or information owned by the Home;
 - giving away confidential information about an individual (such as a colleague or customer contact) or organisation (such as a rival business); or
 - discussing the Home's internal workings (such as deals that it is doing with a [customer/client] or its future business plans that have not been communicated to the public).
3. Breach copyright, for example by:
 - using someone else's images or written content without permission; or
 - failing to give acknowledgement where permission has been given to reproduce something.
4. Do anything that could be considered discriminatory against, or bullying or harassment of, any individual, for example by:
 - making offensive or derogatory comments relating to age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, or perceived sexual orientation;
 - using social media to bully another individual (such as an employee of the Home); or
 - posting images that are discriminatory or offensive or links to such content.
5. Be of a nature which would cause us to lose faith in your integrity, or any of our young people or their family members to lose faith in the integrity of the Home.

To summarise:

You must not make any derogatory comments regarding our business, other employees, Management, our young people or their family members, suppliers, or any other person, business or other entity in any way connected to our business. This applies whether or not it is on our equipment or your own and if communicated in work time or your own time.

You should also take care to limit who has access to view your comments or photographs etc on such sites. Alternatively if your behaviour is deemed to have brought the Home into disrepute, or caused any client, supplier, other business or any other entity connected to our business, to lose faith in the Home's integrity, you will be liable to disciplinary action, which dependent upon the circumstances, could lead to your summary dismissal.

Staff Privacy Notice

Horizons Educare Ltd is committed to protecting the privacy and security of your personal information. This notice describes how we collect and use personal information about you during and after your working relationship with us, in accordance with the General Data Protection Regulation (GDPR).

We are a "data controller". This means that we are responsible for deciding how we hold and use personal information about you. We are required under data protection legislation to notify you of the information contained in this privacy notice.

This notice applies to current and former employees, workers and contractors. This notice does not form part of any contract of employment or other contract to provide services. It is important that you read this notice, together with any other privacy notice we may provide on specific occasions when we are collecting or processing personal information about you, and also our Data Protection policy, so that you are aware of how and why we are using such information.

The kind of information we hold about you

We may collect, store, and use the following categories of personal information about you:

- Personal contact details such as name, title, addresses, telephone numbers, and personal email addresses;
- Date of birth;
- Gender;
- Marital status and dependants;
- Next of kin and emergency contact information;
- National Insurance number;
- Bank account details, payroll records and tax status information;
- Salary, annual leave, pension and benefits information;
- Start date;
- Location of employment or workplace;
- Copy of driving licence;
- Recruitment information (including copies of right to work documentation, proof of address, proof of bank, references and other information included in a CV or cover letter or as part of the application process);
- Employment records (including job titles, work history, working hours, training records and professional memberships);
- Compensation history;
- Performance information;
- Disciplinary, capability and grievance information;
- CCTV footage and other information obtained through electronic means such as swipe-card records;
- Information about your use of our information and communications systems;
- Photographs.

We may also collect, store and use the following "special categories" of more sensitive personal information:

- Information about your race or ethnicity, religious beliefs, sexual orientation and political opinions;
- Trade union membership;
- Information about your health, including any disability, medical condition, health and sickness records;
- Genetic information and biometric data;
- Information about criminal convictions and offences, including DBS checks.

How is your personal information collected?

We collect personal information about employees, workers and contactors through the application and recruitment process, either directly from candidates or sometimes from an employment agency or background check provider. We may sometimes collect additional information from third parties including former employers, credit reference agencies or other background check agencies. We will collect additional personal information in the course of job-related activities throughout the period of you working for us.

How we will use information about you

We will only use your personal information when the law allows us to. Most commonly, we will use your personal information in the following circumstances:

- Where we need to perform the contract we have entered into with you;
- Where we need to comply with a legal obligation;
- Where it is necessary for our legitimate interests (or those of a third party) and your interests and fundamental rights do not override those interests.

We may also use your personal information in the following situations, which are likely to be rare:

- Where we need to protect your interests (or someone else's interests);
- Where it is needed in the public interest or for official purposes.

Situations in which we will use your personal information

We need all the categories of information in the list above primarily to allow us to perform our contract with you and to enable us to comply with legal obligations. In some cases, we may use your personal information to pursue legitimate interests of our own or those of third parties, provided your interests and fundamental rights do not override those interests. The situations in which we will process your personal information are listed below:

- Making a decision about your recruitment or appointment;
- Determining the terms on which you work for us;
- Checking you are legally entitled to work in the UK;
- Paying you and, if you are an employee, deducting tax and National Insurance contributions;
- Providing contractual benefits to you;
- Liaising with your pension provider;
- Administering the contract we have entered into with you;
- Business management and planning, including accounting and auditing;
- Conducting performance reviews, managing performance and determining performance requirements;
- Making decisions about salary reviews and compensation;
- Assessing qualifications for a particular job or task, including decisions about promotions;
- Gathering evidence for possible grievance, capability or disciplinary hearings;
- Making decisions about your continued employment or engagement;
- Making arrangements for the termination of our working relationship;
- Education, training and development requirements;
- Dealing with legal disputes involving you, or other employees, workers and contractors, including accidents at work;
- Ascertaining your fitness to work;
- Managing sickness absence;
- Complying with health and safety obligations;
- To prevent fraud;
- To monitor your use of our information and communication systems to ensure compliance with our IT policies;
- To ensure network and information security, including preventing unauthorised access to our computer and electronic communications systems and preventing malicious software distribution;
- To conduct data analytics studies to review and better understand employee retention and attrition rates;
- Equal opportunities monitoring.

If you fail to provide personal information

If you fail to provide certain information when requested, we may not be able to perform the contract we have entered into with you (such as paying you or providing a benefit), or we may be prevented from complying with our legal obligations (such as to ensure the health and safety of our workers).

Change of purpose

We will only use your personal information for the purposes for which we collected it, unless we reasonably consider that we need to use it for another reason and that reason is compatible with the original purpose. If we need to use your personal information for an unrelated purpose, we will notify you and we will explain the legal basis which allows us to do so.

Please note that we may process your personal information without your knowledge or consent, in compliance with the above rules, where this is required or permitted by law.

How we use particularly sensitive personal information

"Special categories" of particularly sensitive personal information require higher levels of protection. We need to have further justification for collecting, storing and using this type of personal information. We may process special categories of personal information in the following circumstances:

- In limited circumstances, with your explicit written consent;
- Where we need to carry out our legal obligations and in line with our Data Protection policy;
- Where it is needed in the public interest, such as for equal opportunities monitoring or in relation to our occupational pension scheme, and in line with our Data Protection Policy;
- Where it is needed to assess your working capacity on health grounds, subject to appropriate confidentiality safeguards;

Less commonly, we may process this type of information where it is needed in relation to legal claims or where it is needed to protect your interests (or someone else's interests) and you are not capable of giving your consent, or where you have already made the information public

Our obligations as an employer

We may use your particularly sensitive personal information in the following ways:

- Information relating to leaves of absence, which may include sickness absence or family related leaves, to comply with employment and other laws;
- Information about your physical or mental health, or disability status, to ensure your health and safety in the workplace and to assess your fitness to work, to provide appropriate workplace adjustments, to monitor and manage sickness absence and to administer benefits;
- Information about your race or national or ethnic origin, religious, philosophical or moral beliefs, or your sexual life or sexual orientation, to ensure meaningful equal opportunity monitoring and reporting.

Do we need your consent?

