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| HIGH LIFE HIGHLAND  REPORT TO BOARD OF DIRECTORS  27 February 2014 | AGENDA ITEM 12  REPORT No HLH 3 /14 |

## **Review of Policies Update - Report by Chief Executive**

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| **Summary** The purpose of this report is update Directors on work undertaken to review the full suite of High Life Highland policies.  It is recommended that Directors:   1. note the range of policies and processes required by High Life Highland, detailed in **Appendix A**; 2. approve the new or amended policies detailed in **Appendix B**;and 3. note the examples of policy, associated guidelines and forms included in **Appendix C** for illustration purposes. |

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| **1.** | **Business Plan Contribution** |
| 1.1 | This report supports the highlighted Business Outcomes from the High Life Highland (HLH) Business Plan:   1. **A positive company image** 2. A growing company 3. Delivery of the contract with THC 4. Increased awareness of our products and services 5. Increased customer satisfaction 6. **Increased financial sustainability** 7. Increased internal collaboration 8. **Increased staff satisfaction** 9. **Safety & environmental compliance** |
| **2.** | **Background** |
| 2.1 | One of the corporate actions identified in the High Life Highland Business Plan is to review all HLH’s internal processes with a view to reducing and/or simplifying. |
| **3.** | **Continuous Improvement** |
| 3.1  3.2  3.3  3.4  3.5  3.6  3.7 | This work identified the need for a much larger project to check that the processes required to implement the Board’s policies are fit for purpose, are being applied in all cases and are essential for the working of the company.  This work has necessitated going back to first principles and looking at the knowledge management needs of the Company. In short, what information does the company require, how is the information managed and who needs to know what, and when?  In practical terms this means developing new and robust databases and the cleansing and review of the data held. Also it means reviewing each policy and identifying the processes that flow from it; mapping these processes; re-designing and simplifying forms and making these electronic where possible; and writing simplified guidance for staff.  To take one example, there is a requirement for HLH to have responsible premises officers (RPOs) for each of its facilities. HLH inherited a system that identified RPOs through a property database, but this did not join with recruitment procedures. As a result there were occasions when the system only “caught up” with the fact that an RPO had left their post when a subsequent e-mail or other contact failed to elicit a response. A new system has been established that links the RPO database to the establishment database (both new), and flags up when an RPO leaves, and ensures that a replacement is identified, inducted and trained for the role.  In terms of policy reviews, the most advanced is health and safety, where the entire suite of paperwork has been renewed, discussed with staff health and safety representatives and trialled with operational staff.  Summary Position - what was inherited by HLH was a large number of policy papers which were, in reality, a mix of policy statement, guidance for staff and forms to be used in varying circumstances. The end result is a shorter policy statement, a suite of 18 guidance notes to staff covering processes from risk assessment to driving at work and a suite of new simplified forms where these are required. These have been reviewed by the Health and Safety Strategic Group.  The scale of the work required can be seen in **Appendix A** which identifies the policies and processes being reviewed and the development stage of each. |
| **4.** | **Implications for Separation of Policy and Staff Guidance/Procedure** |
| 4.1  4.2  4.3  4.4 | The approach being taken is to review each existing policy and break it down into a policy, guidance for staff, and relevant electronic forms and data processing. Behind this will be a process analysis to simplify and minimise the steps needed to implement the Board’s policy.  In most cases, what the staff and Board will see is a simplified and in many cases reduced policy statement and guidance. For example, if approved, the Use of Exit Interviews policy will reduce from a number of pages of policy and guidance to a very simple policy statement. Detailed guidance will be available to staff on the website which can then be readily changed as operational circumstances dictate.  Where specialist input is required, these policies and processes will be reviewed by the relevant HLH sub committees and groups, i.e. the health and safety policy, guidance, processes and forms are being reviewed by the Health and Safety Strategic Group and our external health and safety advisors, QLM; and the review of the Financial Regulations will be taken through the Finance and Audit Committee before the policy element is brought to the Board for approval.  It is not proposed to burden the Board with too much detail and to have a system where staff guidance can be readily amended if required. Assuming Board agreement, in future what will come to the Board is the policy for approval. Guidance for staff on how to implement the policy will be put straight onto the intranet following approval of the policy, where it will always be available for the Board to see. |
| **5.** | **New or Amended Policies** |
| 5.1  5.2  5.3 | There are a number of new and amended policies ready for adoption and it is recommended Directors agree to adopt these.  The amended policies are detailed in **Appendix B**  Anti Bribery Policy: The recent Internal Audit action plan recommended revision of both the Directors and Staff Codes of Conduct to include more detail on the Bribery Act 2010. If the policy is adopted the existing main Company and Trading Company Directors Codes of Conduct and the Staff Code of Conduct will be amended to include the information below: ***Anti-Bribery -*** *It is High Life Highland’s policy to conduct all of our business in an honest and ethical manner. We take a zero-tolerance approach to bribery and corruption and are committed to acting professionally, fairly and with integrity in all our dealings wherever we operate. We are also committed to implementing and enforcing effective systems to counter bribery. This policy applies to Directors and all individuals working at all levels and grades, including senior managers, employees (whether permanent, fixed term or temporary), volunteers, consultants, contractors and any other person providing services to HLH.*  Social Media: This straightforward statement encouraging the use of social media will be accompanied by detailed guidance for staff.  Risk Management: This policy and strategy has been discussed by the Finance and Audit Committee and is put forward with its recommendation for approval.  Adult and Child Protection including policies on Child Protection, Adult Protection, Vetting, Recruitment of Ex Offenders and Secure Handing, Use, Store and Retention of Disclosure Information. We have been advised by the Highland Child Protection Committee that separate policies are preferable.  Health and Safety: This is a minor amendment to the existing policy, but is the result of a major review of every guidance statement. These have been checked with QLM, our external health and safety advisors, piloted over the last year with staff to ensure that they work in the HLH environment and have been discussed at both the strategic and staff representative health and safety groups.  Complaints: This has involved a major re-write and the Board may recall that the internal audit report on high level procedures pointed out that we had a system in place, but no formal policy. Towards the end of the re-drafting process, which was looking to collect customer comment information as well as complaints as part of our marketing procedures, the Scottish Government instructed that all Council “arms length” organisations were expected to follow the complaints process agreed between the Local Government Ombudsman and CoSLA, the body representing local authorities in Scotland.  The following policies are straightforward changes to wording to improve clarity and fit the new format. As there is no change to either the spirit or practice no further explanation is provided in this report, however there will be an opportunity for questions or clarification at the Board meeting.  Absence and Attendance Management  Flexible Retirement  Flexible Working  Substance Misuse  Employee Induction  Use of Exit Interviews  Relocation Assistance |
| 5.4 | Examples of policy and associated guidelines and forms are included as **Appendix C.** |
| **6.** | **Policies currently being reviewed and developed** |
| 6.1 | Overtime  Payment of Professional Fees  Redeployment and Redundancy  Early Retirement/Voluntary Severance Scheme  Job Evaluation  Long Service Award |
| 6.2 | As the Board previously requested, policies now have the version and date of adoption attached and a system of reviewing approved policies is in place. |
| **7.** | **Implications** |
| 7.1  7.2  7.3 | Resource Implications – there are no risk implications arising from the recommendations of this report.  Legal Implications – there are no legal implications arising from the recommendations of this report.  Risk Implications – there are no new risks arising from the recommendations of this report. |
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| **Recommendation** The purpose of this report is update Directors on work undertaken to review the full suite of High Life Highland policies.  It is recommended that Directors:   1. note the range of policies and processes required by HLH, detailed in **Appendix A**; 2. approve the new or amended policies detailed in **Appendix B**;and 3. note the examples of policy, associated guidelines and forms included in **Appendix C** for illustration purposes. |

Signature:

