**Arkbound foundation**

**HANDBOOK**



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Handbook – Introduction

1. Introduction
   1. The Arkbound Foundation is an organisation that aims to widen access to literature and improve diversity within the publishing industry.
   2. We are an equal opportunities employer and do not discriminate on the grounds of gender, sexual orientation, marital or civil partner status, pregnancy or maternity, gender reassignment, race, colour, nationality, ethnic or national origin, religion or belief, disability or age.
2. Using the Staff Handbook
   1. This Staff Handbook sets out the main policies and procedures that you will need to be aware of while working for us. You should familiarise yourself with it and comply with it at all times. Any questions you may have with regard to its contents or what you have to do to comply with it should be referred to your line manager.
   2. The policies and procedures set out in this handbook apply to all employees unless otherwise indicated. They do **not** form part of the terms of your contract with us, which are provided to you separately. The policies and procedures also apply to volunteers, contracts etc. where indicated and as set out in the Volunteering Policy.
3. Responsibility for the Staff Handbook
   1. The Staff Handbook is reviewed regularly to ensure that its provisions continue to meet our legal obligations and reflect best practice.
   2. Everyone should ensure that they take the time to read and understand the content of this handbook and act in accordance with its aims and objectives. Managers must ensure all staff understand the standards of behaviour expected of them and to take action when behaviour falls below those requirements.
4. Personal data
   1. Whenever we process personal data about you in connection with our policies, we will process it in accordance with our Data Protection Policy. We will only process your personal data if we have a lawful basis for doing so. We will notify you of the purpose or purposes for which we use it. Please see the Data Protection Policy for further information.
5. Emergency contact details
   1. [PERSON] is responsible for maintaining up-to-date details of your home address and the emergency contact telephone numbers of the person or persons you would like us to contact in the event of an emergency, for example if you have an accident. This information will be requested by your line manager when you start work and you should advise us of any changes straight away. This information is held in confidence and will only be used when needed.

Diversity and Equal Opportunities Policy

1. Policy Statement
   1. Arkbound Foundation is committed to promoting equal opportunities in employment. You and any job applicants will receive equal treatment regardless of age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation (**Protected Characteristics**).
   2. This policy sets out our approach to equal opportunities and the avoidance of discrimination at work. It applies to all aspects of employment with us, including recruitment, pay and conditions, training, appraisals, promotion, conduct at work, disciplinary and grievance procedures, and termination of employment.
   3. All employees must not unlawfully discriminate against or harass other people including other current and former employees, job applicants, clients, customers, suppliers and visitors. This applies in the workplace, outside the workplace (when dealing with customers, suppliers or other work-related contacts), and on work-related trips or events including social events.
   4. The following forms of discrimination are prohibited under this policy and are unlawful:
      * 1. **Direct discrimination:** treating someone less favourably because of a Protected Characteristic. For example, rejecting a job applicant because of their religious views or because they might be gay.
        2. **Indirect discrimination**: a provision, criterion or practice that applies to everyone but adversely affects people with a particular Protected Characteristic more than others, and is not justified. For example, requiring a job to be done full-time rather than part-time would adversely affect women because they generally have greater childcare commitments than men. Such a requirement would be discriminatory unless it can be justified.
        3. **Harassment:** this includes sexual harassment and other unwanted conduct related to a Protected Characteristic, which has the purpose or effect of violating someone's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. Harassment is dealt with further in our Anti-harassment and Bullying Policy.
        4. **Victimisation:** retaliation against someone who has complained or has supported someone else's complaint about discrimination or harassment.
        5. **Disability discrimination:** this includes direct and indirect discrimination, any unjustified less favourable treatment because of the effects of a disability, and failure to make reasonable adjustments to alleviate disadvantages caused by a disability.
   5. We will seek to ensure that our services and resources are relevant to all members and service users and are perceived by them as being so.
   6. The Trustees and Chair have primary responsibility for ensuring equal opportunities in service delivery and employment practice. All members, employees, workers and volunteers must adhere to this policy in the course of their work, monitor it on a day-today basis and report on its operation to the Trustee Board.
2. Employer’s Responsibilities
   1. We will:
      * 1. Communicate the policy to all staff, volunteers, members of advisory groups and members through the use of handbooks, policies, notice boards, circulars, written notification to individual employees and other methods of communication as appropriate.
        2. Discuss and, where appropriate, agree with employee representatives any proposed changes in the policy’s contents and implementation.
        3. Make it known to all job applicants and, where appropriate to all users of our services.
        4. Ensure that disciplinary and grievance procedures incorporate principles of equal opportunity and non-discrimination.
        5. Regularly examine existing procedures and criteria, including recruitment practices, and terms and conditions of employment and change them where they are actually or potentially discriminatory.
        6. Ensure that the organisation is kept up to date and within the law.
        7. Provide training and guidance to enable staff to carry out the policy and provide specific training for relevant decision makers, including members of the Board of Trustees where appropriate.
        8. Regularly monitor the application of the policy.
        9. Make reports annually on progress in implementing the policy and on any necessary changes.
3. Recruitment and Selection
   1. We will endeavour through appropriate training to ensure that employees making selection and recruitment decisions do not discriminate, whether consciously or unconsciously, in making these decisions.
   2. Recruitment, promotion and other selection exercises such as redundancy selection will be conducted on the basis of merit, against objective criteria that avoid discrimination. Shortlisting and interviewing should be done by more than one person if possible.
   3. Job descriptions, where used, will be in line with our diversity and equal opportunities policy. Job requirements will be reflected accurately in any personnel specifications.
   4. We will adopt a consistent, non-discriminatory approach to the advertising of vacancies.
   5. We will not confine our recruitment to areas or media sources which provide only, or mainly, applicants of a particular group. Vacancy advertisements should avoid stereotyping or using wording that may discourage particular groups from applying. Job descriptions, where used, will be in line with our diversity and equal opportunities policy. Job requirements will be reflected accurately in any personnel specifications.
   6. All applicants who apply for jobs with us will receive fair treatment and will be considered solely on their ability to do the job.
   7. All employees involved in the recruitment process will periodically review their selection criteria to ensure that they are related to the job requirements and do not unlawfully discriminate.
   8. Job applicants should not be asked questions which might suggest an intention to discriminate on grounds of a Protected Characteristic. For example, applicants should not be asked whether they are pregnant or planning to have children.
   9. Interview questions will be related to the requirements of the job and will not be of a discriminatory nature.
   10. We will not disqualify any applicant because he/she is unable to complete an application form unassisted unless personal completion of the form is a valid test of the standard of English required for the safe and effective performance of the job.
   11. Selection decisions will not be influenced by any perceived prejudices of other staff.
   12. Job applicants should not be asked about health or disability before a job offer is made, except in the very limited circumstances allowed by law: for example, to check that the applicant could perform an intrinsic part of the job (taking account of any reasonable adjustments), or to see if any adjustments might be needed at interview because of a disability. Where necessary, job offers can be made conditional on a satisfactory medical check. Health or disability questions may be included in equal opportunities monitoring forms, which must not be used for selection or decision-making purposes.
4. Service Provision
   1. We will work actively towards ensuring that our services and resources are relevant to all members and service users. We will examine each area of work to determine whether:
      * 1. The service is offered in an accessible and relevant way.
        2. Alternative methods would be more appropriate.
        3. Additional services should be developed.
        4. There are any practices/procedures which are discriminatory.
   2. All written resources for groups and individuals produced by Arkbound Foundation will reflect the mixed community within which we work and stereotyped images of particular groups will not be reinforced. All employees, workers, members and volunteers must ensure that their work reflects these principles.
   3. Users must have easy access to information about Arkbound Foundation’s services which may involve making materials available where appropriate in a variety of media, e.g. in large print or electronically. In particular, all printed materials will be in a minimum of 10pt type.
   4. It is also recognised that Arkbound Foundation will not be able to meet all the demands made upon its services. There will be a drawn up and publicly available list of priorities for the service which will be reviewed at least annually.
   5. Additionally, it is recognised that there may from time to time be complaints against members of staff or the service. A notice will be displayed in the general office, giving details of how a complaint may be made. The procedure will also be regularly publicised.
5. Employment
   1. Staff and volunteers are entitled to support from management and colleagues. Staff and everyone working for us, will receive regular supervision from their line manager. Where this is not possible, Arkbound Foundation will make funds available from the staff development/training budget to allow for supervision to be obtained from other agencies or individuals.
   2. Arkbound Foundation recognises that training is an important factor in leading to job achievement and opportunity. Induction training is particularly important and will be made available to all new staff. When other needs are identified, every effort will be made to ensure that training is provided.
   3. Arkbound Foundation recognises that from time to time family and social circumstances may change and consequently workers may need to change their conditions of work. Arkbound Foundation will attempt, where circumstances and resources permit, to accommodate the needs of those workers.
   4. Part-time and fixed-term employees should be treated the same as comparable full-time or permanent employees and enjoy no less favourable terms and conditions (on a pro-rata basis where appropriate), unless different treatment is justified.
6. Purchasing
   1. Arkbound Foundation will try to ensure that the goods and services it offers are accessible to all groups. It will not knowingly receive or purchase goods and services from agencies which practise discrimination.
7. Breaches of this policy
   1. We take a strict approach to breaches of this policy, which will be dealt with in accordance with our Disciplinary Procedure. Serious cases of deliberate discrimination may amount to gross misconduct resulting in dismissal.
   2. If you believe that you have suffered discrimination you can raise the matter through our Grievance Procedure or Anti-harassment and Bullying Policy. Complaints will be treated in confidence and investigated as appropriate.
   3. You must not be victimised or retaliated against for complaining about discrimination. However, making a false allegation deliberately and in bad faith will be treated as misconduct and dealt with under our Disciplinary Procedure.