We do not need your consent if we use special categories of your personal information in accordance with our Data Protection policy to carry out our legal obligations or exercise specific rights in the field of employment law. In limited circumstances, we may approach you for your written consent to allow us to process certain particularly sensitive data. If we do so, we will provide you with full details of the information that we would like and the reason we need it, so that you can carefully consider whether you wish to consent. You should be aware that it is not a condition of your contract with us that you agree to any request for consent from us.

Information about criminal convictions

We will only collect information about criminal convictions if it is appropriate given the nature of the role and where we are legally able to do so.

We may only use information relating to criminal convictions where the law allows us to do so. This will usually be where such processing is necessary to carry out our obligations and provided we do so in line with our Data Protection policy. Less commonly, we may use information relating to criminal convictions where it is necessary in relation to legal claims, where it is necessary to protect your interests (or someone else's interests) and you are not capable of giving your consent, or where you have already made the information public.

Automated decision-making

Automated decision-making takes place when an electronic system uses personal information to make a decision without human intervention. We are allowed to use automated decision-making in the following circumstances:

- Where we have notified you of the decision and given you 21 days to request a reconsideration;
- Where it is necessary to perform the contract with you and appropriate measures are in place to safeguard your rights;
- In limited circumstances, with your explicit written consent and where appropriate measures are in place to safeguard your rights.

If we make an automated decision on the basis of any particularly sensitive personal information, we must have either your explicit written consent or it must be justified in the public interest, and we must also put in place appropriate measures to safeguard your rights. You will not be subject to decisions that will have a significant impact on you based solely on automated decision-making, unless we have a lawful basis for doing so and we have notified you.

We do not envisage that any decisions will be taken about you using automated means, however we will notify you in writing if this position changes

Data sharing with Third Parties

We will share your personal information with third parties where required by law, where it is necessary to administer the working relationship with you or where we have another legitimate interest in doing so. Third-party service providers (including contractors and designated agents) carry out activities such as pension administration, benefits provision and administration, IT services, legal and accountancy services.

We may share your personal information with other third parties, for example in the context of the possible sale or restructuring of the business. We may also need to share your personal information with a regulator or to otherwise comply with the law.

We require third parties to respect the security of your data and to treat it in accordance with the law. All our third-party service providers are required to take appropriate security measures to protect your personal information in line with our policies. We do not allow our third-party service providers to use your personal data for their own purposes. We only permit them to process your personal data for specified purposes and in accordance with our instructions.

Data security

We have put in place appropriate security measures to prevent your personal information from being accidentally lost, used or accessed in an unauthorised way, altered or disclosed. We have put in place procedures to deal with any suspected data security breach and will notify you and any applicable regulator of a suspected breach where we are legally required to do so. Further information can be found in our Data Protection policy.

Data retention

We will only retain your personal information for as long as necessary to fulfil the purposes we collected it for, including for the purposes of satisfying any legal, accounting, or reporting requirements. Details of retention periods for different aspects of your personal information are available in our Data Protection policy. To determine the appropriate retention period for personal data, we consider the amount, nature, and sensitivity of the personal data, the potential risk of harm from unauthorised use or disclosure of your personal data, the purposes for which we process your personal data and whether we can achieve those purposes through other means, and the applicable legal requirements.

In some circumstances we may anonymise your personal information so that it can no longer be associated with you, in which case we may use such information without further notice to you. Once you are no longer an employee, worker or contractor of the company we will retain and securely destroy your personal information in accordance with applicable laws and regulations.

Your duty to inform us of changes

It is important that the personal information we hold about you is accurate and current. Please keep us informed if your personal information changes during your working relationship with us.

Your rights in connection with personal information

You have a number of rights with regard to your personal information as detailed in our Data Protection policy.

In the limited circumstances where you may have provided your consent to the collection, processing and transfer of your personal information for a specific purpose, you have the right to withdraw your consent for that specific processing at any time. To withdraw your consent, please contact our Data Protection Officer. Once we have received notification that you have withdrawn your consent, we will no longer process your information for the purpose or purposes you originally agreed to, unless we have another legitimate basis for doing so in law.

Data protection officer

We have appointed a Data Protection Officer to oversee compliance with this privacy notice. If you have any questions about this privacy notice or how we handle your personal information, please contact the Data Protection Officer. You have the right to make a complaint at any time to the Information Commissioner's Office (ICO), the UK supervisory authority for data protection issues.

Changes to this privacy notice

We reserve the right to update this privacy notice at any time, and we will provide you with a new privacy notice when we make any substantial updates. We may also notify you in other ways from time to time about the processing of your personal information.

EQUAL OPPORTUNITIES AND VALUING DIVERSITY

Introduction

We are committed to Equal Opportunities for all individuals or groups, whilst also, being committed to promoting a positive attitude towards diversity within the Home. We aim to ensure that all employees have the opportunity to maximise their potential and enhance their self-development and their contribution to the Home.

The aim of the organisation is to embrace the differences that various cultures bring into the organisation and we also recognise that people from different backgrounds can bring fresh ideas and perceptions, which ultimately can improve our products and services, and our working environment. Managing diversity successfully will help the organisation to nurture creativity and innovation, thereby allowing us to tap hidden capacity for growth and improved competitiveness.

Valuing diversity is an effective way of dealing with equal opportunities issues. It emphasises the business and personal benefits that accrue from valuing the differences between people, rather than just complying with the law. We believe that organisations that grasp the additional business opportunities generated by managing diversity effectively are far more likely to enjoy a sustained competitive advantage than those who do not.

The aim of this non contractual policy is to ensure that every member of staff feels valued at work and is not discriminated against, harassed or bullied, or made to feel under threat or intimidated, either directly, by association or indirectly, on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, or perceived sexual orientation.

We recognise our duty of care to all members of staff and are committed to treating every individual equally in line with this policy and the Equality and Human Rights Commission Code of Practice. Where necessary, the company will consider reasonable adjustments to ensure that any individual with a disability is not at a disadvantage. In all relevant cases the company will consult with the individual and the decision whether or not to make reasonable adjustments will take into account all relevant factors, including, where necessary, referrals to outside organisations.

Recruitment and selection

We will uphold equal opportunities for all during our recruitment process. Candidates will be recruited solely on their own merits and their ability to carry out the job role. Interview questions and selection processes will be relevant to the job and will not be of a discriminatory nature. Recruitment and selection will be made by matching the best person to the job role. We will aim to take steps to ensure that knowledge of vacancies reaches a wide labour market and, where relevant, groups under-represented in the Home. Where appropriate, use may be made of lawful exemptions to recruit suitably-qualified people to cater for the special needs of particular groups. Short listing and interviewing of candidates will be carried out by more than one person where possible.

Training and promotion

Any opportunities for training within the Home will normally be made known to all employees. Selection for training will be made in line with this policy and will be made solely on the merits of the particular situation. Vacancies will be advertised internally and individuals given the opportunity to apply for any posts. Selection for interview will be in line with the recruitment and selection details above.

Monitoring

We aim to monitor all applications from both internal and external candidates with a view to ensuring the effectiveness of our procedures. Such monitoring will not be used as part of the selection criteria for selection of new staff or for selection of existing staff for training or promotion opportunities, or any other decision related to your employment with us. All information gathered is stored separate from your personnel file and application forms.