Designation: Chief Executive

Date: 17 February 2014

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| **HLH Policy, Procedures and Guidance – Control Sheet Extract** | | | | **APPENDIX A** |
| **POLICY** | **DATE HLH BOARD APPROVED** | **GUIDANCE** | **REPORTING** | **MONITORING** |
| Social Media Policy | 27.02.14 Agenda | Social Media Guidance |  |  |
|  |  |  |  |  |
| Sponsorship Policy | 06.12.12 | Sponsorship Guide |  |  |
| . |  |  |  |  |
| Risk Management Policy | 27.02.14 Agenda | Risk Management Guidance | Finance and Audit Committee and Board | SMT and Finance and Audit Committee |
|  |  |  |  |  |
|  |  | Funding Application Guidance; income, grant applications and grant claims | Annual report to SMT | Grants Register |
|  |  |  |  |  |
| Financial Regulations and Contract Standing Orders | 29.03.12 | Directors Remuneration and Expenses | Finance and Audit Committee and Board | Budgets, breaches monitored by SMT |
|  |  | Banking Arrangements |  |  |
|  |  | Conduct of Employees and Staff |  |  |
|  |  | Contract procedures |  |  |
|  |  | Insurances | Annual Report to Finance and Audit Committee and Board | Incidents Only |
|  |  | Internal and external audit | Report to Board and Finance and Audit Committee | Internal and external audit reports |
| **HLH Policy, Procedures and Guidance – Control Sheet Extract APPENDIX A** | | | | |
|  |  | Internal Controls (including budget monitoring and reporting) | Quarterly report to Finance and Audit Committee | Breaches only |
|  |  | Inventories and stores | Annual report to Head of Resources | Annual update |
|  |  | Orders for Services, Goods and Work |  | See Contracts and Standing Orders |
|  |  | Payment of Invoices |  | Breaches only |
|  |  | Payroll, pensions and travel and subsistence |  |  |
|  |  | Performance Indicators |  |  |
|  |  | Petty Cash |  |  |
|  |  | External Funding and Partnerships |  |  |
|  |  | Retention of Records |  |  |
|  |  | Security, Asset Management and Property |  |  |
|  |  | Taxation and VAT Management |  |  |
|  |  | Voluntary Funds | Board and AGM | Annual Report |
|  |  |  |  |  |
| Staff Instructions |  | Health and Safety Reporting |  |  |
|  |  | Industrial Action Guidance |  |  |
|  |  | Handling of Freedom of Information Requests |  |  |
|  |  | Proposal for Overseas Travel |  |  |
|  |  | Use of Scanned Signatures |  |  |
|  |  | Employer and Public Liability Insurance requirements |  |  |
|  |  | Staff Induction |  |  |
|  |  | Advising Outside Organisations Update |  |  |
| **HLH Policy, Procedures and Guidance – Control Sheet Extract APPENDIX A** | | | | |
|  |  | Trigger Matrix |  |  |
|  |  | Staff Use Only Contact list |  |  |
|  |  | Guidance on Providing Advice to Director of ECS on Community Proposals |  |  |
|  |  | Facility Transfer Workstream Guidance |  |  |
|  |  | Business Case Guidance |  |  |
|  |  |  |  |  |
| Anti Bribery Policy | 27.02.14 Agenda | Anti Bribery Guidance |  |  |
|  |  | Bribery Act 2010 powerpoint |  |  |
|  |  |  |  |  |
| Service Equality Policy | 20.06.13 | Service Equality Guidance | Annually to HLH Board by Head of Resources |  |
|  |  |  |  |  |
|  |  | HLH Headline Information |  |  |
|  |  | HLH Statistics |  |  |
|  |  |  |  |  |
|  |  | Preventative Agenda Strategy Guidance |  |  |
|  |  |  |  |  |
| Data Protection Policy | 06.12.12 | Data Protection Staff Instruction | Annual report to SMT. Disciplinary Procedure where appropriate | Breaches only |
|  |  | Data Protection Guidance V2 |  |  |
|  |  | Introduction to the Data Protection Act |  |  |
|  |  | Data Protection Subject Access Request Information |  |  |
|  |  | Communicating Marketing Data |  |  |
| **HLH Policy, Procedures and Guidance – Control Sheet Extract APPENDIX A** | | | | |
|  |  | Data Controller Registration Details |  |  |
|  |  | Data Controller Registration Certificate |  |  |
|  |  |  |  |  |
| Policy on Acceptable Use | THC Policy | Staff Guidance and Procedures |  | Breaches only |
|  |  |  |  |  |
| Information Systems Security Policy - NOT YET COMPLETE NOT ON WEB |  | Security Framework - THC Framework | Annual report to SMT. Disciplinary Procedure where appropriate | Breaches only |
|  |  | Staff Instruction - ICT Security |  |  |
|  |  |  |  |  |
|  |  | Video Conferencing Guidance and Information |  |  |
|  |  | OCS Guidance and Information |  |  |
|  |  |  |  |  |
| Absence and Attendance Management Policy | 27.02.14 Agenda | Absence and Attendance Management Guidelines | Percentage of absent staff to HLH Board | Monthly by SMT |
|  |  | Notification and Certification Flowchart |  |  |
|  |  | Return to Work Flowchart |  |  |
|  |  | Attendance Monitoring and Management Flowchart |  |  |
|  |  | Access to Work Information |  |  |
|  |  |  |  |  |
| Child Protection Policy | 27.02.14 Agenda | PVG Guidance | Incidents only | Incidents only |
| Adult Protection Policy | 27.02.14 Agenda | PVG Codes of Practice for Staff and Volunteers | Incidents only | Incidents only |
| Vetting Policy | 27.02.14 Agenda | Vetting Procedures |  |  |
| Recruitment of Ex Offenders Policy | 27.02.14 Agenda | Child Protection Training |  |  |
| **HLH Policy, Procedures and Guidance – Control Sheet Extract APPENDIX A** | | | | |
| Policy for the Secure Handling, Storage, use & retention of Disclosure Information | 27.02.14 Agenda | PVG Presentation Overview of Scheme |  |  |
|  |  | Staff Guidance on Policy Checklist for Community Groups |  |  |
|  |  |  |  |  |
|  |  | Adverse Weather Guidance |  |  |
|  |  |  |  |  |
|  |  | Annual Leave and Public Holiday Guidance |  |  |
|  |  | Annual-Public Holiday Leave Calculator |  |  |
|  |  |  |  |  |
|  |  | Appraisal Scheme Guidance |  | Exception report to SMT |
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|  |  | Special Leave Scheme Guidance |  |  |
|  |  | Special Leave Entitlement Summary |  |  |
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| Code of Conduct Policy | 20.10.11 |  | Action under disciplinary procedure | Declaration of interest book; Breaches only |
|  |  |  |  |  |
|  |  | Disciplinary Procedure | Number reported to HLH Board, breaches of fin regs reported to Finance & Audit Committee | Numbers and procedural deadlines reported to Head of Resources |
|  |  | Disciplinary Hearing Procedure |  |  |
|  |  | Disciplinary Procedure Levels of Authorisation |  |  |
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| **HLH Policy, Procedures and Guidance – Control Sheet Extract APPENDIX A** | | | | |
| Equal Opportunities Policy | 29.03.12 | Equal Opportunities Management Guidelines | Annual report on legislative compliance to Board |  |
|  |  |  |  |  |
| Flexible Retirement Policy | 27.02.14 Agenda | Flexible Retirement Guidance for Managers and Employees |  |  |
|  |  | Flexible Retirement Flow Chart |  |  |
|  |  | Flexible Retirement Q&A |  |  |
|  |  | Early Retirement-Voluntary Severance Scheme Guidance |  |  |
|  |  | Retirement - Guide for Employees |  |  |
|  |  | Long Service Award Statement |  |  |
|  |  |  |  |  |
| Flexible Working Policy | 27.02.14 Agenda | Flexible Working Guide for Managers |  | No Monitoring |
|  |  | Flexible Working Guide for Employees |  |  |
|  |  | Flexible Working Flowchart |  |  |
|  |  | Flexible Working FAQs |  |  |
|  |  | Homeworking Guidance |  |  |
|  |  | Homeworking Procedural Guidance |  |  |
|  |  |  |  |  |
|  |  | Trade Union Recognition and Procedural Agreement |  |  |
|  |  |  |  |  |
|  |  | Recruitment procedure |  | All changes to establishment monitored by SMT |
|  |  | Guidance on Types of contract |  |  |
|  |  | Salary and grade Structure 2013-15 |  |  |
|  |  | Guidance on completing Application Forms |  |  |
| **HLH Policy, Procedures and Guidance – Control Sheet Extract APPENDIX A** | | | | |
| Substance Misuse Policy | 27.02.14 Agenda | Substance Misuse Procedures | Action under disciplinary procedure | Breaches only |
|  |  |  |  |  |
| Volunteering Policy | 21.06.12 | Volunteers Handbook - Staff |  |  |
|  |  | Volunteers Handbook |  |  |
|  |  |  |  |  |
| Whistleblowing Policy | 08.12.11 |  |  | Breaches only |
|  |  |  |  |  |
|  |  | Excess Travel Guidance |  |  |
|  |  |  |  |  |
|  |  | Employee Death in Service Guidance |  |  |
|  |  |  |  |  |
|  | 21.06.12 | Employee Development Framework |  |  |
|  |  |  |  |  |
| Harassment at Work Policy | 29.03.12 |  |  | Incidents only |
|  |  |  |  |  |
|  |  | Protocol for Informing and Consulting with HLH Employees |  |  |
|  |  |  |  |  |
|  |  | Maternity Provision Guidance Notes |  |  |
|  |  | Maternity Provision Information Leaflet |  |  |
|  |  | Paternity Provision Guidance Notes |  |  |
|  |  | Adoption Provision Guidance Notes |  |  |
|  |  | Maternity/Adoption Keeping in Touch Days FAQs |  |  |
|  |  |  |  |  |
|  |  | Flexible Working Scheme Framework |  |  |
|  |  |  |  |  |
|  |  | Grievance Procedure |  | Weekly monitoring of timetables by Head of Resources |
| **HLH Policy, Procedures and Guidance – Control Sheet Extract APPENDIX A** | | | | |
| Employee Induction Policy | 27.02.14 Agenda | Induction Guidance | Exception reporting to SMT | Monitored through staff database |
|  |  | Induction Guidance for Employees |  |  |
|  |  |  |  |  |
|  |  | Occupational Health Referral Information for Employees |  |  |
|  |  | Guidance Notes on Completion of Referral Form |  |  |
|  |  |  |  |  |
| Exit Interview Policy | 27.02.14 Agenda | Exit Interview Guidance |  | No monitoring. Optional good practice for managers |
|  |  |  |  |  |
|  |  | Payment in Lieu of Holidays Guidance |  |  |
|  |  | Payment in Lieu of Holidays Flowchart and Calculator |  |  |
|  |  |  |  |  |
| Health and Safety Policy | 20.10.11 - Revised policy on 27.02.14 Agenda | General Health and Safety Guidance |  |  |
|  |  | Accidents and Incidents | Accidents, incidents and trends annually to HLH Board, Quarterly to Health and Safety Strategic group; RIDDOR incidents to H&S strategic group | Accidents, incidents and trends monthly by Head of Resources and Principal Managers |
| **HLH Policy, Procedures and Guidance – Control Sheet Extract APPENDIX A** | | | | |
|  |  | First Aid |  | Names and qualifications of staff, by facility, to ensure FAW and EFA regs are met |
|  |  | RPO |  | List of RPOs reported to Head of Resources monthly |
|  |  | Driving at Work | Incidents only |  |
|  |  | Risk Assessment | Incidents only | Annual health & safety Audit |
|  |  | Manual Handling | Incidents only |  |
|  |  | Working at Height | Incidents only |  |
|  |  | Food Safety | Incidents only | Incidents Only |
|  |  | Lone Working | Incidents only | Annual health & safety Audit |
|  |  | Off-site Excursions | Incidents only | Adventurous activities approved by CEO |
|  |  | Activities | Incidents only | Incidents Only |
|  |  | Adventurous Activities |  | Incidents Only |
|  |  | Violence at Work | Incidents only | Incidents only |
|  |  | Employment of Young People |  | Annual Audit |
|  |  | Workstations and display screens |  | Annual Audit |
|  |  | COSHH | Incidents only | Annual Audit |
|  |  | New or expectant mothers |  | Annual Audit |
|  |  |  |  |  |
| Complaints Policy | 27.02.14 Agenda | Guidance for staff and users under development |  |  |
|  |  |  |  |  |
| Relocation Assistance Policy | 27.02.14 Agenda | Relocation Assistance Guidance |  |  |
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NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

