

Section 4: Staffing



4.1 Standards, Capability & Grievance: Policy & Procedure

This also contains our Network Standards Statement, how we approach substance abuse and some guidance on protected disclosures under the Public Interest Disclosure Act 1998 (whistle blowing).

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4.2 Employee Development: Policies and Procedure

This area covers the development of our employees; including induction, staff appraisals and training and development, whilst covering salary and expenses. This also covers our CRB Policy at the time of recruitment.

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4.1 Standards, Capability, Grievance Policy & Procedure



Standards and Dismissal Policy

Purpose & Scope

The purpose of this disciplinary procedure is to ensure the safe and effective operation of the business and to provide fair, consistent treatment to individual employees.

This procedure provides a framework to manage any shortfall in meeting the Network's standards of conduct and encourages individual employees to meet and sustain an acceptable standard.

This procedure applies to all employees. It does not form part of your terms and conditions of employment.

Informal Action

It is expected that most minor shortfalls in meeting the Network's standards will be resolved quickly through a discussion with your manager. The objective of such a discussion is to help you improve your conduct. A note may be kept in your personnel file of what was discussed and what was agreed. Your manager may set goals for improvement and will monitor the situation. If you do not improve satisfactorily, or there are further shortfalls in meeting the Network's standards then a disciplinary meeting will need to take place.

Investigation

Before any disciplinary meeting is organised the matter will first be investigated by a nominated manager of the Network, Director of the Board of Trustees or at the Network's discretion by a third party. This investigation will be carried out quickly and thoroughly and you are expected to co-operate fully with those undertaking it. It may be straightforward (e.g. meeting with you to ask questions) or more involved (e.g. taking statements from others, gathering paperwork etc.) depending on the circumstances. The investigation and any subsequent disciplinary process will be kept confidential, as far as is reasonably practicable, by all parties involved.

Suspension

You may be suspended on basic pay by a manager under certain circumstances, including but not limited to harassment, bullying, theft and violence. Suspension may last for the duration of the investigation and any subsequent disciplinary process. This is not a disciplinary sanction rather it is a way of ensuring that a full review of the circumstances can take place as effectively as possible. Any suspension period will be kept to a minimum and if you have any queries during such a period you should speak to your manager or a nominated contact if you are given one.

Disciplinary Meeting

If, following the investigation, there is a case to answer you will be invited in writing to a disciplinary meeting. The letter will set out the nature of the complaint against you and provide details of the supporting evidence. You will be advised in that letter of your statutory right to be accompanied at this meeting by a colleague or a trade union representative. A trade union representative means a full-time official or a lay official certified by the union as having experience of, or having been trained in, acting as a companion at a disciplinary meeting. If you are accompanied at the meeting, your companion may take a full part in the meeting but you may still be asked questions directly. A colleague may have time off work to accompany you. The Network may ask an HR Adviser to be present at the meeting; they or a notetaker may take notes at the meeting.

If you (or your companion) are not available at the proposed time for the meeting, a mutually convenient alternative time may be arranged by the Network provided that this is within 7 days of the original proposed date. If you are unable to attend a second scheduled meeting then this meeting may proceed in your absence.

At the beginning of the meeting the nature of the alleged shortfall in meeting the Network's standards will be made clear to you and it will be confirmed whether or not you have chosen to be accompanied at the meeting. The main points of evidence will then be outlined and attention drawn to any relevant paperwork. You (or your companion) will then have opportunity to put forward your response. If witnesses have been asked to come to the hearing you will have opportunity to ask them appropriate questions. You and an investigating officer (if present) may be invited to make closing statements. If any additional issues arise during this meeting, an adjournment may take place to allow further investigation. You may put forward at the meeting any mitigating circumstances that you believe should be taken into account (e.g. good service) in considering the allegation.

Disciplinary Action

Due to the size of the organisation investigations may be undertaken, and decisions about disciplinary action may be made by, a nominated manager of the Network, Director of the Board of Directors or at the Network's discretion by a third party, at different stages of the procedure. If, at the end of a disciplinary meeting, or shortly thereafter, it is decided that there has been a shortfall in meeting the Network's standards, formal disciplinary action will be taken.

If you are issued with a warning, you will be informed of the period for which the warning will remain in place. A copy of the written warning will be kept in your personnel file. Previous

warning/s will be taken into account in deciding the appropriate disciplinary action but if your conduct has reached an acceptable level then after the specified period the warning will be disregarded for disciplinary purposes, but will be kept on your personnel file.

Gross Misconduct

If you are found guilty of gross misconduct then the Network may summarily dismiss you. This means that you are dismissed with immediate effect without notice or pay in lieu of notice. The Network may impose a penalty short of dismissal as an alternative to dismissal. A non-exhaustive list of examples of gross misconduct is found below in the Network Standards statement.

Stage 1 – First Warning

If your conduct is unsatisfactory you will be given a formal FIRST WARNING, a note of which will be held on your personnel file. It will normally be taken into account for a period of six months in any further disciplinary action that occurs within that period. You will also be reminded that if there is no improvement, or a further breach occurs, within a specified period, further disciplinary action will be taken.

Stage 2 – Final Warning

If the breach of the Network's standards is very serious, or there is still no improvement in your conduct, or another breach of the Network's standards occurs, despite a previous warning, a FINAL WARNING will be given. It will normally be taken into account for a period of twelve months in any further disciplinary action that occurs within that period. This will include the reason for the warning, giving details of how you should improve, and remind you that if there is no improvement, or a further breach occurs, within the specified period, you may be DISMISSED.

Stage 3 – Dismissal or other disciplinary action

If there is no satisfactory improvement in your conduct, or if a further breach of the Network's standards occurs, or you are found guilty of gross misconduct then you may be DISMISSED (or other disciplinary action may be taken i.e. demotion/reduction in pay/transfer). You will be informed in writing of the decision at your last given address at the time of posting, given details of the reason for the dismissal, or other disciplinary action, your termination date (if relevant), the appropriate period of notice or amount of pay in lieu of notice, your right of appeal and details of the appeal process (see below).

A decision to dismiss or impose other disciplinary action will normally be taken by a nominated manager of the Network, the Chief Executive Officer or a Director of the Board of Directors and dismissal will be applied if the Network does not consider any alternative to dismissal would be appropriate.

If you are dismissed under this policy your employment will terminate on the date specified in writing. Your employment will NOT be suspended pending the outcome of any appeal procedure. Should an appeal reverse the decision to dismiss you, you will be reinstated with no break in service and any monies owing to you will be paid.

Implementation of this procedure

Depending on the circumstances and how serious the allegation is that is being considered any of the Stages of this procedure may be omitted. This particularly applies to issues of conduct that arise during a probation period or the first year of service where a decision to dismiss may be taken without a disciplinary meeting being first arranged.

If you have any particular requirements due to a disability, race or other equal opportunities consideration to enable full participation in the investigation or meeting you should alert the relevant person or manager to this beforehand. Reasonable adjustments will be made to meet your (or at a meeting your companion's) needs.

Appeal Procedure against disciplinary action or dismissal

You have the right to make an appeal following receipt of a disciplinary warning/action or dismissal decision at each Stage of this procedure. The written record of a warning/action given to you will state that you have this right and to whom an appeal may be made. The appeal must be received by the specified manager within 7 days of your receipt of the written record. You will be considered to have received the written record within the standard postal delivery times when the record is sent to your latest home address notified to the Network at the time of posting.

An appeal must be in writing and state why you are making the appeal. The appeal will be heard by a manager/Director at a comparable or higher level to the manager/Director who issued the warning; however, due to the size of the Network and the availability of managers this may not be possible in all instances. The Network may take independent advice to help maintain fairness and objectivity. The appeal will normally be heard within 7 days of its receipt. The same provisions, to be accompanied and for adjournments to take place, apply to appeal meetings as to disciplinary meetings. If it is anticipated that the appeal will not be considered within 7 days of receipt you will be informed of this and the expected timeframe.

An appeal meeting will normally focus on the specific factors that the employee wishes to be reviewed. Should there be any new evidence the employee will be given opportunity to comment on it. The manager/Director hearing the appeal has discretion as to whether the employee and the manager who made the original decision (if applicable) should be present together at the meeting. The manager who made the original decision (if applicable) will be given opportunity to explain the basis of this decision. When the matter has been reviewed the manager/Director hearing the appeal will adjourn the meeting and consider the matter in private, before reaching a decision. Disciplinary action may be varied, confirmed or dismissed on appeal and the staff member will be informed of the outcome of an appeal, usually within 28 days of the appeal hearing.

Records

All records relating to disciplinary action will be kept in accordance with the provisions of the Data Protection Act 1998.

Cornwall Marine Network Standards Statement

The Network's Standards Statement is intended to provide you with a guide to its expectations of conduct and performance. It should be read in conjunction with the Network's policies and any working practices guides. The Statement is a non-exhaustive list of issues which may be considered as disciplinary matters. Misconduct may amount to gross misconduct where the breach is serious or wilful (& vice versa where the breach is less serious or inadvertent).

Attitudes

We expect all members of the team to:

Demonstrate respect and value for customers and colleagues;

Demonstrate integrity and honesty at work;

Give work your full care and attention;

Maintain confidentiality in all aspects of the work.

Conduct & Performance Expectations

We expect all members of the team to:

Attend work on time;

Work co-operatively with managers/Directors and team members;

Meet reasonable Network expectations for job performance and targets;

Not use foul or abusive language;

Handle complaints from customers or colleagues in a professional, calm and non-confrontational manner;

Follow the Network's procedures for requesting holiday and absence from work for personal reasons;

Follow the Network's procedures for sickness notification and certification;

Report and record accidents appropriately;

Keep Network rules about the use of Network resources and Network image (including maintaining a professional appearance at work);

Use Network resources with care and without waste;

Follow the Network's policies on Information and IT use as stated in the policy regarding this.

Gross Misconduct

This statement is not exhaustive of what the Network would regard as gross misconduct:

Theft, fraud, deliberate falsification of records, copying of unauthorised computer software;

Physical violence actual or threatened or dangerous behaviour;

Serious breach of Health & Safety rules and procedures and follow these at all times;

Serious or repeated negligent acts in the performance of your duties;

Misuse, abuse or deliberate damage to Network property or that of other employees;

Disclosure of confidential information without authority to a third party (subject to provisions of Public Interest Disclosure Act 1998);

Giving false or misleading information to the Network;

Employees should be fully capable of performing their duties and not intoxicated with alcohol or influenced/in possession of/supplying drugs that have not been prescribed to the individual by a medical practitioner while on Network premises or during working hours. This includes drugs controlled by the Dangerous Drugs Act 1986;

Refusal to attend a medical examination with an Occupational Health Practitioner if reasonably asked to do so;

Failure to maintain a high standard of integrity both at work and outside; conduct which results in conviction for any offence that is incompatible with the individuals' employment or which may place the Network in disrepute or which causes the Network to lose trust and confidence in the employee;

Harassment, bullying or discrimination on any grounds;

Raising a grievance or making an allegation maliciously;

Leaving the workplace without permission or reasonable excuse;

Being absent without leave from work without prior authorisation or reasonable excuse;

Private work being undertaken during working hours, with Network resources or on Network premises without written permission obtained beforehand;

Use of Network IT facilities for personal use including deliberate accessing of internet sites containing pornographic, offensive or obscene material;

Serious act of insubordination, repeated or serious refusal to carry out a reasonable instruction given by a manager or that is a Network rule.

Capability Policy

Purpose and Scope

The purpose of the capability policy is to provide a framework to assist employees who have difficulty achieving the required standards of job performance. The aim is to encourage and support improvement through a process which is fairly and consistently applied. Through progressive levels of review and target setting our objective is that the required standard of performance can be achieved and any training and support identified and given to support this.

The Network will seek to avoid a situation where termination of employment is necessary through considering any suitable alternative positions that may be available. If, however, there is a continued failure to reach the required standards of work performance then termination of employment may take place.

In cases where the actual or potential consequences of sub standard performance are very serious the Network may choose to invoke its disciplinary procedure. Summary dismissal action may be taken in the event of gross negligence.

This procedure applies to all employees who have a contractual responsibility to perform to a satisfactory level. This procedure does not form part of your terms and conditions of employment.

Implementation of this Procedure

If you have any particular requirements due to a disability, race or other equal opportunities consideration to enable full participation in the investigation or meeting you should alert the relevant person or manager to this beforehand. Reasonable adjustments will be made to meet your (or at a meeting your companion's) needs.

Informal Counselling

Your manager will normally speak to you if your performance is causing concern either within the job planning process or at a separate meeting. They will discuss the standards expected and how these may be achieved. The aim of such a discussion is that you understand what is required and to identify any training and development needs or personal circumstances which could be contributing to the poor performance. They will discuss with you targets and timeframes for improvement along with potential solutions. A note of what was discussed and what was agreed will be kept on your personnel file. If it is established that the performance concern actually relates to misconduct or negligence the disciplinary policy may then be followed.

If your performance is not improving, after one or more such discussion then the formal procedure may be used to progress the matter.

Formal Capability Procedure

The formal capability procedure will be used when:

- targets set at an informal meeting have not been met;

- targets set at informal meeting have been met, but the level of improvement and performance has not been sustained;
- there has been a significant failure in performance which warrants entry into the formal procedure without any prior warning.

The procedure may be entered at any stage depending on the seriousness or impact of the performance gap between the Network's expectations and the employee's work, although normally the three stages of the procedure will be used.