HARASSMENT AND BULLYING POLICY

Introduction

It is important that individuals work together in a professional manner and with mutual respect for each other. Everyone has the right to dignity at work and individuals should be aware of the results their actions or comments may have on others, both within the Home and outside.

We are committed to encouraging and maintaining good employee relations and a working environment in which every member of staff feels safe and can work effectively.

We will not tolerate any form of harassment or bullying towards any of our staff, or by any of our staff, and will take any accusation of such behaviour seriously. If we receive a complaint, or become aware of any harassment or bullying we will take all relevant steps to stop such behaviour and take whatever action is appropriate against the perpetrator.

You should be aware that in some cases, such behaviour may be a criminal offence and the perpetrator could be arrested and charged by the police.

Statement of policy

This policy applies to all staff working within the Home and to all employees working off the premises. It extends to include non-permanent workers such as secondees, contractors, agency, temporary staff, consultants and any other workers. The policy, in addition, covers the behaviour of staff outside working hours which may impact upon work or working relationships.

You are responsible for your own behaviour and for ensuring that your conduct is in accordance with the principles set out in this policy. You should also report any instance of bullying or harassment which you witness or which comes to your attention.

No employee will be victimised or suffer detriment for making a complaint of harassment or bullying.

What is harassment and what is bullying?

Harassment

Harassment may be defined as any conduct which is unwanted and uninvited and has the result of causing the recipient to feel humiliated or distressed or upset in any other way. It can be conduct of a verbal, non-verbal or physical nature. Harassment has the effect of violating a person's dignity or creating an intimidating, hostile or degrading atmosphere.

Harassment may be an isolated occurrence or repetitive. It may occur against one or more individuals.

Bullying

Bullying means offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power intended to undermine, humiliate, denigrate or injure a colleague.

Bullying does not include legitimate and constructive criticism of performance or behaviour, an occasionally raised voice, or an argument. Examples of bullying include ridiculing or demeaning others, particularly junior colleagues, overbearing supervision and unjustifiably excluding colleagues from meetings/communications.

Examples of harassment or bullying could include:

- Physical abusive or threatening behaviour;
- Humiliating an individual;
- Picking on one person when there is a common problem;
- Shouting at an individual to get things done;

- Consistently undermining someone and their ability to do the job;
- Setting unachievable targets or excessive workloads;
- Overbearing and intimidating levels of supervision;
- Insensitive jokes, banter or pranks;
- Unwanted physical contact or standing too close to someone;
- Malicious gossip, jokes and banter, offensive language;
- Offensive literature or pictures, graffiti and computer imagery;
- Excluding individuals from conversations or activities, non-co-operation; and
- 'Horseplay' – including touching, pushing, pinching, name-calling, mocking, belittling etc.

Harassment and Bullying is any behaviour that is unwanted or uninvited by the person to whom it is directed. It is the effect that the behaviour has on the recipient rather than the intent of the perpetrator which is the measure of whether or not bullying or harassment has occurred. It is totally unacceptable and we will always treat complaints of bullying and harassment seriously.

How to make a complaint

Very often people are not aware that their behaviour is unwelcome or misunderstood and an informal discussion can sometimes solve the problem. However, if you feel you are being bullied or harassed, we realise that the situation may be sensitive and may make you feel vulnerable or in fear of reprisal and therefore, may make it difficult for you to raise a complaint. Subsequently, we suggest you consider discussing matters informally with your Line Manager, in confidence, who will then be able to support you when pursuing the matter. If you feel able to do so, you should then raise the matter informally with the perpetrator, with your Line Manager to support you.

If this does not solve the problem, or if the matter is more serious, (or if you do not feel able to do so,) you should report the matter to your Line Manager as a formal complaint. You will then be required to put the complaint in writing.

Formal complaint

We endeavour to manage complaints in a timely and confidential manner via an investigation to establish full details of what happened. Your name and the name of the alleged harasser will not be divulged other than on a "need to know" basis to those individuals involved in the investigation. The investigation will be impartial and objective, and will be carried out with sensitivity and with due respect for the rights of all parties concerned.

Consideration will be given to whether the alleged harasser or bully should be redeployed temporarily, or suspended on contractual pay or whether reporting lines or other managerial arrangements should be altered pending the outcome of the investigation.

As part of the investigation, the person will meet with you to hear your account of the events leading to your complaint. You have the right to be accompanied by a colleague of your choice. The investigating officer will also meet with the alleged harasser or bully who may also be accompanied by a colleague. It may also be necessary to interview witnesses to any of the incidents mentioned in your complaint. Where it is necessary to interview witnesses, the importance of confidentiality will be emphasised to them.

At the conclusion of the investigation, the outcome of the findings will be notified to both you and the alleged harasser usually within two weeks of your complaint first being reported.

If the conclusion is that harassment or bullying has occurred, prompt action will be taken to stop the harassment or bullying immediately and prevent its recurrence.

The findings will be dealt with under the disciplinary procedure. Consideration will be given to whether the harasser or bully should be dismissed and, if not, whether he or she should remain in his or her current post or be transferred. Even where a complaint is not upheld, (for example, where evidence is inconclusive), consideration will be given to how the on-going working relationship between you and the alleged harasser or bully should be managed. This may involve, for example, arranging some form of mediation or counselling or a change in the duties or reporting lines of either party.

Should the investigation show that there may be a case to answer the Home's disciplinary procedure will be invoked against the alleged perpetrator.

Confidentiality

At all times throughout the process and after, all parties involved, including the alleged perpetrator, the victim, your Line Manager, and any witnesses will need to give due consideration to confidentiality. As such, all parties will be reminded that they should not breach confidentiality and should not discuss the matter with anyone outside of the procedure.

Details of the investigation and any subsequent disciplinary procedure which may take place, will be kept on the employees personnel file.

Untrue claims

Whilst we will support all parties during and after a thorough and objective investigation into the allegation as appropriate, if through the course of the investigation and subsequent disciplinary meetings evidence demonstrates that the allegation has been made maliciously, or for personal gain, then the individual making the complaint will be subject to Disciplinary proceedings as outlined in the Home's Disciplinary Policy.

Appeals

If you are not satisfied with the outcome of the investigation, you have the right to appeal the decision within 7 calendar days of being notified of the outcome. You should submit your full written grounds of appeal to the Responsible Individual. The person hearing your appeal will meet with you to discuss your appeal. You may be accompanied by a colleague or Trade Union Official. You will normally be notified of the outcome of the appeal within fourteen days of this meeting. This is the final stage of the formal procedure.

WHISTLE BLOWING POLICY

Introduction

We have both a grievance procedure and a bullying and harassment procedure in place to enable you to lodge a grievance relating to your own employment.

The whistle-blowing policy is intended to cover other serious concerns which fall with the Public Interest Disclosure Act 1998. We are committed to running our business with honesty and integrity and within the restraints of the law. As such whilst legislation protects you from suffering a detriment at work if you take a matter to a relevant outside body, we would hope that you would feel able to bring any concerns you may have to the attention of your Line Manager with confidence that any such concern would be dealt with appropriately and swiftly and without any fear of reprisal, even if your belief of wrongdoing turns out to be unfounded as the result of a thorough investigation.

Whistle Blowing is the everyday term used to describe a disclosure made to someone in authority alleging corruption, malpractice or wrongdoing on the part of another person. In employment whistle blowing refers to an employee ("whistle blower") making a disclosure about a colleagues conduct in the course of employment, or about employer's practices

The Legal Position

Employees and workers who make a 'protected disclosure' are protected from being treated badly or being dismissed as a result of making the disclosure.

