

Badger Club Policy 02 - Staffing

The Club is committed to placing the best interests of children's welfare, care and development at the centre of all staffing matters.

General

1. The Manager will arrange regular staff meetings where all staff are able to discuss and contribute in a positive manner. The Manager shall encourage staff to contribute to the development of the programme and the quality of activities and care provided.
2. Members of staff are expected to conduct themselves at all times in a professional, courteous, helpful and consistent manner.
3. Members of staff are expected to display both knowledge and understanding of multi-cultural issues and a commitment to treating all children as individuals and with equal concern and respect.
4. Members of staff will have regard for maintaining appropriate dress and personal appearance for working with children and with awareness of health and safety issues.
5. Personal mobiles must be switched off and not used during working hours. If staff do need to receive an emergency call, the person calling them should use the main Club number.

Terms and Conditions

1. The Club is committed to promoting family friendly employment practises to help staff balance work and family commitments. The Club will make every effort to be flexible with staff and to promote harmonious working relations.
2. The Club will work with staff (and their representatives) to ensure that all employment legislation and regulations – including Statutory Maternity Pay, Statutory Paternity Pay, Parental Leave, Statutory Sick Pay and Working Time Regulations – are abided by. In return, the Club expects honesty, loyalty and diligence from all staff and managers.
3. The written detail of employment contracts, including rates and levels of pay and other terms and conditions, are the responsibility of the Registered Person.

Qualifications, Experience and Safety Checks

1. The club encourages the Manager and all staff to hold or be working towards suitable qualifications such as NVQ level 2 or 3 in Childcare, have relevant experience and will have undergone full Criminal records checks via the Disclosure & Barring Service.
2. The relevant level of qualification and experience for students and volunteers will be reviewed by the club manager on an individual basis.
3. The Club will not employ staff or volunteers that have been convicted of an offence or have been the subject of an order that disqualifies them from registration in line with safeguarding policies. Criminal record checks will be updated at least every three years.
4. No person who has not received full Criminal records checks, but who is on the premises (such as a member of staff awaiting registration clearance) will be left alone with a child.
5. The club encourages the Manager to hold at least a Level Three NVQ qualification in childcare or equivalent which is appropriate to the post, along with at least two years' experience of working in a children's day care setting.

Standards of Behaviour

1. Under no circumstances should any arguments or disagreements between members of staff occur in the presence of children or parents/carers.
2. No smoking, alcohol or drug use is allowed on the Club's premises.
3. No bullying, swearing, harassment or victimisation will be tolerated on the Club's premises.
4. Offensive behaviour such as sexist or racist language or harassment will not be tolerated.
5. All staff are expected to treat everyone respectfully at all times and inappropriate behaviour may lead to disciplinary action.

Staff to Children Ratios

1. The Club is conscious of the importance of maintaining adequate staff to child ratios, ensuring that children are cared for safely and given adequate attention and support. In all cases the minimum staffing ratio for children aged 3-7 will be 1:8. For children aged over eight, the Club will make every effort to maintain a ratio of staff to children of 1:8.

2. The Manager will ensure that there are always at least two members of staff on duty at the premises at any given time.
3. The Manager (both for Breakfast club and After School Club) will further ensure that suitable and sufficient contingency plans are in place to cover emergencies, unexpected staff absences and sickness.

Confidentiality

1. Staff have a right to privacy, as do children and their parents/carers. Personal details should not be discussed except in exceptional circumstances.
2. Staff will not talk about individual incidents or the behaviour of children in front of parents/carers and other children.
3. Under no circumstances should staff provide any information about children to any branch of the media. All media enquires should be passed in the first instance to the Manager.

Further details of the Club's confidentiality procedures are set out in the Documentation and Information policy.