Monitoring and Review

Your performance will be monitored throughout the formal procedure and review meetings will be held with you after a reasonable period of time has been given for you to demonstrate an improvement, following a Stage 1 or Stage 2 meeting. The purpose of the policy is that you be given opportunity to achieve the standards expected. If there is some improvement and it is likely that in a short time frame the standards will be achieved then the review period may be extended. If standards are still not being met then the matter will be taken to the next stage of the capability procedure.

If an acceptable level of performance is reached then normally you will be taken out of the capability review procedure.

Capability Meetings

Prior to a meeting you will receive a letter which will provide details of the performance gap between the Network's expectations and your work and which will invite you to the meeting. The letter may contain some supporting evidence if this would aid discussion. The letter will explain that disciplinary action may be taken as a result of this meeting.

You will be advised in that letter of your statutory right to be accompanied at this meeting by a colleague or a trade union representative. A trade union representative means a full-time official or a lay official certified by the union as having experience of, or having been trained in, acting as a companion at a capability meeting. If you are accompanied at the meeting, your companion may take a full part in the meeting but you may still be asked questions directly. A colleague may have time off work to accompany you.

If you (or your companion) are not available at the proposed time for the meeting, it may be postponed once to a time within 7 days of the original date.

An HR Adviser may be asked to attend and support the process at any stage and/or a notetaker may be present.

At a capability meeting your performance will be reviewed against the required standards and you will have an opportunity to discuss any training needs or personal circumstances which could be contributing to the poor performance. A resulting warning will describe the reasons for the warning, the improvement that is expected and the timeframe within which this is expected. It will also state how long the warning will remain in place and outline the consequences of a continued failure to improve. Any support or training offered will be detailed in this letter together with who will be involved in the monitoring process. This may include counselling if issues relating to your personal life have been identified as a cause of performance problems at work or an agreement if a substance abuse problem is the cause

(please refer to the Substance Abuse Policy). Other forms of support may include further training, a period of time off work, reviewing work volumes, duties, procedures, support in approaching a difficult working relationships or mentoring.

There is a right of appeal against a warning at each stage of the capability procedure. The warning will be kept on your personnel file. If your job performance reaches an acceptable level after the specified period of the warning then it will be disregarded in any future disciplinary action, but will remain on file.

Stage 1 – First Formal Warning

This meeting will be conducted by your manager. You will be issued with a first formal warning.

Stage 2 – Final Written Warning

If the gap between the Network's expectations and your job performance is more serious, or there is still no improvement in your job performance the second stage of the capability procedure will be used. This meeting will be conducted by a manager or Director. You will be issued with a final written warning. If there is no improvement within the specified period, dismissal may result at the next stage of the procedure.

Stage 3 – Dismissal

If the breach of Network standards is very serious, or there is still no improvement in your job performance the third stage of the capability procedure will be used. You will be advised in the letter inviting you to this meeting that it may result in dismissal. The meeting will be conducted by a Director who, wherever possible will have had no other involvement in the case. The Network may take independent advice to help maintain fairness and objectivity. The Director will review your level of performance against the agreed standards and will also review the support which the Network has given you.

If, after careful consideration of all the facts, it is decided that you are unable or unlikely to meet a satisfactory standard of performance, or that the consequences of your poor performance warrants termination, dismissal notice will normally be applied. The Network may consider whether there is an alternative to dismissal in redeploying you to another position (if available), if this would be more suitable to your skills and abilities. If you are offered redeployment this may affect your current pay and benefits.

You will be informed in writing of the decision, given details of the reason for the dismissal, or an offer of suitable alternative employment, your termination date (if relevant), the appropriate period of notice or amount of pay in lieu of notice, your right of appeal and details of the appeal process.

If you are dismissed under this policy your employment will terminate on the date specified in writing. Your employment will NOT be suspended pending the outcome of any appeal procedure. Should an appeal reverse the decision to dismiss you, you will be reinstated with no break in service and any monies owing to you will be paid.

Appeal Procedure against capability warning, redeployment or dismissal

If you wish to appeal against any level of warning, dismissal or redeployment you should do so by raising a grievance under the Network's Grievance Procedure at Stage 3 of that procedure. The written record of a warning/action given to you will state to whom an appeal may be made. The appeal must be received by the specified manager within 7 days of your receipt of the written record. You will be considered to have received the written record within the standard postal delivery times when the record is sent to your latest home address notified to the Network at the time of posting.

An appeal must be in writing and state why you are making the appeal. The appeal will be heard by a manager/Director at a comparable or higher level to the manager/Director who issued the warning; however, due to the size of the Network and the availability of managers this may not be possible in all instances. The Network may take independent advice to help maintain fairness and objectivity or a Director of the Board may be requested to assist and/or decide the outcome of an appeal. The appeal will normally be heard within 7 days of its receipt. The same provisions, to be accompanied and for one postponement of the meeting apply to appeal meetings as to capability meetings. If it is anticipated that the appeal will not be considered within 7 days of receipt you will be informed of this and the expected timeframe.

Should there be additional issues or any new evidence arises during this meeting, an adjournment may take place to allow for these to be investigated. After considering your appeal, a decision may be taken to uphold the dismissal, redeployment decision or other capability warning or to overturn the findings of the capability meeting. You will be informed of the outcome of the appeal and the reasons for the decision in writing, as soon as possible. The decision which is reached is final.

Records

All records relating to disciplinary action will be kept in accordance with the provisions of the Data Protection Act 1998.

Grievance Policy

Purpose and Scope

The Network's policy is to ensure that an employee with a grievance relating to their employment can use a procedure which can help to resolve grievances quickly and fairly. This procedure applies to all employees.

Principles

Written Statements. Written statements used within this procedure should not be of unreasonable length: you may be requested to state your grievance more succinctly before it is considered;

Right to be accompanied (Stages 2 & 3). You have the right to be accompanied at a meeting under Stages 2 & 3 of this procedure by a single companion, who may be a trade union representative or work colleague. You or your companion will have opportunity during the meeting to state your case. If you wish the companion may respond to views expressed and confer with you during the meeting. At the meeting you may still be asked questions directly. A work colleague may have time off to accompany you at the meeting;

Attending the meeting. You must take all reasonable steps to attend a meeting within this procedure. If your chosen companion is not available on the proposed date of a meeting, the Network will put forward an alternative date within 7 days of the proposed date. The meeting may only be postponed by you once, after which the Network is not required to hear your grievance;

Note taker. At a meeting within this procedure a note taker may be asked to attend;

HR Adviser / External Facilitator. The Network may request the support of an HR Adviser / External Facilitator at any stage of the grievance procedure, in the interests of seeking a satisfactory outcome for all concerned;

Grievance without reasonable grounds. To raise a grievance without reasonable grounds or maliciously may result in disciplinary action;

Collective Grievances: Occasionally more than one person may wish to raise the same complaint. In this situation the employees should elect a representative to put forward the grievance. The letter raising the grievance should state the names of those on behalf of whom the grievance is being raised. There will then be discussion with the representative as to an appropriate way of dealing with the grievance in the circumstances;

Ex-Employee: If you are an ex-employee and wish to raise a grievance you should put this in writing to the Chief Executive Officer of the Network;

Implementation of this Procedure: If you have any particular requirements due to a disability, race or other equal opportunities consideration to enable full participation in the investigation or meeting you should alert the relevant person or manager to this beforehand. Reasonable adjustments will be made to meet your (or at a meeting your companion's) needs.

Procedural Guidance. This procedure is for guidance only; in exceptional circumstances its provisions may be waived. The contents may be subject to revision from time to time as we evolve as a Network or employment law requires.

Informal Discussion

If you have a grievance about your employment you should normally discuss it informally with your manager. We hope that the majority of concerns will be resolved at this stage. Your manager will listen carefully to what you have to say and will discuss the matter thoroughly with you. They may need to investigate your complaint further and will let you know if this is the case. If an investigation is needed they will then advise you of what action has been taken, if any.

Stage 1

If you feel that the matter has not been resolved through informal discussions or is not appropriate to raise informally, you should write to your manager stating what the grievance is and that it is being raised at Stage 1 of this procedure. If your grievance involves your immediate manager then you should send your grievance to a more senior manager or to the Chief Executive Officer.

The manager or Chief Executive Officer will then arrange to meet with you, normally within 7 days, to discuss your complaint. You may be represented or accompanied at this meeting by a work colleague of your choice or by a trade union representative. They may need to investigate your complaint further and will let you know if this is the case.

The manager or Chief Executive Officer will normally give you a written response within 7 days of the meeting in an endeavour to resolve the matter. This will usually follow a full investigation into the matter and will advise you of what action has been taken, if any. If it is anticipated that the response will take longer than 7 days from the meeting then you will be advised of this and of the expected timescale.

Stage 2

If the matter is not resolved to your satisfaction at Stage 1 or you are dissatisfied with the handling of your grievance thus far and you wish to appeal, you should write to the Chief Executive Officer within 7 days of receiving the Stage 1 response: stating what the grievance is, the reason/s for your appeal and that it is being raised at Stage 2 of this procedure. If the grievance is an appeal as a result of a capability warning, redeployment or dismissal then Stage 2 will be the appropriate Stage at which to raise the matter.

A meeting will be arranged normally within 7 days of receipt of the written appeal and the appeal will be heard by either the Chief Executive Officer, a Director of the Board or an HR Adviser. You may be represented or accompanied at this meeting by a work colleague of your choice or by a trade union representative. They will listen carefully to what you have to say and will advise you if they need to investigate the matter further. The manager will normally give you a written response within 7 days of the meeting: if it is anticipated that the response will take longer than 7 days from the meeting then you will be advised of this and of the expected timescale.

The person hearing the appeal will, normally within 14 days of the meeting, inform you of their decision in response to your grievance. This decision is final.

Records

All records relating to the grievance will be kept in accordance with the provisions of the Data Protection Act 1998.

Whistleblowing Policy

Purpose and Scope

The Network has this policy in order to protect workers from being dismissed, bullied or harassed, victimised or otherwise penalised for reporting malpractices or wrongdoing within the workplace ('whistleblowing'). The Network is committed to maintaining an open culture with the highest standards of honesty and accountability. We encourage all members of our team to raise grievances about genuine concerns of misconduct of this nature.

This policy applies to full and part-time workers and contractors, home-workers and agency workers, except if they are genuinely self-employed. This policy does not form part of your terms and conditions

Disclosures under the policy

The Public Interest Disclosure Act 1998 covers the following areas of malpractice, or suspected malpractice by the Network:

- A criminal offence;
- A miscarriage of justice;
- Practices endangering health and safety'
- Practices damaging the environment;
- Failure to comply with a legal obligation;
- Financial malpractice, impropriety or fraud;
- Serious failure to comply with the requirements of the Financial Services Authority;
- Deliberate concealment of information relating to any of the above.

Protection in making a disclosure

Confidentiality: A disclosure made under this policy will be treated confidentially as far as possible. If this is not possible, for example if a criminal investigation follows and you may be needed as a witness, this will be explained to you;

Anonymity: The Network encourages an open culture. Anonymous complaints under this policy may prove difficult to deal with as effectively as those which are not. Anonymous disclosures will be considered and may be investigated at the Network's discretion;

Victimisation: bullying or harassment of a worker making a disclosure under this policy will not be tolerated and complaints about such behaviour will be addressed through the disciplinary policy.

Good Faith & Reasonable Belief

Any disclosure made under this policy must be made in good faith and with reasonable belief in the matter being complained of. Malicious or vexatious allegations may result in action under the disciplinary policy. Disclosures in good faith will not result in any such action even if investigation about the concern raised subsequently does not confirm it. You need not have proof of malpractice in order to raise a concern.

How to make a disclosure

You may make a disclosure by bringing the matter to the attention of the Chief Executive Officer or to the Chair of the Board of Directors. Health & Safety concerns amounting to a disclosure should be made without delay. Failure to make a disclosure when aware of malpractice will be regarded as misconduct.

A meeting will then be arranged as far as reasonably possible within 7 days of your raising the matter. At that meeting, unless the concern is particularly sensitive you may be accompanied by a colleague. You will be invited to make a statement at the meeting explaining the malpractice which you are concerned about and your reasons for your beliefs regarding it.

How the disclosure will be investigated and action taken

An investigation will then take place into the allegation within a reasonable period.

The investigation may find that:

- The matter is of a nature that it should be reported to an independent body;
- Disciplinary action should be commenced against those suspected of wrongdoing;
- The allegation was not well founded;
- Those involved cannot be individually identified.

You will receive written details relating to the findings and action taken, if any. The details of any disciplinary action taken will not normally be given to you unless the Network decides this is appropriate in the circumstances.

If you are dissatisfied with the outcome of the investigation you may appeal this by using Stage 2 of the Grievance Procedure. This may result in further investigation or, if not, the reasons why this is not considered necessary.

Disclosure to an outside body

Only if you have reasonable grounds for believing that all those to whom a complaint could be made, including the Chair of the Board of Directors, may be involved in the malpractice, may you contact an outside body in the first instance to make a disclosure.

Independent Advice

If you are unsure about making a disclosure or the outcome of an investigation you can contact the independent charity, Public Concern at Work, on 020 7404 6609 or at www.pcaw.co.uk.

Records

All records relating to the grievance will be kept in accordance with the provisions of the Data Protection Act 1998.

Substance Abuse Policy

Purpose and Scope

The Network has this policy to ensure your welfare and to safeguard our efficiency and reputation. This policy applies to all employees.