**This policy is to be read in conjunction with the following policies:**

* Harassment
* Recruitment and Selection
* Staff Training

**Review date: 30th June 2019**

Harassment and Bullying Policy

1. Introduction
   1. Arkbound Foundation is committed to providing a working environment free from harassment and bullying and ensuring all staff are treated, and treat others, with dignity and respect.
   2. This policy covers harassment or bullying which occurs at work and out of the workplace, such as on business trips or at work-related events or social functions. Arkbound Foundation recognises that harassment can exist in the workplace, as well as outside, and that this can seriously affect employees' working lives by interfering with their job performance or by creating a stressful, intimidating and unpleasant working environment. It covers bullying and harassment by staff (which may include consultants, contractors and agency workers) and also by third parties such as customers, suppliers or visitors to our premises.
2. Policy
   1. Arkbound Foundation deplores all forms of harassment and bullying and seeks to ensure that the working environment is sympathetic to all our employees, trustees, members, volunteers and persons using our shared office space.
   2. We have published these procedures to inform employees of the type of behaviour that is unacceptable and provide employees and others working for or together with Arkbound Foundation who are the victims of harassment with a means of redress.
   3. Arkbound Foundation recognises that we have a duty to implement this policy and all employees, members and volunteers are expected to comply with it.
3. Examples of Harassment
   1. Harassment is any unwanted physical, verbal or non-verbal conduct that has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. A single incident can amount to harassment.
   2. It also includes treating someone less favourably because they have submitted or refused to submit to such behaviour in the past.
   3. Unlawful harassment may involve conduct of a sexual nature (sexual harassment), or it may be related to age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation. Harassment is unacceptable even if it does not fall within any of these categories.
   4. Harassment may include, for example:
      * 1. unwanted physical conduct or "horseplay", including touching, pinching, pushing and grabbing;
        2. unwelcome sexual advances or suggestive behaviour (which the harasser may perceive as harmless);
        3. offensive e-mails, text messages or social media content;
        4. mocking, mimicking or belittling a person's disability.
   5. These examples are not exhaustive and disciplinary action at the appropriate level will be taken against employees committing any form of harassment.
4. Examples of Bullying
   1. Bullying is offensive, intimidating, malicious or insulting behaviour involving the misuse of power that can make a person feel vulnerable, upset, humiliated, undermined or threatened. Power does not always mean being in a position of authority, but can include both personal strength and the power to coerce through fear or intimidation.
   2. Bullying can take the form of physical, verbal and non-verbal conduct. Bullying may include, by way of example:
      * 1. physical or psychological threats;
        2. overbearing and intimidating levels of supervision;
        3. inappropriate derogatory remarks about someone's performance;
   3. Legitimate, reasonable and constructive criticism of a worker's performance or behaviour, or reasonable instructions given to workers in the course of their employment, will not amount to bullying on their own.
5. Complaining about Harassment or Bullying

Informal complaint

* + 1. Arkbound Foundation recognises that complaints of harassment or bullying, and particularly of sexual harassment, can sometimes be of a sensitive or intimate nature and that it may not be appropriate for you to raise the issue through our normal grievance procedure. In these circumstances you are encouraged to raise such issues with a senior colleague of your choice (whether or not that person has a direct supervisory responsibility for you) as a confidential helper, who will be able to provide confidential advice and assistance in resolving the issue. This person cannot be the person who will be responsible for investigating the matter if it becomes a formal complaint.
    2. If you are the victim of minor harassment/bullying you should make it clear to the perpetrator on an informal basis that their behaviour is unwelcome and ask the perpetrator to stop. If you feel unable to do this verbally then you should hand a written request to the person. Your confidential helper can assist you in this.

Formal complaint

* + 1. Where the informal approach fails or if the behaviour is more serious, you should bring the matter to the attention of the Designated Person (whose contact details can be found at the end of the Whistleblowing Policy) as a formal written complaint and again your confidential helper can assist you in this. If possible, you should keep notes of the behaviour that you find offensive so that the written complaint can include:-
       1. the name of the alleged perpetrator;
       2. the nature of the alleged behaviour;
       3. the dates and times when the alleged behaviour occurred;
       4. the names of any witnesses; and
       5. any action already taken by you to stop the alleged behaviour.
    2. On receipt of a formal complaint we will take action to separate you from the alleged perpetrator to enable an uninterrupted investigation to take place. This may involve a temporary transfer of the alleged perpetrator to another work area or suspension with contractual pay until the matter has been resolved.
    3. The person dealing with the complaint will invite you to attend a meeting, at a reasonable time and location, to discuss the matter and carry out a thorough investigation. You have the right to be accompanied at such a meeting by your confidential helper or another work colleague of your choice and you must take all reasonable steps to attend. Those involved in the investigation will be expected to act in confidence and any breach of confidence will be a disciplinary matter.
    4. On conclusion of the investigation which will normally be within ten working days of the meeting with you, a draft report of the findings and of the investigator's proposed decision will be sent, in writing, to you and to the alleged perpetrator.
    5. If you or the alleged perpetrator are dissatisfied with the draft report or with the proposed decision this should be raised with the investigator within five working days of receiving the draft. Any points of concern will be considered by the investigator before a final report is sent, in writing, to you and to the alleged perpetrator. You have the right to appeal against the findings of the investigator in accordance with the appeal provisions of the grievance procedure.