Absences

1. As stated in their contract of employment, no holidays are to be taken during term/club operating times. Staff should negotiate any special absence requirements with the club manager, in all cases giving as much notice as possible. These will be reviewed on an individual basis and agreed at the discretion of the Registered Person.
2. If staff are unable to attend work due to illness or other medical condition, they must contact the Manager by the evening before (preferably earlier). In the case of an unforeseen medical emergency occurring, the member of staff shall contact the Manager at the earliest possible opportunity by telephone.
3. Staff should indicate why they are unable to attend work and when they expect to return.
4. On returning to work, staff should complete a self-certification form for any sickness absence.
5. For absences of longer than seven days, a doctor's certificate must be submitted.
6. The Manager will keep records of all sick-leave, other absences and lateness.

Staff Development and Training

Staff are our Club's most valuable resource, as it is only through their commitment and effort that good quality provision can be both established and maintained. We are therefore committed to providing good training and development opportunities for staff so that they are able to perform their roles both efficiently and effectively.

The Club recognises that regular training and monitoring of professional development is important for all staff. Staff development and training is vital because it allows staff to keep up to date with current thinking and practice about both play and child development issues. Additionally, with well-trained and motivated staff, the club is better able to meet the diverse and complex needs of children within the school.

The Club is committed to providing for staff:

- A full induction process.
- An up to date record of staff qualifications and training.

This will help to ensure that staff development needs are being met and that staff training and qualifications are meeting the requirements of the club and the EYFS welfare requirements.

Staff Inductions

1. New members of staff will be issued with a job description and a copy of the Club's policies and procedures. Staff will also undergo an induction process during the first month of their employment.
2. As part of the induction, the manager will discuss and talk through everyday practices of the Club. These will include:
 - a. Showing new staff around the premises, pointing out all fire exits, toilets and areas such as the staff room and kitchen.
 - b. Explaining staff shifts, breaks and all aspects of the day-to-day management and running of the Club.
 - c. Introducing the new member of staff to their colleagues, children and parents/carers where appropriate.
 - d. Pointing out the practical implications of the Club's policies and practices, including how they relate to the Club's obligations under the EYFS welfare requirements and safeguarding requirements.

Training Opportunities

1. The Club will do all it can to support staff who are working towards improving their formal qualifications and training experience. All staff are encouraged to take up training opportunities to expand their professional development and ensure an up to date knowledge of childcare issues.
2. It is the responsibility of the Manager to identify and promote suitable training courses for staff and shall encourage them to take advantage of these opportunities. Support will be given to help staff overcome any barriers to accessing such training.
3. Staff will be expected to attend training courses and update skills as and when requested by their Manager. Staff will be reimbursed for reasonable expense incurred during the course of any training that they are required to undertake, for example, course fees and travel costs. If there is any doubt over this, it should be discussed with the manager in advance of the training.
4. Specific training courses in Food Hygiene, Equal Opportunities, Child Protection, First Aid, Special Educational Needs, Data Protection and Health and Safety are obligatory and staff members must always attend such courses when requested.
5. It is the Manager's responsibility to ensure that staff are kept up-to-date with recent legislation and are suitably enrolled on any courses that are necessary to fulfil the Club's legal responsibilities.

Dignity at Work

Policy Statement

1. The Managers and Management Committee are committed to providing a safe, healthy and productive work environment free from harassment, bullying and victimisation.

2. Managers are committed to ensuring that everyone is treated with dignity and respect and:

§ encouraged to meet their full potential

§ treated without favouritism

§ spoken to with courtesy

§ accorded due professional trust

§ recognised for their achievements

§ consulted about any changes in their role

§ provided with appropriate training and development opportunities

§ accorded respect for their individual privacy

3. It is the responsibility of all employees to maintain appropriate standards of behaviour and to ensure they support a positive working environment where affronts to dignity, bullying or harassment are not tolerated. All employees and members of the relevant body must:

§ treat colleagues with dignity and respect

§ be aware of the effect that their own behaviour can have

on others

§ dress appropriately for the workplace

§ support colleagues if they experience bullying, harassment or singling out

§ report any incident and inappropriate behaviour to a manager

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§ set a positive example to others

§ consider their language and attitudes and refrain from making personal comments to or about others

§ co-operate with any investigation undertaken by the Club into allegations of bullying and harassment

4. This policy provides a framework to help prevent bullying and harassment and explains the procedure that should be followed when incidents occur.