- criminal offences;
- risks to health and safety;
- failure to comply with a legal obligation;
- a miscarriage of justice;
- environmental damage; or
- abuse of a young person.

For a disclosure to be protected it must be made to an appropriate body. For example, disclosing a health and safety issue to the Health and Safety Executive is likely to be protected, but not if the concern was disclosed to the media. The raising of a concern will be covered by this policy provided you have a reasonable belief that the disclosure is made in the public interest.

Procedure

We are committed to the highest possible standards of operation. In line with that commitment we encourage you to consider raising the matter with your Line Manager before taking the matter to an outside body. We will take all such concerns seriously and any individual raising legitimate concerns under this policy will not be subjected to any detriment either during or after employment. All such concerns raised will be thoroughly investigated and appropriate action taken accordingly.

Safeguarding Complaints

We recognise that the decision to report a concern can be a difficult one to make and we will support you during the process. We will not tolerate any harassment or victimisation (including informal pressures) and will take appropriate action to protect you when you raise a concern to us in good faith.

Every effort will be made to keep the identity of the whistle blower who makes a disclosure under this policy confidential, at least until a formal investigation is under way. In order to ensure that a fair investigation can take place the whistle blower will also be expected to keep the fact that they have raised a concern, the nature of the concern and the identity of those involved confidential. It may be that during an investigation, disciplinary or legal proceedings that the company no longer maintains the whistle blowers confidentiality. If that does occur then the company will endeavour to notify the whistle blower in advance.

Untrue Allegations

If you make an allegation, but it is not confirmed by the investigation, no action will be taken against you. If, however, you make an allegation maliciously, vexatious, or for personal gain, disciplinary action may be taken against you and, dependent upon the circumstances, this may be treated as Gross Misconduct.

DISCIPLINARY PROCEDURES

Introduction

We have developed our disciplinary procedures in order to provide clear and transparent structures for dealing with difficulties which may arise as part of the working relationship and to ensure that such difficulties are dealt with in a fair and equitable manner.

We would hope to informally resolve potential disciplinary issues. However, where an issue cannot be resolved informally, then there is often no option other than to follow a formal process. This policy sets out the basic requirements of fairness that will be applicable in most cases.

We regard disciplinary action as a corrective measure to foster an improvement in the conduct or attitude of the employee concerned and not as a punishment. Disciplinary procedures are necessary to let all of our employees know what is expected of them in terms of standards of performance or conduct (and the likely consequences of continued failure to meet these standards) and to enable management and employees to determine suitable goals and timescales for improvement in an individual's performance or conduct. The following procedures do not form part of your contract of employment.

The process

There will normally be a full investigation of the facts before a decision to take any disciplinary action is invoked. Dependent upon the circumstances, we may hold an independent investigation meeting to determine if a formal disciplinary hearing is necessary. At all stages of the process, we will ensure that matters are kept confidential and expect you to do the same.

If we feel that it is necessary to take disciplinary action, we will notify you in writing of our concerns. Where relevant, we will supply you with details of any evidence we will be using in the disciplinary hearing. You will be given a reasonable amount of notice to attend the meeting and to arrange for another member of staff or a Trade Union Official to accompany you.

If we regard an offence as potential Gross Misconduct, we may suspend you on your normal contractual pay for the duration of the process. This period will be kept as short as is reasonably practical to investigate the matter, hold any necessary disciplinary hearing and consider the outcome.

At the meeting, we will outline our concerns and you will be given ample opportunity to explain your version of the situation and also to bring any supporting evidence to our attention. You may also ask witnesses to deliver their version of events to support you if you so wish. We will listen to what you say and will consider all points you put forward before reaching a decision on whether any disciplinary sanction is to be imposed. No decision will be made regarding any disciplinary action before we have had time to consider the discussion and any evidence produced at the meeting.

Outcome of the meeting/s

After the meeting has concluded we will take time to consider all the evidence, and we will take one of the options listed below:

1. No Action

If we feel that there is no case to answer, or there is insufficient evidence to support any action, or if we feel that you were genuinely unclear about what was expected from you and you agree to take remedial action, we may decide it is appropriate to take no further action.

2. Warning

If we feel that you have not presented a valid reason or supporting evidence for the misconduct, we will issue you with a formal warning. Dependent upon the circumstances, this could either be a formal verbal warning, a written warning, or a final written warning.

Except for cases of Gross Misconduct or a short period of service, we will not normally proceed to dismissal for a first offence.

3. Dismissal

If you are in receipt of prior warnings, we may decide to terminate your employment with us, giving you your contractual notice. If your misconduct is determined to be Gross Misconduct, then you will be summarily dismissed, (without any notice or pay in lieu of notice), irrelevant of whether or not you have had any previous warnings.

4. Demotion

If you are in a supervisory or managerial position, we may decide to demote you, except in the case of Gross Misconduct.

5. Suspension without pay

We may decide to suspend you without pay for a period up to 5 working days, except in the case of Gross Misconduct.

Notification of outcome of the disciplinary meeting

We will notify you, in writing, as soon as we have considered the evidence and have reached a decision. The timescale will depend upon the complexity of the situation however, this will normally be no more than 7 calendar days after the meeting has taken place, unless there is good reason why this cannot be so. The letter will outline our reasons for the decision made and, where disciplinary action is taken, the level or nature of the sanction imposed. It will also name the person to whom you should address an appeal to should you wish to do so.

Right of appeal

You have the right to appeal against any decision made. If you wish to do so, you should state your reasons in writing to the person named in the disciplinary decision letter, within 7 calendar days of the date on the letter. The person hearing your appeal will meet with you to discuss your appeal, normally within 14 calendar days. You may again be accompanied by a colleague or Trade Union Official at this stage of the process. You will be notified of the outcome of the appeal normally within 14 calendar days of this meeting. This is the final stage of the formal procedure.

Right to be accompanied

You have the right to be accompanied by a fellow employee of your choice, or by a Trade Union Official at all stages of the formal disciplinary procedures and at any subsequent appeal meetings.

It is your responsibility to arrange for the appropriate person of your choice to be informed of the matter and the dates of the hearing/s. If you wish a member of staff to accompany you, then either yourself or the person concerned, should notify us as early as possible, so that we can ensure that they can be released from their duties at the appropriate times.

We wholeheartedly support the right to be accompanied and any person who agrees to accompany a member of staff at any disciplinary or appeal hearing, will not be subject to any form of detriment as a result of doing so.

Record-keeping

We will take notes of all meetings held and these, along with any supporting evidence used in the investigation and meetings will be held on your personnel file. Details of any disciplinary action taken will also be kept.

Administration of disciplinary warnings

Warnings will normally be issued in line with the following guidelines; however this is not prescriptive. When deciding the level of action to be taken, we will take account of any mitigating factors, including your length of service and may vary the process or the administration of warnings accordingly. Dependent upon your length of service, you may be dismissed without any previous warnings.

Other than in cases of Gross Misconduct, we may choose to demote you or suspend you for up to five working days without pay as an alternative to dismissal.