The definition of 'substance' includes the following:

- Alcohol;
- Illicit, prescription or over-the-counter drugs;
- Any other substances that may impair an employee's performance or conduct at work.

Seeking Help

We consider alcoholism and drug dependency as illnesses which, except where absolutely necessary, should be treated medically rather than within the disciplinary procedures. We encourage you to seek help if you have an alcohol or drugs-related problem and to seek advice from your manager on the support that may be available to you from outside agencies and/or the Network. You or your manager may ask that together you reach a supportive agreement as to the actions you and the Network will take in this regard.

Manager's Role

Managers within the Network should be alert to the fact that there are often signs that might suggest that someone has a problem. These include a decline in work performance; a poor attendance record; unreliability; unexplained injuries; and changes in behaviour such as irritability and lack of concentration. The Network accepts that raising the subject may put you in a difficult or embarrassing position but believes that you should encourage a member of your team to seek help if you believe they may have a substance abuse problem.

Contact your HR support for advice on potential sources of help for your team member. You may be advised to seek to come to an agreement with the member of your team about whom you are concerned which states the actions that they will take to seek to resolve the problem: this may include attending counselling sessions, undergoing a treatment programme and/or taking some time away from work on sick leave for a period of treatment. The agreement will be time-bound and include regular reviews of progress. You will be responsible for monitoring the performance and health of your employee at work for the duration of the agreement.

Our Expectations

Although the Network's intention is to help employees with substance abuse problems, we will take disciplinary action, including dismissal, for the following serious offences:

- Possession, use or sale of illicit drugs on Network premises, the premises of a customer or trade supplier and also at any other event when representing the Network;
- Working under the influence of alcohol such as to impair performance or conduct; drinking alcohol on Network premises other than when authorised by management;
- Being under the influence of alcohol, drugs or other prescribed substances which impair performance or conduct whilst at work (including attending any event, whether social or otherwise at Network premises or elsewhere)
- Refusing to accept referral to specialist help or to seek to reach a reasonable agreement with your manager on actions to resolve a dependency problem;
- Relapse into dependency after a course of treatment for substance abuse has been completed (taking into account an assessment of the individual circumstances and the possible time-frame for full recovery).

If an employee is known to be, or strongly suspected of being, intoxicated by alcohol or drugs during working hours, arrangements will be made for the employee to be escorted from the Network's premises immediately.

4.2 Employee Development



Induction

Purpose and Scope

The induction procedure will assist new employees in the "settling down" process. This procedure applies to all employees. It does not form part of your terms and conditions of employment.

Starting a new job is a stressful experience, due to new situations and new demands. During the settling-in period, a new employee is unlikely to be effective or fully productive and may even leave if the feelings of unease are strong enough.

Although induction is of vital importance to new employees, anyone who is promoted or transferred from one job to another should also be inducted.

The aim of induction should be to convey a clear picture of the workings of Cornwall Marine Network (CMN). A check list of points to be included in induction is included in this section.

The Induction

A meeting with the Chief Executive will be arranged for new employees. Within the meeting induction paperwork will be completed, employment details will be sent to payroll and the following points will be covered:

Cornwall Marine Network overview and team structure (including tour of the building and introduction of other team members);

- Health and Safety;
- Pay scales and allowances, method of payment, holiday entitlements, hours of work and pension scheme;
- The Absence policy and procedure, including method of reporting absence;
- The Discipline and Grievance procedures;
- The importance of confidentiality;
- Occupational Health if required.

Health & Safety at induction

In order to secure the Health & Safety of employees, CMN will provide Health & Safety Training to new employees which will be incorporated within general induction training.

This will consist of the following:

CMN Health & Safety Policy - the contents of CMN's policy statement will be covered in detail, including the responsibilities set out in the Policy and will enable the employee to become acquainted with the organisational arrangements;

Accident Reporting Procedures/First Aid - this will cover the actions to take when an accident has occurred, the person to be informed and where to go for first aid treatment. This section also covers CMN's procedure for investigating accidents and the reporting procedure will be explained so that the employee is aware of what happens when an accident occurs;

Fire Procedures & Precautions - this section covers the actions necessary when the fire alarm sounds or on discovery of a fire and will include:

- The location of the fire exits
- The assembly point
- The responsible person to whom the employee must report
- Further instructions on the action to be taken in the event of discovering a fire
- What to do with machinery, equipment or processes prior to evacuating the area;

Introduction to Safety Legislation - the employee should be introduced to the legislation that applies to CMN as the employer and to the workplace; examples of legislation that may be covered include:

- The Health & Safety at Work, etc. Act 1974
- The Management of Health & Safety at Work Regulations
- The Control of Substances Hazardous to Health (COSHH) Regulations
- The Manual Handling Operations Regulations
- The Health & Safety (Display Screen Equipment) Regulations;

Occupational Health - information will be provided on the services of CMN's nominated Occupational Health Provider so that employees are aware of the medical services that may be available and any health surveillance required for their work activity;

Site Safety Rules - this will cover CMN's and any specific departmental safety rules.

Line Manager

The Line Manager will introduce the new employee to the Team. They will act as a guide to the new employee during the allocated induction period.

The following points will be covered:

- Further detail on the Network's structure, identifying the job roles of key personnel;

- A tour of the Department, indicating the location of fire alarms, first aid equipment and toilets;
- An explanation of specific job responsibilities, referring to the job description;
- Emphasis on safety precautions;
- An Explanation on procedures relating to personal accident reports.

The Department should avoid giving too much information in the first day. Vital information must be emphasised but queries can be dealt with as they arise and the new employee will ideally be involved in some practical work during the first day.

Follow-Up

It is important to follow up on the initial induction within the first few weeks; asking the employee how they are settling in and whether they require any additional information.

Cornwall Marine Network Ltd

New Employee Induction Checklist

Name:		Welcomed by:	
Job title:		Date:	

INDUCTION CHECKLIST	DATE	TICK ✓
1. Management Structure & CMN Background Overview		
2. Confidentiality		
3. Emergency Contacts		
4. Salary Details		
5. Method of Salary Payment & Bank Details		
6. Personnel Systems and Data Protection issues; access to personal data		
7. Time Sheets, including recording details and break times		
8. Holiday Entitlement		
9. P45		
10. Pension Scheme		
11. Absenteeism and lateness		
12. Discipline & Grievance		
13. Tour of Marine Skills Centre/Introduction to colleagues/who's who; names, roles, responsibilities		
14. Employee Facilities – toilets, tea/coffee etc		
15. Building Security, Fire/Health & Safety Procedures		
16. First Aid Facilities/Location of Accident Book		
17. Written Statement of Terms and Conditions of Employment handed over and signed by employee.		

18. Employee given copy of Staff Handbook		
19. Occupational Health Assessment (if required)		
20. Smoking Policy		
21. Dress code, protocols		
22. Transport & Parking		
23. Training & Development/Career Paths/Personal Objectives		
24. Appraisals		
25. Mentoring		
26. General Administration		
27. Job Description Review		
28. Work space or work station		
29. Introductory overview of CMN members		

I confirm that the above induction points were fully explained and that I understand them.

Signed _____

Name _____

Date _____

I have received my copy of the Employee Handbook and understand and accept its contents and I will also keep myself informed of its contents.

Then sign (1) this form and (2) the written Statement of Terms and Conditions of Employment.

Signed _____

Name _____

Date _____

Training and Development

Purpose and Scope

Cornwall Marine Network (CMN) is committed to providing the training, mentoring and education necessary to enable all employees to develop their skills to ensure full competence in their roles, thus ensuring that current and future skill requirements are met, thereby contributing to our commercial and competitive success. This procedure applies to all employees. It does not form part of your terms and conditions of employment.

Training Objectives

All training is sourced to satisfy identified and clearly defined business related needs of individuals, teams and CMN and:

- To provide role-related skills training and supportive education;
- To provide job enhancement skills training;
- To provide comprehensive induction training to new employees;
- To ensure that all training is supportive of the business planning process and strategic objectives of CMN;
- To establish and maintain an effective evaluation system which promotes and enhances employee skills and competence which, in turn, supports CMN's objectives;
- To ensure training supports succession planning;
- To ensure, wherever possible, opportunities for broadening or advancing careers are pursued in line with the needs of the business.

Training and Development Procedure

Each Employee, in conjunction with their Line Manager, will determine their training requirements through initial consultation and reference to, where appropriate, Job Descriptions and current or future projects that they are involved with, in conjunction with the CMN Business Plan.

The resultant recommended training plans must be conducive to the requirements of CMN and submitted to Chief Executive Officer for approval.

The evaluation of training is vital in order to ensure that training has contributed to business objectives. This will be measured using the individual training review.

Training requirements will be determined annually as part of the employee appraisal process, and reviewed with the Line Manager at least 6 monthly to ascertain progress.

Training Criteria

CMN will sponsor any individual on an approved course. Day release facilities will be provided at CMN's discretion. Each requirement for external training, and its associated cost, will be reviewed individually.

In some instances as a condition of attending a training course, an individual may be asked to sign a training agreement which makes provision for the recovery of all or some costs of the course if the individual leaves within a certain period.

Appraisals

Purpose and Scope

Appraisals are intended to help develop an effective approach to job roles, and identify any training and development needs. This procedure applies to all employees. It does not form part of your terms and conditions of employment.

Responsibility

Chairman
Chief Executive Officer (CEO)
All CMN Staff

Related Documents & Data

Appraisal Form
Job Description

Objectives

The process ensures individual review of activities leading to an agreed Action Plan and Development & Training Plan. All staff are appraised bi-annually (April and November) and the process starts with self-appraisal.

Self Appraisal

Self Appraisal allows the staff member to assess their own work and job role. Staff are asked to demonstrate how they perform in the areas of their job. They will be given the self appraisal to complete at least a week before the appraisal and asked to prepare it and submit to the Line Manager for review 5 working days before the appraisal. The Line Manager will analyse comments and formulate an approach to the appraisal designed to move forward to a mutually acceptable conclusion.

Preparation of documents and confidentiality

The self-appraisal is the staff members to complete before the appraisal. It is confidential and no-one but the staff members and the Line Manager should see it at this stage. The Line Manager will write his/her comments by hand thus preserving confidentiality. When signed by both parties, the original copy of the appraisal will be placed in the staff member's personal file as held by the Network.

Feedback

The Line Manager will obtain from other staff members feedback about the individuals performance.

The Appraisal

The appraisal is designed to be constructive and of mutual benefit and will conclude with two documents, the 'Action Plan' and the 'Development & Training Plan'. The 'Action Plan' sets

out agreed objectives for the next year. The 'Development & Training Plan' produces an agreed training plan accounting for training needs and professional development.

The Line Manager will provide a copy of the appraisal form, within 5 working days of the appraisal, to appraisee. The original document will be retained by the CEO in the employee's personnel file.

Job Descriptions

Job Descriptions will also be reviewed and updated bi-annually as part of the appraisal.

Appraiser

If you are in any way unhappy or concerned about the appraiser allocated to you, please raise with the CEO.

CEO's Appraisal

The CEO's appraisal will be carried out by the Chairman of the Board of Directors. Feedback on performance will be sought from CMN staff prior to the appraisal.

Reviews

Annually the CEO will review comments made in appraisal documents and act as necessary on common themes.

The simple rating scale will give you an assessment of how your performance is viewed by your manager. There are four levels, the scale is:						
4.	LOW PERFORMANCE - Does not meet or maintain effective standards. Where staff are identified as being in this performance range in any area of work, they will be asked to produce an agreed plan in conjunction with their manager to resolve issues of concern, including appropriate training and support.					
3.	ADEQUATE PERFORMANCE - Meets most standards most of the time. Has satisfactory organisation and communication skills.					
2.	GOOD PERFORMANCE - Exceeds satisfactory expectations across the entire range of activities. Makes an obvious impact within CMN in her/his area of expertise and responsibility and contributes to the development of specific areas within CMN.					
1.	EXCEPTIONAL PERFORMANCE - In addition to 2. contributes to future developments and is regarded by peers as a leader or mentor. Sets standards others are happy to follow and contributes positively and effectively to the development of her/his area.					
How would you rate your performance since your last appraisal?						
<i>(ratings as per page 2)</i>						
Appraisee rating	Low	4	3	2	1	High (please circle)
Appraiser rating	Low	4	3	2	1	High (please circle)
Appraiser Comments:						

3. Responsibility – Individual & Team	
a)	Do you enjoy working with other team members?
	What, if anything, could be improved?
b)	Generally, do you feel able to discuss any problems you have at work?
c)	Does your manager respond quickly and efficiently with any problems which you may have?
d)	What aspects of your job do you like best?
e)	What aspects of your job do you like least?

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Appraiser Comments:

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4. Leadership & Management (if applicable)

Please complete this section if you are responsible for managing people.

a)	Do you feel your team has performed well this year?
b)	How has the performance been influenced by you?
c)	How do you monitor colleagues' performance?
d)	What did you do to ensure targets were met and how did you respond to unforeseen changes?

Appraiser Comments:

--

5. Cornwall Marine Network Ltd.

What do you like & dislike about working for this company?

<i>Like</i>	<i>Dislike</i>

--	--

Appraiser Comments:

--

6. Career Direction

What kind of job role would you like to be doing in the future?*(Taking into account your current capabilities, performance, future personal growth, job aspirations)*

--

Appraiser Comments:

--

7. Training

a) What training have you undertaken in the last year?

--	--

b) Did this help you in your work? *(If no, give reasons)*

--	--

c) Is there any training you think you need to help with your work?