1. General Notes
   1. If the report concludes that the allegation is well founded, the perpetrator will be liable to disciplinary action in accordance with our disciplinary and disciplinary dismissal procedure. An employee who receives a formal warning or who is dismissed for harassment/bullying may appeal by using our capability/disciplinary appeal procedure.
   2. Staff who make complaints or who participate in good faith in any investigation must not suffer any form of retaliation or victimisation as a result. Anyone found to have retaliated against or victimised someone in this way will be subject to disciplinary action under our Disciplinary Procedure. If a report concludes that an employee has brought a complaint which is both untrue and has been brought with malicious intent, disciplinary action may be taken against the person who made the complaint.
   3. We will investigate complaints in a timely and confidential manner. The investigation will be conducted by someone with appropriate experience and no prior involvement in the complaint, where possible. Details of the investigation and the names of the person making the complaint and the person accused must only be disclosed on a "need to know" basis. We will consider whether any steps are necessary to manage any ongoing relationship between the person making the complaint and the person accused during the investigation.
   4. Once the investigation is complete, we will inform you of our decision. If we consider you have been harassed or bullied by an employee the matter will be dealt with under the Disciplinary Procedure as a case of possible misconduct or gross misconduct. If the harasser or bully is a third party such as a customer or other visitor, we will consider what action would be appropriate to deal with the problem. Whether or not your complaint is upheld, we will consider how best to manage any ongoing working relationship between you and the person concerned.
2. Victim Support
   1. Arkbound Foundation will seek to provide additional assistance to victims by contacting outside agencies who will provide specialist advice and support, with the staff member’s permission.
   2. Arkbound Foundation will provide additional support to victims of harassment, until the case is resolved. Wherever possible, Arkbound Foundation will ensure that staff are available to support victims if they so wish.
3. Police Involvement
   1. Arkbound Foundation will encourage and support victims to report acts of harassment to the Police. This support may include writing or telephoning the Police on behalf of the staff member, as well as attending meetings with the Police.
   2. Arkbound Foundation will report incidents of harassment to the Police where there is a clear threat to the safety of other staff or the general public.
4. Confidentiality
   1. Arkbound Foundation will respect and maintain the confidentiality of matters concerning the staff and volunteers and of any members of the public giving information in harassment cases.

**Review date: 31st of March 2019**

Anti-corruption and bribery policy

1. About this policy
   1. It is our 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 business dealings and relationships.
   2. Any employee who breaches this policy will face disciplinary action, which could result in dismissal for gross misconduct. Any non-employee who breaches this policy may have their contract terminated with immediate effect.
   3. This policy does not form part of any employee's contract of employment and we may amend it at any time. It will be reviewed regularly.
2. Who must comply with this policy?
   1. This policy applies to all persons working for us or on our behalf in any capacity, including employees at all levels, directors, officers, agency workers, seconded workers, volunteers, interns, agents, contractors, external consultants, third-party representatives and business partners.
3. What is bribery?
   1. Bribe means a financial or other inducement or reward for action which is illegal, unethical, a breach of trust or improper in any way. Bribes can take the form of money, gifts, loans, fees, hospitality, services, discounts, the award of a contract or any other advantage or benefit.
   2. Bribery includes offering, promising, giving, accepting or seeking a bribe.
   3. All forms of bribery are strictly prohibited. If you are unsure about whether a particular act constitutes bribery, raise it with your manager or [POSITION].
   4. Specifically, you must not:
      * 1. give or offer any payment, gift, hospitality or other benefit in the expectation that a business advantage will be received in return, or to reward any business received;
        2. accept any offer from a third party that you know or suspect is made with the expectation that we will provide a business advantage for them or anyone else; or
        3. give or offer any payment (sometimes called a facilitation payment) to a government official in any country to facilitate or speed up a routine or necessary procedure.
   5. You must not threaten or retaliate against another person who has refused to offer or accept a bribe or who has raised concerns about possible bribery or corruption.
4. Gifts and hospitality
   1. This policy does not prohibit the giving or accepting of reasonable and appropriate hospitality for legitimate purposes such as building relationships, maintaining our image or reputation, or marketing our products and services.
   2. A gift or hospitality will not be appropriate if it is unduly lavish or extravagant, or could be seen as an inducement or reward for any preferential treatment (for example, during contractual negotiations or a tender process).
   3. Gifts must be of an appropriate type and value depending on the circumstances and taking account of the reason for the gift. Gifts must not include cash or cash equivalent (such as vouchers), or be given in secret. Gifts must be given in our name, not your name.
   4. Promotional gifts of low value such as branded stationery may be given to or accepted from existing customers, suppliers and business partners.
5. Record-keeping
   1. You must declare and keep a written record of all hospitality or gifts given or received. You must also submit all expenses claims relating to hospitality, gifts or payments to third parties in accordance with our expenses policy and record the reason for expenditure.
   2. All accounts, invoices, and other records relating to dealings with third parties including suppliers and customers should be prepared with strict accuracy and completeness. Accounts must not be kept "off-book" to facilitate or conceal improper payments.
6. How to raise a concern
   1. If you are offered a bribe, or are asked to make one, or if you suspect that any bribery, corruption or other breach of this policy has occurred or may occur, you must notify your manager or report it in accordance with our Whistleblowing Policy as soon as possible.

