

Employee Handbook

Version: 5.6

May 2019

Employment legislation will change from time to time and some changes may not be immediately reflected in the Employee Handbook. It should be understood that the most recent employment legislation will supersede any reference to legislation made in this handbook.

Welcome to The British Accreditation Council!

The British Accreditation Council (BAC) recognises that its success and reputation are built upon its workforce. BAC's aim as an employer is to ensure that everyone is equipped with the knowledge and skills to carry out the tasks expected of him or her now and in the future.

This booklet is designed to be kept as a reference guide. It's yours to keep and forms both a reference and a record of your relationship with us.

The main part of the Handbook advises you of the principal details of your employment with BAC. It is divided into three sections: An Introduction to BAC, Terms and Conditions of Service, and Procedures and Policies.

All specific contractual details come with your employment offer letter. Please ask your line manager for anything further which you may need and we look forward to working with you.

We hope you enjoy working with us.

Table of contents

Welcome to BAC

Section 1: Introduction to the British Accreditation Council	7
Address	7
What we do	7
Our Mission Statement	7
Comments on this Handbook	8
Section 2: Terms and Conditions of Service	9
1. Hours of work	9
2. Compensation and Benefits	9
Season ticket loan procedure	9
Other benefits	10
Overtime	10
Working time	10
Working from home	10
3. Leave	11
Annual leave	11
Annual leave booking procedure	11
Discretionary compassionate leave	11
Discretionary unpaid leave	12
Time off to care for dependants	12
Extent of the entitlement	12
4. Periods of Notice	13
5. Pension	13
6. Probationary Period	13
7. Sickness	14
Payment	14
Notification	14
Certification	14
Return to work interviews	15
Absence recording	15
Probation	15
8. Disciplinary and Grievance Procedures	15
9. Time off for Public Duties	16
10. Maternity Leave	16
Notification requirements	16
Compulsory maternity leave	17
BAC maternity leave provisions	17
Keeping in Touch Days (KIT days)	17
National Childbirth Trust (NCT) membership	17
Maternity pay	18
Statutory Maternity Pay (SMP)	18
Contractual maternity pay	18
Commencement of maternity leave periods	19
Returning to work from maternity leave	19

	After ordinary maternity leave	19
	After additional maternity leave	19
	Taking two consecutive periods of maternity leave	19
11.	Paternity Leave	20
	Entitlement to paternity leave	20
	Paternity pay	20
	Statutory paternity pay	20
	Contractual paternity pay	20
	Notice of intention to take paternity leave	21
12.	Adoption Leave	21
	Entitlement to adoption leave	21
	Joint and individual adoptions	21
	Length of adoption leave	21
	Adoption pay	22
	Time off to attend adoption appointments	22
	Notice of intention to take adoptive leave	22
13.	General Parental Leave	22
	Extent of entitlement	23
	Minimum and maximum periods of leave	23
	Right to return after additional maternity leave or parental leave	23
	Conditions of entitlement	24
	Notice to be given to BAC	24
	Postponement of leave	24
14.	Shared Parental Leave	24
15.	Flexible Working	25
	Qualification for flexible working	25
	Scope of request and application	25
	Your application	26
	Our response	26
	The meeting	26
	After the meeting	26
	The appeal procedure	27
	Working from home policy	27
	Legislation	27
	Definition of working from home	27
	Requesting to work from home	27
	Approving request for working from home	28
	Expectations of employees who work from home	28
	IT equipment	28
	Security	29
	Absence and sickness	29
	Disciplinary procedures	29
	Health and safety	29
	Confidentiality	29
	Monitoring and review	30
	Section 3: Procedures and Policies	31

16.	Recruitment	31
	Established posts	31
	Extension of existing fixed term contracts of employment	31
	Creation of new fixed term contracts	31
	Temporary staff	32
	Induction	32
17.	Learning and Development Policy	32
	Your responsibilities	33
	Objective setting	33
	Staff development	33
18.	Resources for Training	34
	Sponsorship for courses leading to qualifications	34
	Full and partial sponsorship	34
19.	Training policy	35
	Eligibility	35
	Who will BAC use as its training provider?	35
	Will I have to pay for the courses?	35
	Will I be given time off to complete training?	35
	Is the training compulsory?	35
	Prior learning	36
	Compulsory training	36
	How long will I have to complete my core training?	38
	Can the core modules be changed?	38
	Elective training	38
	Other training	38
	Reflection	38
20.	Redundancy Policy	38
	Measures to avoid or minimise compulsory redundancy	39
	Selection criteria	39
	Information and consultation	39
	Appeals	40
	Redundancy pay	40
21.	Transfer of Undertakings (Protection of Employment) (TUPE)	40
22.	Union Membership	41
23.	Normal Retirement Age	41
24.	Equal Opportunities Policy	41
25.	Harassment Policy	43
	What is harassment?	43
	Defining harassment	43
	What should you do if you think you are being harassed?	44
	Formal staff complaint procedures	44
	Advice and counselling	45
26.	Discipline	45
	The procedure	45
	Disciplinary interviews	46
	Dismissal without warnings	47
	Suspension	47

	Right of appeal	47
27.	Grievance Procedure	48
	The procedure	48
	Appeals	49
28.	Health and Safety	49
	BAC Health and Safety Policy	49
	Health and Safety Policy Statement	49
	Responsibilities for Health and Safety	50
	Arrangements	53
29.	General Office Policies	55
	Conduct in your work	55
	Confidentiality	55
	Privacy Policy	55
	Introduction	56
	The BAC Data Protection Officer (DPO)	56
	What are your rights?	56
	When do we have to ask you for the right to collect your personal data?	56
	What we don't do with your data	57
	Why do we collect your data and what do we do with it?	57
	Appearance and personal hygiene	58
	Use of email, internet and personal phone calls	59
	Social media	59
	Telephones	60
	Good housekeeping	60
	Food	60
	Waste disposal and recycling	60
	Welfare	61
	Young workers and visitors	61

Appendix 2: Useful information

Section 1: Introduction to the British Accreditation Council

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Address

British Accreditation Council
Ground floor
14 Devonshire Square
London EC2M 4YT
Telephone: 0300 330 1400

What we do

BAC has provided a comprehensive quality assurance scheme for independent further and higher education in the UK since 1984. Our accreditation is recognised the world over by students, agents and government officials as the clearest mark of educational quality in the independent sector.

BAC has overseen the inspection of independent post-16 education for more than two decades. We are committed to both encouraging the highest standards of education offered by independent colleges and providing prospective students with an invaluable guide to quality in an often complex sector.

BAC-accredited colleges now number more than 230, providing a wealth of academic programmes: vocational and professional qualifications; foundation courses for university entry; and externally validated degree courses.

Working with government departments and other major stakeholders in, and allied to, the education sector, BAC works to promote, benchmark and enhance best practice and quality of independent education provision in the UK and other countries.

Our Mission Statement

Our aim has been two-fold:

- to establish a system of accreditation in the independent sector, to be used as an indicator of quality
- through this accreditation process to improve the standards of independent further and higher educational institutions and training providers.

As well as providing clear guidance to prospective students, we want to encourage a continuing rise in the general standard and quality of independent education in the UK. While BAC is not a membership organisation, and indeed must maintain an objective distance from institutions to preserve the value of our accreditation, we are nevertheless dedicated to helping colleges in their efforts for continual improvement.

[Comments on this Handbook](#)

If you have any comments on the contents of this Handbook, or if you feel that we could improve the procedures that are described in it, we would welcome your views.

Section 2: Terms and Conditions of Service

Section 2 contains the Terms and Conditions of Service. These are contractually binding and are additional to your contract document. If there are any instances in which the terms in this section conflict with the terms of your contract document, the contract supersedes this.

1. Hours of Work

The normal working week is 35 hours (Monday – Friday). BAC core business hours are 10.00 – 16.00 and employees benefit from a start time between 08.00 – 10.00 and finish time 16.00 – 18.00 respectively. Core business hours and this arrangement are subject to change and at the discretion of the Chief Executive.

A minimum of 30 minutes and a maximum of 60 minutes may be taken for lunch each day. This lunch time is unpaid.

2. Compensation and Benefits

Salaries for full-time staff and part-time staff with fixed hours are paid monthly (half in arrears and half in advance) by bank transfer, normally on or about the 16th of each month. Salaries for part-time staff with no fixed hours, and overtime for part-time staff who are eligible are paid monthly in arrears by bank transfer, normally on or about the 16th of each month. They are calculated from electronic time sheets which should be kept up to date and available for your line manager to check at any time. Time sheets for the entirety of the previous month will be read and signed off by your line manager on or around the 4th of each month and are then passed to the Chief Executive. Salaries are reviewed annually, with effect from 1 September and are subject to individual performance.

Season ticket loan

BAC will advance you the full cost of a year long season ticket for your journey to work and withhold one-twelfth from your pay each month, with the full balance of the loan becoming payable should you leave.

This can be done one of two ways:

- You purchase your season ticket and BAC will reimburse the full claim on production of a receipt.
- BAC will issue a cheque payable to TfL or another travel provider.

Ask HR for a copy of the season ticket loan form (or find it in the Masters drive).

Loans may also be granted for other specific items. For example, training that is not directly related to your work at BAC. Please approach the Chief Executive directly for such a request.

Other benefits

BAC also provides (see relevant sections):

- Refreshments for all staff
- Generous holiday entitlements
- An Employee Assistance Program
- Training budget and opportunities
- Cycle to work scheme (tax free bicycle purchase)
- Give As You Earn scheme (tax free charitable giving)
- Free eye tests at BAC specified opticians and contribution to cost of glasses
- 10% employer pension contributions when matched by 4% employee contribution

Overtime

BAC's day to day business is such that staff should not regularly need to work more than their contracted hours. If this is happening, you should inform your manager so that we can make your workload more manageable. However, at times of particularly heavy workload, emergencies or other business requirements, your manager may ask you to work overtime. This is usually for particular projects and will always be agreed in advance. Overtime is not payable unless specified in your contract, and time off in lieu will only be granted under exceptional circumstances. If you think you are entitled to TOIL, please discuss it with the Chief Executive in advance.

Working time

In line with The Working Time Regulations 1998, you will not be expected to work for 48 hours per week or more (measured over 17 weeks), you are entitled to 11 hours between each working day, and at least 20-minute break every 6 hours worked. For more information on working time regulations, please refer to The Working Time Regulations 1998 (SI1998 No.1833).

Working from home

From time to time, you may wish to request to work from home. This may be because you need to be present at your property (for example, if something is being fixed) or may be because you are working on a particular project and do not wish to be disturbed. Home working will be granted entirely at your line manager's discretion and should be agreed at least 24 hours in advance. It will not be granted if working offsite is not appropriate to your role, or if you have meetings scheduled. You should always supply a contact number to your manager and anyone with whom you are working, and, unless agreed with your manager, you should be available by email

There is a separate section on requesting that you work from home on a regular basis.

3. Leave

Annual leave

The annual leave year runs from 1st September to 31st August. Your leave entitlement is detailed in your contract. Four of these days (designated by the Chief Executive) will normally be taken around Christmas and New Year when the office will be closed.

Annual leave booking procedure

- Approach your line manager with the proposed dates for their agreement.
- Go to Timetastic and put in your desired days holiday.
- This will automatically be sent for approval

Large blocks of Annual leave (5 days or more) should ordinarily be booked at least three weeks in advance, and periods of more than ten working days (i.e. two calendar weeks) must be approved by the Chief Executive. Leave of just one or two days may be booked the week before or exceptionally, in the same week. Approval must be sought before entering into holiday commitments and it may be refused at unusually busy times, or when the same period has been requested by too many other staff. In most instances, it will not be refused.

Where you have not taken your full leave entitlement by the end of a leave year, you are permitted to carry up to 5 annual leave days over into the next leave year. You should use these 5 days in the first month of that year. In the last month of a leave year, where you have used all of your leave, you are permitted to take up to 5 days leave from your entitlement for the next leave year.

Annual leave will be calculated pro rata for every completed month for part-time employees, or where you join or leave part way through the leave year.