--	--

Appraiser Comments:

8. Personal Development

Do you have any abilities which are not currently used but which you think might help CMN?

If yes, please state how your ability could be put to good use in CMN or developed further?

Appraiser Comments:

9. ACTION PLAN – Objectives and Targets

From:

To:

Appraiser should list agreed priorities and who is to act, explaining any necessary details, quantifying targets where appropriate.

Objective/Target

By Date

By Whom

Appraisee:

Date Plan agreed:

Appraiser:

11. Additional Appraisee Comments:

--

Additional Appraiser Comments:

--

12. Salary Review:

Is a salary review being recommended by the Appraiser? Yes No

If yes, CEO to arrange to discuss in more detail with Appraiser and Appraisee.

13. Agreement

I have read and agreed my appraisal.

I understand any training identified is subject to funding approval.

Appraisee:		Date:	
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Appraiser:		Date:	
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Appraiser should copy entire form (within 5 working days of the appraisal) back to appraisee for record and use during coming year. Original document to be retained by CEO in employee's personal file.

14. Next appraisal

Date:	Time:
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Salary, Benefits and Expenses

Purpose and Scope

This policy details Cornwall Marine Network (CMN)'s processes for dealing with payment of salaries and applies to all staff employed by CMN.

Payment of salary

Your salary will be paid on 28th of each month into your nominated bank/building society account(s). If the 28th falls on a weekend or public holiday, your salary will be paid on the previous working day. Your sealed pay slip will itemise pay, deductions and net amount paid.

If you resign, your final salary will be paid into your bank or building society account on 28th of the month in which you leave and you will receive your P45 together with your final pay statement after this date.

We reserve the right at any time and in any event on termination of employment, to deduct from your pay (including holiday pay, sick pay, maternity pay and any other type of pay) any amounts that you owe. These may include expenses allowance, holiday taken in excess of entitlement, repayment of training expenses incurred under a sponsored study arrangement, or the estimated value of any CMN property damaged by you/retained by you without permission when you leave. Your final payment will reflect any adjustments, where applicable.

Income tax, national insurance contributions and other statutory deductions

Tax, National Insurance Contributions and any other statutory payments are deducted from your pay by CMN on a regular basis. We have a statutory right to make other deductions from your pay, for example, if you owe money to CMN as a result of any overpayment of remuneration.

Changes in your account details

Any changes required to your bank/building society account must be notified to the relevant person responsible for payroll.

Expense reimbursement

All reasonable expenses you properly incur while on CMN business will be reimbursed. However, it should be stressed that it is your responsibility to ensure that costs are reasonable.

Travel expenses

CMN will pay the reasonable costs of necessary travel on CMN business. For this purpose, the following do not count as travel on CMN business:

- travel between home and permanent workplace. For the avoidance of doubt CMN will normally only reimburse the excess business travel costs which relate to trips beyond your ordinary commute.
- other travel which is primarily for private purposes, and

- travel which is primarily for business purposes but which is substantially the same as travel between home and the permanent workplace.

You should travel to meetings and between offices by the most cost-effective mode of transport, taking into account journey time as well as monetary cost. You must state the start and end point of each journey and who you were visiting. This information is necessary for all modes of travel.

Taxis

You are expected to use public transport or your own vehicles. You may only use taxis where it is cost effective to do so.

Trains

You must travel by standard class, unless there is a clear business reason to travel business class or first class. Before booking, your manager must specifically approve business or first class travel.

Late night travel home from work

We may, in exceptional circumstances, agree to meet the cost of late night travel home from work. Your manager's specific approval is required and will only be given in the following circumstances (in which case the benefit will be tax-free):

- where you have to work until 9.00pm or later; and
- by the time you can go home, either public transport is unavailable or it would be unreasonable to travel alone on public transport at that hour; and
- the late working does not follow a regular pattern (for example, every Friday); and
- you do not work late on more than 60 occasions in the tax year; and
- the transport is by taxi or similar private road transport.

Motor car expenses

You may use your own vehicle while on CMN business. Where it is cost effective to make a business journey by car, you may claim a mileage allowance which provides full compensation for the use of your own vehicle (e.g. wear and tear, petrol, insurance etc). The allowance rates are as follows:

Allowance	Pence mile	per
All staff		
First 10,000 business miles in tax year	40	
Business mileage over 10,000 in tax year	25	

You may claim an additional 5p per mile for each passenger carried where the passenger is a fellow employee making the same business trip. These rates are reviewed annually, and updated in line with the HMR&C Authorised Mileage Rates.

Accommodation

CMN will pay for standard accommodation when the need arises.

Subsistence – away overnight

CMN will reimburse reasonable out-of-pocket expenses you incur when a journey on CMN business makes it necessary to stay away from home overnight. You may claim the following for each night whilst you are away:

- hotel bills
- breakfast – if not included in the room rate, you may claim the cost of a modest breakfast;
- lunch, evening meal and beverages, to an overall maximum of £40 a day; and
- other personal incidental expenses (i.e. private telephone calls, newspapers, laundry) to an overall maximum of £5 a night for travel within the UK and £10 a night overseas.

It should be noted that the figures quoted above are not flat rate allowances, but limits on the amounts of actual expenditure that we will reimburse against receipts.

Professional subscriptions

You may claim the cost of the annual subscriptions to any professional bodies, which are directly relevant to your duties. Discretionary amounts e.g. benevolent fund contributions are not recoverable.

If you are required by CMN, as part of your terms and conditions of employment, to train for a qualification which involves admittance to a professional body, CMN will also reimburse the annual subscription to that body.

The request from the professional body should be used to support the claim for payment.

Reimbursement of expenses

Expenses will only be reimbursed if they are:

- supported by detailed (VAT) receipts, and credit card slips if necessary;
- submitted on the CMN staff expense claim form;
- submitted within 45 days of being incurred;
- fully completed;
- appropriately authorised; and
- claimed in line with this policy.

Criminal Records Bureau (CRB) Policy

Purpose

In today's world, an effective recruitment checking process is becoming more important to all organisations. A CRB Disclosure can help Cornwall Marine Network (CMN) make more informed recruitment decisions.

CMN is committed to the principle of equality of opportunity and that, subject to the overriding consideration of protecting children and vulnerable people, we will make every effort to prevent unfair discrimination against those with criminal records.

CMN is determined to make all efforts to prevent discrimination or other unfair treatment against any of its staff, potential staff or users of its services, regardless of race, gender, religion, sexual orientation, responsibilities for dependants, age, physical disability or offending background that does not create risk to children and vulnerable adults.

As an organisation using the Criminal Records Bureau (CRB) Disclosure Service to assess applicants suitability for positions of trust, CMN complies fully with the CRB Code of Practice and undertakes to treat all applicants for positions fairly. It undertakes not to discriminate unfairly against any subject of a Disclosure on the basis of conviction or other information revealed.

CMN has a written policy on the recruitment of ex-offenders.

CMN will:

- ensure appointment documents for positions where disclosures will be requested contain a statement that a disclosure will be requested in the event of a successful interview
- ensure that applicants having a criminal record should not necessarily prevent a person from obtaining a position at CMN, unless it debars that person
- discuss any matters revealed in Disclosure information with the person seeking the position before withdrawing an offer of employment
- make every subject of Disclosure aware of the existence of the Code of Practice and make this copy available as required
- make appropriate use of Disclosure information in reaching decisions and make available guidance in relation to the employment and fair treatment of ex-offenders and to the Rehabilitation of Offenders Act, 1974

Handling and storage of disclosure information

CMN will ensure that the recipients of Disclosure information:

- will not pass information to persons not authorised to receive it under Section 124 of the Act. Under Section 124, unauthorised disclosure is an offence.
- make information available to only those who need to have access in the course of their duties
- must securely store disclosures and the information that they contain in a lockable non-portable cabinet provided solely for this purpose. Disclosure information is never kept on an applicants personal file.
- should retain neither disclosures nor a record of Disclosure information contained within them for longer than is required for the particular purpose. In

general this should be no later than six months after the date on which probationary periods have been taken or other relevant decisions, also after the date on which any dispute about the accuracy of the Disclosure information has been resolved. This period should only be exceeded in very exceptional circumstances which justify retention for a longer period. Should this be necessary CMN will consult the CRB and will give full consideration to the Data Protection and Human Rights individual subject before doing so.

Recruitment process

All candidates applying for employment at CMN will receive a letter of declaration to sign before shortlisting is considered

The successful candidate will complete a declaration of criminal record using the CRB application form. If an applicant reveals a serious criminal record, particularly if it is recent, and in circumstances whereby the appointment of a person with a serious record may give rise to criticism of the organisation, then the “responsible person” must consult the Chief Executive before the appointment is confirmed.

Details of a person’s criminal record MUST always be maintained as strictly confidential and stored only as long as necessary in the cabinet provided for this use.

Having a criminal record should not necessarily prevent a person from being appointed to any post, unless the offence debars the person. Where it is felt, however, that a recent or serious offence might mean that a person presents a risk to children or vulnerable adults, then that person should not be appointed. Discrimination, either in favour of or against those persons currently in employment who have disclosed their criminal record, is not permissible (unless the offence debars them) and such information is strictly confidential.

Disclosure information is only used for the specific purpose for which it was requested and for which the applicant’s full consent has been given.

When deciding whether to appoint (or shortlist) someone, consideration will be given as to whether the individual has the essential skills, knowledge and experience for the post. Only if the person meets this criteria should convictions be taken into account.

Disposal

Once the retention period has elapsed, we will ensure that any Disclosure information is immediately suitably destroyed by secure means, i.e. by shredding, pulping or burning. While awaiting destruction, Disclosure information will not be kept in any insecure receptacle (e.g. waste bin or confidential waste sack). We will not keep any photocopy or other image of the Disclosure or any copy or representation of the contents of a Disclosure.

However, notwithstanding the above, we may keep a record of the date of issue of a Disclosure, the name of the subject, the type of Disclosure requested, the position for which the Disclosure was requested, the unique reference number of the Disclosure and the details of the recruitment decision taken.

4.3 Dignity & Diversity at Work Policy



Purpose and Scope

The purpose of this policy is to support the Network's aim of providing a working environment that is free from all forms of discrimination and where all are treated with dignity and respect.

The policy applies to all employees and other workers within the Network, and unless otherwise stated all references to employees include potential employees, former employees, full-time and part-time employees as well as agency workers, temporary workers and contractors.

This policy does not form part of your terms and conditions of employment.

Policy Statement

We are totally committed to the principle of equal opportunities and to creating a working environment in which you are treated with dignity and respect, that is free from unlawful discrimination, victimisation or harassment on the grounds of:

- colour, race, nationality, national or ethnic origin;
- sex, marital or civil partner status or gender reassignment;
- disability of any kind;
- religion or similar belief;
- sexual orientation;
- pregnancy;
- HIV status;
- age; and
- trade union membership or non-membership.

Our commitment applies to all aspects of employment including:

- selection for vacancies;
- terms and conditions of employment;
- training, career development and progression;
- relationships between members of staff.

We take this policy very seriously. A breach of this policy is considered to be misconduct and disciplinary action, including dismissal for serious offences, will be taken against people who do not comply with it.

What is discrimination?

Broadly, a person has been discriminated against if:

- they have been treated less favourably than another person on any of the grounds set out above; or
- a procedure or practice places a group of employees at a disadvantage on any of the above grounds; or
- they have a disability and reasonable steps have not been taken to meet their needs.

What is harassment?

Harassment is unwanted conduct which violates a person's dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment for that person. It includes physical and verbal conduct and it can also be conduct of a non-verbal nature such as sending abusive e-mails, displaying offensive posters on the wall or uploading messages or photos onto websites. Harassment may be a single incident or persistent behaviour.

Harassment is unlawful where it is motivated by one of the grounds set out above but we include more general harassment within our definition. Although not exhaustive, the following are examples of types of behaviour that may amount to harassment:

- physical violence actual or threatened;
- physical or verbal abuse;
- threats;
- suggestive comments or gestures;
- offensive or intimidating gestures, language, gossip or jokes;
- insulting or abusive behaviour or comments;
- isolation or exclusion such as 'sending someone to Coventry';
- spreading malicious rumours;
- bullying;
- unreasonable persistent criticism or humiliation;
- unfair allocation of work or responsibilities;
- misuse of power or position.

What is sexual harassment?

Sexual harassment is one form of harassment. Generally it involves behaviour towards another, where the perpetrator knows or should know that the behaviour is unwelcome because it is offensive and is perceived to be of a sexual nature.

Although not exhaustive, the following are examples of types of behaviour that may amount to sexual harassment:

- Physical conduct of a sexual nature - unwanted physical conduct, including unnecessary touching, brushing against another employee's body.
- Verbal conduct of a sexual nature - unwelcome sexual advances, continued suggestions of social activity outside work after it has been made clear that this is unwelcome.

- Non-verbal conduct of a sexual nature - the display of sexually suggestive or pornographic pictures or the sending of sexually harassing messages or images through electronic mail, the internet or mobile phone.
- Sex-biased conduct - Conduct that denigrates, ridicules, is intimidatory or physically abusive of an employee because of their sex, marital status or sexual orientation.

Sexual harassment by someone of the same gender as the victim also amounts to harassment.

What is victimisation?

Someone is victimised where they suffer unfavourable treatment because they have, in good faith, made a complaint under this policy, acted as a witness or accompanied a complainant at a meeting.