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|  | ***Anti-bribery Policy***  Version 1 – July 2013 (draft approved SMT) |

**Policy**

It is High Life Highland’s (HLH) policy to conduct all of our business in an honest and ethical manner. We take a zero-tolerance approach to bribery and corruption and are committed to acting professionally, fairly and with integrity in all our dealings wherever we operate. We are also committed to implementing and enforcing effective systems to counter bribery.

**Who is covered by the policy?**

This policy applies to Directors and all individuals working at all levels and grades, including senior managers, employees (whether permanent, fixed-term or temporary), volunteers, consultants, contractors, and any other person providing services to HLH.

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

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|  | **SOCIAL MEDIA POLICY**  Version 1 – SMT 13 November 2013 |

High Life Highland will make use of social media platforms to engage with customers, to listen and respond to customer opinions and feedback, to build loyalty, advocacy and revenue, to communicate with staff and partners, to raise our corporate profile and to promote the Company’s products and services.

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

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|  | **RISK MANAGEMENT POLICY**  Version 1 – November 2013 |

High Life Highland (HLH) recognises the potential for harm to the organisation and its staff and users of such a large and diverse organisation. HLH will seek to reduce the risk of harm and loss.

In order to minimise the likelihood and consequences of harm and loss, the Board of HLH shall establish risk management processes to anticipate and control exposure to risk.

A systematic system for managing risk will be established through:-

1. maintaining a risk register;
2. the Board of HLH reviewing the risk register annually;
3. the Finance and Audit Committee reviewing the risk register at their quarterly meetings;
4. the Senior Management Team reviewing the risk register at their monthly meetings; and
5. Heads of Service reviewing issues and projects for inclusion in the risk register at their meetings.

The risk register will be based on robust systems for identifying, profiling, controlling and monitoring all significant strategic and operational risks.

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

|  |  |
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|  | ***Child Protection Policy***  Version 1 – December 2012 (SMT) |

High Life Highland (HLH) recognises that child protection should not be treated in isolation - we will take on board guidance given by Highland Child Protection Committee and will address recruitment and selection of staff and volunteers by doing the following:

1. We accept that it is our responsibility as a Company to check that all adults in positions requiring disclosure checks are members of the appropriate Protection of Vulnerable Groups Scheme and have been appropriately vetted;
2. We will ensure that every new member of staff or volunteer will complete an appropriate [application form](https://www.hlhinfo.com/userfiles/file/business_processes/Human%20Resources/HR02%20Adult%20and%20Child%20Protection/HR02-F%20Adult%20and%20Child%20Protection%20Forms/HR02-F01%20Personal%20Profile%20Form.doc);
3. We will ask for the names of two referees who will be prepared to provide a [written reference](https://www.hlhinfo.com/userfiles/file/business_processes/Human%20Resources/HR02%20Adult%20and%20Child%20Protection/HR02-F%20Adult%20and%20Child%20Protection%20Forms/HR02-F03%20Reference%20Form.doc);
4. We will follow up each reference with a telephone call or personal contact during which we will discuss the applicant’s suitability to work with children. A [record of this discussion](https://www.hlhinfo.com/userfiles/file/business_processes/Human%20Resources/HR02%20Adult%20and%20Child%20Protection/HR02-F%20Adult%20and%20Child%20Protection%20Forms/HR02-F04%20Reference%20Follow%20Up%20Telephone%20Conversation%20Record.doc) will be kept in the applicant’s file;
5. We will interview prospective employees and volunteers;
6. We will note at interview all previous experience of employees and volunteers in working with children;
7. We will notify Disclosure Scotland if anyone on the Disqualified from Working with Children List applies to work for or volunteer with our Company;
8. We will ensure that all staff are given [Codes of Practice](https://www.hlhinfo.com/userfiles/file/business_processes/Human%20Resources/HR02%20Adult%20and%20Child%20Protection/HR02-G%20Adult%20and%20Child%20Protection%20Guidance/HR02-G02%20PVG%20Codes%20of%20Practice%20for%20Staff%20and%20Volunteers.docx) to work to;
9. We will remove from unsupervised contact with children any member of staff or volunteer whom we know or suspect to have caused harm to a child or to have placed a child at risk of harm and we will notify Disclosure Scotland of our actions and the reasons for them, even if that person has left our group.

HLH believes that every child, regardless of age has, at all times and in all situations, a right to feel safe and protected from any situation or practice that results in a child being physically or psychologically damaged. In our Company, if we have suspicions about a child’s physical, sexual or emotional well-being, we will take action.

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

All staff or volunteers are encouraged to share concerns with the child’s Named Person. If the situation is clearly an urgent case, the child is too frightened to go home or we have very serious doubts about the child’s safety, we will contact Social Work Services or Police immediately.

If our concerns are more general about a child’s welfare, then we will discuss these with the child’s Named Person, who would then make a referral to an appropriate professional for assessment of the child’s needs. It is important that all volunteers and staff communicate concerns accurately.

If we have concerns we must act - it may be the final piece of the jigsaw that is needed to protect that child - or we may prevent, further children from being hurt.

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

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|  | ***Adult Protection Policy***  Version 1 – February 2013 |

High Life Highland (HLH) recognise that adult protection should not be treated in isolation - we will take on board guidance given by Highland Adult Support & Protection Committee and will address recruitment and selection of volunteers and paid employees by doing the following:

1. We accept that it is our responsibility as a group to check that all adults in positions requiring disclosure checks are members of the appropriate Protection of Vulnerable Groups Scheme and have been appropriately vetted;
2. We will ensure that every new volunteer or member of staff will complete a [Personal Profile Form](https://www.hlhinfo.com/userfiles/file/business_processes/Human%20Resources/HR02%20Adult%20and%20Child%20Protection/HR02-F%20Adult%20and%20Child%20Protection%20Forms/HR02-F01%20Personal%20Profile%20Form.doc).
3. We will make a request for previous addresses on volunteer/ job application forms;
4. We will ask for the names of two referees who will be prepared to provide a written reference;
5. We will follow up each reference with a telephone call or personal contact during which we will discuss the applicant’s suitability to work with protected adults. A [record of this discussion](https://www.hlhinfo.com/userfiles/file/business_processes/Human%20Resources/HR02%20Adult%20and%20Child%20Protection/HR02-F%20Adult%20and%20Child%20Protection%20Forms/HR02-F04%20Reference%20Follow%20Up%20Telephone%20Conversation%20Record.doc) will be kept in the applicant’s file;
6. We will interview prospective volunteers and staff;
7. We will note at interview all previous experience of volunteers and staff in working with protected adults;
8. We will notify Disclosure Scotland if anyone on the Disqualified from Working with Adults List applies to work for or volunteer with our group;
9. We will ensure that all staff are given [Codes of Practice](https://www.hlhinfo.com/userfiles/file/business_processes/Human%20Resources/HR02%20Adult%20and%20Child%20Protection/HR02-G%20Adult%20and%20Child%20Protection%20Guidance/HR02-G02%20PVG%20Codes%20of%20Practice%20for%20Staff%20and%20Volunteers.docx) to adhere to;
10. We will remove from unsupervised contact with protected adults any member of staff or volunteer whom we know or suspect to have caused harm to a protected adult or to have placed a protected adult at risk of harm and we will notify Disclosure Scotland of our actions and the reasons for them, even if that person has left our group.

We believe that everyone regardless of age has at all times and in all situations a right to feel safe and protected from any situation or practice that results in a protected adult being physically or psychologically damaged. In our group, if we have suspicions about a protected adult’s physical, sexual, emotional or financial wellbeing, we will take action.

All volunteers or staff are encouraged to share concerns with the group’s Adult Protection Lead/Designated Person. If the situation is clearly an urgent case, the

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

protected adult is too frightened to go home or we have very serious doubts about the protected adult’s safety, we will contact Social Work Services or Police immediately.

It is important that all volunteers and staff communicate concerns accurately. To this end, volunteers and staff will follow the procedures below:

1. Upon the receipt of any information from a protected adult or suspicions, it is necessary to make an accurate and detailed written record of what they have seen, heard or know, at the time the event occurs;
2. Share their concerns with the Adult Protection Lead/Designated Person for the group and agree what action to take; and
3. Avoid asking any more questions than are necessary to clarify whether there is a concern. Always REFER to statutory services to undertake in depth INVESTIGATION of any suspicions or allegations about abuse.