OFFENCE	1st OCCASION	2nd OCCASION	3rd OCCASION	4th OCCASION
UNSATISFACTORY CONDUCT	Formal verbal warning	Written warning	Final written warning	Dismissal
MISCONDUCT	Written Warning	Final written warning	Dismissal	
SERIOUS MISCONDUCT	Final written warning	Dismissal		
GROSS MISCONDUCT	Dismissal			

Examples of unsatisfactory conduct and misconduct

- Failure to comply with our health and safety rules;
- Smoking outside of designated areas and/or outside of your authorised break times;
- Unacceptable levels of absenteeism or lateness;
- Failure to follow our absence reporting procedures;
- Unsatisfactory work performance;
- Failure to carry out reasonable management instructions;
- Failure to comply with Home rules, procedures and guidelines;
- Use of objectionable or insulting language or behaviour;
- Failure to report any damage to our property or premises caused by you or witnessed by you;
- Breach of our email and internet policy, including personal use;
- Deliberate misuse or neglect of Home property or vandalism;
- Excessive use of the Home's telephone for personal calls without prior authority;
- Negligence in the performance of your duties; and
- Leaving your place of work without prior authorisation.

Serious misconduct

Dependent upon the circumstances, any of the above examples could be deemed to be Serious Misconduct and as such, if a disciplinary sanction is imposed this could be a final written warning even though no other warnings have been given.

Examples of Gross Misconduct

- Theft or fraud;
- Physical violence or bullying;
- Threatening behaviour or language;
- Deliberate damage to property;
- Consumption of alcohol on the premises, or attending work whilst still under the influence of alcohol consumed outside of your working hours;
- Attending work under the influence of illegal drugs, being in possession of illegal drugs, or supplying illegal drugs whilst at work or during working hours;
- Any action, or breach of health and safety rules which does, or could be expected to, endanger the health or safety of yourself or any other person;
- Acceptance or administration of gifts or hospitality etc without prior permission from the Home;
- Bribing or attempting to bribe another individual, or personally taking or knowingly allowing another person to take a bribe;
- Any act or omission which could cause the reputation or integrity of the Home to be compromised or bring the Home into disrepute;
- Discriminatory behaviour;
- Deliberate fraudulent or false claims of bullying, harassment or victimisation;
- Accessing internet sites or downloading information from such sites, which contains offensive, illegal, obscene or pornographic material;
- Knowingly perpetrating or taking part in acts of discrimination or harassment;
- Providing false information re your right to work in the UK;
- Knowingly providing false or incorrect information either prior to or during your employment re:
 - Qualifications
 - Date of birth
 - Previous experience in the same role;
- Details regarding your criminal record about which you are required to notify to us by legislation;
- Previous posts held;
- Any act/s omission/s or commission/s that constitutes neglect or abuse of a young person;
- Failure to report any act/s omission/s or commission/s that constitutes neglect or abuse of a young person;
- Sleeping on duty and/or on the Home's or any work related premises;
- Disclosure of confidential information to unauthorised persons;
- Conviction of a criminal offence (including police cautions) which indicate unsuitability for your role;
- Failure to declare being arrested, investigated or charged with any offence (including motoring offences) prior to or during your employment;

- Disclosure of any information on a Disclosure and Barring Certificate to any person who is not authorised to see such information;
- Failure to take all necessary steps to ensure that the storage, use and disposal of any information received on a Disclosure and Barring Certificate is done according to the Home's rules and standards;
- Negligent or deliberate failure to follow the Home's rules regarding the storage and administration of medicines;
- Administering or supplying medication to any young person without relevant training and authorisation from the Home;
- Working in direct competition;
- Unauthorised use of our vehicles which results in a criminal offence or negates the insurance policy
- Allowing unauthorised people to use our vehicles which results in a criminal offence or negates the insurance policy

NB: the above lists are neither exhaustive nor prescriptive in the level of disciplinary sanction which may be imposed. You may be disciplined for any other reason which is considered misconduct or unsatisfactory conduct.

When considering the level of disciplinary action to be taken against individuals, we will take into account both the severity of the offence, the impact on the Home or other individuals and any mitigating circumstances. Therefore, the above categories are guidelines only and a higher or lower level of disciplinary action may be imposed, dependent upon the circumstances.

Authority to take disciplinary action

The following persons are authorised to take disciplinary action. This does not restrict another member of staff, or other appropriate nominated person to take such action.

DISCIPLINARY SANCTIONS	Person/s authorised to take disciplinary action in the case of: ALL STAFF
Formal verbal warning	Line Manager/Manager
Written warning	Line Manager/Manager
Final written warning	Line Manager/Manager
Dismissal	Line Manager/Responsible Individual
Demotion	Line Manager/Responsible Individual
Suspension without pay	Line Manager/Responsible Individual

Validity period of warnings

We will keep a record of warnings issued and appeal details in your personnel file. Whilst such information will normally be kept in your personnel file permanently, it will normally be disregarded for further disciplinary purposes in line with the following:

Verbal warning	– after a period of 6 months
Written warning	– after a period of 12 months
Final warning	– after a period of 12 months

Appeals Process

If you feel you have been treated unfairly in the disciplinary process, or that the sanction imposed was too heavy or unfairly administered, you have the right of appeal.

You should write to the person detailed in the outcome letter, within 7 calendar days of the date of the letter, outlining the grounds for your appeal.

We will then arrange to hear your appeal, normally no more than 14 calendar days after receipt of your letter of appeal.

Because of the size of our organisation it may be necessary that the person who chaired your original hearing to then hear your appeal hearing. Subsequently, it is important that within your written appeal you clearly state your reasons why you feel that the penalty imposed was too severe or why you believe the original decision was unfair.

We will notify you in writing of the decision, normally within 14 calendar days of the hearing.

Short Service

We reserve the right to take into consideration your length of service. If you have short service, you may not be in receipt of any warnings prior to dismissal.

CAPABILITY PROCEDURES

Introduction

During your employment with us, there may come a time when, through no fault of your own, you become incapable of carrying out your duties fully or in a timely fashion.

This could be for many reasons, such as:

- Changes within the Home which affect your job;
- New equipment or tools etc.; or
- Health Issues.

If such a situation arises, we aim to support and help you to overcome any difficulties which prevent you from performing in your job role. With this in mind, we have developed these non-contractual procedures to ensure fairness and sensitivity when dealing with such issues.

Stage 1

If we have concerns about the level of your performance at work, we will meet with you to discuss our concerns. You will be encouraged to be open and honest with us if there are any circumstances which are affecting your performance.

At this meeting, we will advise you what standards are expected and also agree with you any help and appropriate timescales which you may need to achieve those standards. The help and any timescales set will obviously be relevant and appropriate to your situation but could include things such as training or re-training, reasonable adjustments, transfer to another more suitable job role, coaching etc. It may also be appropriate for us to ask you for access to your medical records to allow us to facilitate any relevant help or reasonable adjustments to enable you to work effectively. Whilst you do not have to comply with this request, we would ask that you co-operate if the need arises.

Stage 2

1. Incapability Due to Health Issues

If your inability to perform your job effectively is due to an on-going health issue, it may be advisable for us to obtain input from the medical profession to aid us in helping you. As such, we may ask for permission to contact your GP or any other person in the medical profession who has knowledge of your illness or condition (e.g. a consultant or other specialist etc.).

Our aim of seeking such information is to help us to consider if any, reasonable adjustments would be appropriate for your situation and also for us to consider any other advice the medical professional could give to help us to protect your employment with us. However, if upon receipt of such medical information, it is apparent that you are unable to continue in our employment, we may have no alternative, than to terminate your employment with us.