5. The policy applies to everyone working for the Club including agency or supply staff.

6. All complaints of bullying and harassment will be taken seriously and handled sensitively and discretely. Managers will take prompt action to investigate and respond to allegations. Where bullying or harassment is found to have taken place, disciplinary action may be taken. The Chairperson is to be kept involved and updated on every issue.

7. No employee will suffer detriment for raising a concern in good faith, or for assisting a colleague to do so.

8. Everyone should be able to work without the fear of mischievous or malicious allegations and anyone found to be making a deliberately false or vexatious complaint may be subject to disciplinary action.

9. Bullying and harassment are terms used interchangeably and cover a range of behaviours that undermine the right of others to be treated with dignity.

* Harassment is: 'unwanted conduct related to a relevant

protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual' . Source: Equality Act 2010.

* Bullying is: 'offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient'. Source: Advisory, Conciliation and Arbitration Service (ACAS)

* Bullying and harassment is not always verbal or face to face, but can involve written communications or visual images. Therefore the use of social media should be restricted and staff should refrain from discussing work related issues via these means.

* Bullying and harassment may involve single or repeated incidents, ranging from extreme forms of intimidating behaviour, such as physical violence, to more subtle forms such as ignoring someone. It can often occur without witnesses.

10. Examples of unacceptable behaviour include:

* personal insults (particularly on the grounds of age, race, sex, disability, sexual orientation and religion or belief)

* physical aggression or intimidation

* practical jokes which embarrass or humiliate

* verbal abuse, including personal insults, inappropriate stereotyping, offensive comments, taunts, threats, malicious gossip or innuendo

* deliberate isolation or non-cooperation and exclusion from normal social or professional contact in the workplace

Legitimate management actions

11. Committee and Managers at times are required to make decisions that affect employees' jobs and ways of working and to speak to employees about their performance and expected standards. This does not constitute bullying and harassment. However, managers must carry out these functions fairly, consistently and in a professional manner.

12. In order to carry out their role it is necessary for managers to:

§ issue instructions to employees

§ set work-related objectives and monitor achievement

§ set standards of workplace performance and monitor compliance with these

§ address poor performance or unacceptable behaviour

Unacceptable behaviour by managers

13. The following are examples of unacceptable behaviour by managers:

§ humiliation, for example reprimanding an employee in front of others

§ singling out an employee, for example for unjustified criticism

§ intimidation, for example aggressive behaviour or threats directed at an employee

§ persistently placing excessive demands on employees, setting unrealistic work targets or objectives and/or changing targets or objectives without good reason

§ making threats or comments about job security without foundation

Responsibilities of managers

14. It is the responsibility of all managers to behave in accordance with this policy and set an example to others.

15. Managers must make sure employees are aware of this policy and the workplace they are responsible for is one where employees feel able to talk to them about problems or concerns; where everyone is treated with dignity and respect and where any form of bullying or harassment is not tolerated.

16. Managers must also:

§ be alert to the possibility of bullying or harassment

§ act promptly to correct behaviour which could cause offence or be seen to contravene this policy

§ make sure all new employees are aware of expected standards of behaviour and remind employees at regular intervals

§ record any incidents of harassment or bullying and the outcomes of any action or investigations

§ treat all cases of harassment or bullying sensitively and with appropriate confidentiality.

How to deal with bullying and harassment – informal approach

17. Sometimes people make genuine mistakes or might not be aware their behaviour is unwelcome or offensive. If you feel able to, speak to the person concerned at the time of the incident, explain clearly that you find their behaviour offensive or unwelcome, and ask for it to stop.