Whistleblowing policy

1. Introduction
   1. We are committed to conducting our business with honesty and integrity and we expect all staff to maintain high standards. Any suspected wrongdoing should be reported as soon as possible.
   2. This policy covers all employees, officers, consultants, contractors, volunteers, casual workers and agency workers.
   3. Whistleblowing is the reporting of suspected wrongdoing or dangers in relation to our activities. This includes bribery, facilitation of tax evasion, fraud or other criminal activity, miscarriages of justice, health and safety risks, damage to the environment and any breach of legal or professional obligations.
2. How to raise a concern
   1. We hope that in many cases you will be able to raise any concerns with your manager. However, where you prefer not to raise it with your manager for any reason, you should contact the Designated Person. Contact details for the Designated Person are at the end of this policy. If the Designated Person is your line manager, and you feel that you do not want to raise it with your manager, you can contact a Trustee.
   2. We encourage employees to be alert to wrongdoing and to inform management of any concerns. Employees should raise an issue internally when they are just concerned, rather than wait for proof or investigate the matter themselves.
   3. We will arrange a meeting with you as soon as possible to discuss your concern. You may bring a colleague or union representative to any meetings under this policy. Your companion must respect the confidentiality of your disclosure and any subsequent investigation.
3. Confidentiality
   1. We hope that staff will feel able to voice whistleblowing concerns openly under this policy. Completely anonymous disclosures are difficult to investigate. If you want to raise your concern confidentially, we will make every effort to keep your identity secret and only reveal it where necessary to those involved in investigating your concern.
4. Procedures for making a disclosure
   1. Employees will not be penalised for informing management about any of the specified actions and will be protected from reprisals.
   2. We encourage you to use the procedure if you are concerned about any wrongdoing at work. If you make an allegation in good faith, which is not confirmed by subsequent investigation, no action will be taken against you. In making a disclosure you should exercise due care to ensure the accuracy of the information. However, we conclude that a whistleblower has made false allegations maliciously, then it will make you liable to disciplinary action up to and including dismissal as may be appropriate in the circumstances.
5. Investigating procedure
   1. Once you have raised a concern, we will carry out an initial assessment to determine the scope of any investigation. We will inform you of the outcome of our assessment. You may be required to attend additional meetings in order to provide further information.
   2. In some cases we may appoint an investigator or team of investigators including staff with relevant experience of investigations or specialist knowledge of the subject matter. The investigator(s) may make recommendations for change to enable us to minimise the risk of future wrongdoing.
   3. In the event that an investigating officer is appointed, they should follow these steps:
      * 1. Full details and clarifications of the complaint should be obtained.
        2. The investigating officer should consider the involvement of the Police at this stage.
        3. The allegations should be fully investigated by the investigating officer with the assistance where appropriate, of other individuals / bodies.
        4. A judgement concerning the complaint and validity of the complaint will be made by the investigating officer. This judgement will be detailed in a written report containing the findings of the investigations and reasons for the judgement. The report will be passed to the Chair as appropriate.
        5. We will aim to keep the whistleblower informed of the progress of the investigation and its likely timescale. However, sometimes the need for confidentiality may prevent us from providing specific details of the investigation or any disciplinary action taken as a result. You should treat any information about the investigation as confidential.
   4. If the whistleblower is not satisfied that their concern is being properly dealt with by the investigating officer, they have the right to raise it in confidence with the Chair.
   5. Due to the varied nature of these sorts of disclosures, which may involve internal investigators and / or the police, it is not possible to lay down precise timescales for investigations under this policy. The investigating officer should ensure that the investigations are undertaken as quickly as possible without affecting the quality and depth of those investigations.
6. External disclosures
   1. The aim of this policy is to provide an internal mechanism for reporting, investigating and remedying any wrongdoing in the workplace. In most cases you should not find it necessary to alert anyone externally.
   2. The law recognises that in some circumstances it may be appropriate for you to report your concerns to an external body such as a regulator. We strongly encourage you to seek advice before reporting a concern to anyone external. Protect operates a confidential helpline. Their contact details are at the end of this policy.
7. Protection and support for whistleblowers
   1. We aim to encourage openness and will support whistleblowers who raise genuine concerns under this policy, even if they turn out to be mistaken.
   2. Whistleblowers must not suffer any detrimental treatment as a result of raising a genuine concern. If you believe that you have suffered any such treatment, you should inform the Designated Person immediately.
   3. You must not threaten or retaliate against whistleblowers in any way. If you are involved in such conduct you may be subject to disciplinary action.
   4. However, if we conclude that a whistleblower has made false allegations maliciously, the whistleblower may be subject to disciplinary action.
   5. Protect operates a confidential helpline. Their contact details are at the end of this policy.
8. Contacts

|  |  |
| --- | --- |
| **Designated Person** | Mr Shaun Clarke  [TELEPHONE]  [E-MAIL] |
| **Protect**  (Independent whistleblowing charity) | Helpline: 0203 117 2520  E-mail: whistle@pcaw.co.uk  Website: www.pcaw.co.uk |

**This policy is to be read in conjunction with the following policies:**

* Conflict of Interest
* Complaints
* Confidentiality

**Review date: 31st of March 2019**

Disciplinary and capability procedure

1. About this procedure
   1. This procedure is intended to help maintain standards of conduct and performance and to ensure fairness and consistency when dealing with allegations of misconduct or poor performance.
   2. Minor conduct or performance issues can usually be resolved informally with your line manager. This procedure sets out formal steps to be taken if the matter is more serious or cannot be resolved informally.
   3. This procedure applies to all employees regardless of length of service. It does not apply to agency workers or self-employed contractors.
   4. This procedure does not form part of any employee's contract of employment and we may amend it at any time.
2. Investigations
   1. Before any disciplinary hearing is held, the matter will be investigated. Any meetings and discussions as part of an investigation are solely for the purpose of fact-finding and no disciplinary action will be taken without a disciplinary hearing.
   2. In some cases of alleged misconduct, we may need to suspend you from work while we carry out the investigation or disciplinary procedure (or both). While suspended, you should not visit our premises or contact any of our clients, customers, suppliers, contractors or staff, unless authorised to do so. Suspension is not considered to be disciplinary action.
3. The hearing
   1. We will give you written notice of the hearing, including sufficient information about the alleged misconduct or poor performance and its possible consequences to enable you to prepare. You will normally be given copies of relevant documents and witness statements.
   2. You may be accompanied at the hearing by a trade union representative or a colleague, who will be allowed reasonable paid time off to act as your companion.
   3. You should let us know as early as possible if there are any relevant witnesses you would like to attend the hearing or any documents or other evidence you wish to be considered.
   4. We will inform you in writing of our decision, usually within one week of the hearing.
4. Disciplinary action and dismissal
   1. The usual penalties for misconduct or poor performance are:
      * 1. **Stage 1: First written warning.** Where there are no other active written warnings on your disciplinary record, you will usually receive a first written warning. It will usually remain active for six months.
        2. **Stage 2: Final written warning.** In case of further misconduct or failure to improve where there is an active first written warning on your record, you will usually receive a final written warning. This may also be used without a first written warning for serious cases of misconduct or poor performance. The warning will usually remain active for 12 months.
        3. **Stage 3: Dismissal or other action.** You may be dismissed for further misconduct or failure to improve where there is an active final written warning on your record, or for any act of gross misconduct. Examples of gross misconduct are given below (paragraph 6).
        4. We may consider other sanctions short of dismissal, including demotion or redeployment to another role (where permitted by your contract), and/or extension of a final written warning with a further review period.
5. Appeals
   1. You may appeal in writing within one week of being told of the decision.
   2. The appeal hearing will, where possible, be held by someone other than the person who held the original hearing. You may bring a colleague or trade union representative with you to the appeal hearing.
   3. We will inform you in writing of our final decision as soon as possible, usually within one week of the appeal hearing. There is no further right of appeal.
6. Gross misconduct
   1. Gross misconduct will usually result in dismissal without warning, with no notice or payment in lieu of notice (summary dismissal).
   2. The following are examples of matters that are normally regarded as gross misconduct:
      * 1. theft or fraud;
        2. physical violence or bullying;
        3. deliberate and serious damage to property;
        4. serious misuse of the organisation's property or name;
        5. deliberately accessing internet sites containing pornographic, offensive or obscene material;
        6. serious insubordination;
        7. unlawful discrimination or harassment;
        8. bringing the organisation into serious disrepute;
        9. serious incapability at work brought on by alcohol or illegal drugs;
        10. causing loss, damage or injury through serious negligence;
        11. a serious breach of health and safety rules;
        12. a serious breach of confidence.