Responsibilities – Working with the Network

It is your obligation to be sensitive about the impact that you have on others and behave in a way that supports our policy when dealing with everyone that you come into contact with as part of your employment with the Network. Our policy is not designed to discourage normal social relations among colleagues or with the public but aims to prevent discrimination, harassment and victimisation.

Our policy applies not only at the Network's premises but anywhere you are working as part of your employment with the Network. This includes any social occasions organised by the Network.

You must not instruct or aid someone to carry out an act of discrimination, harassment or victimisation or condone discrimination, harassment or victimisation by others. You have a responsibility to promptly report any such behaviour of which you become aware.

Responsibilities – As a Manager/Supervisor

In addition to your general responsibilities above, it is also your responsibility to apply this policy as part of your day to day management within the Network and to make sure that your team are aware of and complying with this policy.

Personal Liability

All workers should note that you may be held personally liable for some acts of harassment that you commit, encourage others to commit or that you do not deal with, prevent or report once aware of them. This can lead to your being required to pay compensation to a victim of harassment.

Complaints under this Policy

We encourage employees who have a complaint to raise this as promptly as possible as this is more likely to enable the facts to be established accurately and a successful resolution to be achieved. We aim to deal with all complaints as quickly as possible. The Network will take all complaints seriously and no employee who makes a complaint in good faith, or participates in an investigation or a complaint will be victimised for doing so.

We treat all complaints as confidential but it may be necessary to disclose certain information to other personnel or during disciplinary action. We will seek to act in accordance with the wishes of complainants and witnesses concerning their identity but cannot guarantee anonymity.

The Network will take a view on whether behaviour complained of amounts to harassment considering both the effect on the complainant and whether the behaviour complained of would reasonably be expected to have caused such an effect. This means that harassment may have taken place even if there was no intention to cause offence. It is also possible that an individual may find behaviour objectionable that the Network views as reasonable or legitimate.

Complaints that are not made in good faith and involve deliberate misuse of the above procedure may result in disciplinary action being taken against the complainant.

Informal Stage

You should consider whether it is appropriate to raise the matter directly with the person concerned in order to resolve the problem. If it is not, you should speak to your manager or if you feel unable to discuss the matter with your manager then you should discuss it with the Chief Executive Officer.

Following your discussion, you will be asked to choose one of the following options:

- agree that no further action is necessary;
- agree to discuss the complaint with the individual who is alleged to have caused offence to ask them to stop;
- put your complaint in writing to the person causing the problem;
- ask a friend or colleague to speak to the person on your behalf;
- ask your manager to help to resolve the matter through informal and/or discreet approaches; or
- raise a grievance about your concerns.

If you are not satisfied with an informal approach, a grievance can be made at any stage.

Formal Stage

If you prefer, you may use a more formal approach to resolving the problem by raising a grievance at Stage 1 of that policy. The formal procedure may be more appropriate in instances of serious complaint or where an attempt at informal resolution has not been successful. It is up to you to decide what the best approach is. Please be aware, however, that the Network has a duty to protect all its workers and may be obliged to pursue a complaint independently, if considered necessary and appropriate in all the circumstances.

The normal provisions of the grievance policy apply to a complaint regarding discrimination, harassment or victimisation including the right to be accompanied at a grievance meeting and to appeal the Stage 1 outcome. Your written grievance should be signed and dated and include full details of the behaviour complained of, the identity of the alleged harasser, any documentary evidence, witnesses and any action that has been taken to date.

Following receipt of your grievance the allegations will be investigated as carefully and discreetly as possible. This will involve hearing detailed accounts from all parties. Other members of staff may also be asked to provide information. Documents, e-mail and other evidence may be considered.

Where a formal investigation has been conducted and where it has been reasonably concluded that some form of discrimination, harassment or victimisation may have taken place, those responsible will be subject to our normal disciplinary policy. Action will not normally be initiated without the agreement of the complainant but there are some circumstances where the Network may need to pursue the matter formally. For example, if other people could be at risk if no action is taken.

The outcome of any disciplinary procedure will depend upon the circumstances. Consideration may be given to redeploying either the discriminator/harasser or the complainant if this is practicable. If redeployment is considered, the wishes of the complainant will be taken into account and the complainant will not usually be redeployed if they do not want to be.

Supporting Dignity & Diversity at Work

Special requirements relating to Equal Opportunities

We understand that people's needs at work are different and that some employees may have special requirements. For example, employees of a particular religion may need somewhere quiet to pray during their lunch break, need to take holiday on a particular day for a religious event, or need to have somewhere to store specially prepared foods. Alternatively you may have a disability and may feel that you need to have changes made to your workplace to help you do your job. Please speak to your manager if this is the case.

We will accommodate your requirements where it is possible and practical for us to do so but we cannot do so unless you let us know. Where you need particular time off, or are requesting a temporary change to your working hours, your manager is more likely to be able to accommodate this if you let them know well in advance.

Recruitment & Selection

The recruitment and selection process will be free from bias or discrimination. Recruitment will be managed objectively and decisions about suitability for vacancies will be based on specific and reasonable job criteria. The Network is positively committed to making reasonable adjustments for those who have a disability in the recruitment and selection process, or to enable someone to work with us.

Employment Conditions

Terms and conditions of employment, including pay and benefits, will be offered to employees fairly and consistently. Part-time employees will be provided with comparable employment conditions on a pro-rata basis to full-time employees unless different treatment is objectively justifiable.

Working after retirement age

The Network has a contractual retirement age of 65. Between six and twelve months before you reach the age of 65, the Network will advise you of your retirement date. The Network will also ask you, at that time, if you wish to put forward a request to continue working past this date. If you do, a meeting will be arranged to discuss this, at which you may be accompanied by a colleague. The Network views such requests positively and works on the basis that they will normally be approved. In the event, however, that your request is not accepted you will have a right to appeal this decision.

4.4 Sickness Absence & Well-being at Work Policy

Sickness Absence

Purpose and Scope

In managing sickness absence, the Network will seek to act consistently and to balance business and personal needs. This policy therefore has the objectives of:

- minimising disruption to the business;
- controlling short-term absence levels;
- supporting those on long-term absence;
- managing sickness absence with the provisions of the Disability Discrimination Act, Equal Opportunities and Health & Safety legislation in mind.

This policy applies to all employees. This procedure does not form part of your terms and conditions of employment

Principles

Disability. If you develop a disability or have had a disability in the past which is likely to recur and this could affect your ability to do your job safely or properly then you should inform your manager. The Network will then carry out a risk assessment and/or seek a medical report with a view to making any reasonable adjustments necessary.

Medical Report & Examination. The Network may request consent to obtain a medical report from your General Practitioner. The Network also reserves the right to require you to be medically examined by an occupational health practitioner in order to obtain a report providing guidance on your health in relation to your work. Either report may be sought notwithstanding that a Med.3 GP's certificate covers a period of absence. If you do not wish to co-operate in obtaining a medical report then any decision affecting your employment will be based on the information available at the time.

Reasonable Adjustments. Consideration will be given to reasonable changes to duties or working arrangements suggested by an occupational health practitioner. These may be on a temporary or long-term basis and will be implemented where such a change/s are necessary, practical and would facilitate attendance at work. This may include a phased return to normal working hours after a period of extended sickness absence.

Time off for medical/dental appointments. We appreciate that on occasions you may need to attend a medical or dental appointment during normal working hours, we will try to accommodate this but it will be unpaid unless agreed otherwise

beforehand. All absences must be discussed with your line manager, and try to give them as much notice as possible.

Reporting Sickness Absence

If you are unwell and unable to come to work, you must:

- Inform your manager or supervisor at the earliest opportunity and at the latest by 10.00am. If no-one is available to take your call when you ring in, then you must leave a message regarding your absence. It is expected that you will report your absence yourself and your manager may contact you directly where someone else has reported your absence on your behalf;
- Give a reason for the absence and an indication when a return to work is expected;
- Keep your manager informed of the progress of the illness and of the expected return to work date –
 - by the end of each shift/day (during the first four days of absence and then weekly thereafter);
 - the day before a GP's certificate is due to end.
- On the first day of returning to work complete the 'Sickness Self-Certification' form and give this to your manager. Copies of the form are held by manager's in all workbases;
- If your absence lasts for more than seven days (including any Saturday or Sunday) a Med.3 GP's certificate for this further period should be promptly sent to your Manager. Further certificates should be sent to arrive within 48 hours of the expiry of the previous certificate. If you wish the nature of the illness to remain confidential the certificate may be sent to the Chief Executive Officer;
- An informal, confidential return to work interview may be provided by a manager on your return to work or you may request this. This provides an opportunity for you to advise your manager of any medical, personal or work-related problems that may be contributing to absence from work. The Network may be able to offer support to assist you in resolving or coping with such problems.

Note: Giving misleading or false information is a very serious matter and will be treated as a disciplinary issue which may, in certain circumstances, constitute gross misconduct.

Statement of Fitness for Work ('Fit Note')

Where an Employee is provided with a fit note that states that the Employee is fit to work if the advice provided on the form is followed the Network will give this consideration. The options that may be suggested by a GP include: phased return to work, altered hours, amended duties and workplace adaptations.

If the Network cannot accommodate the fit note recommendations, the employee will remain absent from work due to sickness and any entitlement to SSP and/or

contractual sick pay will be paid. The Network may not be able to meet the fit note recommendations because of lack of availability of the required work, sector specific safety guidelines or regulations or other practical considerations

If the Network can accommodate the fit note recommendations then the employee will be paid for hours worked only, unless another arrangement is specifically agreed and confirmed in writing. The Employee may be entitled to SSP if the relevant conditions are met (e.g. waiting days, PIW etc.) and this will be checked. the Network may undertake a written risk assessment, require a medical report, or speak to its insurer before agreeing to an Employee working these circumstances. The Line Manager will monitor the return to work and may review this with the Employee if any issues arise.

Sick Pay

Statutory Sick Pay: Your entitlement to payment during sickness absence is limited to what you may be entitled to under the statutory sick pay (SSP) scheme. Where SSP is payable, it will be paid in accordance with current Inland Revenue rules, including those on qualifying conditions. Payment of SSP is conditional on your complying with the current requirements of the SSP scheme and our reporting and certification procedure as stated above and in the company's 'Absence Policy'. Further information on SSP can be found at www.hmrc.gov.uk and at www.dwp.gov.uk.

Circumstances affecting payments

- If either the notification or certification requirements are not met then the Network may withhold sick pay;
- If your absence is due to an accident caused by the negligence of a third party, and you have grounds for a claim against that third party, sick pay will only be paid to you as a loan on condition that you seek to recover the sums paid to you as part of any claim against the third party and reimburse the Network from any sums recovered. Where a claim is settled for less than the full amount of your claim, or you do not recover the full amount, you will only be required to reimburse the Network to the amount recovered. You will not be required to reimburse the Network in the event that your claim is unsuccessful;
- Employment may be terminated before a staff member has exhausted any Statutory Sick Pay or other state benefit to which they may be eligible, where the applicable procedure within this policy has been followed, or a fixed-term contract comes to the end of its term, or the contract is terminated due to misconduct.

Short-Term Absences

Review Meeting

If you have a high level of short-term absences, a review meeting may be held with a manager. The Network will adopt a consistent approach to the level of absence leading to a review meeting.

The meeting will include:

- Reviewing the absence record & reasons for absence;

- Discussing medical, personal or work-related factors affecting absences;
- Considering measures that you or the Network can take to assist a reduction in absences
- Determining a level of improved attendance within a timescale & informing you of likely action if this standard is not met.

A filenote will confirm the content of the meeting and be retained on the personnel file. If the expected standard is not met formal action will be taken.

Absence Warning Procedure

If Network expectations have not been met you will be invited in writing to a disciplinary meeting, the outcome of which may be a warning. The invitation will include relevant supporting evidence. At such a meeting the right to be accompanied by a fellow staff member or trade union representative applies.

The disciplinary meeting will cover the level & reasons for absences and provide you with opportunity to explain. If additional issues emerge then the meeting may be adjourned while further investigations take place.

First Absence Warning

If Network expectations are found not to have been met a first absence warning will be issued and recorded on the personnel file. The warning will state an expected level of improvement and timeframe within which this should be met. If attendance improves the warning will be disregarded for future disciplinary purposes but retained on the personnel file.

Final Absence Warning

If Network expectations continue not to be met a further disciplinary meeting may result in a final absence warning issued as stated for a first absence warning. If expectations are still not met after a final absence warning, a capability meeting will be held as detailed in the 'Capability (Sickness Absence) Meeting and Appeal process' of this policy.

Appeal

A warning may be appealed if a staff member wishes, by raising a Stage 2 Grievance (c.f. the Grievance Policy). The appeal must be sent in writing to the Managing Director within 7 days of receipt of the warning.

Note

A meeting or hearing may be held irrespective of whether absences are fully certified or not. At any point in this procedure the Network may request a medical examination and report. A Personnel Adviser may be asked to attend any meeting within this procedure.

Long-term absence

If you have a long term or recurring health condition, the circumstances will be looked at on an individual basis. To assist this process, either before or after a formal review meeting, a medical report will be requested to aid in understanding:

- The nature of the illness;
- Its likely duration;
- The staff member's capacity for employment;
- Steps which may facilitate a return.

Formal Review Meeting

The aim of such a meeting is to review the current circumstances and arrive at an appropriate outcome. This modified procedure is used as an alternative to formal warnings which would be inappropriate in these circumstances. There may well be a number of such meetings. At such a meeting you have the right to be accompanied by a fellow employee or trade union representative. A manager will be present at the meeting and a Personnel Adviser may also be asked to attend.