If we have concerns we must act - it may be the final piece of the jigsaw that is needed to protect that adult - or we may prevent, further protected adults from being hurt.

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

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|  | ***Vetting Policy***  Version 1 – March 2013 |

High Life Highland (HLH) will comply with all legislation and requirements relating to the Protection of Vulnerable groups and other categories as appropriate.

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

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|  | ***Policy on Recruitment of Ex-Offenders***  Version 2 – February 2014 |

High Life Highland (HLH) will treat any applicant for any position (paid or voluntary) within our organisation fairly and not discriminate unfairly against the subject of a disclosure on the basis of conviction or other information revealed.

Where appropriate we will require membership of the Protection of Vulnerable Groups Scheme and request a Standard or Enhanced disclosure as necessary and relevant to the position sought.

Where a position requires a disclosure we will make this clear on the application form, job advert and any other information provided about the post.

At interview we will ensure that open and measured discussions can take place on the subject of offences.

Failure to reveal information at interview, that is directly relevant to the position sought, could lead to withdrawal of an offer of employment.

At interview or when receiving a disclosure which shows a conviction or which contains intelligence of significance to working with children and families, we will use our professional judgement and take into consideration:

* whether the applicant is banned from working with our client group;
* whether the conviction/intelligence is relevant to the position being offered;
* the seriousness of the offence revealed;
* the length of time since the offence took place;
* whether the applicant has a pattern of offending behaviour; and
* whether the applicant’s circumstances have changed since offending took place.

Any applicant for any post that requires a disclosure may receive a copy of this policy and the [Code of Practice](https://www.hlhinfo.com/userfiles/file/business_processes/Human%20Resources/HR02%20Adult%20and%20Child%20Protection/HR02-G%20Adult%20and%20Child%20Protection%20Guidance/HR02-G02%20PVG%20Codes%20of%20Practice%20for%20Staff%20and%20Volunteers.docx).

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

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|  | ***Policy on the Secure Handling, Use, Storage and Retention of Disclosure Information.***  Version 1 – February 2012 |

In accordance with the Disclosure Scotland Code of Practice for registered persons and other recipients of Disclosure Information we will ensure the following practice.

* Disclosures will only be requested when necessary and relevant to a particular post and the information provided on a disclosure certificate will only be used for recruitment purposes.
* We will ensure that an individual’s consent is given before seeking a disclosure and will seek their consent before using disclosure information for any purpose other than recruitment.
* Disclosure information will only be shared with those authorised to see it in the course of their duties.
* Where additional disclosure information is provided to our designated signatory and not to the disclosure applicant, our designated signatory will not disclose this information to the applicant, but will inform them of the fact that additional information has been provided, should this information affect the recruitment decision.
* Disclosure information will be stored in a locked non-portable container, for a maximum of 6 months. Only those authorised to see this information in the course of their duties will have access to this container.
* Disclosure information will be destroyed by shredding.
* No image or photocopy of the disclosure information will be made, however the following details may be retained:
  + Date of issue of disclosure
  + Name of subject
  + Disclosure type
  + Position for which disclosure was requested
  + Unique reference number of disclosure
  + Recruitment decision taken

NEW AND AMENDED POLICIES FOR APPROVAL - APPENDIX B

* If the subject of the Disclosure check is found to be on the ‘Disqualified from Working with (Children/Adults) List’ we will notify the Police that an attempt has been made to acquire work with children/adults.
* We will ensure that all staff with access to disclosure information are aware of this policy and have received relevant training and support.
* We will make a copy of this policy available to any applicant for a post (paid or voluntary) with us that require a disclosure.
* <http://www.disclosurescotland.co.uk/documents/PoliceAct1997--CodeofPractice--18February2011.pdf>

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

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|  | ***Health and Safety Policy***  Version 2 – February 2014  Version 1 - Approved HLH Board 20.10.2011 |

High Life Highland (HLH) is committed to the provision of a safe and healthy workplace and environment. In addition to meeting its statutory requirements, HLH will strive to continually improve on standards of health, safety and wellbeing.

HLH’s business objectives are to maximise opportunities for participation in culture, sport, leisure facilities, libraries and community learning. The organisation has a very large number of participants, accessing activities across a very large geographical area, and in many individual sites and types of buildings. HLH is committed to ensuring an environment that is as safe and secure as is reasonably practical whilst recognising that, with sites such as swimming pools and participation in outdoor adventurous pursuits, risk management is a key activity for the organisation.

To ensure a safe and secure environment for participants and staff, HLH commits to seeking continual improvement in health and safety performance.

**Implementation of the Health and Safety Policy**

**The HLH Board** will receive reports that inform on how the organisation has performed in terms of health and safety and that enables the Board to determine specific actions to improve performance, and to review the Health and Safety Policy when required.

**The Chief Executive**, so far as is reasonably practical, is responsible for ensuring compliance with the Health and Safety at Work etc. Act 1974 and all other subsequent legislation.

The senior manager responsible for formulating and implementing policy determined by the Board is the **Head of Performance**. That post holder will be advised and supported by a contracted health and safety specialist who will act as HLH’s competent person in health and safety as required by legislation.

**Heads of Service** are responsible for:

* ensuring that appropriate valid risk assessments are available, and regularly reviewed, for activities conducted by the Service;
* ensuring compliance with all legal requirements and the implementation of this Policy and any procedures that derive from it;
* ensuring that all staff are competent to carry out any activities as part of their duties and responsibilities;
* ensuring that new employees receive a health and safety induction which must include all precautions and procedures applicable to the job activity; and
* ensuring that health and safety is regularly discussed at all team meetings.

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

**Managers** are responsible for the implementation of health and safety policy in their areas of operation. They are required to implement instructions relating to health and safety and to take steps to develop a health and safety aware culture in their team.

**Each employee** is responsible for their own acts or omissions and a legal obligation to co-operate to ensure a healthy and safe working environment. Each employee must:

* Avoid undertaking unnecessary risk;
* Set a good example to others, especially young or inexperienced workers;
* Work in accordance with any health and safety instruction or training that has been given;
* Bring to the attention of a responsible person any health and safety issue they may have; and
* Familiarise themselves with this policy and any local arrangements

**The external Health and Safety Specialist** is responsible for advising HLH on its Health and Safety policy, guidance and procedures; auditing H&S activity; providing specialist advice and attending strategic and staff/trade union H&S meetings.

HLH’s buildings are maintained by The Highland Council through a Property Agreement and a property manual. This manual sets out roles for both The Highland Council and HLH staff, including local Maintenance Officers and Responsible Premises Officers, in terms of health and safety responsibilities.

Employees should raise health and safety concerns with their supervisor in the first instance. If the matter is not resolved it should be raised with their manager. If the issue is still not resolved the concern should be raised with a member of the Health and Safety Staff Group (see below). At any stage an employee may ask their Trade Union’s health and safety representative to act on their behalf.

**Communication and Training**

HLH will establish a Health and Safety Staff Group. Staff will be encouraged to nominate representatives, including trade union representatives, to this group. This group will be provided with information to enable it to review HLH’s health and safety performance and will be encouraged to recommend actions for improvement. It will also provide a “whistle-blowing” route as an alternative to line managers and Responsible Premises Officers.

Safety representatives appointed by recognised trade unions will be entitled to inspect work places every three months and more frequently if necessary. These inspections will be accompanied by an appropriate management representative.

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

Health and safety training is an important factor in reducing accidents and in preventing ill-health:

* Health and safety will form part of the induction process of all new employees;
* Health and safety training needs will be jointly identified as part of the employee appraisal process; and
* This will be supported by providing the necessary resources and organisation to carry out such training.

**Risk Assessment and Accident Reporting**

Undertaking appropriate risk assessments is a requirement of this policy and it is the responsibility of Heads of Service to ensure that these are undertaken and the results implemented.

In addition to legal reporting requirements, the following accidents and incidents will be analysed by HLH management and the Health and Safety Staff Group with a view to determining and if possible eliminating the cause: major injury/ dangerous occurrence; lost time accidents of three days or more; work related ill health and disease.

Every accident and incident will be investigated by the injured person’s supervisor or line manager, or in the case of a member of the public, by an appropriate management representative. The completed report should be submitted to the manager then forward a copy to HLH Business Support to assist in compiling a monthly report to the Head of Resources.

**Arrangements**

Further guidance on procedures and specific issues will be issued, some of which will be in the form of instructions for implementation. These, will be available on HLH’s web-site.

HLH is committed to the well-being and safety of staff and Directors. An occupational health service will be available through external advisors.

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

**High Life Highland Chief Executive Commitment Statement**

High Life Highland (HLH) is committed to the provision of a safe and healthy workplace and environment. It is the policy of HLH to comply with the Health & Safety at Work etc. Act 1974 and all other relevant legislation, and to regard the provisions of this legislation as minimum requirements. In addition to meeting its statutory requirements, HLH will strive to continually improve on standards of health, safety and wellbeing.

HLH’s business objectives are to maximise opportunities for participation in culture, sport, leisure facilities, libraries and community learning. The organisation has a very large number of staff and customers, accessing and delivering activities across a very large geographical area, and in many individual sites and types of buildings.

HLH is committed to ensuring an environment that is as safe and secure as is reasonably practical whilst recognising that, with sites such as swimming pools and participation in outdoor adventurous pursuits, risk management is a key activity for the organisation. A safe and secure environment will be created and maintained by the preparation of, and adherence to, the health and safety policy.