If you leave without having taken your pro-rata leave entitlement, you will be reimbursed in your final salary. If you are summarily dismissed and have not taken your pro rata leave entitlement, you will be reimbursed up to the statutory minimum of 4 weeks annual leave. The contractual entitlement over and above this amount will be forfeited. If you leave having exceeded your annual leave allowance, we will make an adjustment to your final salary. Adjustments of this kind will be calculated by dividing gross salary by 260 (the number of working days in a year). If you resign, you will, where possible, take annual leave during your period of notice.

The following calculation is used to determine the annual leave allowance of part-time members of staff:

Hours worked x (the appropriate full-time annual leave allowance/260)

Discretionary compassionate leave

Compassionate leave may be granted if you suffer a bereavement of a partner or close relative (i.e. spouse or partner; son/daughter; step son/step daughter; parent/parent-in-law; grandparent; sibling; step sibling; sibling-in-law; uncle/aunt; and guardian/step parent, a person to whom you are in loco parentis) or another dependant.

The definition of dependant is your spouse, partner, civil partner, child, parent or someone who lives in the same household but is not your employee, tenant, lodger or boarder. Additionally, a dependant is someone who reasonably relies on you either for assistance on an occasion when the person falls ill, or is injured or assaulted, or to make arrangements for the provision of care in the event of illness or injury.

In considering requests for compassionate leave, the Chief Executive will take into account all the circumstances. In exceptional circumstances, an initial period of compassionate leave may be extended by an agreed period of leave.

Any agreed periods of compassionate leave will be recorded in writing and returned to the Chief Executive for the employee's personnel file.

Discretionary unpaid leave

In exceptional circumstances, consideration may be given to requests for specified periods of unpaid leave. Agreement of the Chief Executive is required.

Any agreed periods of unpaid leave are fully recorded in writing and a copy sent to the Chief Executive for the employee's personnel file.

During any period of unpaid leave, normal annual leave continues to accrue.

Time off to care for dependants

Any employee is entitled to time off to care for dependants. Dependants are defined above in the *Discretionary compassionate leave* section.

Extent of the entitlement

You are entitled to take a reasonable amount of unpaid time off during working hours to deal with unexpected or sudden emergencies involving a dependant and to make any necessary longer-term arrangements. In most cases, one or two days should be sufficient. You do not have to complete a qualifying period of service in order to take time off under these provisions.

You are entitled to take time off to take action that is necessary to:

- provide assistance when a dependant falls ill, gives birth, is injured or assaulted
- make longer term care arrangements for the provision of care for a dependant who is ill or injured
- deal with unexpected disruption or termination of arrangements for the care of a dependant
- deal with an incident involving your child which occurs unexpectedly while he/she is at school or college

Where the time off is due to an unexpected disruption or termination of arrangements for the care of a dependant, the definition of dependant also includes any person who reasonably relies on you to

make arrangements for the provision of care.

As with parental leave (see relevant section, below), the entitlement is to unpaid time off.

4. Periods of Notice

Unless you are dismissed on disciplinary grounds, the period of notice applies as outlined in your contract of employment. If for any reason (other than disciplinary dismissal) the minimum period of notice cannot be given by BAC, you may receive pay in lieu of the unexpired period of notice.

BAC may make appropriate deductions from your final pay where your leave entitlement has been exceeded pro rata for the current leave year and/or where you owe any other money.

5. Pension

BAC uses the government NEST auto enrolment pension scheme and will, after successful completion of the probationary period of 6 months, contribute the equivalent of 10% of your annual salary to the statutory pension scheme when matched by 4% or more of your annual salary. The percentage can be changed at the discretion of BAC at any time. The amount offered cannot be backdated except under exceptional circumstances whereupon it will be backdated no more than one month.

Within a month of being enrolled in the Scheme, you can send an opt-out form if you do not wish to be in the Scheme. If you do not opt out, we will deduct your contributions to the pension scheme from what we pay you. Current details of the Scheme and your rights relating to it, and of your and our contributions, will be provided to you separately.

6. Probationary Period

New permanent staff must serve a probationary period of such duration as outlined in their contract of employment.

During this time performance is kept under review while support and training, where appropriate, will be given to assist you to achieve satisfactory standards of work. Probation may be extended by up to six months provided you are notified at least two weeks in advance.

If any significant problems in performance, conduct or attendance occur in the probationary period, you will be informed during a formal interview with the Chief Executive or line manager. BAC may give notice of its intention to terminate the contract of employment after such a meeting, if appropriate. Records of such meetings will be retained confidentially by HR. Any decision to terminate employment will subsequently be confirmed in writing.

7. Sickness

Payment

You are entitled to full pay for up to six days' self-certified sickness leave in any rolling period of 365 days. You are entitled to full pay for medically certified sickness leave on the basis of up to one week for every seven weeks of service, subject to a maximum of 20 weeks in any rolling period of 365 days. Part-time staff will accrue the right to sickness pay pro rata. If a medical certificate is unavailable, an appointment card, hospital letter or photocopy of a prescription may be acceptable. The acceptability of any such document is at the discretion of the Chief Executive.

You are entitled to reasonable paid time off for medical appointments but where possible, these should be arranged outside of working hours or at the beginning or end of the day to minimise disruption. Arrangements for taking time off should be agreed with your line manager, who may ask for proof that the appointment has been made.

Notification

It is your responsibility to follow the sickness procedure when you are unable to come to work due to illness. All information regarding your absence will be treated in the strictest confidence.

If you are absent from work due to sickness, you should notify the office or your line manager within one hour of your usual start time on the first day of absence, or as soon as reasonably possible, giving the reason for the absence. This should be communicated by telephone except in exceptional circumstances. If more than one day's sickness is anticipated, you must keep your line manager informed as to when you expect to return to work, indicating the next time you expect to make contact. If you do not keep your line manager informed on a regular basis, BAC will contact you at home or other specified location.

Unless an acceptable explanation for absence is given, it may be treated as unauthorised absence and you will not be paid for the period of absence and may be liable for disciplinary action.

Certification

If your absence is for a period of five consecutive work days or less, including half days, you are required to complete a self-certification form which should be returned to the Office Administrator as soon as possible. This form should be completed for part or whole day sickness absences. You will find a self-certification form in the Masters drive, and one will be emailed to you during or soon after each sickness absence.

If your absence is for a period of more than five consecutive work days, including half days, you are required to produce a Fit Note from a doctor covering all subsequent days in that period of absence. You should post the medical certificates to HR as soon as you obtain them.

BAC may ask you for permission to contact their GP for a medical report and reserves the right to require you to attend a medical examination with a GP and/or BAC's Employee Assistance Programme and/or appropriate professionals. If, on the advice of the report, BAC is required to

make reasonable adjustments to your working conditions under the Disability Discrimination Act, BAC will make every effort to do so in full consultation with you and the professionals involved. If, on the advice of the report, you are considered unfit for work for the foreseeable future, the possibility of early retirement on the grounds of ill health or dismissal on the grounds of incapacity will be considered.

Return to work interviews

A return to work interview will take place after any self-certificated period of more than four days and/or when the total of self-certificated days is more than four in any two months. The purpose of a return to work interview is to ensure that BAC welcomes you back, and to help you to catch up with the latest news at work, as well as ascertaining whether we can help with any problems that may be occurring to cause or contribute to the absence. This will usually be conducted by your line manager, with a representative from HR present to take notes. Records of return to work interviews will be written up, read and signed by both parties, and will then be held confidentially for the reference of HR.

Absence recording

Staff absence and reasons for absence are confidentially recorded. You or your line manager may see your absence record at any time. Failure to produce satisfactory evidence of incapacity throughout any period of absence may result in disciplinary action. Unacceptable patterns of absence which remain unsatisfactorily explained or unresolved may result in disciplinary action. Please note that absence that falls into a pattern due to an issue that amounts to a disability (as defined in the Equality Act 2010) will not lead to disciplinary action.

Probation

Your entitlement to sick pay during your probationary period is discretionary. Sick leave will be noted and may be taken into account when assessing your suitability for the post. Unacceptable patterns of absence in the probationary period may result in the contract being terminated or the probationary period being extended.

8. Disciplinary and Grievance Procedures

Where a member of staff is suspected of conduct or performance which falls below the required standard, the matter will be investigated in accordance with the disciplinary procedures in force at that time. Staff must co-operate with the BAC in implementing the disciplinary procedure. The current disciplinary procedures are set out in Section 3 of this Handbook, but these are subject to change at the BAC's discretion and with 28 days' notice to all staff. The procedures to be followed during an investigation do not form part of the terms and conditions of employment of staff.

If you have a grievance, this should be put in writing to the Chief Executive who will investigate it in accordance with the grievance procedure in force at that time. The current grievance procedure is also found in section 3 of this Handbook, and is also subject to change with 28 days' notice.

9. Time off for Public Duties

If you hold certain public positions, you are entitled to reasonable time off to perform the duties associated with them. This applies to:

- justices of the peace
- members of a local authority
- members of a police authority
- members of any statutory tribunal
- in England and Wales, members of a health authority or special health authority or a primary care trust
- in Scotland, members of a health board
- in England and Wales, members of the managing or governing body of an educational establishment maintained by a local education authority or a further or higher education corporation
- in Scotland, members of a school council or board or the board of management of a self-governing school or a collage of further education or the governing body of a central institution or a designated institution
- members of the General Teaching Council for Wales
- members of the Environment Agency or the Scottish Environment Protection Agency
- in England and Wales, members of the boards of prison visitors, and in Scotland, prison visiting committees
- members of the service authority for the National Criminal Intelligence Service of the service authority for the National Crime Squad
- members of the Scottish water and sewerage authorities and water industry consultative committees
- Additionally, any employee called for Jury service

If you hold such office, you must discuss it with the Chief Executive in advance of your request for time off. The Chief Executive will decide whether the request is reasonable and whether it will be paid time off. Records of this decision will be retained confidentially by HR.

10. Maternity Leave

Maternity leave may be taken for up to 52 weeks. These 52 weeks are divided into two stages: 26 weeks of ordinary maternity leave and an optional further 26 weeks of additional maternity leave. There are two types of maternity pay: statutory maternity pay (SMP) which is largely paid by the Government; and contractual maternity pay (CMP), which is paid in part by Government and in part by BAC.

Notification requirements

To take advantage of ordinary maternity leave you must inform the Chief Executive in writing no later than 15 weeks before your baby is due:

- that you are pregnant

- the expected week of childbirth
- the date you intend to start your leave (this date should not be earlier than the beginning of the eleventh week before the expected week of childbirth.)

If requested to do so you must produce for inspection a certificate from a registered medical practitioner or registered midwife stating the expected week of childbirth.

You are entitled to reasonable paid time off for antenatal care. Arrangements for taking time off should be agreed with your line manager, who may ask for proof that the appointment has been made.

Compulsory maternity leave

It is unlawful to return to work sooner than two weeks after childbirth. If the baby is born later than expected and the employee has already taken her ordinary leave, her leave will be extended to ensure that she does not return to work until two weeks after the birth.

BAC maternity leave provisions

The following paragraphs outline the maternity leave and maternity pay provisions to which you are entitled. They do not provide a comprehensive guide to the law. You are strongly advised to ensure that you understand the entitlements relating to your particular circumstances.

All employees, regardless of length of service, are entitled to a period of 26 weeks ordinary maternity leave, provided that the notification requirements are met. You also qualify for additional maternity leave, which runs from the end of ordinary maternity leave for a further period of up to 26 weeks, to extend the total maternity leave entitlement to 52 weeks.

During ordinary and additional maternity leave, you will be entitled to benefit from all the terms and conditions of your employment, including annual leave accrual, pension contributions and EAP, excepting remuneration which is covered below.

Keeping in Touch Days (KIT days)

BAC is allowed to make reasonable contact with you whilst you are on maternity leave. You are not obliged to do any work or attend any work related events during maternity leave however if you and your line manager both agree, you can work up to a total of 10 days paid work during your leave. These ten days are called Keeping in Touch (KIT) days and are entirely voluntary. These will be used to provide updates on all the latest news at work, and/or to make arrangements for your return. KIT days are viewed as working days and are paid. Each KIT day is paid as one full day regardless of how many hours are worked within it.

National Childbirth Trust (NCT) membership

BAC provides one year's National Childbirth Trust (NCT) membership from the beginning of maternity leave. The NCT is UK's leading charity for parents. Every year NCT supports thousands of people

through pregnancy, birth and early parenthood. They are there to help you through the transition, offering relevant information, reassurance and mutual support.