2. Incapability due to Non-Health Issues

If your performance does not improve to the required standards set within the prescribed timescales, you will be invited, in writing, to a second meeting to discuss your performance. If no acceptable improvement has been made, you may be issued with a written warning. If an acceptable improvement has been made, we will not issue any warnings at this stage, but will continue to monitor your performance.

You will again be notified of what improvements are expected from you and a third meeting will be arranged to review your progress. If, at this further meeting, your performance is still unacceptable, you may be issued with a final written warning. If an acceptable improvement has been made, we will not issue any further formal warning, but will continue to monitor your performance.

You will again be notified of the improvements needed and a fourth meeting will be arranged to review your progress. If at this meeting there has not been an acceptable improvement in your performance, we may take the decision to terminate your employment. If there has been continued or further improvement, we will decide whether further reviews of your performance are necessary.

Monitoring and support

At all times throughout this procedure, we will monitor your performance and consider relevant support to help you to reach the required levels.

Appeal process

If the decision is taken to issue any formal warnings or to terminate your employment, you will have the right to appeal against such a decision. You should write to the person detailed in the outcome letter, within 7 calendar days of the date of the letter, outlining the grounds for your appeal.

We will then arrange to hear your appeal, normally no more than 14 calendar days after receipt of your letter of appeal.

Because of the size of our Organisation, it may be necessary for the person who chaired your original hearing to then chair your appeal hearing. Subsequently, it is important that within your written appeal you clearly state your reasons why you believe the original decision was unfair.

After full consideration of the matter, you will be informed, in writing of the decision as soon as is reasonably practical and normally within 14 calendar days of the meeting.

Right to be accompanied

You have the right to be accompanied by a fellow employee of your choice or by a Trade Union Official at all stages of the capability procedure and at any subsequent appeal meeting.

It is your responsibility to arrange for the appropriate person of your choice to be informed of the matter and the dates of the hearing/s. If you wish a member of staff to accompany you, then either yourself or the person concerned, should notify us as early as possible, so that we can ensure that they can be released from their duties at the appropriate times.

We wholeheartedly support the right to be accompanied and any person who agrees to accompany a member of staff at any capability or appeal hearing will not be subject to any form of detriment as a result of doing so.

Record-keeping

We will take notes of all meetings held and these, along with any supporting evidence used will be held on your personnel file. Details of any action taken will also be kept.

Short Service

We reserve the right to take into consideration your length of service. If you have short service, you may not be in receipt of any warnings prior to dismissal.

GRIEVANCE PROCEDURE

Introduction

From time to time you may feel unhappy with something at work. We feel that it is important that there is a clear and transparent procedure for such concerns or complaints to be dealt with both effectively and in a manner whereby employees feel comfortable to raise such issues.

It is usually in the best interest of both employers and employees to deal with any issues at an early stage to stop small issues growing into more complex or serious ones. The following procedures are non-contractual.

Informal procedure

If you feel able to raise any issues informally with the perpetrator or your Line Manager then such discussions can frequently solve issues quickly and effectively. However, if the matter is more serious, or the informal route has not solved the situation, or you do not feel it is appropriate to raise the matter informally, you should make a formal representation under this procedure.

If you are being harassed or bullied, this procedure is not normally the best way to raise such a matter and you should use the procedures outlined in our Bullying and Harassment Policy as this will be a more appropriate route to solving the problem.

Formal procedure

If you wish to raise a formal grievance, it is advisable that you put the matter in writing from the outset. You should give as much detail as possible of the nature of your complaint. The written complaint should be given to your Line Manager.

A meeting will be arranged with you as soon as possible to hear your grievance. It may be necessary to suspend the meeting to gather further evidence, or to initiate a full investigation of the facts. We will aim to resolve the issue as quickly as possible and will not suspend the meeting unnecessarily.

At the end of the meeting, and after any necessary re-investigation etc. we will consider all the evidence gathered. We will notify you, in writing, of our assessment and what, if any, action we intend to take to resolve the situation. The letter will outline who your appeal should be directed to if you wish to do so. We aim to notify you of the decision as soon as is reasonably practical.

Appeal

If you are unhappy with the outcome of the meeting and any proposed action, then you have the right of appeal. You should write to the person detailed in the outcome letter, within 7 calendar days of the date of the letter; outlining the grounds for your appeal.

Should you appeal our decision we will then arrange to hear your appeal, normally within no more than 14 calendar days after receipt of your letter of appeal.

Because of the size of our organisation it may be necessary that the person who chaired your original hearing to then hear your appeal hearing. Subsequently, it is important that within your written appeal you clearly state your reasons why you believe the original decision was unfair.

After full consideration of the matter, you will be informed, in writing of the decision as soon as is reasonably practical and normally no longer than 14 days after the meeting has been held.

Right to be accompanied

You have the right to be accompanied by a fellow employee of your choice, or by a Trade Union Official at all stages of the formal grievance procedure and at any subsequent appeal meetings.

It is your responsibility to arrange for the appropriate accompanying person of your choice to be informed of the matter and the dates of the hearing/s. If you wish a member of staff to accompany you, then either yourself or the person concerned, should notify us as early as possible, so that we can ensure that they can be released from their duties at the appropriate times.

We wholeheartedly support the right to be accompanied and any person who agrees to accompany a member of staff at any grievance or appeal hearing will not be subject to any form of detriment as a result of doing so.

Record-keeping

If you choose to use the formal route to resolve your grievance, we will take notes of all meetings held and these, along with any supporting evidence used will be held on your personnel file. Details of any action taken will also be kept.

CONFIDENTIALITY

You are aware that during your employment you may or will have access to and be entrusted with business-critical information which will need to be treated with confidentiality. Failure to comply may result in disciplinary procedures and possible dismissal.

You shall not during or after the period of your employment under the terms of your contract divulge to any person whatever or make use of and confidential information concerning the company finances or any of its dealings, transactions, affairs or any trade secrets or any such confidential information concerning any of its associates or any of its suppliers, agents, distributors or customers. This will not apply to any matters which are lawfully in the public domain otherwise may result in your breach of contract.

DRIVING OUR VEHICLES

Authority to drive

Before you are allowed to drive any of our vehicles, you must provide a copy of your full licence to us and any other relevant documentation. Photocopies will be taken and held in your employee file.

Throughout your employment with us, you may be asked to produce your licence on a regular basis and it is a condition of your employment that you do so when requested.

If your role requires you to drive in the course of your employment and you lose the right to hold this licence for whatever reason the Home will consider reasonable adjustments to your employment which may result in a change of job role, however the company also reserve the right to terminate employment if adjustments are not reasonable.

It is your responsibility to ensure that you do not allow anyone to drive who is not authorised to do so by the Home.

Tax and insurance, etc.

The Home is responsible for ensuring that the vehicle has road tax, and insurance, however, you should check that the tax is valid. Otherwise if you are found to be driving an unlicensed or untaxed vehicle, you will be held accountable by the authorities.

Maintenance and repairs

We will endeavour to ensure the vehicles are regularly serviced and have a valid MOT certificate. If you are aware that the vehicle has not been serviced or MOT's on time, you must immediately report the matter to your Line Manager and should not drive the vehicle until you have been assured that it is legal to do so.

Any mechanical problems with the vehicle must be reported to your Line Manager immediately.

It is the driver's responsibility to check tyre pressure of all tyres, oil and water levels on a regular basis and to ensure that the vehicle has adequate supplies at all times.