This list is intended as a guide and is not exhaustive.

Grievance procedure

1. About this procedure
   1. Most grievances can be resolved quickly and informally through discussion with your line manager. If this does not resolve the problem you should initiate the formal procedure set out below.
   2. This procedure applies to all employees regardless of length of service.
   3. This procedure does not form part of any employee's contract of employment. It may be amended at any time and we may depart from it depending on the circumstances of any case.
2. Step 1: written grievance
   1. You should put your grievance in writing and submit it to your line manager. If your grievance concerns your line manager you may submit it to [POSITION].
   2. The written grievance should set out the nature of the complaint, including any relevant facts, dates, and names of individuals involved so that we can investigate it.
3. Step 2: meeting
   1. We will arrange a grievance meeting, normally within two weeks of receiving your written grievance. You should make every effort to attend.
   2. You may bring a companion to the grievance meeting if you make a reasonable request in advance and tell us the name of your chosen companion. The companion may be either a trade union representative or a colleague, who will be allowed reasonable paid time off from duties to act as your companion.
   3. If you or your companion cannot attend at the time specified you should let us know as soon as possible and we will try, within reason, to agree an alternative time.
   4. We may adjourn the meeting if we need to carry out further investigations, after which the meeting will usually be reconvened.
   5. We will write to you, usually within one week of the last grievance meeting, to confirm our decision and notify you of any further action that we intend to take to resolve the grievance. We will also advise you of your right of appeal.
4. Step 3: appeals
   1. If the grievance has not been resolved to your satisfaction you may appeal in writing to [POSITION], stating your full grounds of appeal, within two weeks of the date on which the decision was sent or given to you.
   2. We will hold an appeal meeting, normally within two weeks of receiving the appeal. This will be dealt with impartially by a manager who has not previously been involved in the case. You will have a right to bring a companion (see paragraph 3.2).
   3. We will confirm our final decision in writing, usually within one week of the appeal hearing. There is no further right of appeal.

Staff Supervision Policy

1. Purpose of staff supervision
   1. Arkbound Foundation recognises that supervision is a key tool for planning an organisation’s work. The main purposes of supervision sessions are to:
      * 1. Monitor work and work performance
        2. Evaluate work and performance
        3. Help the worker improve his or her practice
        4. Identify training needs and evaluate recent training undertaken
        5. Clarify priorities
        6. Share information about work
        7. Provide an opportunity to discuss how the worker and supervisor feel about the work
        8. Recognise and deal with existing or potential problems
        9. Discuss how outside factors are affecting work
        10. Provide a framework for discussing and agreeing change
2. Supervision arrangements
   1. Supervision sessions:
      * 1. Will be held in a comfortable and private setting
        2. Will be recorded accurately and confirmed by both parties
        3. Will be held every 4 weeks for full and part time staff (more frequently during the first few weeks for new workers)
        4. Will not be cancelled except in an emergency, and if cancelled or missed should be rescheduled immediately.
   2. Employees will be supervised by their line manager, and/or the Chair.

**This policy is to be read in conjunction with the following policies:**

* Staff training
* Recruitment and selection

**Review date: 30th of June 2019**

Staff Training Policy

1. Introduction
   1. As a learning organisation, Arkbound Foundation recognises that its staff, with their commitment, skills and abilities are the most valuable resource of the organisation. Arkbound Foundation is keen to help staff develop and to bridge through training any gaps in knowledge and skill that are required to assist Arkbound Foundation achieve its objectives.
   2. Training should be of value both to Arkbound Foundation and the individual member of staff. It should be work-orientated and have a discernible benefit for both in the foreseeable future: for example, it may be concerned with the development of specific skills or gaining information directly related to the job. It may also be concerned with the development of individual confidence, interpersonal skills and background understanding relevant to the tasks of a voluntary agency such as Arkbound Foundation.
2. Assessing training need
   1. The staff member should discuss their training needs with her or his line manager and agree what training is appropriate. All staff and volunteers should be having regular supervision sessions with their line manager. The discussion of training requirements should form part of these sessions. As part of these discussions staff and managers should consider the requirements of Arkbound Foundation’s strategic plan. The approval of the chair of trustees should be sought.
   2. As a result of these supervision sessions and the requirements of Arkbound Foundation’s objectives, a Training Plan will be produced. This Training Plan will be the basis for producing the training budget.
   3. Where course fees are particularly expensive or attendance on the course involves a heavy commitment of time, factors which will be taken into account in deciding whether to give or withhold approval are the financial situation, the work load which would require to be covered and whether the course in question is essential to the work of the staff member and the needs of Arkbound Foundation.
   4. Special consideration will be given within the context of Arkbound Foundation’s Diversity and Equal Opportunities Policy to staff who require the development of particular skills to allow them to undertake their work effectively. A record will be kept of training undertaken by individual staff members. All staff and volunteers should have access to the training and development required of them to fulfil their roles.
3. Short courses
   1. Within the parameters set out above, Arkbound Foundation will allow paid time off work and cover the full costs of attending short courses. It is Arkbound Foundation’s intention to work towards setting indicative training budgets for individual members of staff. The training budget will be reviewed annually as part of the budget-making process.
   2. The need for, and proposals for, programmes of training for the staff group as a whole can be raised by any member of staff and should be discussed at staff meetings. Where appropriate the approval of the Chair and/or Trustee Board should be sought for the arrangements for meeting the needs identified.
   3. Similarly, the staff meeting is the appropriate place for any staff member to first raise proposals for training for the organisation as a whole i.e. exclusively for or involving Trustees. A report may be made to the Chair and/or Trustee Board as appropriate.
4. Conferences
   1. Attendance at conferences should be discussed with the staff member’s line manager and the approval of the chair of trustees sought in advance.
5. Training as part of normal work
   1. “Training” does not mean only attendance on formal courses. It should be a conscious part of normal work. In particular it is the responsibility of line managers, as part of the managerial support they give to staff, to assist their colleagues to improve their skill and understanding, to reflect on work events and to learn from experience.
   2. Attendance at agreed work-related training, courses and conferences during evenings/weekends will be compensated by equal time off in lieu).
6. Longer courses - study leave/assistance with the costs of study
   1. Arkbound Foundation recognises that some courses, especially those leading to formal qualifications, require a longer commitment of time and that the costs of study may represent a considerable financial burden to the individual. Arkbound Foundation wishes to assist staff to undertake relevant courses of study. Such a commitment, however, has to be balanced against Arkbound Foundation’s limited staff and financial resources. The following procedures, therefore will apply:
      * 1. The course of study should be of value both to Arkbound Foundation and to the individual. It should be work-orientated and have a discernible benefit for both sides in the foreseeable future.
        2. Individuals thinking of asking for study leave and /or assistance with the costs of study should first discuss their intention with their line manager.
        3. Formal requests for study leave /or assistance with the costs of study should be made to the chair of trustees who shall consider the request and make a recommendation to the Chair and/or Trustee Board as appropriate.
   2. In determining whether or not to recommend/agree a request for study leave and/or assistance with the cost of study, the Chair and/or Trustee Board will take into account:
      * 1. The relevance of the intended course to the work of Arkbound Foundation
        2. The possibility of arrangements to cover for absences involved
        3. The financial implications for Arkbound Foundation
   3. With regard to the costs of study, Arkbound Foundation will consider covering all the fees or a proportion of them, and making a contribution to the costs of books, residential sessions etc. The Chair will recommend, and the Trustee Board decide what is a relevant contribution in the light of the circumstances of each case.
   4. The Chair and/or Trustee Board may decide to attach conditions to any assistance given. For example, continuance of financial assistance may be contingent on Arkbound Foundation being satisfied that the staff member is showing satisfactory progress in her or his studies and/or sits for an examination within a reasonable period of time.
   5. In addition, certain training may be made dependent on the staff member agreeing to the repayment of costs should the staff member leave employment within a specified period. Such arrangements would be discussed and agreed in writing with the staff member in advance of any assistance being given. Where repayment of financial assistance is required this shall not include salary paid in respect of time spent on the agreed course of study.
   6. Line managers will use subsequent supervision sessions to review the impact of any training and development. On a quarterly basis the managers will review the Training Plan and update it before circulation to the Trustee Board.
7. Reviewing the policy
   1. The policy will be reviewed on an annual basis within a timetable which is complementary to the development of Arkbound Foundation’s annual work plan.