Maternity pay

See Appendix 1 for a diagram illustrating pay over the maternity leave period.

Statutory Maternity Pay (SMP)

SMP is paid for up to 39 weeks. For the first six weeks SMP is paid at the higher rate, which is 90% of your average weekly earnings, and for the remaining 33 weeks it is paid at the current SMP rate (set by Government and reviewed each year), or 90% of your weekly earnings if that figure is lower (i.e. for part-time members of staff).

To qualify for SMP you must have:

- worked for BAC for a continuous period of at least 26 weeks ending with the 15th week before the expected week of childbirth.
- had average weekly earnings, in the last 8 weeks up to and including the qualifying week, which are more than or equal to the lower earnings limit for the payment of National Insurance contributions.

If you do not qualify for statutory maternity pay (SMP), you may be entitled to maternity allowance instead, for a period of up to 39 weeks. Jobcentre Plus pay this directly to you. If you are not entitled to SMP or maternity allowance, you might be entitled to claim income support or other benefits. Detailed advice on benefits such as these can be sought from BAC's Employee Assistance Programme.

If you do not intend to return to work after childbirth, you can start to receive SMP at any time after the 11th week before the expected week of childbirth.

Contractual maternity pay

Contractual maternity pay (CMP) is paid for up to 52 weeks. For the first 12 weeks it is paid at the higher rate, which is 100% of your average weekly earnings; for the following 12 weeks it is paid at 50% of your average weekly earnings or the current weekly SMP rate, whichever is higher; and for the remaining 28 weeks it is paid at the SMP rate, or 90% of the employee's average weekly earnings if that figure is lower (i.e. for part-time members of staff).

To qualify for full-salary and half-salary contractual maternity pay, you must have worked for BAC for a continuous period of at least 12 months before the expected week of childbirth. Where your continuous service with BAC is for less than 12 months, the entitlement to full and half pay will be calculated on a pro-rata basis.

Any SMP due to the employee during the period of contractual maternity pay will be included in this pay. Where maternity allowance is received this will be deducted from the contractual maternity pay during this period.

Commencement of maternity leave periods

Ordinary maternity leave periods commence with the earlier of:

- the date on which you notify BAC that you intend your maternity period to start,
- the first day after the beginning of the 4th week before the expected week of childbirth on which you are absent from work due to pregnancy, provided you notify BAC as soon as practicably possible that your absence is because of pregnancy,
- the day after childbirth, provided you notify BAC as soon as practicably possible that.

Returning to work from maternity leave

After ordinary maternity leave

It is not necessary for you to give notice of your intention to return to work following ordinary maternity leave (26 weeks). However, when you intend to return early you must give BAC at least 28 days' notice.

At the end of ordinary maternity leave you have the right to return to the same job with the same terms and conditions, unless a redundancy situation has arisen, in which case, where possible you will be offered any suitable alternative vacancy.

After additional maternity leave

You do not need to notify BAC of the date of your return from additional maternity leave, unless you intend to return early, in which case at least 28 days' notice must be given.

If you return to work after additional maternity leave, you are entitled to the same job and the same terms and conditions as if you had not been absent, unless:

- a redundancy situation has arisen during the absence period, or
- there is some other reason why it is not reasonably practicable for BAC to take you back in your original job.

In these circumstances you will be entitled to be offered suitable alternative work, where possible on a contract whose terms and conditions are not significantly less favourable than those of your previous one, and which takes effect immediately after the ending of the previous so as not to allow any gap in employment.

Taking two consecutive periods of maternity leave

If you qualify for 52 weeks' maternity leave, it is possible to become pregnant again and therefore be entitled to another period of leave without returning to work. In this case you have the right to return to your original job or, where this is not reasonably practicable, to suitable alternative employment on terms and conditions not significantly less favourable.

11. Paternity Leave

Paternity Leave (PL) is for one or two weeks starting on or after the actual birth date (more details below). Paternity leave is optional.

Entitlement to paternity leave

You will be entitled to paternity leave if you will have responsibility for bringing up the child. You could be the biological father, the mother's husband/partner (including same sex couples) or one member of a couple who have adopted a child. You must have worked continuously for BAC for 26 weeks by the end of the 15th week before the baby is due (or the week in which a match is made with a child for adoption), and continue to work for BAC until the baby's birth.

BAC may ask you to complete a self-certification form as evidence that you meet these eligibility criteria.

You will be entitled to choose to take either one week or two consecutive weeks' PL (not odd days). You can choose to start your leave:

- from the date of the baby's birth (or child's placement)
- from a chosen number of days or weeks after the date of the child's birth
- from a chosen date.

Leave can start on any day of the week of, or following, the child's birth but must be completed:

- within 56 days of the actual date of birth of the child, or
- if the child is born early, up to 56 days after the expected week of birth.

An employee who has adopted a child from overseas must arrange for leave to be taken within 56 days from the date on which the child entered the UK.

Only one period of leave will be available to an employee irrespective of whether more than one child is born as the result of the same pregnancy.

The same right to leave exists for stillbirths if born after 24 weeks of pregnancy.

Paternity Pay

See Appendix 1 for a diagram illustrating pay over the maternity leave period.

Statutory Paternity Pay

You are entitled to the statutory weekly paternity pay rate (set by the Government each year) or 90% of your weekly earnings if that figure is lower.

Contractual Paternity Pay

Paternity pay will be paid for either one or two consecutive weeks as you have chosen. The rate of

paternity pay is 100% of your average weekly earnings per week for up to two weeks.

Notice of intention to take paternity leave

You must notify BAC of the day on which you expect to start your ordinary paternity leave and whether you wish to take 1 or 2 weeks' leave, on or before the 15th week before the expected week of childbirth (or within 7 days of matching a child for adoption). If this is not reasonably practicable, notification must be given as soon as is reasonably practicable.

You must notify BAC of the day on which you expect to start your additional paternity leave and how many weeks' leave you wish to take, within four weeks of the actual birth date (or date of placement). If this is not reasonably practicable, notification must be given as soon as is reasonably practicable.

12. Adoption Leave

Entitlement to adoption leave

To qualify for adoption leave, you must:

- be newly matched with a child for adoption by an approved adoption agency. Adoption leave and pay is not available in circumstances where a child is not newly matched for adoption, for example where a step-parent is adopting a partner's children.

Joint and individual adoptions

Where you are part of a couple who are adopting jointly, you can choose who will take adoption leave and who (regardless of gender) will take paternity leave. You cannot both take adoption leave or paternity leave.

If you are adopting individually, you are only eligible for adoption leave - although your partner (regardless of gender) may be eligible for paternity leave.

Length of adoption leave

Adoptive parents are entitled to 26 weeks ordinary adoption leave. Adoptive parents who have been continuously employed for at least 26 weeks qualify for additional adoption leave which runs from the end of ordinary adoption leave up to the end of a period of 52 weeks.

You can choose to start your leave:

- from the date of the child's placement
- from a fixed date which can be up to 2 weeks before the expected date of placement.

Only one period of leave will be available irrespective of whether more than one child is placed for adoption as part of the same arrangement.

If the child's placement ends during the adoption leave period, the adoptive parent will be able to continue adoption leave for up to 8 weeks after the end of the placement.

Adoption pay

There are two rates of Statutory Adoption Pay, an earnings-related rate and a prescribed rate. The earnings-related rate is paid during the first 6 weeks of adoption leave and the prescribed rate or the earnings-related rate (whichever is lower) is paid during the following 33 weeks of adoption leave, giving a total of 39 weeks maximum entitlement.

The earnings-related rate of SMP is 90% of your average weekly earnings.

During the first 26 weeks (ordinary adoption leave) you will be entitled to the terms and conditions which would normally apply if you had not been absent.

For the following 26 weeks (additional adoption leave) only some terms and conditions apply, mirroring additional maternity leave.

For adoption pay, you must notify BAC at least 28 days before you expect their pay period to start or if that is not reasonably practicable, then as soon as is reasonably practicable.

Time off to attend adoption appointments

Employees who are proposing to adopt may take time off work to attend up to 5 adoption appointments in certain circumstances. Where there are joint adopters, only one adopter is entitled to take paid time off work for these purposes. If an employee exercises their right to take paid time off to attend an adoption appointment, they may not then go on to take paternity leave in respect of the same child.

Notice of intention to take adoption leave

You must inform BAC of your intention to take adoption leave within 7 days of being notified by your adoption agency that you have been matched with a child for adoption. If this is not reasonably practicable you should do so as soon as is reasonably practicable.

You will need to advise BAC:

- when the child is expected to be placed with you and
- when you want your adoption leave to start.

You should supply BAC with documentary evidence – a 'matching certificate' – from your adoption agency as evidence of their entitlement to adoptive leave and pay.

13. General Parental Leave

You are entitled to parental leave if you:

- have been continuously employed for a year or more; and

- are the parent (named on the birth certificate) of a child who is under 18 years old: or
- have adopted a child under the age of 18; or
- have acquired formal parental responsibility for a child who is under 18 years old.

Parental leave applies to both parents.

Extent of entitlement

Normally, you are entitled to up to 18 weeks' unpaid leave in respect of any individual child to be taken during the first 18 years of the child's life.

Minimum and maximum periods of leave

You may not take less than a week's parental leave at a time, except in a case where the child in respect of whom leave is taken is entitled to a disability living allowance.

You may not take more than four weeks' parental leave in respect of any individual child during a particular year. A year is the period of twelve months beginning on the date on which you first became entitled to take parental leave in respect of the child in question, or, in a case where your entitlement has been interrupted at the end of a period of continuous employment, on the date on which you most recently became entitled to take parental leave in respect of that child, and each successive period of twelve months beginning on the anniversary of that date.

Right to return after additional maternity leave or parental leave

If you take parental leave for a period of four weeks or less, other than immediately after taking additional maternity leave, you are entitled to return from leave to the job in which you were employed before your absence.

If you take additional maternity or paternity leave, or parental leave for a period of more than four weeks, you are entitled to return from leave to the job in which you were employed before your absence. If it is not reasonably practicable for BAC to permit you to return to that job, you may return to another job which is both suitable for you and appropriate for you to do in the circumstances.

If you take parental leave for a period of four weeks or less immediately after additional maternity leave, you are entitled to return from leave to the job in which you were employed before your absence unless:

- it would not have been reasonably practicable for you to return to that job if you had returned at the end of your additional maternity leave period, and
- it is not reasonably practicable for BAC to permit you to return to that job at the end of your period of parental leave (e.g. due to redundancy)

Otherwise, you are entitled to return to another job, which is both suitable for you and appropriate for you to do in the circumstances. The terms and conditions of employment of the new job should not be substantially less favourable to you than the previous contract.

Conditions of entitlement

You may not exercise any entitlement to parental leave unless

- you have complied with any request made by BAC to produce evidence of your entitlement, of the kind described below:
 - your responsibility or expected responsibility for the child in respect of whom the employee proposes to take parental leave
 - sight of the child's birth certificate or, in the case of a child who was placed with you for adoption, documentation that confirms the date when the placement began and
 - where your right to exercise an entitlement to parental leave depends upon whether the child is entitled to a disability living allowance, evidence of the child's entitlement to that allowance.
- you have given BAC notice of the period of leave to be taken
- BAC has not postponed the parental leave.

Notice to be given to BAC

You must specify the dates on which the period of leave is to begin and end at least 21 days before the date on which that period is to begin.

Postponement of leave

BAC may postpone a period of parental leave where the operation of the business would be unduly disrupted if you took leave during the period requested. In this case, we will agree a different period of the same duration, beginning on an agreed date, no later than six months after the requested period. You will receive notice in writing of the reasons and the suggested date no more than seven days after your notice was submitted to BAC

14. Shared Parental Leave

Shared parental leave is a flexible form of leave available to both parents designed to encourage shared parenting in the first year of a child's life. It allows a more flexible pattern of leave than the traditional arrangement under which the mother takes extensive maternity leave and the father takes a short period of paternity leave.