Heads of Service and managers fully appreciate that the responsibility for health and safety is an integral function of management and recognise the benefits of a fit and healthy workforce.

High Life Highland will undertake to provide adequate health and safety training and information to all employees to enable them to improve their knowledge and awareness of health and safety and to discharge their own health and safety responsibilities.

I believe that it is important for all personnel, whatever their position, to accept their personal responsibilities as detailed in the policy and procedures and I seek active co-operation between management and employees to promote a safe and healthy environment for ourselves and our customers.

Finally, we undertake to review and revise the policy as often as is required by changing legislation. All changes will be brought to the attention of all employees.

Signed: ………………………………………….. Date: ………………………….

**Chief Executive High Life Highland**

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

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|  | **Customer Complaints Policy**  Version 1 – February 2014 |

High Life Highland is committed to providing high quality services. It values feedback about any aspect of its services and when it get things wrong it will seek to resolve them as quickly as possible.

High Life Highland will treat as a complaint any expression of dissatisfaction with services. Staff will: listen to complaints; treat them seriously; respond to complaints quickly; learn from them; always seek to resolve them where this is possible; and use the information gained form complaints so that the company can improve its services.

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

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|  | ***Absence and Attendance Management Policy***  Version 2 – November 2013 |

1. **Introduction**

A high level of attendance at work is essential to the effective functioning of High Life Highland (HLH), to the maintenance of its strategic values and particularly to the provision of quality services. To secure such attendance requires commitment from managers, employees and trades unions.

High absence rates are costly, disruptive, reduce morale and lower Company standards. HLH already has policies relating to authorised leave, and a policy on the management of absence and attendance is essential to secure both high levels of attendance and a consistent, fair and reasonable approach towards staff which will complement existing policies on leave.

Board members, managers, employees and trade unions must be committed to playing their part in the operation of this policy. This will ensure the development of a partnership towards the achievement of a highly motivated and healthy workforce committed to attaining high attendance levels.

1. **Policy Principles**

HLH’s wish to secure a high level of attendance and consistency in its management is based on the following principles:

* + - * the Chief Executive, Heads of Service, managers and supervisors being accountable for the management of attendance and absence;
      * commitment to the maintenance of the health, safety and welfare of staff and the promotion of occupational health.;
      * provision of guidance and training to managers on the treatment of absence and attendance in a fair and consistent way;
      * expectation by staff of fair and consistent treatment;
      * understanding by staff of their responsibilities in the event of absence;
      * staff awareness of the need to minimise absence;
      * use of records and information systems to assess and control level of absences; and
      * recognition of the importance of non-discriminatory practices.

1. **Monitoring and Review**

To ensure that the Policy is operated effectively and achieves its objectives, there may be periodic random audit by HR or other managers directed by the Chief Executive and managers will be required to produce regular statistical returns and reports to the Chief Executive. Such audits and reports will include the examination of absence rates and action taken to overcome absenteeism.

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

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|  | ***Flexible Retirement Policy***  Version 2 – February 2014 |

1. **Introduction**

High Life Highland (HLH) recognises the importance of developing a flexible workforce to continue to deliver a high standard of services to the public. HLH values the retention of the skills of staff and is committed to having a flexible approach to retirement.

The Flexible Retirement provision applies to all employees who have at least 2 years’ service with the Local Government Pension Scheme (LGPS) and are aged 55 or over.

There is no automatic right to have a request for flexible retirement granted. The Head of Service will determine each request on its merits, carefully considering the benefits and impact (e.g. cost implications) for the Company.

1. **Application to request Flexible Retirement**

The employee is required to confirm their request in. The employee may wish to seek advice from an independent financial adviser, but it is their responsibility to arrange this and to meet any associated costs.

1. **Appeals Process**

Employees who wish to appeal against a decision to refuse a flexible retirement request should do so in writing to the Chief Executive within 14 days of being notified of the Head of Service’s decision. An appeal cannot be based on the actuarial cost incurred by the employee.

1. **Monitoring and Review of the Policy**

Human Resources will monitor the uptake of flexible retirement requests and agreements to ensure there is consistency in the implementation of the policy. It will also be necessary to review the policy in line with any future employment and pension regulation changes.

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

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|  | ***Flexible Working Policy***  *Version 1 May 2012* |

1. **Introduction**

High Life Highland (HLH) recognises that many of its employees have family and caring responsibilities which they combine with their paid employment, (caring for children, elderly family members or other dependants). As an employer HLH is committed to retaining, developing and motivating employees by ensuring that they are able to balance work and home commitments.

1. **Principles**
   1. A proactive and flexible approach to the management of work issues is of direct relevance in retaining, developing and motivating valued employees.
   2. The development of flexible working practices is part of HLH’s integrated approach to the management of diversity, leading to improved equality of opportunity.

2.3 Work and home life can create conflicting pressures. HLH’s approach is to allow employees to integrate work and home life by encouraging the use of flexible working practices within the needs of the business.

2.4 Consultation with employees is the most effective method of exploring the possibilities of flexible working.

2.5 Managers are encouraged to consider the options for flexible working.

1. **Key Provisions**

**3.1** **Flexible Working Arrangements**

3.1.1 Definition

Flexible Working Arrangements provide employees with at least 26 weeks continuous service the right to request certain permanent changes to their conditions of service.

Applications for permanent changes to the following working conditions will be considered:

* A change to the hours they work;
* A change to the times when they are required to work;

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

* To work from home (whether for all or part of the week).

Applications will be considered in accordance with the set procedure and refused only where there is a clear business reason for doing so.

**3.1.2** Procedure

Employees must apply in writing to the Principal Manager. The use of the [Flexible Working Application Form](https://www.hlhinfo.com/userfiles/file/business_processes/Human%20Resources/HR11%20Flexible%20Working/HR11-F%20Flexible%20Working%20Forms/HR11-F01%20Flexible%20Working%20Application%20Form.doc) will ensure that the application provides all appropriate information for proper consideration.

The Principal Manager will arrange, within 28 days, for an appropriate manager to meet with the employee to discuss the desired work pattern in depth and to discuss how it might be accommodated within the needs of the business. The employee has a right to be accompanied by a trade union representative or colleague at this meeting.

Unless further action is necessary before notifying the employee, the Principal Manager will write to the employee, within 14 days after the date of the meeting, to agree a new work pattern and start date, or to provide reasons why the request cannot be granted. There will be circumstances where it is appropriate for the Head of Service to agree extended timescales with the employee.

Principal Manager must consult with the Human Resources Manager before making a decision on an application for flexible working.

Employees are limited to making one application in any 12-month period.

**3.1.3** Appeals

Employees who wish to appeal against a decision should do so by writing to their Head of Service within 14 days of being notified of the decision. The Head of Service will hear appeals under HLH’s [Grievance Procedure](https://www.hlhinfo.com/userfiles/file/business_processes/Human%20Resources/HR25%20Grievance/HR25-G%20Grievance%20Procedure/HR25-G01%20Grievance%20Procedure.doc) with the hearing taking place within 14 days of receipt of the appeal. Where a grievance cannot be resolved at this stage of the procedure the employee will have the right to have his or her grievance heard by the Chief Executive.

[Guidance for Managers](https://www.hlhinfo.com/userfiles/file/business_processes/Human%20Resources/HR11%20Flexible%20Working/HR11-G%20Flexible%20Working%20Guidance/HR11-G02%20Flexible%20Working%20Guide%20for%20Managers.doc)

[Guidance for Employees](https://www.hlhinfo.com/userfiles/file/business_processes/Human%20Resources/HR11%20Flexible%20Working/HR11-G%20Flexible%20Working%20Guidance/HR11-G01%20Flexible%20Working%20Guide%20for%20Employees.doc)

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

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|  | ***Substance Misuse Policy***  Version 2 – February 2014 |

1. **INTRODUCTION**

1.1 High Life Highland (HLH) is committed to providing a safe, healthy and productive working environment. Alcohol and Drug misuse includes the use of illegal drugs, the misuse of prescribed drugs, non-prescribed preparations and the consumption of alcohol leading to impaired performance. The misuse of alcohol and drugs can lead to reduced efficiency, increased risk of accidents, increased absences, potential misconduct and criminality, and the loss of valuable employees.

1.2 As part of the Company's commitment to the health, safety and wellbeing of its staff, the purpose of this Policy is to help protect staff from the dangers of alcohol or drug misuse and to encourage those with a problem to seek help. In addition, the policy sets out procedures to ensure that alcohol and drug problems are dealt with sympathetically, fairly and consistently. The procedures describe support available and details of the circumstances in which disciplinary action will be taken.

1.3 The Policy applies to all employees of HLH and contractors working for the organisation in all premises owned or occupied by the Company.

1. **POLICY PRINCIPLES**

2.1 Staff will not consume alcohol on HLH premises during their working day except by permission of the Head of Service e.g. Christmas party.

2.2 Staff will not consume unprescribed drugs (except drugs which may be bought over the counter for minor ailments) during their working day, including main or rest breaks.

2.3 Staff will not consume alcohol or take unprescribed drugs (except drugs which may be bought over the counter for minor ailments) at any time before reporting for duty when their use may impair work performance on duty.

2.4 Staff should inform their manager of any prescribed drug that could have side effects and the impact on their ability to work safely.

2.5 Possession of or dealing in unprescribed drugs at work will immediately be reported to the police.

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

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|  | ***Employee Induction - Policy***  Version 1 – March 2013 |

All employees will receive an induction at the **commencement** of employment in post and on **return** from long term absence. An effective induction is the first step in performance management. Not only does it clarify responsibilities, procedures and work standards, it also helps employees to settle into their post more quickly.