The vehicle must be cleaned internally and externally on a regular basis. It is the driver's responsibility to keep the vehicle clean.

Use of the vehicle

The vehicle must not be used for private use. Please ensure no unauthorised persons are carried as passengers, at any time the vehicle is driven, as this would invalidate the insurance cover in the event of an incident or accident. If you are found to have done so, this may be regarded as Gross Misconduct and could lead to your summary dismissal.

The vehicle is to be used only in connection with official business. Any contravention will result in the cost of the fuel used for the journey/s being deducted from any monies owing to you and could render you liable to disciplinary proceedings.

All company vehicles are fitted with tracker devices to monitor usage and adherence to UK Government Law. The devices will monitor:

- speed
- driving behaviour
- locations of vehicles.

Data from the use of vehicles will be monitored on a regular basis to ensure safe practices. Any breaches of use of Horizons vehicles will be dealt with using our disciplinary procedures and, dependent upon the circumstances, may be regarded as Gross Misconduct, which could lead to your summary dismissal.

Excess insurance

If at any time an individual driver has an excessive claims record, and as a result of that the Home insurers impose an increased excess, the Home driver may have to bear the amount of this excess.

Fuel

We will reimburse you for all fuel used on official Home business. Office based staff will not be reimbursed for travel to and from the office. You must complete an expenses form and submit to your Line Manager on a monthly basis. If you knowingly claim for fuel which was not used on legitimate Home business, this will be regarded as gross misconduct and could lead to your summary dismissal.

Loss or damage to the vehicle

Employees are required to report any loss or damage to any Home owned vehicle to your Line Manager immediately and then to provide a written report to the Home on the next following working day.

You will also be given an insurance form to complete and return to Head Office by the next working day at the latest.

If the Loss or damage is as a result of your negligent behaviour, or your failure to follow the Home's rules and procedure, we may deduct the cost of the repair or the insurance excess (whichever is the lesser) from any monies owing to you.

Accidents

In the event of an accident involving the vehicle, you must notify the Home as soon as possible after the accident. In line with our insurer's guidelines, you should not admit liability for the accident with the other party.

The vehicle user is responsible for obtaining particulars of any persons involved in the accident as well as the names and addresses of witnesses. An accident report form must be completed within 24 hours of the date of the accident and given to your Line Manager.

Employees are required to pass on to the Home any correspondence received, unanswered, by return post and these matters will be dealt with promptly by the Home.

If the accident is as a result of your negligent behaviour, we may deduct the cost of the repair or the insurance excess (whichever is the lesser) from any monies owing to you.

Motoring offence/fines

Any motor offences committed by you whilst driving the Home's vehicle will be your responsibility, including any fines imposed to the vehicle whilst it is in your possession. We will not pay for any fines. If we receive a summons on your behalf, we will notify the issuer of your name and address. If the fine remains unpaid, we may pay the fine and deduct the cost from any monies owed to you by us.

Use of mobile phone whilst driving

It is illegal to use a mobile phone whilst driving unless using an approved hands-free kit. If the use of a mobile phone with a hands free kit results in an accident or dangerous driving, the driver can still be prosecuted, e.g. for driving without due care and attention etc.

We do not encourage you to use a mobile phone whilst driving. If there is another person in the vehicle they should use the phone instead. If you do take any calls whilst driving, you should only take such calls if you consider it safe to do so and the call should be kept very brief and only when using a hands free kit. If it is not safe to take the call or the call is likely to be lengthy, you should park the vehicle, where it is safe to do so, and return the call as soon as possible.

Safety of vehicles and their contents

Equipment, tools or any property whether private owned or owned by the Home should not be left in an unlocked vehicle, even for short periods of time. If we suffer a loss from an unlocked vehicle, we will deduct the cost of replacement of such tools from any wages or other monies owing to you.

Vehicles should not have keys left in the ignition, without the driver being sat in the driving seat, irrelevant of the time period involved. All vehicles should be locked when no-one is in attendance. If a vehicle is stolen or damaged under such circumstances we may deduct the cost of the insurance excess, which is currently £150.00, from your wages or any other monies owing to you.

TERMINATION OF EMPLOYMENT

Resignation

If you wish to resign from the Home, to avoid any confusion, we ask that you state your decision and your reasons for doing so in writing.

Whilst we appreciate that individuals may have many differing reasons for leaving, we will then invite you to an exit interview to discuss your reasons and to ensure that we process your final pay etc. correctly.

We normally retain records of final interviews, so to allow us to monitor and evaluate our working practices at a later date.

Notice period

Your required notice period will be detailed in your individual Statement of Particulars. If you fail to work your notice and we incur a cost in covering your duties, we reserve the right to recover this cost from any monies owing to you. You will also forfeit any contractual holiday pay which you have accrued in excess of the statutory minimum entitlements.

Garden leave

If either you resign or you are dismissed, we may put you on garden leave. If so, you are still employed by us until the effective date of termination. As such, we may require that you attend work or make yourself available to answer any questions etc., or to “handover” to another person in the Home.

If we feel it is inappropriate for you to attend our premises or those of any customer, or client, or to contact any customer, client, supplier, contractor etc., we will advise you of this at the time the garden leave is initiated.

The home's property

Upon termination of employment, or upon commencement of Garden Leave, you must return all the Home's property to us. This includes, but is not limited to, tools, equipment, documentation, vehicles (where provided for business use only), work-wear, items of uniform, keys etc.

If you fail to return all items to us in a reasonable condition, we may deduct the cost of recovery, replacement or any loss incurred by us from any monies owing to you.

SUMMARY OF OUR RIGHTS TO DEDUCT

WE RESERVE THE RIGHT TO RECOUP ANY LOSSES THE HOME INCURS IN THE CIRCUMSTANCES LISTED BELOW FROM YOUR WAGES OR ANY OTHER MONIES OWING TO YOU (E.G. COMMISSION, BONUSES, ACCRUED HOLIDAY PAY AT TERMINATION OF EMPLOYMENT).

If any overpayment of wages is made, for whatever reason, we will normally deduct the amount overpaid from your next wage.

If you arrive for work more than one hour late and have not notified us before your expected starting time and/or, without having provided us with an acceptable reason for the delay, we may find it necessary to cover your duties, disperse your workload to other staff, or reschedule work in other ways and if so, we therefore reserve the right to send you home for the remainder of the day without pay. If we feel that your lateness or absence is excessive, we may invoke the disciplinary procedures, as detailed earlier in this handbook.

If we are unable to provide you with work we may need to lay you off for a period of time or reduce your working week whilst we try to resolve the situation. If you are laid off, you will receive either statutory guarantee pay or your normal basic wage, whichever is the lower, for the first five days of lay off or short time working. After this period, there will be no entitlement to payment for any days not worked. We will only invoke this right as a last resort and for a limited period of time. Your continuity of employment with us will be protected during in such a situation.

Whilst we understand that you have a right to a private life and would not wish to impede on that, it is also important that, when attending work, you are fit and safe to do so. Therefore, if we suspect that you attend work still under the influence of alcohol or any illegal drug which has been consumed or taken prior to you commencing work, we will send you home for the remainder of the day without pay. Such events may result in disciplinary action.

Whilst we understand that accidents do happen, we expect that you should take all reasonable care with the Home's, young people, their family member's, or any other third party's property. Therefore, if we suffer any loss or damage to any property or stock or equipment which is due to your failure to follow our rules or procedures, or your deliberate vandalism, or unreasonable carelessness or neglect, then we will deduct the cost of repair or replacement of any item from any pay, holiday pay, sickness payment or any other monies owed to you by the Home.