Employees who give birth or adopt remain entitled to take the full 52 weeks of leave if they choose to do so and the arrangements described above for maternity and adoption leave continue to apply. However, an employee may choose to share part of that leave with their partner provided that certain qualifying conditions are met. When leave is shared in this way, there is no need for the 'primary' leave taker to have returned to work. Both parents can be on leave at the same time, provided that the combined amount of leave taken by the parents does not exceed 52 weeks and provided that all of the leave is taken before the end of 52 weeks following the birth of the child or its placement for adoption.

Generally, parents will qualify for shared parental leave provided that both are working and that each has at least 26 weeks' service with their respective employers. To exercise the right, both parents must inform their employer that they intend to take shared parental leave – usually at the same time as the

employer is notified that an employee is pregnant or plans to adopt. They must also give an indication of the pattern of leave that they propose to take.

A parent proposing to take a period of shared parental leave must give the Company 8 weeks' notice of any such leave. Depending on the circumstances, it may be possible for the Shared Parental Leave to be taken in intermittent blocks, with one parent returning to work for a time before taking another period of shared parental leave. Such an arrangement can only be made with the agreement of the Company. While every effort will be made to accommodate the needs of individual employees, the Company may insist on shared parental leave being taken in a single instalment. Any decision as to whether to permit intermittent periods of leave is entirely at the Company's discretion.

An employee absent on shared parental leave will be entitled to a weekly payment equivalent to the lower fixed rate of SMP. The number of weeks for which payment will be made will vary depending on the amount of SMP paid to the mother while on maternity leave. Essentially, if the mother ends (or proposes to end) her leave with 10 weeks of SMP entitlement remaining, the parent taking shared parental leave will be entitled to be paid for the first 10 weeks of leave.

Because of the number of options available, shared parental leave can be quite a complicated entitlement. If you want to take advantage of shared parental leave you should discuss this with your manager who will check that you qualify and help guide you through the procedure.

15. Flexible Working

Qualification for flexible working

To make a flexible working request, you must:

- be an employee;
- have been continuously employed by the Company for more than 26 weeks at the date the application is made; and
- not have made another formal flexible working request during the past 12 months.

Scope of a request and application

If you qualify, you may request:

- a change to hours worked;
- a change to the times you are required to work;
- a change in duties;
- a change to any other terms of your employment.

Any agreed change to your terms and conditions will be permanent, unless agreed otherwise.

Your application

Before making a flexible working request you should consider:

- what working pattern you are seeking;
- the financial implications a change might have on you;
- what effects, if any, the change will have on the Company's business and on your colleagues and how these might be accommodated.

Your application must be in writing, signed and dated and:

- state that it is an application under the right to apply for flexible working arrangements;
- specify the change applied for;
- specify the date on which you would like the change to be effective;
- explain what effect, if any, you think making the change applied for would have on the Company; and
- explain how you meet the eligibility requirements.

You can only make one application in any 12 month period. If you have made a previous application, your new application must state this and give the date on which the previous application was made.

Our response

Unless we jointly agree otherwise, we will deal with your application, from start to finish, within a maximum of three months.

We may agree to your request without discussing it with you. If so, we will notify you of this, in writing.

Otherwise, we will invite you to a meeting within 28 days of receiving your application. You have the right to be accompanied to the meeting by a work colleague or trade union representative.

The meeting

At the meeting, we will discuss your requested work pattern in detail and consider and how it might be accommodated. We may also discuss alternative working patterns.

After the meeting

We will write or meet you within 14 days of your request with our decision. We will either agree a new working pattern and a start date or, we will refuse your request and give the reasons for refusal.

The grounds on which we can reject your request are:

- burden of additional costs;

- detrimental effect on the ability to meet customer demand;
- inability to reorganise work amongst existing staff;
- inability to recruit additional staff;
- detrimental effect on quality;
- detrimental impact on performance;
- insufficiency of work during the periods the employee proposes to work;
- planned structural changes;
- any other ground allowed by regulations.

The appeal procedure

You may appeal our decision in writing within 7 days of receiving it, setting out your grounds of the appeal.

We will either invite you to an appeal meeting within 14 days of receiving your appeal, or allow your appeal without a meeting.

We will give you a written appeal outcome within 7 days of the hearing. If we allow the appeal, we will specify the variation agreed and the date from which it is to take effect. Where we reject your appeal, we will explain why. This decision will be final.

Working from home policy

The general principle of the working from home policy is to:

- Enable suitable employees to work from home for business reasons

Legislation

There is no specific legislation relating to working from home, however the arrangements detailed here incorporate reference, where appropriate, to BAC's obligations under current Health and Safety legislation and the working time directive.

Definition of working from home

Working from home means the employee performing specific work obligations required under their contract of employment from their home on an occasional or regular basis.

Whether an employee is permitted to work at home is entirely at the discretion of their line manager and BAC. Working from home is neither a contractual nor a statutory right and BAC is under no obligation to approve any request by an employee to work at home.

Requesting to work from home

- Employees wishing to work from home must secure the agreement of their line manager prior to the actual date of home working. Retrospective requests will not normally be agreed

and any absence maybe considered as unauthorised, which may lead to disciplinary action being taken.

- Employees must complete the Working from Home Checklist and Informed Consent statement and arrange to meet with their line manager to discuss if working from home is possible and working from home arrangements.
- When approving requests, line managers are responsible for ensuring that there is a clear business requirement for the employee to undertake work from home rather than attending the office. An example would be the employee benefiting from working on a specific task without the normal daily distractions. Line managers also need to ensure that sufficient resources are available within the team to cover the employee's time away from the office.

Approving requests for working from home

Line managers should consider requests for working from home on the following criteria:

- The nature of the employee's job: for instance, does the employee's job require regular, face-to-face contact with other employees or members of the public, meaning that it is unsuitable for the post holder to work from home.
- The applicant's skills, abilities and personal attributes: The employee's performance should be considered in determining whether the employee is considered suitable to work unsupervised.
- Impact to team: The demands likely to be placed upon the employee's colleagues and the impact upon members of other teams with whom the employee works with. In other words, the line manager needs to be confident that sufficient resources are available within the team to cover the employee's time out of the office.
- The suitability of home location: The suitability of the employee's home location should also be considered and employees will be expected to complete a Working from Home Checklist and informed consent prior to any working at home arrangement.
- Requests for working from home can only be approved if there is sufficient office cover.
- Requests for working from home which coincide with medical or other personal appointments are permitted, however line managers should approve such requests where there is a clear business benefit for the employee to work at home rather than at the workplace.
- Hours worked at home should be requested and recorded on Timetastic in the standard way and in advance allowing line managers sufficient time to check there is appropriate office cover.

Expectation of employees who work from home

- While working at home, employees must be engaged on agreed BAC work and be contactable during normal hours of business operation.
- Line managers may liaise over BAC work to be completed whilst working at home and may request to review this work at any time.

IT equipment

Employees working from home must have access to their own laptop or computer which is password protected. The computer must be able to access a high-speed internet connection of at least 2mbps.

Unless a BAC telephone has been provided, the employee will be required to use their own telephone for making occasional telephone calls while working from home or set up a Skype account.

Costs for phone calls completed on behalf of BAC will be met upon presentation of the phone bill or receipt for the actual calls made.

Security

When working from home, the employee must be aware of the increased risk of a security breach. The employee must ensure that all documentation is stored securely and that any laptop or PC is password protected and turned off when not in use. Data stored on the computer must not be accessible to other members of the household.

Absence and sickness

If an employee is unable to work on the day which they had expected to work from home due to sickness, injury or otherwise, they must follow BAC's Absence reporting procedure and "Sickness Absence Policy and Procedure". The employee is required to keep their line manager informed of the likely date of return to work, the reason for the absence, and progress, as if they were normally attending work.

Disciplinary procedures

The "Disciplinary Policy and Procedures" apply equally to office-based and working from home arrangements. Any abuse of the working from home arrangements amounting to misconduct may be subject to disciplinary action.

Health and safety

BAC's "Policy on Health and Safety at Work" remains applicable to employees working at home.

Employees will be required to carry out a workstation assessment on their home's workstation and to take any necessary corrective actions. Failure to carry this out may result in the privilege of working from home to be removed.

It is the responsibility of the employee to care for their own Health and Safety and make BAC aware of any issues that may have an impact on this. Accidents to employees sustained while working at home must be reported in the same way as if office based.

Confidentiality

While working from home employees will remain subject to all confidentiality clauses contained within their contract of employment. A disclosure of confidential information during employment may be considered by BAC as gross misconduct and grounds for termination of employment without notice.

Monitoring and review

The line manager will be responsible for monitoring the employee's performance while working from home.

Section 3: Procedures and Policies

Section 3 details the current policies and procedures at BAC. These are not contractually binding and are subject to change given 28 days' notice.

16. Recruitment

BAC strives to be an equal opportunities employer. Apart from in exceptional circumstances, posts will be advertised externally and internally simultaneously. Exceptional circumstances include:

- where continuous employment of current staff is at risk
- in a period of restructuring where the outcome for some staff is uncertain
- to enable operational changes to be made
- during other change processes.

Decisions in relation to filling vacant posts, including where to advertise, will be taken on a post-by-post basis. The principles outlined above will be applied. The focus will be on maintaining the employment of existing staff and creating opportunities to make changes where this is deemed necessary.

BAC is not a Tier 2 sponsor and is therefore not able to accept applications from those without the right to work in the UK. All new recruits will be asked to provide proof (in the form of a visa or passport) that they do have this right.

Established posts

Staff cannot be appointed unless a budget provision has been made and approved by the Chief Executive. This applies for both permanent and temporary staff.

The selection process will also vary from post to post. In all cases this process will include, but not be limited to, a face-to-face interview. Throughout selection, the BAC will comply with equal opportunity requirements.

Extension of existing fixed term contracts of employment

BAC will review the possible need to extend a fixed term contract at least one month before the end of the current contract period or in line with the relevant notice period, whichever is the longer.

The criteria for deciding whether to extend will take account not only of whether the work needs to be done at the cost incurred by continued employment of the person concerned, but also of wider organisational issues, such as possible restructuring elsewhere in the organisation.

Creation of new fixed term contracts

One or more of the following criteria may be used to decide whether to engage a person on a fixed term contract:

- a project which has a specific time-span
- to provide cover for the absence of another member of staff for a specified period
- to provide flexibility to the BAC in responding to a possible uncertainty about future staffing levels.

Staff appointed to fixed term contracts should be told of the reason why their contract is fixed term.

Temporary staff

The approval of the Chief Executive must be obtained before temporary staff are engaged, save where the temporary staff requirement is for less than four days in any calendar month, in which case the HR manager may make the decision.

Induction

The recruitment and selection of an individual takes valuable time and effort from BAC staff and, therefore, once a job offer is made it is important that further time and effort is invested so that the successful individual can become as effective as possible in the shortest time. Induction is a continuation of the recruitment and selection procedure and will differ depending on the post.

The initial probationary period for the new starter is used to:

- introduce BAC
- provide training
- monitor performance
- provide feedback
- set appropriate forward objectives and if necessary revise the job description
- identify and meet further training/learning needs.

17. Learning and Development Policy

BAC recognises that its success and reputation are built upon its people. The aim is to ensure that you are equipped with the knowledge and skills to carry out the tasks expected of you now and in the future.

Training is regarded by BAC as an investment. As with any investment, it is important that you are aware of the intended outcome. Managers should discuss objectives with you before you embark on training courses, and review afterwards the extent to which these have been achieved, including identifying any follow-up action needed. For courses for which BAC invests a great deal of time and/or money, you may be required to repay a portion of the fees paid by BAC, should you leave within one year of completing the course. You will be required to sign that you accept this arrangement before payment is made.

Managers have the main responsibility for making sure you have the opportunity to obtain the knowledge and skills you need to do your job, and this involves:

- giving you feedback on your performance so you know where improvements are needed
- identifying skill gaps and learning needs and prioritising them

- deciding, with you, how and when these needs will be addressed
- identifying learning opportunities in everyday work situations
- making sure you have the opportunity to practise new skills acquired through training in the work situation
- evaluating the outcomes of training and learning activities, together with you.

Your responsibilities

You are responsible for making the most of all training and development opportunities. You are also responsible, along with your manager for identifying gaps in your skills and knowledge and thinking about longer-term development needs. These should be discussed with your manager as part of your annual appraisal and as the need arises. You should be prepared to discuss with your manager what you should get out of any training course, and to discuss afterwards how far this was achieved. You should also be prepared, if appropriate, to share with colleagues what you have learned so that the benefit to BAC can be maximised.