[The Induction Form](https://www.hlhinfo.com/userfiles/file/business_processes/Human%20Resources/HR26%20Induction/HR26-F%20Induction%20Forms/HR26-F01%20Induction%20Form.docx) has been designed as a Generic Form that can be used or adapted for use to induct any employee. An Induction Form must be used for induction of:

* New employees
* Employees recruited from other HLH services
* Employees promoted or transferred into new posts
* Employees returning from long term absence i.e. maternity leave.

A copy of the completed form should be returned to HR within one month of the employee taking up the post.

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

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|  | ***The Use of Exit Interviews - Policy***  Version 2 – Updated October 2013  Version 1– Approved HoS meeting 15.05.13 |

High Life Highland (HLH) recognises that the achievement of its strategic goals and the securing of its values are dependent on the retention of a skilled and committed workforce. The Company’s policy and associated procedures on the Use of Exit Interviews are designed to support this aim by giving managers the opportunity to monitor the reasons why employees leave HLH and to suggest actions to ensure that the Company is a satisfying place to work.

NEW AND AMENDED POLICIES FOR APPROVAL - **APPENDIX B**

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|  | ***Relocation Assistance Policy***  Version 1 – January 2014 |

1. **Purpose**

Relocation assistance is provided by High Life Highland to help employees with expenses incurred by relocation as a result of organisational requirements. These expenses can be paid either:

* when the employee starts their employment with the organisation or
* when the employee’s work location changes, which then requires a move from their present home.

This policy does not apply to the provision of expenses to cover additional travelling when the employee’s work location changes, but the employee intends to remain in their existing home.

1. **Eligibility**

The organisation does not guarantee to assist all employees with relocation expenses. Each application will be dealt with individually, depending on its particular circumstances. The organisation reserves the right to not provide any relocation expenses to an employee who moves to temporary accommodation. Under these circumstances the organisation must be satisfied that the employee intends to find permanent accommodation, whether it be rented, leased or purchased.

Examples of policy and associated guidelines and forms - APPENDIX C

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|  | ***Employee Induction - Policy***  Version 1 – March 2013 |

All employees will receive an induction at the **commencement** of employment in post and on **return** from long term absence. An effective induction is the first step in performance management. Not only does it clarify responsibilities, procedures and work standards, it also helps employees to settle into their post more quickly.

[The Induction Form](https://www.hlhinfo.com/userfiles/file/business_processes/Human%20Resources/HR26%20Induction/HR26-F%20Induction%20Forms/HR26-F01%20Induction%20Form.docx) has been designed as a Generic Form that can be used or adapted for use to induct any employee. An Induction Form must be used for induction of:

* New employees
* Employees recruited from other HLH services
* Employees promoted or transferred into new posts
* Employees returning from long term absence i.e. maternity leave.

A copy of the completed form should be returned to HR within one month of the employee taking up the post.

Examples of policy and associated guidelines and forms - APPENDIX C

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|  | ***Induction Guidance for Line Managers***  March 2013 – Draft – Version 1 |

1. **Introduction**

The Induction Form has been designed as a Generic Form that can be used or adapted for use to induct any employee. An Induction Form must be completed by the line manager and returned to HR for induction of:

* New employees;
* Employees recruited from other HLH services;
* Employees promoted or transferred into new posts; or
* Employees returning from long term absence i.e. maternity leave

When using an Induction Form, any irrelevant points on the Form can be marked N/A to indicate ‘not applicable’.

All relevant points should be ticked off or initialled by the employee as they are covered.

It is not necessary for the line manager, or supervisor, to do the induction alone. Different elements of the induction can be delivered by competent persons in the work team.

Induction Forms can be in three forms:

* Standard Induction Form;
* Modified Induction Form; or
* Service or Job Specific Induction Pack

1. **Use of the Employee Induction Form**

The standard [Employee Induction Form](https://www.hlhinfo.com/userfiles/file/business_processes/Human%20Resources/HR26%20Induction/HR26-F%20Induction%20Forms/HR26-F01%20Induction%20Form.docx)**,** including Initial [Training Needs form](https://www.hlhinfo.com/userfiles/file/business_processes/Human%20Resources/HR20%20Employee%20Development%20Framework/HR20-F%20Employee%20Development%20Framework/HR20-F01%20Training%20Needs%20Summary%20Form.docx), is the normal form that is to be used. To support this, managers may also use the post’s Job Description and Person Specification.

The electronic version of the form has hyperlinks to staff website pages for relevant documentation. When using the standard Form, the level of detail should be appropriate to the post (e.g. explanation of Business Plan).

Examples of policy and associated guidelines and forms - APPENDIX C

**A modified Induction Form** can be created by the line manager by adding more specific detail. The standard Induction Form is written as a form which can be modified. Within the different elements, different points can be added or expanded upon.

**Service or Job Specific Induction Packs** may be used instead of the Induction Form in appropriate circumstances. Where there are high numbers of employees doing the same job, it may be more effective for a Function to develop a dedicated Induction Pack. The Induction Pack can contain specific information on terms and conditions, procedures etc. which the employee can keep. This is particularly useful for employees who do not have access to personal computers as part of their job. The employee can then retain the induction pack as their own reference.

It is the responsibility of the Function to ensure that any Induction Pack covers the same elements as the Standard Induction Form. There must still be a signed summary of the induction pack retained by the line manager with a copy forwarded to HR**.**

Assistance with creating a modified or function specific induction is available from HR. Elements of the standard form cannot be omitted but other elements may be added where this is appropriate. The Function Principal Manager should check periodically that Inductions have been carried out and completed in accordance with the policy and guidelines.

**Record Keeping**

At the end of Part 2 of the Induction Forms, or the completion of the Induction Pack, the employee and the line manager/supervisor must sign and date the Forms confirming satisfactory completion of the induction. The signed documents are to be retained in the employee’s file with a copy forwarded to HR. It is the line manager’s responsibility to ensure that any training needs are addressed promptly with a draft timeframe appended to the Induction form.

1. **Employee Induction – Information for Employees**

This information is to be used, in conjunction with the Employee Induction Form, as part of the induction of new employees.

The information is in general terms and should be relevant to the majority of posts. As such the information covers only the basics of the topics, sources of further information are included in the notes. Further specific information can be added to this guide, before downloading.

This information should be downloaded and used by the manager or supervisor to brief the employee. After induction the employee may keep this as a reference.

Examples of policy and associated guidelines and forms - APPENDIX C

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|  | ***Employee Induction – Information for Employees***  March 2013 – Version 1 |

**High Life Highland**

Highland Council established High Life Highland (HLH) in October 2011 as a charity registered in Scotland, developing and promoting culture, learning, health and wellbeing, sporting and leisure opportunities in Highland. HLH is principally responsible for nine functions including;

* Adult Learning
* Archives
* Arts
* Leisure Facilities
* Libraries
* Museums
* Outdoor Education
* Sport
* Youth Work

Further information on HLH can be found on [www.highlifehighland.com](http://www.highlifehighland.com)

HLH is managed by a Board of Directors comprising of 4 members nominated by The Highland Council and 8 independently appointed members. A list of the current Board of Directors can be found on [www.highlifehighland.com](http://www.highlifehighland.com) .

**Employment with High Life Highland**

Employees of HLH are expected to follow all Company Policies and procedures at all times. Some of the main areas are covered below. If in doubt about any issue please contact your line manager.

**Employee Code of Conduct**

There is a Code of Conduct for Employees of HLH, which is based on a National Code of Conduct.  This Code sets out the minimum standards of conduct that are expected of HLH employees.  Not only must the Code be complied with, when acting as an employee or representative of HLH, it must be given due regard, if activities outside work may conflict with the interests of the HLH.

Examples of policy and associated guidelines and forms - APPENDIX C

The purpose of the Code is to provide clear and helpful advice and guidance about rights and duties at work.  A breach of the Code may lead to disciplinary action.

**National Conditions of Service**

Most Conditions of Service including rates of pay, hours of work, holiday entitlement, sick leave, etc, are in accordance with agreements made by the Scottish Joint Council Conditions of Service.

**Trades Unions**

High Life Highland is committed to developing and maintaining good employee relations and recognises a number of trade unions for the purpose of collective bargaining at local level. Our agreed Trade Union Procedural agreement sets out further details.

We encourage employees to join a trade union if they so wish. Employees who are not a member of a union or a member of a non-recognised union will also be bound by locally negotiated agreements reached through the Joint Consultative Forum (JCF) The following is a list of trade unions which are recognised by High Life Highland:

* [GMB](http://www.gmb.org.uk/home.aspx)
* [UNISON](http://www.unisonhighland.co.uk/the-resource-centre/)
* [Unite](http://www.unitetheunion.org/)

**Salary and Wages**

The High Life Highland Payroll is administered on our behalf by the Highland Council. All enquiries regarding pay should be referred to your line manager in the first instance. Contact details for Payroll Section –

Payroll Section,

Finance Service,

The Highland Council,

Glenurqhart Road,

Inverness,

IV3 5NX

E-mail: [payroll@highland.gov.uk](mailto:payroll@highland.gov.uk) *(Internet Security - Please note that internet email cannot be guaranteed as secure. Therefore, it is inadvisable to provide personal information by this method.)*

You can telephone from 9.00am to 5.00pm Monday to Friday by using the following numbers -

General Payroll Enquiries - 01463 702342

Expenses and Subsistence - 01463 702329

Examples of policy and associated guidelines and forms - APPENDIX C

**Pensions**

Employees (excluding those classed as “casual”) with a contract for greater than 3 months will be entered into the Local Government Pension Scheme automatically unless they wish to opt out.