If we suffer any loss, fine or cost due to your actions and failure to follow our rules, procedures or legal requirements, or your carelessness or neglect, then we will deduct the cost of the loss or fine from any money owed to you by the Home.

If you have an accident in one of our vehicles and, after a full investigation of the facts, the accident is deemed to have been caused by your negligent or reckless behaviour, or could have been otherwise easily avoided, we reserve the right to deduct the cost of repair, or the insurance excess (whichever is the lesser) from any monies owing to you. Such a deduction will be subject to a maximum of the insurance excess which is currently £150.00.

Any motor offences committed by the driver whilst driving our vehicle will be the responsibility of that driver, including any fines imposed. We will not pay for any fines. If we receive a summons on your behalf, we will notify the relevant issuer of the name and address of the driver of the vehicle. If the fine remains unpaid, we may pay the fine and deduct the cost from your wages or any other monies owing to you.

Employees are required to report any loss or damage to any of our vehicles immediately and then to provide a written report to him on the next following working day. If the Loss or damage is as a result of your negligent behaviour, or your failure to follow the Home's rules and procedure, we will deduct the cost of the repair or the insurance excess (whichever is the lesser) from any monies owing to you.

Any tools, stock and equipment should not be left in an unlocked vehicle, even for short periods of time. If we suffer a loss of any tools, stock or equipment from an unlocked vehicle, we will deduct the cost of replacement of such from any wages or other monies owing to you.

Vehicles should not have keys left in the ignition, irrelevant of the time period involved, without the driver being sat in the driving seat. All vehicles should be locked when no-one is in attendance. If a vehicle is stolen or damaged under such circumstances we will deduct the cost of the insurance excess from your wages or any other monies owing to you.

Upon termination of employment, or upon commencement of Garden Leave, you must return all our property to us. This includes, but is not limited to, tools, equipment, documentation, vehicles, work-wear, items of uniform, keys etc. If you fail to return all items to us in a reasonable condition, we will deduct the cost of recovery, replacement or any loss incurred by us from any monies owing to you.

Your required notice period will be detailed in your individual Statement of Particulars. If you fail to work your notice and we incur a cost in covering your duties, we reserve the right to recover this cost from any monies owing to you.

The above clauses are express terms of your contract of employment.



Horizons Educare Ltd
building brighter futures

Horizons Educare Induction Books

Name:	Andrea Croot
Position:	HR Assistant
Start Date:	22 nd July 2019
Line Manager:	Stephen Watts
Horizons Lodge:	Head Office

Induction Record

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Welcome to Horizons Educare

This induction program will be coordinated by your line manager and aims to:

- Welcome you to Horizons Educare and the team you will be joining
- Explain Essential procedures and policies related to your employment
- Make you aware of the support available to you

Your line manager will ensure that all relevant areas are covered effectively. Other colleagues may be involved in your induction program if appropriate.

General Induction Checklist

	Initials: Person inducting	Initials: New Starter	Date
Inform colleagues and introduce new starter	SW	AC	22/07/19
Inform children and introduce new starter	N/A	N/A	N/A
Tour of the premises	SW	AC	22/07/19
Horizons Educare Staffing Structure explained	SW	AC	22/07/19
Model of Care explained	N/A	N/A	N/A
Checked that new starter can drive company vehicle after discussion with Head Office to ensure they are Insured	SW	AC	22/07/19
ID Card	SW	AC	22/07/19
Keys issued	SW	AC	22/07/19

Building/facilities/Health and Safety	Initials: Person inducting	Initials: New starter	Date
Car Parking facilities explained and shown	SW	AC	22/07/19
Company Car use procedures: Petrol, Maintenance and Mileage explained	SW	AC	22/07/19
Water/Gas/Electric – Main control /switchboard location explained and shown.	N/A	N/A	N/A
Fire Panel and Call Points shown	SW	AC	22/07/19
Fire Evacuation procedures explained	SW	AC	22/07/19
Taken part in a home Fire Evacuation	N/A	N/A	N/A
Read the House Health & Safety Risk Assessment	SW	AC	22/07/19
Accident reporting explained and Accident Book shown	SW	AC	22/07/19
Informed of location of First Aid Boxes in the home	SW	AC	22/07/19
Cleaning Rota explained	N/A	N/A	N/A
Reporting procedures for faults within the home	N/A	N/A	N/A
Taken part in a Daily Handover	N/A	N/A	N/A
Communication/ICT			

Shown the location of homes telephones and procedures explained	N/A	N/A	N/A
The house procedures regarding Personal Mobiles explained	SW	AC	22/07/19
Horizons Educare Email created	SW	AC	22/07/19
Systems Shown and had explained the following documentation:			
Absconding book	N/A	N/A	N/A
Admissions and Discharge book	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A
Communication Book	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A
Consequences book	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A
Diary	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A
Handover Document	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A
Actual Hour's Sheet	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A
Incident book	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A
Logbook	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A
Medication Administration documentation	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A
Positive Handling book	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A
Children's 'Stay Safe' book	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A
Petty Cash/Children's Money procedures	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A
Activity Planners	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A
Weekly Children's Menus / Meal planner	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A
Complaints procedures explained	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A
Visitors Book	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A
Incident Forms	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A
Missing Persons procedures and documentation	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A

HR			
Sickness procedures explained	SW	AC	22/07/19
Annual leave procedures explained	SW	AC	22/07/19
Actual Hours recording explained	SW	AC	22/07/19
Date of pay each month explained	SW	AC	22/07/19
Contract given	SW	AC	22/07/19
Employee Handbook given	SW	AC	22/07/19
Provided with a Job Description	SW	AC	22/07/19

Online Training

	Initials: Person Inducting	Initials: New starter	Date:
Online training explained	SW	AC	22/07/09
Online Training account set up	SW	AC	22/07/19

To Be Completed In The First Week.

Training Course Title	Date:	Staff Signature
De-escalation Techniques, Behavioral Management and Physical Restraint Training (Face to face)		N/A
Safeguarding and Child Protection (online or Face to Face)		N/A
GDPR (online)		N/A
Medication (online)		N/A
Emergency First Aid (online or Face to face)		N/A
Fire training (online or Face to face)		N/A
Food Hygiene (online)		N/A
Health & Safety (online)		N/A
P.A.C.E Playfulness, Acceptance, Curiosity and Empathy (online or Face to face)		N/A

Children's Files

	Child 1	Child 2	Child 3	Child 4
	Sign & Date when read	Sign & Date when read	Sign & Date when read	Sign & Date when read
Placement File				
Social Services File				
Health File				
New starter Signature:				

	Initials: New starter	Date Workbook completed:
SCW explained and what is required		
Account created		
Workbook 1 issued		

Social Care Wales All Wales Induction Framework

Policy Reading List

	Date:	Initials: New starter
Has read all the companies Policies and Procedures and signed in acknowledgement	22/07/19	AC

Legislative/Regulation Reading

Has a basic understanding of the following pieces of legislation:

	Date:	Initials: New starter
Children's Homes Regulations	22/07/019	AC
All Wales Child Protection Protocol 2008	22/07/19	AC
Regulation and Inspection of Social Care Wales Act 2016	22/07/19	AC
Social Services and Wellbeing Act 2014	22/07/19	AC