Objective setting

As part of its arrangements for performance management and strategic planning, BAC expects managers to agree objectives with their staff. In setting objectives, managers should take into account learning and development needs. For example, it may be appropriate to set objectives which are specifically about acquiring a new skill and/or developing existing skills to increase an individual's effectiveness in doing their job.

Staff development

Performance review is a key tool for ensuring that the BAC fulfils its business objectives and helps to encourage open and constructive dialogue between staff. It provides a link between the organisation's objectives and expectations and the contribution made by the individual. Staff development reviews should:

- inform you of your manager's view of your performance
- help to communicate the contribution that you make to the organisation's success
- identify and review job related development needs
- monitor the impact of training and development on performance.

The success of the staff development review system depends on the commitment of all those involved to give adequate time to the process. Feedback on performance and discussion about future work should not be a single annual event restricted to the review interview. Performance should be reviewed regularly to provide feedback and support, and objectives updated and brought forward as part of the discussion of normal business.

Fairness is essential to performance review. The performance of every individual should be considered entirely on its merits. Managers should guard against any form of unfair discrimination when assessing performance and ensure that staff have equality of opportunity to develop their performance fully.

You need to know what you are responsible for doing and how well you are doing it. You should take

an active part in assessing your past performance and reviewing your new objectives and job description.

Managers are responsible for managing their staff effectively. This includes ensuring that you know what is expected of you and giving you feedback on how well you are doing it and how you can improve. Each year, a review interview will be held, and a written report prepared assessing the jobholder's performance honestly and fairly. The report will be held on the employee's personal file.

18. Resources for Training

There are two types of training at BAC:

Compulsory training is to be completed by all employees and elective training can be selected by the employee in agreement with their line manager. The annual budget includes resources for training.

Sponsorship for courses leading to qualifications

BAC may make available a portion of the training budget to sponsor staff attendance on courses leading to relevant qualifications. BAC wishes to encourage and support individuals in their personal and professional development. However, resources are finite, and it may be necessary to prioritise. In deciding whether to sponsor staff for courses leading to qualifications, the following considerations will be taken into account:

- The extent to which the course will help the individual to become more effective in their current job.
- The extent to which the course will help equip the individual to do other jobs at BAC for which they are potentially suitable, either at the same or higher level.
- The availability of funds, including any commitment of future years' budgets, and the value for money offered by the course, taking into account the fees and other costs.
- Whether the course will be pursued in the individual's own time, and if not the extent to which they will need time off work (day release and study leave) to complete their studies.

Courses which satisfy the first criterion, above, will normally be given priority for sponsorship, subject to funds being available.

Full and partial sponsorship

Full sponsorship will normally be granted only for courses which are judged to offer a direct and significant benefit to your effectiveness at BAC. Cases will be decided on their individual merits. Many courses, such as non-vocational degrees, may add value to the contribution that you can make to BAC, but this added value may be difficult to relate in a direct way to the tasks that you must fulfil in your current post. Even if a good case cannot be made for a significant and direct link with the skills and knowledge required in the current post, BAC may decide to provide partial sponsorship on the grounds that the course will result in sufficient added value to you and the organisation.

To allow full consideration of new requests for sponsorship in the light of the available financial provision, staff should email or write to the Chief Executive in the first instance.

19. Training Policy

BAC is committed to the development of its staff and puts aside the equivalent of £600 per person each year.

We believe that training provides the following benefits:

- a) It develops key skills required to successfully function within the BAC operating environment.
- b) It raises productivity.
- c) It contributes to a shared consensus on BAC working practices.
- d) It supports the development of the individual's career whether this is within the context of BAC or at another employer.

Eligibility

Any member of staff who is permanently employed and has completed three months of employment at BAC is eligible for training subject to line manager approval

Who will BAC use as its training provider?

We have chosen **Future Learn**, a learning portal, as our external training provider. We have done this because:

- Their courses are designed to be delivered online
- All courses are quality assured through external quality assurance organisations
- All courses can be used to contribute to a management qualification up to and including degree level, which is widely recognised both within the UK and internationally
- The courses are certificated which means you receive proper recognition for your hard work
- The courses are broken down into small chunks and are not longer than eight hours in duration spread over, usually, 3 or four weeks

Will I have to pay for the courses?

No, the courses are largely free however BAC will pay for the certification process which means that you will have the opportunity to demonstrate what you have learnt and receive recognition of your achievement. This is important because the certification acts as a record of your achievement and can be used to count towards higher level qualifications.

Will I be given time off to complete my training?

Yes. You can select any time within the normal working week, subject to time being available, or the course can be taken at home or during home working

Is the training compulsory?

Yes. Training will generally take place during BAC normal working hours and if not, BAC will allow the study time to be deducted from your normal working day. Because we believe training is

fundamental to the work we do and to your own development we will expect you to follow the training and it will be included in your personal review.

We will also take your training record into account when considering promotion and any increase in pay above the normal whole organisation pay increase.

For new staff the training requirement will be a contractual obligation.

Prior learning

Prior learning will be taken onto account but must be documented. This should take the form of certificates, copies of courses you might have undertaken etc.

If you feel that you have already covered the modules below make sure you bring this to the attention of your line manager.

Compulsory training

BAC believes that certain key competencies are fundamental to the operation of BAC. The compulsory modules are as follows:

Compulsory Training Modules

Target Group	Module Title	Details	Provider	Length of Course (hours)
All Staff	Business Fundamentals: Effective Communication	Faced with a daily deluge of information, we have never had greater need of clear communication skills. This online course offers you a practical grounding in using a range of communication media, to boost your personal effectiveness, save you time and reduce your stress levels. You will discover the principles of writing influential emails, reports and proposals. You will find new confidence in your ability to make convincing presentations and conduct productive meetings. And you will develop communication approaches	Open University	12

		that are sensitive to cultural and personal differences.		
	Fundamentals of Project Planning and Management	Projects are all around us. Virtually every organisation runs projects, either formally or informally. In this course you will learn planning principles and execution methods, so your projects can be run more effectively and efficiently at work and in daily life. You'll discover the language and frameworks for scoping projects, sequencing activities, utilizing resources, and minimizing risks.	University of Virginia	8
Management Modules				
All staff holding management positions and staff aspiring to management positions	Management and Leadership: Growing as a Manager	This online course will provide an introduction to the foundation skills and knowledge you need when becoming a manager. It has been developed by The Open University Business School – a pioneering institution that is triple accredited by AMBA, EQUIS and AACSB – and the Chartered Management Institute (CMI) – the leading authority on management and leadership in the UK. As such, it will give you the opportunity to learn from both academic experts and experienced practitioners, who have achieved the CMI's prestigious Chartered Manager status.	Open University/ Chartered Management Institute	12
	Leading and Managing: People centred change	This course is designed for anyone who either leads or manages people or will	Durham University	9

		shortly be in such a position. In particular, it will be useful to people new to leadership roles and practitioners in human resources, organisational development and internal communications.		
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How long will I have to complete my core training?

This will be, to some extent, dependent on the availability of the courses however, at least two modules a year must be completed.

Can the Core modules be changed?

They may be changed if;

- a) The course is withdrawn
- b) A more appropriate course is offered
- c) The courses listed will be periodically reviewed in the light of participants feedback and the perceived needs of the skills mix required by BAC.

Elective Training

As well as the compulsory training modules all staff may access other training opportunities, for the purposes of this policy training which is not part of the core training will be referred to as Elective Training.

Elective training can be accessed alongside core training or, as will be the case in most instances, once post training has been completed.

Elective training is available to all staff with training being agreed with your line manager. Typically training will take account of BAC requirements as well as your own personal and professional needs

Other training

Whole staff training may take place determined by the needs of BAC.

Reflection

BAC will ask all course participants to reflect on what they have learnt and how it might impact on their job function. This will normally be discussed as part of the 'one to one' process.

20. Redundancy Policy

From time to time changes in BAC's resourcing levels, organisational requirements or technology may

affect the number and type of posts the BAC needs to carry out its business. BAC may then need to reduce the number of posts or change BAC's skills profile. This policy sets out the steps BAC would take to avoid the need to make posts redundant and the general approach to be taken if redundancies become unavoidable.

BAC's policy is to provide, through careful forward planning, as much security of employment for its employees as possible, and to take all reasonable steps to avoid the need for compulsory redundancy.

Measures to avoid or minimise compulsory redundancy

In the event of a need to reduce the number of posts, the BAC would first have recourse to any or all of the following measures in order to avoid the need to make staff redundant:

- restrictions on recruitment and/or promotion
- pay freezing
- review of the use of casual and short-term staff
- re-deployment of staff to other areas of work at BAC
- inviting staff to volunteer for early retirement or voluntary severance on specified terms
- inviting staff to volunteer to cut their hours back on a short term or permanent basis.

Selection criteria

In the event of redundancies being necessary, BAC is committed to the establishment of fair, consistent and non-discriminatory selection procedures. The criteria for determining the individual posts or class of posts where reductions need to be made include one or more of the following:

- pay band
- specialism/discipline
- functional area of work
- other relevant factors e.g. role, responsibilities.

If it is necessary to decide which individuals are selected for redundancy (i.e. it is not a whole class of post or team that will be made redundant). The selection criteria may include one or more of the following (in no particular order):

- skills, experience and aptitude of the individual
- standard of work performance
- attendance
- disciplinary record
- adaptability of the individual to transfer to alternative work
- length of service.

The choice of the selection criteria may vary in different redundancy situations. In deciding which criteria to apply, BAC will take into account the need to maintain a balance of skills and experience to meet the future needs of the business.

Information and consultation

If the possibility of redundancy arises, BAC will consult an appropriate party on the options, including

the action to be taken to avoid or reduce the number of redundancies, ways of mitigating the effect of redundancies and the criteria for selecting staff for redundancy. Staff will be kept as fully informed as possible and will also be consulted where appropriate.

BAC will comply with the periods of consultation required by law in redundancy situations. Current legislation requires employers to engage in consultation as soon as possible, and, where 20-99 employees are being considered for redundancy, no later than 30 days before a first dismissal from such a group.

During this consultation, BAC will inform staff of:

- the reasons for the proposals
- the numbers and descriptions of employees it is proposed to dismiss as redundant
- the total number of employees that this applies to
- the way in which employees will be selected for redundancy
- how the dismissals are to be carried out including the period over which the dismissals are to take effect
- the method of calculating the amount of redundancy payments to be made to those who are dismissed.

Appeals

BAC will provide an appeals procedure for staff who believe that their selection for redundancy is unfair. Staff will be consulted on the details of appeals procedures at the appropriate time.

Redundancy pay

Employees with two or more years of employment at BAC are entitled to redundancy pay under the following bands:

For each complete year of service up to a maximum of 20, employees are entitled to:

- for each year of service at ages under 22 – half a week's pay
- for each year of service between age 22 and 41 – one week's pay
- for each year of service at age 41 or over – one and a half weeks' pay.

Employees that have been given their redundancy notice will be entitled to reasonable paid time off to look for work or attend training. Where time constraints make it possible, HR will also provide advice on job applications and interview skills during this period.

21. Transfer of Undertakings (Protection of Employment) (TUPE)

A TUPE situation would arise if BAC was involved in a takeover or merger; any situation where your employment would transfer to another organisation.

In such a situation, if you are to be transferred, BAC would inform you as soon as it is reasonably practicable to do so. You would be informed in writing:

- The fact that it is happening
- When it is expected to happen

- The reasons for it happening
- The legal, social and economic implications for you
- The measures which the BAC intends to take that would affect you, or the fact that there would not be any such measures, if that is the case
- The measures which the new employer intends to take that would affect you, or the fact that there would not be any such measures, if that is the case.

In line with the Transfer of Undertakings (Protection of Employment) Regulations 2006, your job would transfer to the new company, your employment terms and conditions would remain the same (except for pension arrangements), and your continuity of employment would be maintained. This means that the new employer would not be able to change your existing pay and conditions if the reason for the change is either the transfer itself (e.g. to match their existing staff) or related to the transfer. The new employer could not dismiss you upon transfer, unless the main cause of dismissal is an "economic, technical or organisational" (ETO) reason, which is not legally defined but might, for example, relate to the profitability or market performance of the new organisation (economic); the nature of the equipment or production processes of the new organisation (technical); the management or organisational structure of the new organisation (organisational). If the new employer does dismiss you for one of these reasons it would operate as a normal redundancy situation.