18. It can be helpful to keep a diary of all incidents, a record of dates and times and the name of any witnesses.

19. Letting the person know their behaviour is unwelcome or offensive, will give them the opportunity to stop.

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Who else can you speak to?

20. If you find it difficult to approach the person directly, you should talk the matter through with your Manager or the Chairperson.

Mediation

21. Mediation is an effective way of resolving disputes and helps avoid matters escalating and the need for formal procedures. Mediation can be used at any stage and can address a range of issues including relationship and communication breakdown.

22. Mediators do not make judgments or determine outcomes - they ask questions that help uncover underlying problems, assist the parties to understand each other's point of view and help them look at options for resolving their dispute.

Confidentiality

23. Complaints must be treated confidentially and not discussed with anyone who is not involved in the procedures. Confidentiality must be maintained by all parties. No-one must be victimised as a result of making a complaint or being subject to a complaint of bullying or harassment.

Disciplinary Procedure

24. Where bullying or harassment is found to have taken place, disciplinary action may be taken, the outcome of which may include dismissal.

Other Sources of Information and advice

§ Advisory, Conciliation and Arbitration Service www.acas.org.uk Tel: 08457 474747

§ Equal Opportunities Commission www.eoc.org.uk Tel: 08456 015901 Review of policy

PROFESSIONAL BEHAVIOUR AND CONDUCT

1. Treating other people with dignity and respect In line with the school's Dignity at Work policy, all employees are expected to treat other colleagues, pupils and external contacts, such as parents, with dignity and respect.

Staff are required to comply with equality policies in respect of

colleagues, pupils and other contacts such as parents/carers and school staff. Unacceptable behaviour such as discrimination, bullying, harassment or intimidation will not be tolerated at the Club. This includes physical and verbal abuse and use of inappropriate language or unprofessional behaviour with colleagues, pupils, parents/carers and school staff.

2. Professional behaviour

Employees must not misuse or misrepresent their position, qualifications or experience or bring the reputation of the Club into disrepute. Such behaviour may lead to disciplinary action and where relevant, referral to the Department for Education.

3. Criminal actions

Club employees must inform the Chairperson (and the Managers) immediately if they or a member of their household are subject to a criminal conviction, caution, ban, police enquiry, investigation or pending prosecution. The Managing committee will discuss this with the employee in the context of their role and responsibilities in order to help safeguard children and other employees at the Club.

4. Working Hours

All staff are expected to be punctual for their duties. If an employee is unable to work because of sickness, or an emergency, he or she must personally inform the Managers by phone as stated in their Contract of Employment.

5. PROBITY OF RECORDS AND OTHER DOCUMENTS

The deliberate falsification of documents is not acceptable. Where an employee falsifies records or other documents, including those held electronically, this will be regarded as a serious disciplinary

matter and potentially a criminal offence.

6. OTHER EMPLOYMENT/APPLYING FOR JOBS

Employees are permitted to take up secondary employment outside the Club, as long as the activity does not constitute a conflict of interest, adversely affect their primary employment at the Club or exceed the legal maximum working week.

The secondary employment must be undertaken outside the working hours of the employee's normal post and employees are required to keep the Chairperson informed of their employment at other organisations.

It is a professional courtesy to inform the Chairperson in advance of submitting an application for another post so that he/she can be prepared for a reference request.

Staff Disciplinary Procedures

The Club will maintain a well-motivated, highly skilled and professional staff team. However, occasionally action will need to be taken to encourage improvement in individual behaviour and performance.

The Club will provide a fair and consistent method of dealing with disciplinary incidents. The aim of the club is always to support and encourage staff, while promoting good employment relations.