**This policy is to be read in conjunction with the following policies:**

* Staff supervision
* Recruitment and selection

**Review date: 30th June 2019**

Social media and computer policy

1. About this policy
   1. This policy is in place to minimise the risks to our business through use of social media.
   2. This policy deals with the use of all forms of social media, including Facebook, LinkedIn, Twitter, Google+, Wikipedia, Instagram and all other social networking sites, internet postings and blogs. It applies to use of social media for business purposes as well as personal use that may affect our business in any way.
   3. This policy does not form part of any employee's contract of employment and we may amend it at any time.
2. Arkbound Foundation social media accounts
   1. Arkbound Foundation has a company/ organisation page on Facebook. The lists of people who have 'liked' this page will not be visible to the public.
   2. Those who are authorised by a manager or trustee will be given the email address and password of the Foundation's social media accounts and this should not be shared with any authorised individuals. The password will be changed if there is any reason to believe that an unauthorised individual knows it.
   3. Nothing detrimental to Arkbound Foundation will be posted by employees, volunteers or trustees on any of the Foundation's social media pages/ accounts.
   4. Those posting on social media on behalf of the Arkbound Foundation will do so in accordance with the Data Protection Policy at all times.
3. Personal use of social media
   1. Occasional personal use of social media during working hours is permitted so long as it does not involve unprofessional or inappropriate content, does not interfere with your employment responsibilities or productivity and complies with this policy.
4. Prohibited use
   1. You must avoid making any social media communications that could damage our business interests or reputation, even indirectly.
   2. You must not use social media to defame or disparage us, our staff or any third party; to harass, bully or unlawfully discriminate against staff or third parties; to make false or misleading statements; or to impersonate colleagues or third parties.
   3. You must not express opinions on our behalf via social media, unless expressly authorised to do so by your manager. You may be required to undergo training in order to obtain such authorisation.
   4. You must not post comments about sensitive business-related topics, such as our performance, or do anything to jeopardise our trade secrets, confidential information and intellectual property. You must not include our logos or other trademarks in any social media posting or in your profile on any social media.
   5. Any misuse of social media should be reported to your line manager.
5. Guidelines for responsible use of social media
   1. You should make it clear in social media postings, or in your personal profile, that you are speaking on your own behalf. Write in the first person and use a personal email address.
   2. Be respectful to others when making any statement on social media and be aware that you are personally responsible for all communications which will be published on the internet for anyone to see.
   3. If you disclose your affiliation with us on your profile or in any social media postings, you must state that your views do not represent those of your employer (unless you are authorised to speak on our behalf as set out in paragraph 4.3 above). You should also ensure that your profile and any content you post are consistent with the professional image you present to clients and colleagues.
   4. If you are uncertain or concerned about the appropriateness of any statement or posting, refrain from posting it until you have discussed it with your manager.
   5. If you see social media content that disparages or reflects poorly on us, you should contact your line manager.
6. Computer policy
   1. All computer equipment and software made available for use to employees and volunteers is the property of Arkbound Foundation.
   2. Staff and volunteers are responsible for the security of the equipment allocated to or used by them, and must not allow it to be used by anyone other than in accordance with this policy. Passwords should be used on all IT equipment, particularly items that are taken out of the Arkbound Foundation office. Staff and employees should keep passwords confidential and change them regularly.
   3. Staff and volunteers should not delete, destroy or modify existing systems, programs, information or data (except as authorised in the proper performance of their duties).
   4. Staff and volunteers are only authorised to use the software packages which are provided on the system. For the avoidance of doubt, no employee or volunteer is authorised to download and/or install any software package on any computer (including iPads and laptops) without prior permission from a manager.
   5. Staff and volunteers are not permitted to add personal email accounts to any Arkbound Foundation computer software (for example, adding a personal email account to outlook on a company computer).
   6. Changes to computer settings, configurations or system settings must be authorised by a line manager.
   7. Staff and volunteers should ensure that any documents that are created in the name of Arkbound Foundation reflect the Arkbound Foundation house style.
   8. Staff are permitted to use computer equipment with the prior authorisation of the Chair of Trustees out of working hours for Arkbound Foundation business. Personal use of the computer facilities by volunteers or employees for a reasonable and specific purpose will be authorised at the discretion of the Chair of Trustees.
   9. All files will be virus-checked when they are downloaded onto Arkbound Foundation computer equipment.  All e-mails passing through the system are scanned for viruses. Employees and volunteers should exercise particular caution when opening unsolicited e-mails from unknown sources. If an e-mail looks suspicious, employees and volunteers should not reply to it, open any attachments or click any links in it.
   10. Staff and volunteers should not:
       * + 1. send or forward private e-mails at work which they would not want a third party to read;
           2. send or forward chain mail, junk mail, cartoons, jokes or gossip;
           3. contribute to system congestion by sending trivial messages or unnecessarily copying or forwarding e-mails to others who do not have a real need to receive them; or
           4. send messages from another person's e-mail address (unless authorised) or under an assumed name.
   11. Staff and volunteers should not access any web page or download any image or other file from the internet which could be regarded as illegal, offensive, in bad taste or immoral. Even web content that is legal in the UK may be in sufficient bad taste to fall within this prohibition. As a general rule, if any person (whether intended to view the page or not) might be offended by the contents of a page, or if the fact that our software has accessed the page or file might be a source of embarrassment if made public, then viewing it will be a breach of this policy.
   12. The Arkbound Foundation reserves the right to retrieve the contents of e-mail messages or check internet usage (including pages visited and searches made) as reasonably necessary in the interests of the business, including for the following purposes (this list is not exhaustive):
       * + 1. to monitor whether the use of the e-mail system or the internet is legitimate and in accordance with this policy;
           2. to find lost messages or to retrieve messages lost due to computer failure;
           3. to assist in the investigation of alleged wrongdoing; or
           4. to comply with any legal obligation.
   13. Creating, viewing, accessing, transmitting or downloading any of the following material will usually amount to gross misconduct (this list is not exhaustive):
       * 1. pornographic material (that is, writing, pictures, films and video clips of a sexually explicit or arousing nature);
         2. offensive, obscene, or criminal material or material which is liable to cause embarrassment to us or to our clients;
         3. a false and defamatory statement about any person or organisation;
         4. material which is discriminatory, offensive, derogatory or may cause embarrassment to others (including material which breaches our Equal Opportunities Policy or our Anti-harassment and Bullying Policy);
         5. confidential information about us or any of our staff or clients (except as authorised in the proper performance of your duties);
         6. unauthorised software;
         7. any other statement which is likely to create any criminal or civil liability (for you or us); or
         8. music or video files or other material in breach of copyright.
7. Breach of this policy
   1. Breach of this policy may result in disciplinary action up to and including dismissal.
   2. You may be required to remove any social media content that we consider to constitute a breach of this policy. Failure to comply with such a request may in itself result in disciplinary action.