You have the right to object to the transfer by informing either BAC or the new employer. You should note that the objection will terminate your contract of employment and you will be considered to have resigned, not been dismissed.

22. Union Membership

Whilst the BAC does not currently recognise any trade union, you have the right to belong to a trade union if you so wish.

23. Normal Retirement Age

There is no longer a normal retirement age in the UK, and BAC does not enforce any retirement age.

24. Equal Opportunities Policy

BAC is committed to eliminating discrimination and encouraging diversity amongst the workforce. The aim is for the workforce to be truly representative of all sections of society and that each employee should feel respected and able to give of their best. It aims to ensure that no actual or potential employee (or other contact or visitor) will suffer unfair discrimination on the grounds of:

- age
- disability
- family responsibility (parental status or caring responsibilities, including pregnancy)
- gender (including gender reassignment and gender identity)
- marital or civil partnership status

- political opinion
- race (including colour, nationality, ethnic and national origins, etc)
- religion
- sexual orientation
- social origin
- trade union membership
- any other inappropriate distinction.

All employees, whether part-time, full-time or temporary, will be treated fairly and with respect. Selection for employment, promotion, training or any other benefit will be on the basis of aptitude and ability. All employees will be helped and encouraged to develop their full potential and the talents and resources of the workforce will be fully utilised to maximise the efficiency of the organisation.

BAC's commitment:

- to create an environment where individual differences and the contributions of all staff are recognised and valued
- to foster a working environment that promotes dignity and respect to all. Any reasonable adjustments will be made and no form of intimidation, bullying or harassment will be tolerated (see harassment policy)
- training, development and progression opportunities are available to all staff
- the provision of equal opportunities in all activities will benefit the organisation.
- breaches of the equal opportunities policy will be regarded as misconduct and could lead to disciplinary proceedings.

In recruiting new members of staff, this policy will be adhered to, to make an objective and fair decision as far as possible. A person specification will be drawn up detailing the knowledge skills and abilities necessary for the effective performance of the job role. The job will be advertised where it may reach as many social groups as possible. Information relating to the post will be made available in appropriate formats for applicants with disabilities. Applicants for all posts will be given as much clear and accurate information as possible through advertisement, job descriptions, person specifications and interviews to enable them to assess their own suitability for the post. Each applicant will be considered on his or her own merit and on their own aptitudes and abilities. All applicants shall be informed that the BAC is striving to be an equal opportunities employer and that it operates an equal opportunities policy. This information will be included on all advertisements and job descriptions.

All interviews shall be thorough, objective and shall deal only with the applicants' suitability for the job and ability to fulfill the requirement of that job. Further information necessary for personnel records can be collected after a job offer has been made. BAC will consider making reasonable adjustments to a process, and/or to a job so far as is possible and reasonable in order to allow a disabled applicant to accept the job if s/he is the best candidate. Please note that all new employees will be required to provide evidence of their right to work in the UK.

BAC will not discriminate in the provision of training to employees and will provide appropriate training to enable employees to perform their jobs effectively. Such training will include provision for individuals returning from work following a break for domestic reasons.

Where it appears that any employee or applicant is not being offered an equal opportunity in any aspect of employment they may bring a grievance against the employer. BAC will constantly review policies to ensure that no discrimination takes place and that everyone is availed of the same opportunities.

The Chief Executive has overall responsibility for ensuring that this policy is consistently applied. Each individual associated with BAC is individually responsible for implementing BAC's commitment to the principle of equality.

25. Harassment Policy

BAC is opposed to harassment in any form. Harassment is unacceptable behaviour and leads to a stressful and potentially hostile working environment. BAC is committed to providing a working environment that is free from harassment and in which the dignity of the individual is respected.

What is harassment?

People can be subject to harassment on a variety of grounds, including all those mentioned in our Equal Opportunities policy. It can occur in many forms, including physical, verbal and sexual. Essentially, harassment is unwanted behaviour which may be based on gender, race, sexual orientation, disability etc and which is unreasonable, unwelcome or offensive.

Under the Criminal Justice Act 2003, it is an offence for a person, with intent, to harass another person, alarm or distress them by using threatening, abusive or insulting words or behaviour or by displaying any writing, sign or other visible representation which is threatening, abusive or insulting. If someone has been dismissed because they objected to conduct towards him or her, or if they resigned because their employer failed to deal with such conduct, they may be able to bring a complaint against their employer to an employment tribunal.

Defining harassment

Harassment is behaviour which an individual considers to be offensive or detrimental.

Specific examples may include:

- Racial abuse
- Offensive jokes of a racial nature
- An offensive manner of communication not used with other colleagues
- Offensive remarks or jokes
- Patronising remarks
- Ostracism/exclusion

Specific examples relating to sexual harassment may include:

- Unwanted physical contact
- Unwelcome sexual advances, propositions, suggestions or pressure for social activity outside work where it has been made clear that this is not welcome

- Offensive jokes, insults or ridicule of a sexual nature
- Suggestive or over-familiar behaviour where it has been made clear that this is not welcome
- Display or circulation of sexually suggestive material
- Suggestions that sexual favours may further a career or that refusal may hinder it
- Discussions of a sexual nature in front of colleagues

These lists and examples are not exhaustive.

What should you do if you think you are being harassed?

If you feel you are being harassed, abused or bullied in any form, do not try to ignore it. If you feel able to, in the first instance, make it clear to the person who is harassing you that their behaviour is unwelcome and that you want it to stop. If the behaviour continues, or if you feel unable to deal with it yourself, raise the matter with your manager or the Chief Executive. What you say will be treated in confidence and will go no further without your consent. They may be able to act on your behalf to resolve the complaint informally. If the Chief Executive is harassing you, contact the Chairman of Council.

Formal staff complaint procedures

In more serious cases, or where an informal approach has not stopped the behaviour, the next step should be a formal complaint. This should be made in writing to the Chief Executive.

Initially, an investigation will be carried out by someone unconnected with the incident. You are entitled to ask for an alternative person to carry out the investigation if you are not comfortable with the first choice. For example, in a case of sexual harassment, you may wish to request that the person carrying out the investigation be of your own gender. BAC will endeavour to meet all valid requests where practicable. As far as possible, confidentiality will be maintained throughout the investigation.

It is emphasised that the complainant and the accused will not be victimised in any way, however, any false or malicious complaint may result in disciplinary action against the complainant.

You will be asked to explain what happened. Where possible, keep a record of incidents so that you can recall accurately what has been happening. If the same person has harassed other colleagues, they should be asked to keep records too, and will also be asked to describe their experiences. The person investigating the complaint will interview everyone involved including any witnesses. All parties involved will be reminded of the need for confidentiality and of their responsibilities for ensuring that no subsequent victimisation occurs.

All formal complaints will be investigated within the BAC's disciplinary and grievance procedures. If a complaint is upheld the perpetrator will be subject to disciplinary action. The nature of that action will depend on the severity of the offence. In extreme cases, the offence may be so serious as to render the offender liable to summary dismissal (without previous warning or notice).

Advice and counselling

The Chief Executive is BAC's designated harassment officer and is the person available to listen and give advice to anyone who feels they are being harassed or is otherwise involved in a harassment situation. This will take place in confidence and without pressure to take the complaint further. This will be totally separate from the formal procedures and will play no role in the investigation of complaints. If you do not feel comfortable speaking to the Chief Executive, your line manager or HR will be equally willing to hear concerns. BAC's Employee Assistance program (EAP) is always available to discuss such concerns.

26. Discipline

The purpose of the disciplinary procedure is to maintain standards of job performance, conduct and attendance to promote the smooth running of BAC and the safety, care and wellbeing of staff. BAC will apply the procedure fairly and consistently to all staff whose conduct or performance falls below the required standard. With the exception of any cases of summary dismissal, the main aim of the procedure is to encourage an individual whose conduct or performance is unsatisfactory to improve.

The day-to-day supervision of staff and the monitoring of their conduct and performance are part of the normal managerial process. Shortcomings can usually be dealt with informally, by the line manager bringing the shortcomings to the individual's attention.

The formal disciplinary procedure is designed to deal with situations where the informal approach has not led to the required improvements, or where a case is sufficiently serious that immediate recourse to the formal approach is warranted.

It is important to understand that at any stage the procedure can be invoked, depending on the seriousness of the case. Each case will be dealt with on an individual basis. There is a range of sanctions that may be applied and any appropriate sanction may be applied to any offence.

The procedure

Stage 1 - informal verbal warning

In the case where the manager establishes your work performance to be below standard, an informal discussion will be held with you to establish the reason for this and discuss the necessary action to be taken to improve the standard of work performance. Minor breaches of discipline or BAC policy and procedures will result in an informal verbal warning being given to you by your line manager. The line manager will make a note of this discussion.

This stage may be skipped in more serious cases.

Stage 2 - first written warning

If performance or conduct does not meet acceptable standards, you will normally be asked to attend a disciplinary interview (details of which are set out below). Confirmation of the meeting will set out

the issues to be discussed, the improvement that is required, the timescale and any help that may be given. You will be advised that it constitutes the first stage of the formal procedure, and that you have the right to appeal. A record of this will be kept for 6 months and at the end of this period, a meeting will be held to discuss progress and to decide whether any further action need be taken. If no further action is decided upon, the warning will be disregarded for disciplinary purposes.

This stage may be skipped in more serious cases.

Stage 3 - final written warning

If the offence is sufficiently serious, or there is a failure to improve during the currency of a prior warning for the same type of offence, you will be asked to attend another disciplinary interview, following the same structure. A final written warning may then be given to you, again detailing the issues discussed, the improvement that is required, the timescale and any help that may be given. It will also warn that failure to improve may lead to action under Stage 4, and will refer to the right of appeal. A record of this will be kept for 12 months and at the end of this period, a meeting will be held to discuss progress and to decide whether any further action need be taken. If no further action is decided upon, the warning will be disregarded for disciplinary purposes.

Stage 4 - dismissal

If there is still a failure to improve, the final step in the procedure may be dismissal. Dismissal decisions can only be taken by the Chief Executive, and you will be provided, as soon as reasonably practicable, with written reasons for dismissal, the date on which the employment will terminate, and the right of appeal.

Disciplinary interviews

You will be informed of the disciplinary interview in advance, in writing. The letter will describe in detail the nature of the problem. You may be accompanied at the interview by a companion who may be a fellow worker, a trade union representative, or an official employed by a trade union. The companion can speak at the interview to put and sum up your case, respond on your behalf to any views expressed and confer with you during the interview. He or she will not, however, be able to answer questions on your behalf, speak at the interview without your permission or prevent anyone else present from speaking.

The Chief Executive will chair formal disciplinary interviews, but your line manager may also be present to provide evidence of your alleged failure to meet expected standards. A representative from HR will be present to take notes. At the disciplinary interview, the nature of the problem and such evidence as may exist will be explained to you. The aim of the interview will be to establish the facts and, if appropriate, identify the cause(s) of the poor work performance or conduct and to determine how it might be improved. The shortfall between your performance or conduct and the required standard will be clearly explained. You will be invited at the interview to give an explanation of your work performance or conduct, and will have the opportunity to discuss anything that you believe may be affecting your work or conduct. The Chief Executive will gain commitment from you to achieve the required standard.

An adjournment will take place at the end of the interview so that a decision can be taken concerning the relevant action and, if necessary, the review period. During the adjournment, the evidence and your explanation of the situation will be considered. The Chief Executive will decide what action is appropriate. This may be a written warning, final written warning or dismissal.

You will be informed of the decision and this will be confirmed in writing, which will state:

- details of the poor work performance or the misconduct that has occasioned the warning
- details of the action required to improve performance, the period of review and the necessary timescale for improvement and further review
- that a lack of improvement or repetition of poor conduct is likely to result in a further disciplinary interview and a written warning, final written warning or dismissal with or without appropriate notice, depending on the case.