The outcome of such a meeting will vary but may include one or more of the following:

- To seek further medical or other advice;
- To commence a facilitated return to work (e.g. staged return, trial period);
- To search for a redeployment opportunity;
- To start a re-training programme;
- Ill-health retirement;
- Mutual agreement to terminate the employment;
- Setting a date for a formal capability hearing.

The Network's aim is to support all employees who have a disability and to examine thoroughly reasonable adjustments which may facilitate a return to work in your current or an alternative role if one is available.

Capability (Sickness Absence) Meeting and Appeal Process

Capability (Sickness Absence) Meeting

The purpose of a capability meeting is to review the relevant facts and to decide whether or not to dismiss you on grounds of capability due to ill-health. Such a meeting will take place where:

- in the case of short-term absences, where warnings have not resulted in an expected improvement;
- in the case of long-term absence a review meeting/s has led to the conclusion that there may be no reasonable alternative to dismissal.

At such a meeting you have the right to be accompanied by a fellow employee or trade union representative. A manager or the Chief Executive Officer will be present at the meeting and a Personnel Adviser may also be asked to attend. If a decision is taken to dismiss, this will be confirmed in writing stating; the reason for the dismissal, the date the employment will terminate, notice period arrangements and the right of appeal.

If you decide to appeal the decision and the appeal is still in process at the termination date, the termination of employment will still take effect. Should the appeal result in reinstatement then there will be deemed to have been no break in service.

Appeal Process

You have the right to an appeal against a decision to dismiss resulting from a capability meeting. The letter confirming the dismissal will state to whom an appeal may be made. The appeal must be received by the specified manager within 7 days of your receipt of the letter confirming dismissal: it must be in writing and state the grounds of appeal. The outcome of the appeal will be either to confirm the dismissal or to reinstate you. The outcome will be notified to you as soon as possible and the decision will be final.

Well-being at Work Policy

Purpose and Scope

The aim of this policy is to clarify the Network's commitment and legal obligations to your wellbeing and to set out the services available to you to help maintain your health and wellbeing. This policy applies to all employees of the Network.

Our Obligations

The Network has legal obligations to all employees under the Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations 1999 to ensure the health of our employees at work. We are committed to creating a working environment that minimises the risk to your health.

In line with the Health and Safety Executive (HSE) recommendations, this means ensuring that the demands of your job are clear, reasonable and you are adequately trained and supported to undertake your role. It means doing our best to give you as much control as possible over how your work is planned and carried out and dealing promptly with issues such as unacceptable behaviour by colleagues.

Your Obligations

Ultimately, you have primary responsibility for your own health and wellbeing. It is up to you to take reasonable care of yourself and to let us know about any aspect of work or your working environment which may be affecting your health.

Assistance Available

If you feel that you need additional support or guidance to maintain your wellbeing at work, there are a number of things you can do:

- In the first instance you should talk to your manager or to the Chief Executive Officer of the Network. This will allow you to raise concerns about your volume of work, some training that you may need or to discuss any personality issues within the team
- If you wish to speak to someone outside the Network, you may consider speaking to a trusted family member or friend, to your General Practitioner or to an advisor at your local Citizens Advice Bureau.
- As a last resort, if the cause of your problem is a colleague or manager, and no other avenues of resolution have been successful, you may wish to refer to the Network's grievance policy.

4.5 Work- Life Balance Policy



Purpose and Scope

Time is a valuable resource both for the business and for each of us in managing the different commitments of our lives. This policy communicates the different ways in which the Network can support you by providing time for you to meet responsibilities to family, dependents and the community or to achieve personal goals. We hope that in doing so this will help you to plan for your commitments outside of work. We aim to deal with all requests under this policy in a fair and consistent way.

The policy also explains to whom, and when, you need to make requests for time off so as to take advantage of these benefits while satisfying legal requirements for notice and providing information to your employer. If there is at any point a discrepancy between our provisions and the statutory rules, then the statutory rules will apply.

This policy is non-contractual and does not form part of your terms and conditions of employment.

Summary of different forms of time-off work and flexible working

Holiday
Medical & Dental Appointments
Maternity Leave & Pay
Paternity Leave & Pay
Adoption Leave & Pay
Parental Leave
Emergency Leave for dependents
Compassionate Leave
Public Duties
Requests for flexible working

Complaints about application of this Policy

If you feel that any aspect of our Work-Life Balance Policy has not been fairly followed or that you have suffered a detriment as a result of a request or taking leave under this policy then you should raise this through the Grievance Policy.

If in making a request or taking leave under this policy you have intentionally misled the Network about your entitlement this may lead to disciplinary action.

Holiday

Eligibility	Application Process	Provision	Pay during this period	Notes
All employees	<p>Your manager's agreement is required on the holiday request form, before annual leave is taken.</p> <p>Please provide 1 week's notice for 1-2 days holiday and 1 month for over 3 days holiday.</p> <p>Holiday may only be taken as it is accrued in the first year of service, unless agreed otherwise with your manager.</p>	<p>28 days per year (including Bank & Public Holidays) unless your contract states otherwise. Pro rata if part-time. 3 days to be taken over the Christmas period.</p> <p>The leave year runs from 1 April each year.</p> <p>If you fall seriously ill or sustain a serious injury while taking annual leave, certified by your GP, CMN may at its discretion reinstate this leave entitlement.</p>	Basic salary	<p>For employees working hours based around school term-times, holiday should normally be taken outside term time.</p> <p>An office close down takes place between Christmas Day and New Years Day and three days annual leave will need to be allocated to this period of time.</p> <p>Holiday entitlement may not be carried over to a subsequent leave year; it must be taken in the year that it accrues.</p> <p>No more than two weeks paid annual leave may be taken at any one time without prior written agreement of the CEO.</p>

Medical & Dental Appointments

Eligibility	Application Process	Provision	Pay during this period	Notes
<p>All employees</p> <p>Employees with care responsibilities for dependents.</p>	Provide as much notice to your manager as possible.	Employees are requested to try and minimise disruption to the working day as much as possible by scheduling such appointments at the beginning or end of the day.	Time-off for medical or dental appointments is UNPAID, unless your manager agrees beforehand that you make up the hours or that you will be paid (appointments for employees only and not dependents).	Your manager may ask you for evidence of an appointment, such as an appointment card from your surgery.

Maternity Leave & Pay

Eligibility	Application Process	Provision	Pay during this period	Returning to Work	Notes
<p>Pregnant employees, full or part-time, irrespective of length of service</p>	<p>You should advise your manager of your pregnancy at an early stage, so that a risk assessment can be undertaken.</p> <p>You should also provide a MATB1 form (available from your midwife) and the date you wish your maternity leave to commence.</p> <p>28 days notice needs to be given of the date SMP will be payable from.</p>	<p>The Network will write to you when advised of your pregnancy and when you provide your MATB1 form, to advise you in detail of your entitlements etc.</p> <p>Maternity Leave Maximum entitlement is 26 weeks ordinary maternity leave (OML) and 26 weeks additional maternity leave (AML). Maternity leave can start from the 11th week before the expected week of childbirth ('EWC').</p> <p>Ante-Natal Classes We provide reasonable paid time off work to attend antenatal appointments. You must obtain prior authorisation to attend these appointments from your manager.</p>	<p>If you meet the qualifying conditions for Statutory Maternity Pay (SMP): up to 39 weeks. These conditions include that you must normally have 26 weeks continuous service by the qualifying week (15th week before EWC).</p> <p>First 6 weeks SMP is payable at 90% of average weekly earnings. The remaining 33 weeks are paid at the statutory rate. SMP is subject to tax and national insurance deductions.</p> <p>During OML and AML all terms & conditions of employment continue to apply (including contractual holiday), except for those relating to salary. If you require further information about this please speak to your manager.</p> <p>If you return to work with CMN after a period of maternity leave (whether ordinary or additional leave), you will be entitled to receive a return to work bonus. The bonus will £3,000 and will be subject to deductions for tax and NIC. You may elect to receive your return to work bonus at any time up to three complete calendar months after your return to work. If you cease work with CMN within three months of returning to work, having received your return to work bonus, you will be required to repay the full amount.</p>	<p>You do not need to give notice to return to work at the official end of the maternity leave period. However, if you intend to come back earlier you must provide at least 8 weeks notice of this.</p> <p>If you do not wish to return to work, you should give the notice required by your contract.</p> <p>You are normally entitled to return to work in the same capacity in which you were employed prior to your maternity leave. If this is not reasonably practicable we will discuss this fully with you. You may be offered a suitable alternative position on terms and conditions which are no less favourable.</p>	<p>The Network may keep in 'reasonable contact' with you, whilst you are on maternity leave.</p> <p>'Keeping in touch days' We may ask you, or you may ask us to come into work whilst you are on maternity leave for a day (maximum 10 days in this period).</p> <p>This will not affect your SMP or Maternity Allowance period. This may only take place after at least 2 weeks following childbirth.</p> <p>This is to keep you in touch with work or to provide update training. You do not have to take up a request to come into work nor does the Network have to agree any request that you may make to come in for a keeping in touch day.</p>

Paternity Leave & Pay and Additional Paternity Leave

Eligibility	Application Process	Provision	Pay during this period	Notes
<p>For ordinary paternity leave, male or female employees. Employees that expect to have responsibility for bringing up the child. They could be the biological father of the child, married to or partner to, the child's mother or adopter. A partner is defined as a person of the same or opposite gender living with the mother or adopter in an enduring relationship but who is not a relative. Employees must have 26 weeks continuous service by the qualifying week (15th week before EWC) or if the child is adopted ending with the week you were notified by the adoption agency of the approved match.</p> <p>For additional paternity leave ('APL'), the same criteria as above where the EWC, or the week in which notification of a match for adoption is received is on or after 3 April 2011. Employment must have remained continuous until at least the week before APL is due to commence. The right to APL can only apply when the mother or adopter has returned to work following an entitlement to SML, SAP, SMP, SAP or maternity allowance.</p>	<p>For ordinary paternity leave, the Employee should notify their Line Manager of:</p> <ul style="list-style-type: none"> • the date he/she wishes his/her paternity leave to start; • its duration (one week or two); • the EWC or expected date of placement; <p>by or before the 15th week before EWC (see note in provisions section).</p> <p>Alternatively within 7 days of notification from the adoption agency of the approved match.</p> <p>The Employee can vary the start or duration of his/her paternity leave by providing 28 days notice (6 weeks for APL) in writing or as soon as practicable. Employees should note that a delay in notifying the Network of a change could affect their entitlement.</p> <p>For APL, 8 weeks written notice must be given stating:</p> <ul style="list-style-type: none"> • the EWC or date of notification of match; • actual date of birth or placement; • requested date for start and end of leave. 	<p>For ordinary paternity leave, the Employee may take 2 weeks for each child (maximum two weeks even if more than one child born at same time or placed for adoption at the same time).</p> <p>The Employee may take 2 consecutive weeks or 1 week paternity leave, but not 2 separate 1 week blocks of leave. Paternity leave can be taken from the date of the birth or placement but not before then or at a predetermined within 56 days the EWC or birth (whichever is later) or placement for adoption.</p> <p>APL can start at the earliest from 20 weeks after the date of the birth and end no later than 12 months after that date. It can be of up to 26 weeks duration in one continuous period (minimum of one week).. APL brings the linked maternity leave to an end and the Network will require both an employee and child's mother (or adopter) declaration as evidence of this.</p>	<p>Statutory Paternity Pay (SPP) To qualify for SPP an Employee's earnings must be above the lower earnings limit for paying NI contributions and the Employee must meet the eligibility requirements.</p> <p>Normal weekly earnings are calculated as average pay over the eight weeks before the 15th week before EWC or before the week in which the Employee notified of the approved match (adoption). SPP is subject to deductions for income tax and NI contributions. During paternity leave all terms & conditions of employment continue to apply, except for those relating to wages and salary.</p> <p>Employees may be able to take SPP during additional paternity leave by transferring the balance of the mother/adopter's entitlement to the father (so long as the balance is a minimum of two weeks).</p>	<p>If claiming paternity an Employee may not also claim maternity or adoption leave. [company name] will require self-certification for requests for paternity leave/pay confirming the connection to the child, the responsibility for upbringing of the child and that the leave is for this purpose. For APL a signed declaration from the mother/adopter will also be required. Further information may be needed to verify the request.</p> <p>'Keeping in touch days' The Network may ask the Employee, or the Employee may ask the Company to come into work whilst he/she is on APL for a day or part-day (maximum 10 days or part days in this period). This will not affect the Employee's APP period. This is to keep the Employee in touch with work or to provide update training. The Employee does not have to take up a request to come into work nor does the company have to agree any request that the Employee may make to come in for a keeping in touch day.</p>