Anti-corruption and bribery policy

1. About this policy
   1. It is our 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 business dealings and relationships.
   2. Any employee who breaches this policy will face disciplinary action, which could result in dismissal for gross misconduct. Any non-employee who breaches this policy may have their contract terminated with immediate effect.
   3. This policy does not form part of any employee's contract of employment and we may amend it at any time. It will be reviewed regularly.
2. Who must comply with this policy?
   1. This policy applies to all persons working for us or on our behalf in any capacity, including employees at all levels, directors, officers, agency workers, seconded workers, volunteers, interns, agents, contractors, external consultants, third-party representatives and business partners.
3. What is bribery?
   1. **Bribe** means a financial or other inducement or reward for action which is illegal, unethical, a breach of trust or improper in any way. Bribes can take the form of money, gifts, loans, fees, hospitality, services, discounts, the award of a contract or any other advantage or benefit.
   2. **Bribery** includes offering, promising, giving, accepting or seeking a bribe.
   3. All forms of bribery are strictly prohibited. If you are unsure about whether a particular act constitutes bribery, raise it with your manager or the Chief Executive.
   4. Specifically, you must not:
      * 1. give or offer any payment, gift, hospitality or other benefit in the expectation that a business advantage will be received in return, or to reward any business received;
        2. accept any offer from a third party that you know or suspect is made with the expectation that we will provide a business advantage for them or anyone else;
        3. give or offer any payment (sometimes called a facilitation payment) to a government official in any country to facilitate or speed up a routine or necessary procedure;
   5. You must not threaten or retaliate against another person who has refused to offer or accept a bribe or who has raised concerns about possible bribery or corruption.
4. Gifts and hospitality
   1. This policy does not prohibit the giving or accepting of reasonable and appropriate hospitality for legitimate purposes such as building relationships, maintaining our image or reputation, or marketing our products and services.
   2. A gift or hospitality will not be appropriate if it is unduly lavish or extravagant, or could be seen as an inducement or reward for any preferential treatment (for example, during contractual negotiations or a tender process).
   3. Gifts must be of an appropriate type and value depending on the circumstances and taking account of the reason for the gift. Gifts must not include cash or cash equivalent (such as vouchers), or be given in secret. Gifts must be given in our name, not your name.
   4. Promotional gifts of low value such as branded stationery may be given to or accepted from existing customers, suppliers and business partners.
5. Record-keeping
   1. You must declare and keep a written record of all hospitality or gifts given or received. You must also submit all expenses claims relating to hospitality, gifts or payments to third parties in accordance with our expenses policy and record the reason for expenditure.
   2. All accounts, invoices, and other records relating to dealings with third parties including suppliers and customers should be prepared with strict accuracy and completeness. Accounts must not be kept "off-book" to facilitate or conceal improper payments.
6. How to raise a concern
   1. If you are offered a bribe, or are asked to make one, or if you suspect that any bribery, corruption or other breach of this policy has occurred or may occur, you must notify the Chair of Trustees or the Chief Executive as soon as possible.
   2. Arkbound Foundation encourages openness and will support anyone who raises genuine concerns in good faith under this policy, even if they turn out to be mistaken, and is committed to ensuring that no one suffers any detriment as a result of refusing to take part in bribery or corruption, or because they report something in good faith. If you believe you have received any such treatment, you should raise the issue with the Chair of Trustees, and if it is not remedied, raise your concern through the grievance procedure.

Health and safety policy

1. About this policy
   1. This policy sets out our arrangements for ensuring we meet our health and safety obligations to staff and anyone visiting our premises or affected by our work.
   2. [POSITION] has overall responsibility for health and safety and the operation of this policy.
   3. This policy does not form part of any employee's contract of employment and we may amend it at any time. We will continue to review this policy to ensure it is achieving its aims.
2. Your responsibilities
   1. All staff share responsibility for achieving safe working conditions. You must take care of your own health and safety and that of others, observe applicable safety rules and follow instructions for the safe use of equipment.
   2. You should report any health and safety concerns immediately to your line manager or [POSITION].
   3. You must co-operate with managers on health and safety matters, including the investigation of any incident.
   4. Failure to comply with this policy may be treated as misconduct and dealt with under our Disciplinary Procedure.
3. Training
   1. We will ensure that you are given adequate training and supervision to perform your work competently and safely.
4. Equipment
   1. You must use equipment in accordance with any instructions given to you. Any equipment fault or damage must immediately be reported to your line manager. Do not attempt to repair equipment unless trained to do so.
5. Accidents and first aid
   1. Details of first aid facilities and the names of trained first aiders are displayed on the notice boards.
   2. All accidents and injuries at work, however minor, should be reported to [POSITION] and recorded in the Accident Book which is kept in [LOCATION].
6. Fire safety
   1. All staff should familiarise themselves with the fire safety instructions, which are displayed on notice boards and near fire exits in the workplace.
   2. If you hear a fire alarm, leave the building immediately by the nearest fire exit and go to the fire assembly point [shown on the fire safety notices **OR** [LOCATION OF FIRE ASSEMBLY POINT]].
   3. Fire drills will be held at least every 12 months and must be taken seriously. We also carry out regular fire risk assessments and regular checks of fire extinguishers, fire alarms, escape routes and emergency lighting.
7. Risk assessments and measures to control risk
   1. We carry out general workplace risk assessments periodically. The purpose is to assess the risks to health and safety of employees, visitors and other third parties as a result of our activities, and to identify any measures that need to be taken to control those risks.
8. Computers and display screen equipment
   1. If you use a computer screen or other display screen equipment (DSE) as a significant part of your work, you are entitled to a workstation assessment and regular eyesight tests by an optician at our expense.
   2. Further information on workstation assessments, eye tests and the use of DSE can be obtained from your line manager.