Dismissal without warnings

In rare circumstances, you will be summarily dismissed without notice if it is established, after investigation and hearing your version of the matter, and any appeal, that there has been an act of gross misconduct. Such an act may include:

- any form of unlawful discrimination and/or harassment
- a conviction for an imprisonable offence other than traffic offences;
- any action, whether or not in the course of employment, which may bring the good name of BAC into disrepute (and may reasonably be assumed to be an attempt to do so);
- use for any personal gain or any unauthorised disclosure (whether verbally or otherwise) of any confidential information relating to BAC;
- intoxication by reason of drink or drugs whilst you are engaged in BAC's business;
- falsification of any expenses reports, accounts or any other documents provided to BAC in good faith;
- deliberate damage to BAC's property;
- theft of BAC's property;
- unauthorised statements to the press;
- failure to follow a reasonable instruction from superiors;
- physical assault.

The above is not an exhaustive list. The Chief Executive will lead on any disciplinary action of this nature.

Suspension

At any stage of the disciplinary procedure you may be suspended with pay whilst the circumstances of any complaint are being investigated. For part time staff, this will be calculated as an average of your hours worked in the previous three months. Whilst you are suspended, no assumption can or should be made about the outcomes of the investigations. A decision to suspend should only be taken by the Chief Executive.

Right of appeal

If you consider that the outcome of any stage of the disciplinary procedure has been unfair, you

should appeal in writing within seven working days to the Chair of Council, clearly stating the grounds of the appeal. A copy should be sent to the Chief Executive.

An appeal hearing will be arranged as soon as possible, preferably within 10 working days. You have the right to bring to the appeal hearing a work colleague or trade union official. The appeal will be heard by the Chair of Council or their Nominee. You will be notified of the outcome of the appeal hearing within seven working days. The outcome of such appeals is final.

27. Grievance Procedure

You are encouraged to speak to the Chief Executive or your line manager regarding any issue which is of concern to you and every effort will be made to reach an agreement or understanding which is mutually satisfactory.

It is hoped that all employees will strive to develop and maintain an open and consultative working relationship whereby matters can be raised in a relaxed and positive atmosphere.

Whilst it is envisaged that most problems or grievances can be resolved by informal discussion, there may be occasions when you are not satisfied with the outcome of this informal approach to the matter and the problem or grievance remains unresolved. If these circumstances arise, you have the option of using the grievance procedure, which is the formal method of handling a grievance.

The procedure

Stage 1

Raise your concerns with your line manager or the Chief Executive as you see fit. If, after this discussion, you wish to take the matter further, confirm your grievance in writing to the Chief Executive, giving as much detail as possible.

Stage 2

A meeting will be held with you and the Chief Executive to discuss the problem. You may be accompanied by a fellow worker or trade union official if you wish. You will restate the grievance and expand on any areas where requested.

Stage 3

The Chief Executive will then call upon the person against whom the grievance has been lodged (where relevant) to give their perspective. They may also be accompanied by a fellow worker or trade union official if they wish. If there are any other witnesses, they will also be asked to provide a statement.

Stage 4

The Chief Executive will consider your grievance and come to a decision. You will receive a letter confirming the Chief Executive's decision and what further action will be taken.

Please note that:

- Until the matter is resolved, the status quo shall prevail. However, if the grievance is considered sufficiently serious (e.g. sexual or physical harassment or assault), the person against whom the grievance is lodged may be suspended on full pay pending the investigation. For part time staff, this will be calculated as an average of your hours worked in the previous 3 months. Whilst you are suspended, no assumption can or should be made about the outcomes of the investigations. A decision to suspend should only be taken by the Chief Executive.
- If the grievance is against the Chief Executive, you may raise your grievance with the Chairman of Council.
- An adjournment may be taken from the grievance meeting(s), in order for further investigations to take place or to allow more consideration prior to a decision being taken.

Appeals

If you are not content with the outcome of your initial grievance they have the right to appeal. This will be held by the Chairman of Council. In such cases, the individual must write to the Chairman of Council stating the grounds for appeal and also send a copy to the Chief Executive, within seven working days of the receipt of the letter outlining the decision. The arrangements for the appeal are identical to those of the original hearing. The decisions made at appeal, which will be confirmed in writing to the employee, are final.

28. Health and Safety

You will find below the current BAC Health and Safety Policy as agreed by the Council in January 2011.

BAC Health and Safety Policy

1. Health and Safety Policy Statement

- 1.1 BAC recognises and is committed to ensuring the health, safety and welfare of its employees and those affected by the company's work, so far as is reasonably practicable, by complying with all statutory health and safety requirements, as a minimum standard.
- 1.2 It is BAC's policy to take all reasonably practicable steps to:
 - a) provide and maintain safe and healthy working conditions, safe equipment and systems of work for all its employees, and provide such information, training and supervision as is necessary for this purpose;

- b) secure the health and safety of others who may be affected by its work activities including visitors, students, contractors, and members of the public;
- c) in carrying out its business BAC will:
 - i) comply with all applicable health and safety and environmental legislation;
 - ii) assess work activities by identification of hazards and evaluation of risks;
 - iii) make arrangements for the co-ordination and co-operation with, plus the dissemination of relevant information to, employees of other employers and contractors;
 - iv) integrate health and safety responsibilities into everyday working practices and managerial responsibilities.

1.3 The allocation of duties in relation to health, safety and welfare, along with the particular arrangements to implement the policy, are set out in the Responsibilities and Arrangements of the full policy document, which constitute integral parts of this policy.

1.4 BAC will strive to work for the ongoing integration of health and environmental management safety into all of its activities with the objective of attaining the highest standards in health, safety and environmental performance and seeks the co-operation of all concerned in the implementation of this commitment.

1.5 Each individual has a legal obligation to take reasonable care for his or her own health and for the safety of others who may be affected by his or her acts of omissions. Every employee must comply with the rules and requirements under the authority of the policy to enable statutory duties to be complied with. Every employee must report to their manager any work situation that represents a danger to health and safety or any shortcoming in the arrangements for health and safety.

1.6 The Council recognises its ultimate responsibilities for health and safety and has delegated operational responsibility and authority for health and safety policy implementation to the Chief Executive, Dr Gina Hobson.

1.7 The Policy will be amended and updated to take account of legislative and organisational changes. To ensure this, the policy and the way it is operated will be considered annually by the Council (normally at its September meeting), prior to which the policy will be reviewed by the Health and Safety Competent Person (normally in August). Due consideration will be given to consultation with employees affected before any changes are made.

2. Responsibilities for Health and Safety

2.1 *Legal responsibility of BAC*

BAC has a corporate duty to comply with a wide range of legal health and safety requirements designed to protect employees and others. These are laid down in general legislation, most notably the Health and Safety at Work etc Act (HSWA) 1974, and in specific regulations made under the Act.

BAC has established clear lines of responsibility to assist in implementing the health and safety policy and in promoting a positive health and safety culture.

2.2 *Council*

BAC's Council has overall responsibility for the health and safety policy and is responsible for ensuring that objectives in relation to workplace safety are set and that the necessary financial resources consistent with the risks are allocated to achieve the highest standards of health and safety that are reasonably practicable.

The Council will ensure that responsibilities for the various health and safety aspects are delegated to appropriate employees and that the necessary arrangements and procedures are in place for the effective management of health and safety.

The Council will consider a six-monthly report on health, safety and environmental performance, and ensure that a programme to achieve continuous improvement is in place with annual objectives. The Council will consider the policy annually (normally at its September meeting), prior to which the policy will be reviewed by the Health and Safety Competent Person (normally in August).

2.3 *Chief Executive*

The Chief Executive is responsible and accountable to the Council for ensuring the development and implementation of BAC's health and safety management system to maintain normal and emergency operations in accordance with BAC's health and safety policy. The Chief Executive will also ensure that a six-monthly report on health, safety and environmental issues is prepared for the Council and that the policy is reviewed annually.

2.4 *Health and Safety Competent Person*

The Health and Safety Competent Person is responsible and accountable to the Chief Executive for assisting in formulating and recommending corporate health and safety policies and for monitoring the implementation and effectiveness of BAC's health and safety policy. The Health and Safety Competent Person is responsible for the implementation, monitoring and fulfilment of the procedures identified in the Arrangements section of this policy. The Health and Safety Competent Person will ensure that an annual programme of continuous improvement is prepared and implemented. Furthermore, the Health and Safety Competent Person is responsible for ensuring that all risk assessments are completed, reviewed and appropriate controls put in place to reduce risk to employees and others so far as is reasonably practicable.

2.5 *All employees*

Employees at all levels must comply with appropriate legal requirements, BAC's health and safety policy, and instructions from supervisory staff to ensure personal safety. Each employee is responsible for following safe working practices, for taking a personal interest in promoting health and safety at work and for making a personal contribution to the

achievement of high standards of health and safety. Employees must comply with safety instructions applicable to their work and ask for advice from their line manager if in doubt on any health and safety matter.

Employees have legal responsibilities and duties under the HSWA 1974 and associated regulations that include:

- a) taking reasonable care for their own health and safety and that of any others who may be affected by their actions or omissions at work and to co-operate with the employer in meeting statutory requirements;
- b) not intentionally or recklessly interfering with or misusing anything provided in the interests of health and safety at work;
- c) using equipment in a safe manner and in accordance with instructions, and reporting any defect in equipment which might compromise its safe use;
- d) adhering to local rules relating to health and safety when working on other employers' premises and not knowingly placing themselves at risk;
- e) reporting hazards and deficiencies that they consider may affect the health and safety of themselves or other persons.

2.6 *Inspectors and other persons working outside of BAC offices*

All inspectors engaged by BAC are provided with the work contact phone number and email of the Health and Safety Competent Person, and should use this in case of emergency during work hours. Outside of normal working hours, inspectors should contact the Chief Inspector in case of emergency, and have been provided with her mobile phone number. While conducting inspections, they are expected to comply with the health and safety systems and policies of the institution being inspected.

Furthermore, all employees working externally to the BAC premises must comply with all relevant local health and safety regulations, as required under point d of section 2.5 above. In case of emergency, they should contact the Health and Safety Competent Person.

2.7 *Visitors*

All visitors to BAC's offices will of emergency evacuation procedures, first aid provision, and available fire-fighting equipment.

Child visitors (defined as those under the age of 16) will also be requested not to interfere with any electrical or fire-fighting equipment, and to ensure that they do not run in the office. They will be expected to comply with these requests.

All visitors with physical disabilities impeding free movement will be requested to remain on the ground floor of the building at all times. Should this be impracticable, they will be requested to provide an assurance that they will be able to exit the building with reasonable speed in the event of a fire or other emergency; they would also be assisted to do so.

3. Arrangements

3.1 Risk Assessments

Risk Assessments will be carried out when and where a risk has been identified.

3.2 Health and Safety Training

All members of staff must be made aware of:

- 1) the location of the health and safety law poster and the person responsible for health and safety
- 2) the location of the fire escape routes and assembly point;
- 3) the necessity of using personal protective equipment (PPE) when necessary (i.e., disposable gloves while changing toner);
- 4) who to approach with regard to health and safety issues;
- 5) the identity of fire wardens and how to locate them;
- 6) the identity of first aiders and how to locate them;
- 7) the location of the first aid kits;
- 8) how to ensure that their work practices are ergonomically viable, including awareness of what equipment is available to support them in this (e.g., wrist supports, foot rests);
- 9) safe lifting techniques.

This information will be provided at induction by the Health and Safety Competent Person.

3.3 Monitoring Health and Safety Performance

On the first Monday of every month, the Health and Safety Competent Person will inspect the workplace in order to ensure that compliance with relevant health and safety legislation is ongoing. If this should not be the case, it will then be the responsibility of the Health and Safety Competent Person to take necessary action, where appropriate, investigate reasons why this breach has occurred, and, if necessary, make a report to management including recommendations for redress.

3.4 First Aid

Accreditation and Quality Enhancement Manager, Rosie Fairfax, is first aid trained.

There is a first aid kit available in the black drawers in the main room, along with a guide to first aid.

3.5 Accident Procedures

An accident is defined as a non-deliberate occurrence causing harm to people or property.

If an accident should occur in the workplace, it will be the responsibility of the first aider to: apply first aid if needed; contact emergency services if appropriate; investigate the reasons

for any serious accident or injury; and make suggestions with regard to preventing such occurrences in the future.