Details of the staff Pension scheme can be found in [Local Government Pension Scheme](http://www.highland.gov.uk/yourcouncil/finance/pensions).

**Annual Leave Entitlement & Time Off**

The annual leave year runs from 1 February to 31 January. The basic annual leave entitlement is 4 weeks, increasing to 5 weeks for employees with 5 years reckonable service. Leave entitlement for part-time employees is calculated on a pro-rata basis. Requests for holidays must be booked in advance. See Annual Leave.

**Sick Leave**

Where an employee is unable to attend work due to sickness then the employee, or someone acting on their behalf, must notify their immediate supervisor within one hour of their normal starting time, and not the telephonist. They must say what is wrong and likely date of return.

A self-certification form must be completed on return to work of an absence of 1-7 calendar days, with a medical certificate from a Doctor being produced for an absence of more than 7 days. Employees' sickness allowance/statutory sick pay entitlements may cease if the above requirements are not adhered to.

An employee’s entitlement to sickness allowance is also dependent upon their service at the start of absence. Employees with less than 26 weeks continuous service at the commencement of sickness absence are not entitled to sickness allowance.

Further information on absence can be found on the intranet under Absence and Attendance on the intranet.

**Maternity/Adoption/Paternity Leave**

Employees may be entitled to time off for maternity, adoption or paternity leave. Further guidance can be found in the Maternity Provisions.

**Special Leave**

There is an HLH Special Leave Scheme. Special Leave may be granted in connection with public duties, Jury Service, Bereavement, Paternity or Maternity Support, Adoption, Serious illness/hospital treatment, etc.

Guidance for Special Leave can be found in the Special Leave Scheme.

Examples of policy and associated guidelines and forms - APPENDIX C

**Eye Sight Tests**

Employees whose duties involve regular use of DSE equipment such as computers, are entitled to, but not obliged to undertake, an eyesight test under Health and Safety Regulations. If corrective lenses are required specifically for DSE, HLH will contribute £75 towards the cost.

The Eye and Eyesight Testing Form can be found in the Appendices of Guidance on Display Screen Equipment Eye Sight Test Form.

**Grievance and Discipline**

An employee has a right of appeal against any decision of the Company or against the Company's failure to come to a decision on matters relating to employee's rights under the appropriate Scheme of Conditions of Service, discrimination and other instances where the employee feels aggrieved.

For more information see Grievance and Disciplinary Procedures.

**Smoking Policy**

The Company prohibits smoking in;

* All wholly and substantially enclosed HLH premises
* HLH owned vehicles
* Privately owned vehicles whilst carrying passengers on HLH business
* Certain external areas of premises including entrance doorways and approaches.

In addition, the following restrictions on smoking apply;

* There are no designated smoking breaks
* Employees are only entitled to smoke outside their contractual working hours.

**Equal Opportunities Policy**

HLH is committed to the promotion of equality of opportunity, both as an employer, and in the delivery of services.

The Equality Act 2010 replaced previous equality legislation and provides people with protection from discrimination, if they are covered by the ‘protected characteristics’ of age; disability; gender reassignment; pregnancy and maternity; marriage and civil partnership; race; religion and belief; sex and sexual orientation.

Examples of policy and associated guidelines and forms - APPENDIX C

As a public body, in all its work HLH has to give ‘due regard’ to:

the need to eliminate discrimination and harassment,

advancing equality of opportunity, and

‘fostering good relations’ between those sharing a particular characteristic and those we do not.

This means we need to consider the needs of the protected groups in our employment practices and when designing and delivering services.

HLH intends that no employees shall receive less favourable treatment because of a protected characteristic and shall seek to ensure the talents and skills of employees are utilised to the full, to the benefit of HLH, employees and Highland communities. We shall aim to deliver services fairly, and will involve and engage with local equality groups. Policy can only be implemented effectively when we treat colleagues with respect and dignity.

To help HLH promote equal opportunities and make discrimination a thing of the past, employee have a responsibility to:

challenge others when discriminatory practice is witnessed

ensure that everyone is offered the same level of service

take account of how different groups may be affected by policies and practices

**Further Information:** Policies can be found on the Intranet Equal Opportunities

**Travel and Subsistence**

HLH Travel and Subsistence Policy covers situations where:

* Employees are required to travel away from their normal place of work
* Employee are working away from their normal place of work for more than 4 hours
* Employee are required to stay overnight away from their place of residence

The policy lays out various mileage rates and sets our limits for day and overnight subsistence. All travel and subsistence must be authorised by the employees’ Line Manager and follow the Business Travel Hierarchy guidelines.

Examples of policy and associated guidelines and forms - APPENDIX C

**Further Information:** Travel and Subsistence can be found on the Intranet under Policies Travel and Subsistence.

**Health, Safety and Wellbeing**

It is the policy of HLH to take all reasonable steps to ensure the health, safety and welfare at work of all its employees. The general responsibilities for all levels of management and staff are laid out in the General Statement of Health, Safety and Wellbeing. A copy of the following document must be issued to all new employees:

Further information can be found on the intranet under Health and Safety.

All managers and supervisors are responsible for the safety of their staff and that of any other person who comes into contact with their work activities.

This responsibility includes:

* Conduct of suitable and sufficient Risk Assessments to identify hazards and identify appropriate controls.
* Establishment of Safe Working Practices
* Provision of resources and training to enable safe working practices to be followed
* Monitor and review safety in the workplace
* Report any issues or concerns, in the workplace, which are beyond their control

All employees, regardless of post, must:

* Take due care for their own safety and that of others, who may be affected by their acts or omissions at work
* Co-operate with management and perform any duty or comply with any requirements, as a result of any health and safety legislation which may be in force.
* Report and record any accidents occurring in of the course of work activity.
* Report any concerns relating to health, safety or welfare to an appropriate person.

**Training and Development**

HLH has a responsibility to ensure that, as well as resources, employees have sufficient knowledge, skill and qualification to fulfil their duties. It is HLH policy to use Personal Development Plans to identify the needs of individual employees.

Examples of policy and associated guidelines and forms - APPENDIX C

When development needs are identified, it is the responsibility of Function Management to prioritise needs and plan how needs can be met. As well as formal training, development needs may be met by on the job training, coaching, structured experience, secondments, open learning, or reading.

However training is organised there must be accurate, accessible records kept for all training delivered.

High Life Highland also uses [My Online Learning](http://tracking.brightwave.co.uk/lnt/Highland/Login.aspx?ts=634974026443905000). To use this facility you will need to have your employee number to hand.

Further information can be obtained from your line manager.

**The Use of ICT Equipment**

More and more duties within HLH involve staff using computerised systems in their daily tasks. The necessary ICT training for tasks and or service specific systems should be discussed with the line manager. Each Function has responsibility for any ICT system which are specific to that Function.

The use of ICT by staff must comply with the company’s Information Management Procedures. Each member of staff must also be aware of and comply with the Data Protection regulations.

**Gaelic**

As an organisation that delivers services on behalf of the Highland Council we follow their principle of equal respect for Gaelic and English languages and support and encourage people to develop their Gaelic. The Highland Council Gaelic Language Plan aims to ‘normalise’ the position of the language in the sense that the Gaelic dimension is considered in the planning and implementation of all Company business.

‘Gaelic in the Highlands’ is a short induction course which aims to tell new staff, and others with an interest in the subject, a little bit about Gaelic, including the Council’s policy on it. [Gaelic in The Highlands](http://ww2.highland.gov.uk/gaelic_in_the_highlands)

Further information about Gaelic development opportunities for staff can be found on this link [Gaelic Information Page](file://\\nthchq4\highlifehighland\Human%20Resources\Policies\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.Outlook\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.Outlook\2009-gaelic\2009-gaelic-main-page.htm).

**Empl** Examples of policy and associated guidelines and forms - APPENDIX C

**Employee Induction Form**

**Employee Name:**

**Commencement of Employment:**

**Location: Manager:**

1. **Introduction to the Workplace**

|  |  |
| --- | --- |
| Initial greeting by immediate supervisor or line manager | 🞎 |
| Introduction to immediate work colleagues | 🞎 |
| Tour of general working environment | 🞎 |
| Location of toilets, staff facilities, etc. | 🞎 |
| Arrangements for refreshments and breaks. | 🞎 |
| Other general facilities, including car parking and transport. | 🞎 |
| Security arrangements, keys, access, etc. | 🞎 |

1. **Terms and Conditions**

|  |  |
| --- | --- |
| Collection of relevant paperwork (P45, bank details for salary) | 🞎 |
| Confirm salary, working hours and any other contract details | 🞎 |
| Confirm method and timing of salary payments | 🞎 |
| Confirm and explain main terms and conditions of employment and where to access policies and procedures   * Hours of work * [Annual leave entitlement and how to request leave](http://highlifehighland.com/secure/staff/leave) * [Employee Code of Conduct](http://highlifehighland.com/uploads/staff/personnel_section/personnel_policies/Code%20of%20Conduct%20v4%20Oct%202011.doc) * [Sickness absence procedures](http://highlifehighland.com/secure/staff/absence-attendance) * [Grievance Procedure](http://highlifehighland.com/uploads/staff/personnel_section/disciplinary_grievance/Grievance%20Procedure.doc) * [Disciplinary Procedure](http://highlifehighland.com/uploads/staff/personnel_section/disciplinary_grievance/Disciplinary%20Procedure.doc) * Outside employment/other interests * [Confidential information and data protection](http://highlifehighland.com/secure/staff/ict-section) * Trade Unions | 🞎 |