Expenses policy

1. About this policy
   1. This policy deals with claims for reimbursement of expenses, including travel, accommodation and hospitality.
   2. This policy covers all Trustees, employees, officers, consultants, contractors, volunteers, casual workers and agency workers.
   3. This policy does not form part of any employee's contract of employment and we may amend it at any time.
2. Personnel responsible for this policy
   1. All managers have a specific responsibility to operate within the boundaries of this policy, to ensure that all staff understand the procedure they are required to follow and to take action when behaviour falls below its requirements.
3. Reimbursement of expenses
   1. We will reimburse expenses properly incurred in accordance with this policy. Any attempt to claim expenses fraudulently or in breach of this policy may result in disciplinary action.
   2. Expenses will only be reimbursed if they are:
      * 1. submitted on the appropriate claim form;
        2. supported by relevant evidence (VAT receipts, tickets, and credit or debit card slips);
        3. submitted within 28 days of being incurred; and
        4. authorised in advance where required.
   3. Claims for authorised expenses submitted in accordance with this policy will be paid [by cheque **OR** directly into your bank/building society account].
   4. Any questions about the reimbursement of expenses should be put to [your line manager **OR** the Human Resources Department **OR** the Accounts Department] before you incur the relevant costs.
4. Travel expenses
   1. We will reimburse the reasonable cost of necessary travel in connection with our business. The most economic means of travel should be chosen if practicable and you should use existing travelcards or season tickets wherever possible. The following are not treated as travel in connection with our business:
      * 1. travel between your home and place of work;
        2. travel which is mainly for your own purposes; and
        3. travel which, while undertaken on our behalf, is similar or equivalent to travel between your home and your usual place of work.
   2. **Trains**. We will reimburse the cost of standard class travel on submission of a receipt with an expenses claim form.The cheapest rail fare should be taken and tickets should be booked in advance whenever possible if this will reduce the cost of the fare.
   3. **Car**. Where it is cost effective for you to use your car for business travel, and you have been authorised to do so, you can claim a mileage allowance on proof of mileage. Details of the current mileage rates can be found on the Expense Claim Form. It is the individual's responsibility to ensure they have adequate insurance to allow them to drive their vehicle for business purposes.
   4. **Taxis**. We do not expect you to take a taxi when there is public transport available, unless you have prior approval from a manager. If taxi expenses are approved, a receipt should be obtained for submission with the expenses claim form.
   5. We will not reimburse penalty fares or fines for parking or driving offences.
5. Accommodation and other overnight expenses
   1. If you are required to stay away overnight in the course of your duties you should seek approval for your accommodation arrangements with your line manager in advance. Accommodation expenses will only be available for a standard single room rate in no more than a 3 star facility.
   2. We will reimburse your reasonable out-of-pocket expenses for overnight stays provided they are supported by receipts as follows:
      * 1. breakfast up to a maximum of £4.50 a day;
        2. lunch up to £7.00 a day; and
        3. an evening meal including non-alcoholic drinks up to £9.00.

Volunteering policy

1. General
   1. This policy applies to those volunteering with Arkfound Foundation.
   2. Arkfound Foundation places great value on the involvement of volunteers in its work in various ways, ranging from office and clerical tasks, to decision and policy making in committees. Volunteers help enhance the range and quality of services provided by Arkfound Foundation by putting their time, skills, knowledge or experience at its disposal. They help to keep Arkfound Foundation's work relevant to the community in Bristol and Glasgow by bringing a range of personalities, backgrounds and experience to the organisation. Arkfound Foundation is committed to providing volunteers with a supportive environment. We hope that volunteers find the experience enjoyable and rewarding.
   3. We expect volunteers to perform their role to the best of their ability and to follow our procedures and standards, including health and safety and equal opportunities, and to comply with our data protection policy and our anti-bribery policy. You can expect us to deal with you in accordance with our equal opportunities policy.
2. Training
   1. We will provide an induction explaining what we do and how volunteers fit within our organisation. We will also provide training to assist you to meet the standards we expect from volunteers and to ensure your health and safety.
3. Supervision
   1. Your main point of contact during your volunteering with us is [NAME OF VOLUNTEER COORDINATOR]. You will have regular meetings with [NAME OF VOLUNTEER COORDINATOR] to agree targets for your volunteering role and discuss any problems or complaints you may have.
   2. Please give [NAME OF VOLUNTEER COORDINATOR] as much notice as possible if you are unable to volunteer when expected.
4. Expenses
   1. We will reimburse certain out-of-pocket expenses incurred in connection with your volunteering for us in accordance with our expenses policy.
5. Confidentiality
   1. In the course of providing your volunteering services, you may have access to confidential information relating to the Foundation or our service users. We expect you not to use or disclose this information to any person either during your volunteering experience with us or at any time afterwards.
6. Leaving
   1. We ask that you give us as much notice as possible if you want to stop volunteering with us.

Flexible working policy

1. About this policy
   1. This flexible working policy gives eligible employees an opportunity to request a change to their working pattern.
   2. We will deal with flexible working requests in a reasonable manner and within a reasonable time. In any event the time between making a request and notifying you of a final decision (including the outcome of any appeal) will be less than three months unless we have agreed a longer period with you.
   3. This policy does not form part of any employee's contract of employment and we may amend it at any time.
2. Eligibility
   1. To be eligible to make a flexible working request, you must:
      * 1. be an employee;
        2. have worked for us continuously for at least 26 weeks at the date your request is made; and
        3. not have made a flexible working request during the last 12 months (even if you withdrew that request).
3. What is a flexible working request?
   1. A flexible working request under this policy means a request to do any or all of the following:
      * 1. to reduce or vary your working hours;
        2. to reduce or vary the days you work;
        3. to work from a different location (for example, from home).
4. Making a flexible working request
   1. Your flexible working request should be submitted to us in writing and dated. It should:
      * 1. state that it is a flexible working request;
        2. explain the change being requested and propose a start date;
        3. identify the impact the change would have on the business and how that might be dealt with; and
        4. state whether you have made any previous flexible working requests.
5. Meeting
   1. We will arrange a meeting at a convenient time and place to discuss your request. You may be accompanied at the meeting by a colleague of your choice. They will be entitled to speak and confer privately with you, but may not answer questions on your behalf.
   2. We may decide to grant your request in full without a meeting, in which case we will write to you with our decision.
6. Decision
   1. We will inform you in writing of our decision as soon as possible after the meeting.
   2. If your request is accepted, we will write to you with details of the new working arrangements and the date on which they will commence. You will be asked to sign and return a copy of the letter.
   3. If we cannot immediately accept your request we may require you to undertake a trial period before reaching a final decision on your request.
   4. Unless otherwise agreed, changes to your terms of employment will be permanent.
   5. We may reject your request for one or more of the following business reasons:
      * 1. the burden of additional costs;
        2. detrimental effect on ability to meet customer demand;
        3. inability to reorganise work among existing staff;
        4. inability to recruit additional staff;
        5. detrimental impact on quality;
        6. detrimental impact on performance;
        7. insufficiency of work during the periods that you propose to work; or
        8. planned changes.
   6. If we are unable to agree to your request, we will write to tell you which of those reasons applies in your case. We will also set out the appeal procedure.
7. Appeal
   1. You may appeal in writing within 14 days of receiving our written decision.
   2. Your appeal must be dated and must set out the grounds on which you are appealing.
   3. We will hold a meeting with you to discuss your appeal. You may bring a colleague to the meeting.
   4. We will tell you in writing of our final decision as soon as possible after the appeal meeting, including reasons. There is no further right of appeal.