

Highland Children's Forum
9 Carsegate Road North
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Employee's Handbook

Scottish Charity SC031945

Highland Children's Forum is a registered charity incorporated in 2000, created by the parent carers of children and young people with additional support needs. The Forum aims to ensure that the voices of children and young people are heard in the design and provision of services in the area. The Forum concentrates its activities on developing ways to hear the voice of children in need and to relay this to policy makers. It seeks to influence changes in policy to bring about better outcomes for children and young people.

Highland Children's Forum

Highland Children's Forum is a voluntary association and a Scottish Charity and we operate under Charity Number SC031945.

To help guide us in our work the Forum has Vision, Mission and Ambition statements and a set of constitutional objectives.

Vision

That children and young people facing challenges are given opportunities to talk about their lives and that their views are listened to, respected and acted upon.

Mission

To enable children and young people facing challenges to have their voices heard. To represent them by influencing positive change in policy and practice which leads to better outcomes.

Ambition

Children and young people facing challenges are actively engaged in influencing service design, delivery and development.

The Forum seeks to achieve its constitutional objectives by:

- Representing and enabling the expression of the views and needs of children and young people with additional support needs aged between 0—25 years.
- Incorporating the views of families and carers.
- Sharing relevant information and experiences.
- Representing the interest of individuals and member organisations in a co-ordinated way to agencies for the purpose of general consultation and in specific joint future planning of service provision.
- Identifying common concerns and tasking appropriate action as agreed by members of the group (this will not include representing individual members in specific disputes).
- Seeking funding to promote any of the above objects and related development work.

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Induction

On starting work with HCF, employees will be given an induction list to ensure all essential information is exchanged and that the new employee feels confident in each area listed. Where possible there will be a minimum of one week's overlap with the outgoing member of staff.

There will be an initial probation period of six months from the date of commencement. Performance in the post will be formally reviewed by the Committee throughout the period of this probation. The Company reserves the right to extend this period at its discretion or to terminate your employment at any time during the probationary period.

During the probationary period, employment may be terminated by either side giving one week's notice.

Support and Supervision

There will be a monthly mentoring session from the Chair or other identified committee member.

There will be an annual appraisal with the identified mentor and at least one other committee member as agreed.

Working for a Voluntary Management Committee

Everything said and done as an employee of HCF is a representation for which the Management Committee are ultimately responsible. Employees are trusted to represent the voices of children and young people, their carers and those who work with them to improve policy and practice. Care must be taken that the employee does not represent a personal view that can be taken as the view of HCF.

Where HCF has to make a statement about policy and services which could be controversial, the employee should contact committee members to form agreed wording before the message is presented. Where the employee does not have the option to do this, only statements which can be backed up by evidence received by HCF can be made.

Employees will submit progress reports to members of the committee one week before a committee meeting.

Health and Safety Policy

Employees must make themselves aware of the HCF health and safety policy and abide by it. (See policy folder)

Employees must ensure that their work in the office does not put them at risk. Heights of chair, desk, screen and keyboard should be adjusted to ensure there is no risk of repetitive strain injury.

Any adaptations required by an employee to enable them to maintain his or her health and safety at work, should be requested from the management committee as soon as the need is identified.

Equality Policy

This Equality Policy aims to ensure that the terms of the Equality Act 2010 are fully complied with.

The Equality Act 2010 has codified and amended existing discrimination legislation, covering for example age, sex, race, and disability discrimination.

The Act now provides various safeguards for these attributes, which are referred to as 'Protected Characteristics'. These are:

- > Age
- > Disability
- > Gender reassignment
- > Marriage and civil partnership
- > Pregnancy and maternity
- > Race
- > Religion or belief
- > Sexual orientation

The Act provides for specific forms of 'Prohibited Conduct' by which these characteristics are protected.

The Company is committed to providing a working environment in which employees are able to realise their full potential and to contribute to business success irrespective of these "protected characteristics". This is a key employment value to which all employees are expected to give their support.

Scope

This policy applies to all employees, agency workers and clients of the Company

Company Responsibilities

The Company is committed to identifying and eliminating discriminatory practices, procedures and attitudes throughout the organisation. The Company expects employees to support this commitment and to assist in its realisation in all possible ways.

The Company aims to ensure that no employee or job applicant is discriminated against, either directly or indirectly, on the grounds of age, gender, race colour, nationality, ethnic or racial origin, marital status, religious belief, political opinion or affiliation or disability.

This commitment applies to all aspects of employment:

- Recruitment and selection, including advertisements, job descriptions, interview and selection procedures.
- Training
- Promotion and career development opportunities
- Terms and conditions of employment, and access to employment related benefits and facilities.
- Grievance handling and the application of disciplinary procedures
- Selection for redundancy

Management Responsibility

The Management Committee are responsible for the equality of opportunity. Equality of opportunity is part of the larger management responsibility of ensuring that the employment environment provides employees with motivation to do a good job. This will be impossible to achieve if individuals feel they are being treated unfairly.