Adoption Leave & Pay

Eligibility	Application Process	Provision	Pay during this period	Returning to Work	Notes
<p>All employees.</p> <p>The 'adopter' must be adopting a child under the age of 18.</p> <p>If a couple have adopted: one may choose to take adoption leave and the other will be entitled to paternity leave.</p> <p>Stepparent and foster parents are not entitled to adoption leave.</p> <p>You must have 26 weeks continuous service by the end of the week in which the adoption agency notified you of the approved match.</p>	<p>Notify us in writing within 7 days of receiving notification from the adoption agency of having been matched with a child for adoption.</p> <p>You should state:</p> <ul style="list-style-type: none"> o The date you expect the child to be placed with you; o When you want your adoption leave to start. <p>If you are also claiming Statutory Adoption Pay ('SAP') you should also state:</p> <ul style="list-style-type: none"> o The date SAP is to commence; o The name & address of your adoption agency; o The date you received notification of the match; o Include a declaration that you meet the requirements to claim SAP and confirming that you are not claiming Statutory Paternity Pay. <p>If claiming SAP this letter should be given at least 28 days before you would like SAP to commence.</p>	<p>The Network will write to you to advise you in detail of your entitlements etc. on receipt of your application for adoption leave / SAP.</p> <p>Adoption Leave</p> <p>Maximum entitlement is 26 weeks ordinary adoption leave (OAL) and 26 weeks additional adoption leave (AAL).</p> <p>OAL can begin up to 2 weeks before the expected date of placement or from the day of placement.</p>	<p>Statutory Adoption Pay</p> <p>To qualify for SAP your earnings must be above the lower earnings limit for paying NI contributions and you must meet the eligibility requirements. If you meet the requirements for Statutory Adoption Pay (SAP): up to 39 weeks.</p> <p>The rate of SAP is the lesser of 90% of average weekly earnings or the set rate of SAP. SAP is subject to tax and national insurance deductions. During OAL and AAL all terms & conditions of employment continue to apply (including contractual holiday), except for those relating to salary.</p>	<p>You do not need to give notice to return to work at the official end of the adoption leave period. However, if you intend to come back earlier you must provide at least 8 weeks notice of this.</p> <p>If you do not wish to return to work, you should give the notice required by your contract.</p> <p>You are normally entitled to return to work in the same capacity in which you were employed prior to your adoption leave. If this is not reasonably practicable we will discuss this fully with you. You may be offered a suitable alternative position on terms and conditions which are no less favourable</p>	<p>We may ask you to confirm some details about the adoption, including one or more documents from the adoption agency.</p> <p>Adoption leave is per placement, so if more than one child is adopted as part of the same placement, the leave entitlement remains the same.</p>

Parental Leave

Eligibility	Application Process	Provision	Pay during this period	Returning to Work	Notes
<p>All employees.</p> <p>You need to be a parent, adoptive parent or to have acquired formal parental responsibility for a child.</p> <p>Qualifying Period</p> <p>You may take parental leave within 5 years of the child's birth date (or until the child's 18th birthday if the child is disabled). An adoptive parent may take parental leave within 5 years of the date of placement or the child's 18th birthday whichever is the sooner.</p>	<p>Write to your manager requesting parental leave & providing 21 days or more notice (or of the expected week of child birth or placement)</p> <p>We will write to you within 7 days to let you know whether your request has been approved. If it would cause undue business disruption to approve your request, it may be postponed, for up to 6 months. However, you will then be able to take a period of leave, of the same duration, within the following 6 months.</p>	<p>You may take up to 13 weeks parental leave during the qualifying period. (Pro-rata for part-time members of staff). Parents of a disabled child may take up to 18 weeks parental leave in the qualifying period.</p> <p>Leave may be taken in blocks of 1 week: up to a maximum of 4 weeks in any one leave year. Parents of a disabled child may take parental leave in blocks of 1 day or more.</p>	<p>Parental leave is UNPAID.</p> <p>Statutory working time holiday will continue to accrue during a period of parental leave.</p> <p>During parental leave your contract of employment remains in existence but only certain terms and conditions continue to apply, amongst these for example are notice requirements, confidentiality and restrictive covenant obligations. If you require further information about this please speak to your manager.</p> <p>Continuity of service is preserved during and on returning to work from a period of parental leave.</p>	<p>You will be reinstated in your previous job unless:</p> <ul style="list-style-type: none"> ○ The period of parental leave exceeds 4 weeks; ○ It follows immediately on from additional maternity or adoption leave (or some types of consecutive periods of related leave). <p>In these circumstances you will be reinstated in your previous job unless this is not reasonably practical: in which case we will find another job which is suitable and appropriate for you in the circumstances on no less favourable terms & conditions.</p>	<p>A disabled child is defined as one for whom a Disability Living Allowance has been awarded.</p> <p>We may make enquiries about parental leave already taken with a previous employer.</p> <p>The right to parental leave is additional to maternity, adoption, paternity pay & leave.</p>

Emergency Leave for Dependents

Eligibility	Application Process	Provision	Pay during this period	Notes
<p>All employees.</p> <p>A dependent is your spouse or civil partner, child, parent or a member of your household (but not someone living with you because they are an employee, tenant, lodger or border).</p> <p>In the case of illness, injury or assault: someone who reasonably relies on you for assistance or arranging care in such a situation.</p>	<p><u>As soon as reasonably practicable</u> you should inform your manager that you are going to or are taking time off for this purpose. You should at the same time inform them how long you expect to be absent.</p>	<p>This leave is to allow you to deal with unexpected and sudden situations for a dependent. It is intended to allow you to deal with the immediate problem only.</p> <p>Such situations are:</p> <ul style="list-style-type: none"> ○ Providing assistance if a dependent is ill, gives birth, is injured or assaulted; ○ Making provision for the care of a dependent who is ill or injured; ○ Due to the unexpected disruption or termination of care arrangements for a dependent; ○ Due to an unexpected incident involving your child when an educational establishment is responsible for them. 	<p>Leave for a dependent is UNPAID, unless your manager authorises it as paid time off.</p>	<p>We may ask you to take another form of leave if we believe that the time being taken under this policy is beyond what is necessary to resolve the immediate situation.</p>

Compassionate Leave, Public Duties & Jury Service

Eligibility	Application Process	Provision	Pay during this period	Notes
<p>All employees.</p> <p>To respond to the death, serious illness or severe distress of an immediate member of your family.</p>	<p>Speak to your manager as soon as possible.</p>	<p>Up to 3 days compassionate leave.</p>	<p>Basic salary will continue to be paid.</p>	<p>We will consider providing a further period of unpaid leave if requested.</p>
<p>All employees</p>	<p>Discuss any public duties you are considering entering into with your manager. You should gain written approval for taking up such duties (or continuing with them on joining the Network) from your manager.</p>	<p>You are expected to provide your manager with adequate notice of these duties and to make every effort to make up any time spent on public duties.</p>	<p>Leave for public duties is unpaid.</p>	
<p>All employees</p>	<p>If called to Jury Service you should inform your manager as soon as possible. If necessary a request may be submitted to be excused.</p>	<p>You will need to submit a Loss of Earnings Form from the Court and claim any allowances or expenses to which you are entitled.</p>	<p>Leave for Jury Service is UNPAID by the Network.</p>	<p>You should attend work on days or half days when you are not required at Court.</p> <p>If required to attend Court as a witness you will be asked to take as annual leave or unpaid leave may be authorised by your manager.</p>

Flexible Working Requests

Eligibility	Application Process	Provision	Notes
<p>All employees, whether currently full or part-time. An Employee must have 26 weeks continuous service.</p> <p>A request must be in order to facilitate care of:</p> <ul style="list-style-type: none"> ○ A child aged under 18; ○ A spouse, partner, civil partner or near relative or living at the same address as the Employee. <p>If the request is to care for a child the Employee must be the mother, father, adopter, guardian or foster parent or be married to or the partner of one of the aforementioned. Additionally the Employee must expect to be responsible for the upbringing of the child.</p> <p>Only 1 request for flexible working may be made in a 12 month period.</p>	<p>The Employee should discuss his/her request with their Line Manager in the first instance. Thereafter if he/she decides to make a formal application he/she will need to complete the Company's 'Flexible Working Request Form'.</p> <p>Within 28 days either the Employee's request will be approved or he/she will be invited to a meeting to discuss the changes he/she has requested. The Employee may be accompanied at such a meeting by a colleague. He/she will then be advised of a decision within 14 days of the meeting (or if there will be a delay he/she will be kept informed and an alternative timescale agreed with him/her).</p> <p>The decision may be to agree the Employee's request, suggest an alternative or his/her request may be refused. If the Employee's request is refused the Company will tell the Employee why this is.</p> <p>If the Employee's request is refused he/she may appeal this decision by writing to their Line Manager within 14 days of the date the Employee was informed of the decision. A further meeting will be arranged (unless the request is agreed at that point) within 14 days and a decision will be given to the Employee within the following 14 days. The Employee may be accompanied by a colleague at an appeal meeting. The outcome of the appeal meeting is final.</p>	<p>An Employee may request a change in the hours he/she works, the times that he/she works and whether he/she works (and for what balance of working time) at home or on the business premises.</p>	<p>The Company will consider any request made carefully and in a non-discriminatory manner. In considering an Employee's request the Company will take into account the need to achieve business objectives and the impact on other team members of the proposed changes.</p> <p>There may be a trial period of a new arrangement before a final decision is made or the new arrangement may apply for a time limited period.</p>

Adverse Weather Policy

Extreme Weather Conditions

During the winter months, or periods of serious flooding, extreme weather may seriously delay or prevent you from attending work. Whilst we expect each other to make all reasonable effort to attend, there may be some occasions where this is not possible. This may be due to road closures or a lack of public transport due to prevailing weather conditions. For this reason, we have introduced an “Adverse Weather Policy”, which will take effect immediately. It will apply to all staff and managers.

Employee Options

During severe weather, you have no automatic legal entitlement to remain at home on full or reduced pay. Instead, you have the following options available to you:

- *Annual leave.* If you're unable to attend work, you may choose to take this time as annual leave.
- *Unpaid leave.* An alternative is to take this time as unpaid leave. If you do this, your annual leave allowance will remain unaltered.
- *Toil.* If have toil, you may use any extra hours already accrued to cover your period of absence.
- *Overtime.* Depending on the nature of your job role, it may be possible to make up this time, e.g. to work an extra hour a day. If you wish to pursue this as an option, you should discuss it with your line manager first.
- *Homeworking.* It may be possible for you to work from home during a period of severe weather. This will depend on the nature of your job role and the availability of computer, e-mail and Internet access. If you wish to consider this as an option, it should be discussed with your line manager in advance.

Call-in Procedure

All staff are expected to telephone their line manager to let them know if they are going to be delayed, or unable to attend work. This should be done before 10am in the morning. You should also be prepared to explain what efforts you have made to get in to work.

Line Manager Responsibility

It is the responsibility of line managers to ensure that they note the nature and duration of any leave which has been taken. This needs to be done as soon as possible.



4.6 Information & Computer Technology (ICT) Use Policy

Purpose & Scope

The aim of this policy is to raise awareness of the responsibilities that exist in using the Network's systems, equipment and data.

It applies to all employees, workers and contractors who use or have access to the Network's data, ICT systems and equipment.

Processing of personal data is regulated by the Data Protection Act 1998. The Network also states its intention and reminds all working under this policy to comply with the Regulation of Investigatory Powers Act 2000, the Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000, Computer Misuse Act 1990 and the Human Rights Act 1998.

Computer/Electronic Equipment Access

You are responsible for ensuring that computer and electronic equipment allocated for your use is not accessed by anyone else other than in accordance with this Policy. You must ensure that when your computer terminal (or any electronic device containing Network information) is unattended you are logged out so as to prevent unauthorised use.

If you are issued with a laptop, blackberry or wi-fi enabled equipment it is your responsibility to ensure that these devices are kept secure at all times and the information on them kept confidential. You should be particularly vigilant when travelling with such equipment or when it is used outside the office, to ensure its security from theft, eavesdropping or downloading of data from the device.

Network procedures should be followed and system protection always enabled, so that viruses are not imported or the security of Network ICT systems compromised. Passwords must be used at all time to ensure secure access to ICT devices. Such passwords should be kept confidential, not be obvious and should be updated regularly.

You must not access others' computers nor seek to gain access to information which is beyond that to which you have been authorised access. The Network's ICT system contains information and data confidential to the business, some of which is subject to data protection legislation.

Use of the Internet & Email

This policy covers the use of laptops and portable computing devices as well as the Network's office based computing resources. All Network ICT systems & resources may be monitored and breaches of this policy will result in disciplinary action up to and including dismissal.

Use of Internet

Internet access facilities provided by the Network or available from laptops or other portable computing devices are solely for business use: no personal use of the internet is permitted from these facilities within or outside working time.

Unless expressly authorised by your manager you should not commit the Network to purchasing goods or services on-line. If it is an express part of your employment responsibilities to purchase goods and services then this responsibility must be exercised within the parameters and financial limitations agreed with your manager.

You may join on-line professional interest groups directly relevant to your work with your manager's permission. Any subscription service will need to be authorised, if it is not an express part of your duties to set up such subscriptions.

You must comply with any relevant licence terms and conditions when copying or downloading material from the internet.

For the avoidance of doubt, in using the internet for business purposes the following are prohibited:

- Sending, accessing, displaying, downloading, copying or circulating any information which contains or is directly related to:
 - Pornography (including child pornography) or sexually oriented images;
 - Gambling
 - Gaming (playing computer games);
 - Promoting unlawful discrimination of any kind;
 - Threats, including threats of violence;
 - Fraud or other illegal acts;
 - Offending or showing disrespect to others
 - Unauthorised copyrighted material including music.
- Accessing, downloading, displaying or distributing material which brings the Network into embarrassment, disrepute or damages its interests or could be regarded as immoral, offensive or illegal. This includes use of blogs and participating in message rooms;
- Downloading or email texting copyright material (in any format) unless it is definite that the owner of the material permits this;
- Generating spam or piracy, participating in chain letters;

- Disclosing confidential information or trade secrets or making misleading, false or defamatory statements;
- Creating a hyperlink between the Network's website and another website.