All accidents must be reported to the Health and Safety Competent Person, whether or not they are serious. The Health and Safety Competent Person will then complete the accident book as appropriate and monitor such incidents on an ongoing basis.

3.6 *Emergency (Fire) Procedures*

In case of fire, a loud continuous alarm will sound (the London Fire Brigade will also be alerted), and the persons present in the building will evacuate in an orderly manner. The Fire Marshall has the responsibility of ensuring that persons within the BAC offices and the whole floor are evacuated. The Fire Marshall is also responsible for ensuring that the sign-in books are removed from the building and taken to the assembly point.

At the assembly point the quadrangle in Devonshire Square, the sign-in books will be used by the Fire Marshal to take a roll-call of staff and visitors. If there are any staff or visitors who are marked as being within the building but do not appear to be present at the roll-call, this information will be passed to the London Fire Brigade when they arrive.

3.7 *Lone Working*

When staff members are required to work later than others for any reason, they must ensure that their line manager is aware of this, and that they have their line manager's contact details in case of emergency.

Should the fire alarm be activated while a staff member is lone working, they must exit the building with all reasonable speed, and wait by the fire assembly point for the arrival of the Fire Brigade.

3.8 *Conducting Inspections*

All freelance workers conducting inspections of colleges or short course providers for BAC are provided with the contact phone number and email of the Head Office, for use in case of emergency. They are all also informed that, in the event of any situation arising which appears to put them at risk, they must leave the area of risk immediately and inform BAC.

The Health and Safety Competent Person will carry out a workstation assessment on all new employees' workstations and at other times, when requested. BAC will also consider any requests for equipment that will support your health and safety at work.

29. General Office Policies

Conduct in your work

BAC expects you are professional in your behaviour at all times while undertaking work for BAC. You are expected to be polite and well-mannered whoever you are communicating with, and by whatever means. While BAC accepts that delays in travelling to work are at times unavoidable, you are expected to keep to your contracted hours as far as is possible. If you are running late, you should inform your line manager at the earliest opportunity and explain your delay upon arrival. While tardiness is not a matter of gross misconduct, if a pattern of lateness emerges, you may be subject to disciplinary proceedings.

Confidentiality

Any information supplied by or relating to BAC is confidential and must not, without specific dispensation by the Chief Executive, be disclosed to any third party nor used for any purpose other than the work you undertake for BAC. All documents, handbooks, and data produced, maintained or stored on BAC's computer systems and copies thereof, remain the property of BAC.

Privacy Policy

BAC is committed to good governance and transparency. This policy sets out what we do with your information when we collect it, why we collect it and how we dispose of it.

Introduction

In May 2018 the European General Data Protection Regulation (GDPR) and the UK Data Protection Act (DPA) comes into force. The new regulations strengthen individual's rights over how their personal data is used.

The BAC Data Protection Officer (DPO)

The BAC Data Protection Officer is Paul Fear. He is responsible for ensuring that the GDPR and DPA regulations are fully complied with. He is also the first point of contact should you wish to know what information we hold on you. He can be contacted via email:

Paul.fear@the-bac.org

Or by mail at:

14 Devonshire Square
London
EC2M 4YT

What are your rights?

If we have collected any of your personal data, then you have a number of rights. These are:

- To have confirmation of what data we hold on you and what we do with that data
- To have a copy of the data we hold provided to you free of charge
- The right to correct the information we hold on you if it is factually incorrect
- The right to object to us using your information
- Under certain circumstances you have the right to have your data erased and to tell BAC to cease further dissemination of your data to third parties
- You also have the right for your data to be transferred to another organisation in an electronic format

When do we have to ask you for the right to collect your personal data?

If we collect Special Category Data, we might need to ask your permission. Special category data includes any data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, data concerning health or data concerning a natural person's sex life or sexual orientation.

BAC has no need to collect this information for any of its activities and will not collect this information under any circumstances.

We will only collect data for:

- Employment purposes; we will collect information necessary to comply with our legal obligations on our employees and associates

- For the purposes of legal compliance and for payment of expenses, information on our trustees and committee members
- In order for us to provide quality assurance and accreditation activities for your organisation
- The dissemination of BAC newsletters
- Contacting you to follow up on an enquiry you have made to us

What we don't do with your data

- We will not use your data for automated decision making
- We will not use your data for profiling purposes
- We will never sell your data
- We will not share your data for any other purpose than that described above

Why do we collect your data and what do we do with it?

BAC collects data for a number of reasons and the best way for us to explain why we collect the data and what we do with it is to address category of data collection separately.

Category	Employees
What data do we collect?	We collect the data we need to verify who you say you are, to confirm the qualifications you have on your CV are correct and collect all the information we require to register you for payroll, taxation and pension arrangements and to pay you your salary. We will also keep records of your contractual arrangements and any other employment documents that we are required to keep or need for us to comply with employment legislation.
Do we share your data with anyone outside of BAC?	We outsource our payroll to a third party, Joanne Hallas, Payroll Services, 7 Saxton Court, Leeds, LS25 2NX. They have access to your name, National Insurance Number, your tax code and salary and pension arrangements. They need this to pay you and to make sure your tax and pension payments are made correctly. We also share your name and bank account details with our bank, CAF Bank Limited, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4JQ, so they can transfer money to your bank account. Finally, we share your name and other basic information with NEST, our pension provider, 201-211 Borough High St, London, SE1 7JA, so they can set up your pension account and contact you.
What is the legal basis for keeping my data?	We keep your data to comply with employment legislation and to make sure that we can pay you.
What would happen if I refused to give you this data?	In this case we would not be able to comply with employment legislation or pay you. This means we would not be able to employ you.
Who has access to my records?	Once you have been employed, only the CEO has full access to your records.

How long will my records be kept for once I leave BAC?	6 years.
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Category	Newsletter Distribution List
What data do we collect?	We collect your name, email address and the name of the organisation you represent.
Do we share your data with anyone outside of the organisation?	No.
What is the legal basis for keeping my data?	Informed consent. You will be asked to confirm your willingness to accept your inclusion on the Newsletter distribution and to receive further information on BAC accreditation.
What would happen if I refused to give you this data?	We will not be able to send you the BAC Newsletter or provide you with information on BAC accreditation.
Who has access to my records?	BAC staff involved in the distribution of the newsletter.
How long will my records be kept for once I withdraw my consent?	You may withdraw your consent at any time. This will mean you will not receive any further newsletters. Any information we hold on you will be removed from the BAC contacts database immediately.

BAC also have a privacy policy for its providers, trustees, committee members and inspectors. For the full BAC Privacy Policy to include all BAC stakeholder please visit the BAC website <http://www.the-bac.org/privacy-policy/>

Appearance and personal hygiene

BAC's objective is to enable employees to project a professional, business-like image while experiencing the advantage of more casual and relaxed clothing. During times when important meetings are held in the office (e.g. the Council, Accreditation or Council), you are expected to wear business dress, with smart shoes. If you have meetings with external stakeholders, business dress should also be observed. At all times, work clothing should be clean and ironed where appropriate. Torn or dirty clothing is unacceptable. Smart dark jeans and smart dark trainers are acceptable. Clothing that reveals too much back, chest, stomach or underwear is not appropriate. Excellent personal hygiene should be maintained at all times.

At the discretion of individual line managers, exceptionally, you may be asked to change if dressed inappropriately for the day's office activities.

Use of email, internet and phone calls

You are permitted to use the internet and email for moderate personal use providing it does not interfere with the performance of work duties and responsibilities. You may use it before and after work and during your lunch break.

This comes with responsibilities, however. We ask that you:

- Abide by existing telecommunications and networking laws and regulations
- Follow copyright laws regarding protected commercial software or intellectual property
- Minimise unnecessary network traffic that may interfere with the ability of others to make effective use of BAC's network resources
- Do not overload networks with excessive data or waste BAC's other technical resources
- When listening to or watching anything with audio content, please use headphones as this can distract colleagues.

Also, please be aware that any connection to the internet offers an opportunity for non-authorized users to view or access corporate information. Therefore, it is important that all connections be secure, controlled, and monitored. To this end, you should have no expectation of privacy while using company-owned or company-leased equipment. Information passing through or stored on company equipment can and will be monitored. You should also understand that the BAC retains the right to monitor and review internet use and email communications sent or received by users.

Further to this, you are prohibited from using BAC's Internet or email services to view, download, save, receive, or send material related to or including:

- Offensive content of any kind, including pornographic material
- Promoting discrimination
- Threatening or violent behaviour
- Illegal activities
- Commercial messages
- Gambling
- Personal financial gain other than personal online banking
- Spamming email accounts
- Material protected under copyright laws
- Sending business-sensitive information
- Dispersing corporate data without authorisation

If you are discovered to be doing so, you may be called to formal disciplinary procedures.

Social Media

An employee's behaviour on any social networking or other internet site must be consistent with the behaviour required of employees generally. Where it is possible for users of a social media site to ascertain who you work for, then you should take particular care not to behave in a way which reflects badly on the organisation.

Inappropriate or disparaging comments about the organisation, colleagues or clients will be treated as misconduct. Because social media interactions can be copied and widely disseminated in a way

that you may not be able to control, BAC will take a particularly serious view of any misconduct that occurs through the use of social media.

You must not operate a social media account or profile that purports to be operated on or on behalf of the organisation without permissions from your line manager.

Telephones

Receiving and making phone calls should also be limited to before and after work and during your lunch break. BAC accepts that phone calls in work time are sometimes unavoidable but these should be kept to a minimum. You are expected to use your own mobile phone for such personal calls but if you do not have one, your line manager may exceptionally grant permission for you to use BAC's phones.

Good housekeeping

Please report any of the following to Office Administrator:

- Any problems with the building
- Any requests for equipment including stationery for your own use at work, and for use by the whole office. There is an order request spreadsheet in: Q:\Office Services\
- Any electrical equipment or furniture that needs disposing of.

You are responsible for keeping your own desk and surrounding area tidy. General office tidiness is everyone's responsibility and you are expected to tidy up after yourself and assist with tidying other areas of the office.

When you leave work at the end of the day, please shut down your computer and turn off your screen. If you are the last person in your office, please turn off the lights and ensure all doors are secure.

BAC is very conscious of environmental issues and would encourage all staff to print only when absolutely necessary, and to print on both sides of the paper. In the interests of economy, colour printing should only be used when necessary.

Food

Please dispose of waste food in the waste bin in the kitchen and clear up any spillages. Please keep food in air-tight containers in the fridge and never place anything hot in the fridge. Please do not cook smelly food in the office as this is unpleasant for your colleagues. You are discouraged from eating at your desk, for the same reason, particularly when eating hot food.

Food brought in by outside caterers should not be left at room temperature for more than 4 hours and any leftovers must be disposed of.

Waste disposal and recycling

- Broken glass should be wrapped and labelled with a warning and placed beside the waste bin.

- General waste can be disposed of in the bins throughout the office.
- Confidential waste paper must be shredded before being disposed of. Shredded waste is recycled.
- Non-confidential waste paper can be put in the recycling bins outside the office.

Welfare

The BAC recognises that you may experience personal problems in your working life. This could include relationships at/outside work, health, finances, work arrangements or anything else. Should you wish to discuss your concerns, you can contact your line manager or the Chief Executive. Anything raised will be treated in the strictest of confidence.

Young workers and visitors

BAC does not have the facilities to ensure the safety of children in its office and, with the exception of the occasional short visit, when they must be supervised at all times, staff must not bring children to work.

Any member of staff who is not yet 18 years old must undergo an individual risk assessment before commencing work. The responsibility for requesting this assessment lies with the manager involved.

Appendix 2: Useful information

Below is a list of contact details for organisations that can provide information or advice on employment issues

Name	Phone	Website
Advisory, Conciliation and Arbitration Service	08457 474 747	www.acas.org.uk
Business Link		www.businesslink.gov.uk
Citizen's Advice Bureau		www.citizensadvice.org.uk
Community Legal Advice	08453 454 345	
Department for Business Innovation and Skills		www.bis.gov.uk
DirectGov		www.direct.gov.uk
Pay and work rights helpline	0800 917 2368	http://payandworkrightscampaign.direct.gov.uk
Employee Assistance Programme	0800 243 458	www.workplaceoptions.com