Where problems or complaints arise the Management Committee must take these seriously and make sure they are fully investigated and that any necessary follow-up action is taken. This may include initiating disciplinary action against employees who have committed acts of discrimination or harassment.

Employee Responsibility

Employees have a personal responsibility for the practical application of all aspects of the Equality Act. The co-operation of all employees will be needed for the Company to make real progress in this area and particularly by making suggestions to managers about how the working environment can be improved to enhance the equality of opportunities.

Harassment and Discrimination

The Company believes that all employees are entitled to be treated with dignity and respect while at work and when representing the business in any capacity outside of work.

This policy statement has been prepared to make clear to employees that the Company will not tolerate the harassment of one employee by another.

Harassment is defined as behaviour which an employee finds offensive, or which the employee feels creates an oppressive office environment. The offender need not necessarily be employed by the employer (harassment by a third party).

Harassment is also actionable where the complainer finds conduct offensive even if it is not directly made against him or her;

Direct Discrimination - where a person is treated less favourably than another person or group by virtue of their protected characteristic.

Indirect discrimination – where a policy, criterion or practice is applied to everyone, but causes detriment to a person/group by virtue of their protected characteristic

Associative discrimination – where a person is directly discriminated against because of their association with someone who has a protected characteristic. The person need not necessarily suffer from that same (or any) protected characteristic

Perceptive discrimination – where a person is directly discriminated against because they are perceived to have a

protected characteristic. It is irrelevant whether that person actually has that protected characteristic.

How complaints of Discrimination and Harassment will be dealt with

Discrimination and harassment are often complex matters, and there is no single way of dealing with every suspected or alleged instance. In some cases, employees may be able to deal satisfactorily with an issue by raising it with a representative of the Management Committee.

A more formal means of complaint is to utilise the Company's Grievance Procedure set out in the Employee Handbook. Irrespective of how an issue of harassment arises, the Company commits itself to resolving all matters of harassment.

If you are accused of Discrimination or Harassment

If you are accused of acting in a discriminatory manner towards a fellow employee, or a job applicant, or if you are accused of harassment, the complaint will be fully investigated.

In the course of the investigation you will be given a proper opportunity to rebut the allegation, and provide an explanation of your actions.

If it is concluded that there was no discrimination or harassment this will be the end of the matter. If it is concluded that a false claim has been maliciously made against you, the person or persons responsible may be subject to disciplinary action.

If it is concluded that you have acted in a discriminatory manner, or have harassed another employee, the management committee will consider what action to take. This may range from counselling to formal disciplinary action, including dismissal in serious cases.

Future Developments

The Company will keep its policies under review as social attitudes and legislation change. The Company will implement changes where these could improve equality of opportunity.

This commitment applies to all the Company's employment policies and procedures

Grievance Procedure

The object of the grievance procedure set out below is to provide a means for dealing promptly with any grievance, which an employee may have in the course of, and connected with, his or her employment.

Informal Procedure

Employees should aim to resolve most grievances informally with their mentoring group. This allows for problems to be resolved swiftly. If the grievance cannot be resolved informally then the following formal procedure should be followed.

Formal Procedure

The formal procedure complies with the ACAS Code of Practice as at April 2009

There will be no requirement for an employee to follow this formal procedure where he or she has a complaint regarding his or her dismissal or where Highland Children's Forum is contemplating dismissal. Likewise, there is no requirement to follow the grievance procedure if Highland Children's Forum has taken or contemplates taking disciplinary action on the basis of conduct or capability. Such complaints will be dealt with through the Disciplinary Procedure. However, should the employee feel that the disciplinary action taken is discriminatory or that, contrary to Highland Children's Forum's assertion, has not been taken on conduct or capability grounds then he or she should put full details of their grievance **in writing** to the management committee.

Employees should put full details of their grievance **in writing**, to the management committee. Where the grievance is against the management committee the matter should be raised directly with the chair.

The management committee will then invite the employee to attend a meeting in order to discuss the grievance and will inform the employee of his or her statutory right to be accompanied at this meeting. This meeting will be convened at a reasonable time and place to be determined by Highland Children's Forum. The employee must take all reasonable steps to attend this meeting.

This meeting will not take place until the employee has informed Highland Children's Forum in writing as to the basis for the grievance and Highland Children's Forum has had a reasonable

opportunity to consider their response to this information. During the meeting the employee will be allowed to present their case for consideration and suggest any reasonable solution.

After the grievance meeting, the management committee will endeavour to issue their response to the grievance as soon as is reasonably practicable and what steps are being taken to resolve the grievance if possible. The employee will be advised of his/her right to appeal against the decision if he/she is not satisfied with it.