If you do access inappropriate material by accident you should report this immediately to your manager so that this can be taken into account in any monitoring reports of ICT usage that the Network receives.

The Network will report to the police if the internet facility is used for what appears to be the intentional accessing or exchange of images of child pornography or other unlawful material. The Network shall not be liable for any consequences of personal use of its internet facilities.

Use of Email

Care should be taken when using the Network's email facilities that the Network's reputation is not compromised and that messages are sent with the appropriate level of formality. You should bear in mind that emails have an equivalent status in law to written documents and may be disclosed for the purposes of litigation. Emails can give rise to legally enforceable contracts and you should therefore ensure that you are properly authorised before any agreement is entered into via the email system.

Before sending an email message you should review its contents and consider the implications and potential reactions of the recipient. Such communications should not be sent in haste or with the intention of enflaming a confrontational situation. When you forward messages check that their contents are suitable to be read by the new recipient. Caution must be exercised when opening messages from unknown external sources, or when the message or attachment appears for any reason suspicious. If you suspect a virus has been downloaded you should report this to your manager and/or computer support immediately.

The Network's email disclaimer signature relating to confidentiality, viruses, mistaken receipt etc., should always be used. Email contact lists are the property of the Network even if created by you. You may not copy or remove any contact list for use outside the organisation without the written permission of your manager.

Personal use of email at work is not permitted for any reason. Personal use of email at work will be considered a disciplinary matter and in some circumstances could be considered gross misconduct.

Reasonable personal use of email is permitted provided that:

- This is outside of working time;
- It is not impeding the effectiveness or productivity of the Network;
- It is not for commercial purposes;

Email must not be used to send, access, display, download, copy or circulate any information which contains or is directly related to:

- Pornography (including child pornography) or sexually oriented images;
- Gambling
- Gaming (playing computer games);

- Promoting unlawful discrimination of any kind;
- Threats, including threats of violence;
- Fraud or other illegal acts;
- Offending or showing disrespect to others
- Unauthorised copyrighted material including music.

The Network will report to the police if the email facility is used for what appears to be the intentional accessing or exchange of images of child pornography or other unlawful material. The Network shall not be liable for any consequences of personal use of its email facilities.

Use of Social Network Sites

Introduction

The use of online social networking sites has become a very significant part of life for many people. They provide a very positive way to keep in touch with friends and colleagues, and can be used to exchange ideas and thoughts on common interests, both personal and work-related.

Social networking applications include, but are not limited to:

- Blogs, for example Blogger;
- Online discussion forums, such as Ning;
- Collaborative spaces, such as Wetpaint;
- Media sharing services, for example YouTube;
- 'Microblogging';
- applications, for example Twitter.

Many of the principles of this policy also apply to other types of online presence such as virtual worlds and RSS aggregation services.

Purpose

The purpose of this policy is to ensure:

- that the Network is not exposed to legal risks;
- that the reputation of the Network is not adversely affected;
- that our users are able to clearly distinguish where information provided via social networking applications is legitimately representative of the Network.

Policy

If an employee's personal internet presence does not make any reference to the Network and the the Network cannot be identified, the content is unlikely to be of concern to the Network. If employment at the Network is referred to then the information posted would need to comply with the employment conditions outlined below.

- If an employee wishes to initiate a social networking site or already has one in place, please use a disclaimer that protects the Network, e.g. 'These are my personal views and not those of the Network or my employer';

- the Network's logo and other brand materials should not be used on personal social networking applications unless this has been agreed in writing with the Network;
- An Employee should not disclose confidential information relating to his/her employment with the Network;
- Site should not be used to verbally abuse colleagues, managers, directors, suppliers, clients, customers or those associated with the Network. Privacy and the feelings of others should be respected at all times, for example, by obtaining the permission of individuals before posting contact details or pictures. Care should be taken to avoid language which could be deemed as offensive to others (c.f. the Dignity & Diversity at Work Policy);
- If information on a site raises a cause for concern with regard to conflict of interest, Employees should raise the issue with their Line Manager. If approached by a media contact about content relating to the Network, Employees should advise their Line Manager before taking any action;
- Sites should not be used for accessing or sharing illegal content;
- An individual is free to talk about the Network. However instances where the Network is brought into disrepute may constitute misconduct or gross misconduct and disciplinary action will be applied in these circumstances.

4.7. Customer Care and Network Resources Policy



Customer care

Purpose and Scope

To detail Cornwall Marine Network (CMN) processes for dealing with all customers. This procedure applies to staff members, Board members, contractors and temporary staff in relation to all Network activities.

Responsibility

Chief Executive Officer (CEO)
Staff members
Board members

The CMN CEO, Staff and Board members will:

Be pleasant, courteous and professional with Members and with visitors at all times;

Welcome all visitors to the CMN office with a smile and a "Can I help you" attitude;

Treat Members, learners, visitors and the public equally;

Provide clear and straightforward information about our services and those of related providers for Members and for the public;

Ensure all full Members have equal access to all our services;

Treat privileged business information as confidential at all times.

Contact with Cornwall Marine Network Members

The CMN CEO, Staff and Board members will:

Forge good personal working relationships with Members, leading to improved, targeted, focused and greater interactions;

Confirm new membership within two working weeks;

Contact each new Member within 2 weeks of their joining to discuss what services CMN can provide;

Introduce ourselves, welcome the Members and briefly outline what CMN can offer;

Endeavour to make this initial contact by telephone.

When a grant application is received, CMN will email the Member to acknowledge its receipt within 2 working days. Grant applications will be processed within 2 working days of CMN receiving the correct paperwork, and payment will be made within 30 working days

If this is not possible CMN will contact the Member explaining what the delay is and setting out when they can expect a full response. If Members haven't submitted correct or sufficient documentation for grant applications, CMN will notify them of the omissions within 2 working days and invite them to resubmit

Cheques or BACS payments for Member grants will be issued within two weeks of the request form being submitted

Communications

The CMN CEO, Staff and Board members will:

Communicate clearly, accurately and regularly with Members;

Answer the telephone in the CMN office within 5 rings;

Return calls and respond to emails within 2 working days (even if it is only to acknowledge the contact and to set out when we are able to respond in full);

Pass on all phone messages for colleagues, accurately and promptly, ideally by email, failing that by yellow phone message notes left on the relevant desk;

Never tell callers: "I am sorry, I didn't get the message";

Endeavour not to make telephone callers give their name more than once, i.e. the initial staff member who takes the call will pass on the caller's name when transferring them to the appropriate person;

Respond to written communications within 1 working week;

Staff, who are out of the office irregularly for more than 2 days, or those who are on leave, will set up email auto responses stating when they will return to the office and supplying an alternative name and/or telephone number to call.

Complaints

Purpose and Scope

To detail Cornwall Marine Network (CMN) processes for resolving complaints.

This procedure applies to complaints raised by members, learners, employers, customers, staff members, or the general public, in relation to Network activities, staff, and provision.

It is NOT applicable for learners or staff members who have a grievance against an individual person such as another staff member or learner. Such grievances are the subject of the Network Grievance Procedure and Learner Grievance Procedure.

Related Documents a

Form - Complaints Log (1a)

Form - Complaint Form (1b)

Responsibility

Chief Executive Officer (CEO) – for maintaining an overview of complaints and their satisfactory resolution.

Training Services Manager (TSM) – for monitoring the operation of the complaints system, briefing the CEO on complaints/investigations and a quarterly analysis of formal complaints identifying significant trends to the CEO.

Network Staff – for taking action upon receipt of complaints in accordance with this procedure.

Wherever possible, staff should endeavour to resolve complaints informally. Best practice is to either meet the complainant or resolve via telephone

Definition of a Formal Complaint

A complaint shall be regarded as formal if it is of a serious nature and/or cannot be satisfactorily resolved on an informal basis by the individual against whom it is directed.

Receipt of a Complaint

Complainants are to be submitted in writing directly to the CEO. The CEO will then liaise with the TSM to log the complaint.

Network staff must avoid disadvantaging anyone on the grounds of poor literacy, disability or any other inhibiting circumstance. If for any reason a person wishing to make a formal complaint or appeal is not in a position to submit it in writing for themselves, they should be given all necessary assistance.

The TSM shall acknowledge complaints in writing within 5 working days of receipt.

Investigation and Resolution of Formal Complaints

The TSM shall retain copies of complaint letters and related documentary evidence submitted by complainants.

Documentary evidence and correspondence accumulated by investigating managers shall be forwarded to the TSM at the conclusion of their investigations.

The CEO shall notify complainants of the outcome of investigations within 15 working days of the complaint's receipt by the Network.

Appeals

If an individual is dissatisfied with the outcome of a complaint investigation, s/he may appeal. This appeal must be sent in writing to the CEO within 10 working days who shall review the way in which the investigation was conducted and, in most cases, make the final decision as to whether the complaint has been fully and fairly dealt with.

Review of Complaints

The TSM shall conduct a quarterly review and analysis of:

- a. the nature of the complaints received by the Network
- b. the effectiveness and timeliness of the handling of complaints appeals proceedings and their outcomes

The review findings shall be reported in writing to the CEO who shall initiate any necessary follow-up action.

Appearance

You are required to be neat and tidy in appearance at all times whilst at work. You must wear appropriate business dress, which is fit for the purpose, while at work and outside working hours when representing the Network or attending Network or other functions on behalf of the Network. While you have discretion to decide what is appropriate dress, your manager retains responsibility for the interpretation and application of this. If your appearance is, in the Network's view, unacceptable you may be required to return home to change your attire or appearance and you will be asked to make up the time by your manager.

Prominent visible piercing or tattoos may not be appropriate to the nature of our business and customer expectations. You must discuss any plans that you have in this regard with your manager before going ahead with them. Your manager may advise you that a prominent visible piercing or tattoo would conflict with this policy. No member of staff should wear or display any insignia or slogans that could reasonably cause offence or create an intimidating environment for others.

If it is a requirement of your religion or belief that you adopt a particular dress or appearance, the Network will normally permit this unless there is a good business reason for not doing so. Your manager will discuss this with you should this situation arise. If a member of staff is undergoing gender reassignment then they may adopt the clothing of the gender they intend to take on.

Should you have a complaint about the application of this policy you should first discuss this with your manager, if your concern cannot be resolved informally then the complaint may be raised as a grievance.

Use of mobile phones

Reasonable personal use of mobile phones is permitted, but if use becomes excessive it will then only be permitted in the case of an emergency. All mobile phones should be set on silent mode during office hours.

Mobile phones must be switched off during any journey you undertake, unless you have access to a 'hands free' car kit. Setting your mobile to divert to voicemail in the event that the handset is switched off will enable you to collect your messages when you arrive at your destination

Smoking Policy

Purpose

This policy has been developed to protect all employees, customers and visitors from the exposure to second hand smoke and to assist compliance with the No Smoking Regulations made under Part 1 of the Health Act 2006.

Legislation creates a requirement for all enclosed places of work and enclosed buildings that are accessible by members of the public to be smoke free.

As with all workplaces in the UK we operate a no smoking policy. Appropriate 'no-smoking' signs will be clearly displayed at the entrances to and within the premises, and in all smoke free vehicles.

Smoking is prohibited in all enclosed and substantially enclosed premises in the workplace. This policy applies to all employee, contractors, customers and visitors and will be applied fairly and uniformly across all.

The overall responsibility for policy implementation and review rests with the Chief Executive officer and the Board. However all employees are obliged to adhere to, and support the implementation of this policy.

Policy

Smoking is prohibited on company premises and on the surrounding grounds, including the car park the only exception is smoking in the designated smoking area. The smoking area is located at the back of the building away from the offices to ensure that tobacco smoke does not enter the building via the doorway or windows.

Employees may use the designated smoking area during their lunch break.

If smoking breaks are taken during working hours, the time taken for each break should be made up at the end of the day. Employees are not permitted to take more than 4 five-minute smoking breaks in any one day. Smoking breaks include the time taken to get to the designated smoking area and time taken to get back to your place of work.

Receptacles will be provided for the disposal of cigarette ends and other waste smoking materials in the designated smoking area.

Employer Duties

- To display No Smoking Signs as required by the legislation.
- To ensure employees, customers and visitors do not smoke in smoke-free places and vehicles.
- To investigate complaints regarding employees, customers and visitors smoking.
- To inform, consult and train employees on this policy.

Employee Duties

- To ensure that they or others do not interfere with no smoking signs.
- To comply with the Policy.

- To ensure customers and visitors do not smoke in smoke-free places and vehicles.
- To report incidents of smoking in smoke-free areas and vehicles.

Visitor Duties

- Customers are not permitted to smoke in smoke-free areas or vehicles.

Company Vehicles

Smoking is banned in all Company vehicles without exception. The international no smoking symbol is displayed in all vehicles.

Non-Compliance

Employees should inform the appropriate manager of anyone who fails to comply with the policy.

Failure to comply with this policy will be dealt with through the company's disciplinary procedures. Visitors who breach the policy will be asked to stop smoking and will be asked to leave the premises if they fail to comply with this request. All breaches of this policy will be recorded in writing.

Help to stop smoking

This policy is not concerned with whether anyone smokes but where they smoke and how it affects others. CMN recognises that smoking is an addiction and that the smoking policy will impact on smokers' working lives. CMN wishes to support employees who want to stop and help individuals adjust to this change.

The NHS offers a range of free services to help smokers give up. Visit www.smokefree.nhs.uk or call the 0800 022 4 332 for details.

Alternatively you can contact the Plymouth Stop Smoking Service on 0845 155 8080 www.smokingadvice.com