Examples of policy and associated guidelines and forms - APPENDIX C

1. **Introduction to the job.**

|  |  |
| --- | --- |
| Function/Team structure, lines of authority and accountability | 🞎 |
| Clarification of job description and basic duties | 🞎 |
| Relationship of job to section and service objectives | 🞎 |
| Identification of work priorities | 🞎 |
| Identification of personal work area | 🞎 |
| Check level of personal equipment, stationery, etc | 🞎 |
| Issue any other personal equipment (protective clothing) | 🞎 |
| Registration/Passwords to use computerised systems | 🞎 |
| Relevant Policies and Procedures   * [ICT Policy](http://highlifehighland.com/secure/staff/ict-section) * [Financial Regulations](http://highlifehighland.com/uploads/board/financeandaudit/HLH%20Finance%20Regulations%202012.docx) * [Protection of Vulnerable Groups Policies and Procedures](http://highlifehighland.com/secure/staff/adult-child-PVG-protection) * Other appropriate procedures (to be determined by the line manager). | 🞎 |

1. **Workplace Fire and Safety Procedures**

|  |  |
| --- | --- |
| Copy of fire procedure issued  Responsible Premises Officer (RPO) identified and their role explained. | 🞎  🞎 |
| Responsibilities in relation to fire procedures clearly identified | 🞎 |
| Sound of fire alarm identified | 🞎 |
| Location of Fire Exits and how to operate them | 🞎 |
| Location of assembly point | 🞎 |
| Importance of keeping passageways and fire exits clear | 🞎 |
| Fire extinguishers only to be used by staff with specific training. | 🞎 |
| Conduct PEEP (Personal Emergency Escape Plan), if applicable | 🞎 |

1. **First Aid**

|  |  |
| --- | --- |
| How to obtain first aid assistance | 🞎 |
| Name of First Aider or Appointed Person | 🞎 |
| Location of first aid boxes | 🞎 |
| Emergency procedure when a member of staff is taken ill  Examples of policy and associated guidelines and forms - APPENDIX C | 🞎 |

1. **Safe Working Practices**

|  |  |
| --- | --- |
| How to access High Life Highland [Health and Safety Policy and Procedures](http://highlifehighland.com/secure/staff/health-safety) on the staff website or elsewhere. | 🞎 |
| Service specific Health and Safety Procedures or Safe Working Practice (relevant to post) | 🞎 |
| Where to access the Accident Book | 🞎 |
| Identify equipment or machinery which can only be operated by those with specific training | 🞎 |
| Identify tasks, processes or chemicals used, which require specific instruction or training. | 🞎 |
| Identify training and supervision required, for the individual to comply with safe working practices, relevant to post. (Discuss immediate Health and Safety knowledge and skills necessary to fulfill duties). | 🞎 |
| Service specific Health and Safety Procedures or Safe Working Practice (relevant to post) | 🞎 |

1. **Review**

|  |  |
| --- | --- |
| Joint review of Part 1 – Any questions | 🞎 |
| Arrange time for Part 2 of Induction | 🞎 |

**NOTES**

Examples of policy and associated guidelines and forms - APPENDIX C

Part 2 – To be completed during Week One

1. **Introduction to Service**

|  |  |
| --- | --- |
| Introduction to operational plan, relevant to post. | **🞎** |
| Geographical layout of Service and key contacts | **🞎** |

1. **Service Specific and Job Related Issues**

(Add any Service specific or job related issues which have not been covered already. This will include any specific legislation, Service policies or procedures, which the individual must comply with.)

(Please attach separate sheet)

1. **Training and Development**

|  |  |
| --- | --- |
| Record any relevant qualifications or previous training. (Where a Training Record system is available, record in system, otherwise keep record in personnel file. If appropriate, keep photocopies or original certificates on file.) | **🞎** |
| Identify and record any non-H&S Training Needs necessary for the individual to fulfill their present duties (a copy of initial training needs should be appended to this form along with a draft timeframe for completion. | **🞎** |
| Set date for first Annual Appraisal in accordance with HLH policy. | **🞎** |

1. **Managers Only**

|  |  |
| --- | --- |
| Budget responsibilities (detail of budgets held by post, overview of PECOS and ORACLEii ) | **🞎** |
| Responsibility for communication with staff, in accordance with the Internal Communications Standards | **🞎** |

1. **Review**

|  |  |
| --- | --- |
| Discuss first week | **🞎** |
| Tasks for next week | **🞎** |
| Any further information required | **🞎** |

The above elements of Part 1 and 2 of the Induction have been covered satisfactorily. (Please send a copy of this form to HR on completion).

**Signed…………………………. (Employee) …………………………. (Manager)**

**Date ………………. ……………….**

Examples of policy and associated guidelines and forms - APPENDIX C

|  |  |
| --- | --- |
|  | ***The Use of Exit Interviews - Policy***  Version 2 – Updated October 2013  Version 1– Approved HoS meeting 15.05.13 |

High Life Highland (HLH) recognises that the achievement of its strategic goals and the securing of its values are dependent on the retention of a skilled and committed workforce. The Company’s policy and associated procedures on the Use of Exit Interviews are designed to support this aim by giving managers the opportunity to monitor the reasons why employees leave HLH and to suggest actions to ensure that the Company is a satisfying place to work.

Examples of policy and associated guidelines and forms - APPENDIX C

|  |  |
| --- | --- |
|  | ***The Use of Exit Interviews – Guidance***  Approved HoS meeting 15.02.13 and amended 23.07.13.  V2 Updated October 2013 |

**Aims and Objectives**

The Policy on the Use of Exit Interviews has the following aims:

1. To identify reasons for and trends in turnover (e.g. discriminatory practice, workload issues, stress etc) and manage actions to address these;
2. To identify any training and development needs for remaining employees, including management training;
3. To assess the effectiveness of induction and recruitment practices;
4. To identify factors that could persuade people to remain within High Life Highland, such as changes to terms and conditions, working patterns or culture;
5. To evaluate the success of HR policies and procedures and determine where changes need to be made or new strategies developed;
6. To prepare for the review and development of the job specification to fill the vacant post;
7. To identify any issues that are likely to lead to grievances or employment tribunal cases and to address these.

**Procedure**

1. Employees leaving the Company’s employment can be offered an exit interview by their Line Manager as he or she becomes aware that the staff member’s employment is to end.
2. The Line Manager should record the employee’s reasons for leaving and additional comments on the Exit Questionnaire.
3. The procedure can be used regardless of the reason for ending employment and can include retirement, redundancy, disciplinary dismissal, etc. as well as resignation.
4. Where a member of staff indicates Discrimination, Harassment or Bullying as his or her reason for leaving the Line Manager must inform HR. This is essential to ensure that all appropriate procedures are followed.
5. After analysing the information provided through the questionnaire or interview, the Line Manager should consider what actions may be required and progress these. Copies of completed questionnaires and subsequent action plans should be forwarded to the Principal Manager for review and forwarding to Human Resources Manager if appropriate.

Examples of policy and associated guidelines and forms - APPENDIX C

1. The Human Resources Manager will consider appropriate actions and report to the Senior Management Team on any recommendations regarding employment with HLH.

**Data Protection**

Exit questionnaires and interview guidance must state the reasons why this information is being requested, how the information will be processed and how it will be used.

Examples of policy and associated guidelines and forms - APPENDIX C

Exit Interview Monitoring Form

Instructions

This form should be completed by the Line Manager undertaking the exit interview as a record of the points that were discussed.

The employee should be informed that the purpose of the exit interview is to enable the Company to examine the reasons why people leave the organisation and to identify any improvements in employment practice that could be made. No individual will be identified in the reporting of information for monitoring purposes.

The employee should be made aware that any comments made during the interview would not influence future references or re-employment with the Company.

**If you have any queries regarding this form or the exit interview process, please contact the HR Office.**

**Through discussion with the employee you should establish their views on the different aspects of working with High Life Highland listed below and record any comments or suggestions for improvements. Example questions to stimulate discussion are included.**

Interview Notes

|  |  |
| --- | --- |
| **Reason for Leaving** |  |
| **Job Satisfaction**  **Trigger Questions** | * Did you find your job satisfying? If yes - why? If not – why? * Are there any changes to your job description or working environment that could have been made to improve your level of job satisfaction? Tell me about them. * How did you feel about the workload associated with your job? |
| **Job Satisfaction** |  |
| **Training and Development**  **Trigger Questions** | * How would you describe the training provided to carry out your job? * Have you had the opportunity to develop your career at High Life Highland? * Could any changes be made to improve training and career opportunities at High Life Highland? Tell me about them. |
|  |  |
| **Employment Policies**  **Trigger Questions** | * Do you feel that High Life Highland’s employment practices and policies are supportive to employees? * Can you suggest any improvements that could be made to Company employment policies? |
| Examples of policy and associated guidelines and forms - APPENDIX C | |
| **Employment Policies** |  |
| **Work Life Balance**  **Trigger Questions** | * Have you made use of any of the Company’s flexible working arrangements? Which ones have you used and how have they benefited you? * Could you suggest any improvements that the Company could make to help you balance your home and work life? |
| **Work-Life Balance** |  |
|  | |
| **Miscellaneous Comments**  Please note any other comments made in relation to the employee’s reason to leave High Life Highland: | |
|  | |

|  |  |  |  |
| --- | --- | --- | --- |
| Signature of Line Manager: |  | Date |  |
| Signature of Employee: |  | Date |  |
| Signature of Principal Manager |  | Date |  |

Where appropriate, specific issues should be referred to HR for action (e.g. allegations of discrimination, bullying, etc.)