If a member of staff is subject to disciplinary action, the following procedures will be followed:

- a. The incident will be fully investigated and the facts established.
- b. Investigations will be non-discriminatory and apply equally to all staff irrespective of sex, marital status, sexual preference, race, age or disability.
- c. At every stage, the member of staff concerned will be advised of the nature of the complaint and given an explanation for any penalty imposed.
- d. Staff will be given the opportunity to state their case, and be accompanied by a friend, colleague or Trade Union representative of their choice, during any part of the disciplinary process.
- e. Staff will not be dismissed for a first breach of discipline except in the case of gross misconduct (see below).
- f. Staff have a right to appeal against any disciplinary action taken against them.

Investigations will be conducted by either the Manager or the Registered Person.

The Staff Disciplinary Procedure operates as follows:

1. Informal Discussion

Before taking formal disciplinary action, the Manager will make every effort to resolve the matter by informal discussions with parties concerned. Only where this fails to bring about satisfactory improvement or outcomes will disciplinary procedures be formally implemented.

2. Formal Verbal Warning

Once a formal warning has been given by the Manager, the member of staff in question will be notified of this and given an explanation for the warning. They will further be informed of their right of appeal. A brief note of the warning will be kept on the Club's

records. This will be disregarded after six months, subject to satisfactory conduct and/or performance.

3. Written Warning

If, following a formal verbal warning, there is insufficient improvement in standards, or if a further incident occurs, a written warning will be issued. This will state the reason for the warning and that, if there is no satisfactory resolution after a further month, a final written warning will be given. A copy of this first written warning will be kept in the Club's records, but will be disregarded after 12 months, subject to satisfactory conduct and/or performance.

4. Final Written Warning

If the member of staff's conduct or performance remains consistently unsatisfactory, or if the misconduct is sufficiently serious, a final written warning will be given making it clear that any further breach of the standards, or other serious misconduct, may result in the employee's dismissal. A copy of the warning will be kept in the Club's records, but will be disregarded after 24 months, subject to satisfactory conduct and/or performance. The warning will state clearly that dismissal will result from a failure to comply.

In certain exceptional circumstances, a member of staff may receive a Final Written Warning that will remain on the Club's records indefinitely. This course of action will follow when a member of staff has only avoided dismissal due to extenuating or mitigating circumstances.

Gross Misconduct

If, after investigation, it is deemed that a member of staff has committed an act of the following nature, dismissal will be the normal outcome:

1. Child abuse (for further details refer to the Child Protection policy).
2. Serious infringement of health and safety rules (for further details refer to the Health and Safety policy).
3. Assaulting another person.
4. Persistent bullying, sexual or racial harassment.
5. Being unfit for work through alcohol or illegal drug use.
6. Gross negligence that either causes or might cause injury, loss or damage to persons or property.
7. Theft, fraud or deliberate falsification of the club's documents.
8. Deliberate damage to club property.

9. Being an unfit person under the terms of the Care Standards Act 2000 or the Children's Act 1989 – or appropriate legislation.

While the alleged incident of gross misconduct is being investigated, the individual concerned is likely to be suspended, during which time normal pay levels will prevail. Such suspension is not to be regarded as a form of disciplinary action and will be for as short a period as possible. Any decision to dismiss will be taken only after a full investigation.

If the staff member has been found to have committed an act of gross misconduct, they will be dismissed without notice.

Allegations against Staff

All staff are advised to minimise time spent alone with children and be aware of the potential risks in doing so (for further details refer to the Child Protection policy).

If an allegation of abuse has been made against a member of staff, the Manager will follow the procedures of the Child Protection policy

If an allegation of abuse is made against the Manager, then another designated member of staff will report the matter directly to the Registered Person, the school and Ofsted.

Appeals

Staff wishing to appeal against a disciplinary decision, must do so in writing and within 15 working days of the decision being communicated. Appeals will be dealt with as quickly as possible and within at least a further 15 days. If possible, the Registered Person, or a senior member of staff who was not involved in the original disciplinary action will hear the appeal and impartially adjudicate the case.

At all stages of the procedure, the right to appeal will be confirmed as part of the warning, suspension or dismissal letter.