Where reasonably practicable the appeal will be dealt with by a more senior manager than attended the first meeting.

Appeal

If the employee feels that the grievance has not been satisfactorily resolved, then he or she should write, setting out the grounds for any appeal, to the Chair who will hear the appeal.

The employee will be invited to attend a further meeting in order to discuss the grievance and any specific grounds of appeal and the employee should be advised of his or her statutory right to be accompanied at this meeting. The employee must take all reasonable steps to attend this meeting.

The Chair will endeavour to issue his response in writing to the grievance as soon as is reasonably practicable after the appeal meeting.

The decision taken at the Appeal is deemed to be final.

The Right to be Accompanied

At any grievance hearing an employee may request to be accompanied by a fellow employee of their choice or by a trade union official. If an employee chooses a lay trade union official, they should be certified by their union as having experience of having received training in acting as an employee's companion at disciplinary and grievance hearings. Highland Children's Forum may wish to see evidence that any trade union official who accompanies them is sufficiently qualified to undertake this role.

When employees are choosing a companion they should bear in mind that it would not be reasonable to insist on being accompanied by a colleague whose presence would prejudice the hearing or who might have a conflict of interest. Nor would it be reasonable for an employee to be accompanied by a colleague from a geographically

remote location when someone suitably qualified was available on site.

Before the hearing takes place, the employee should tell the Employer whom they have chosen as a companion. If the companion can't attend on a proposed date, the employee can suggest an alternative time and date so long as it is reasonable and it is not be more than five working days after the original date.

The companion will be allowed to address the hearing in order to put the employee's case and sum up where appropriate. The companion can also confer with the employee during the hearing. The companion has no right to answer questions on the employee's behalf, or to address the hearing if the employee does not wish it, or to prevent Highland Children's Forum from explaining their case

Disciplinary Policy

Introduction

The Company requires good standards of discipline from its employees, together with satisfactory standards of work. The purpose of the disciplinary procedure is to ensure that any concerns over employees' conduct or performance are handled in a fair, consistent and timely manner, with the intention of bringing about an improvement, and to protect the proper operation of the Company's business and the health and safety of its employees. This procedure may be reviewed and updated from time to time. Any amendments will be notified to employees in writing, following consultation and/or notice where appropriate.

Where time limits are specified in this Policy and Procedure, they may be varied by agreement between the Company and the employee.

During the probationary period, the full disciplinary and grievance procedure may not apply.

The Disciplinary Policy and Procedure do not form part of the contract of employment.

Rules and Application

The following are examples of conduct/performance that will normally be addressed through implementation of the Company's disciplinary procedure:

Unsatisfactory work performance;
Breaches of Company policies and procedures;
Inappropriate behaviour (e.g. fighting, drunkenness, etc.);
Bullying, harassment or victimisation;
Discrimination on any of the grounds listed in the Company's Equality Policy: e.g. race, sex, sexual orientation, religion, disability, age, gender reassignment, marital status or ethnic origin;
Persistent lateness or poor timekeeping;
Unacceptable levels of absence, especially when unauthorised;
Serious or repeated failure to follow reasonable requests or instructions;
Abuse, misuse or neglect of Company property or facilities;
Bribery offences under the Bribery Act 2010.

Confidentiality:

Disciplinary matters will be handled with as high a degree of confidentiality as is practicable, particularly when the issue is of a sensitive nature.

Confidential records of disciplinary matters will be kept in the employee's personnel file in accordance with Data Protection legislation. Copies of meeting notes will be provided to the employee, although the Company reserves the right to withhold certain information (e.g. to protect a witness).

Investigation:

The employee's manager will promptly and thoroughly investigate any matter that is reasonably believed to be a disciplinary matter. The employee concerned will be informed of the investigation as soon as possible and when it has been concluded.

The employee may be asked to attend an investigatory interview. If such an interview is held prior to a disciplinary meeting, the employee will be advised from the start that the interview is an investigatory interview.

The Company reserves the right to omit the investigatory interview stage and move straight to a formal disciplinary meeting.

Suspension:

The Company reserves the right to suspend an employee from work, normally for no more than 5 working days, while a disciplinary offence is being investigated.

Employees will be advised if the suspension is likely to last longer than 5 working days.

Suspension is not regarded by the Company as disciplinary action. The Company shall inform the employee of the reason for the suspension.

The Company reserves the right to: monitor employees' activities including telephone calls, email messages and internet use at any time, whether as part of a disciplinary investigation or otherwise. Employees should therefore not consider such activities and methods of communication to be confidential when conducted at work.

Disciplinary Procedure

Informal discussion

The Company will initially try to resolve disciplinary issues informally by way of an informal discussion with the employee concerned.

This is a two-way discussion where the Company will be able to inform the employee of their shortcomings in conduct or performance and at the same time provide the employee with the opportunity to provide an explanation.

The main purpose of the informal talk is to find a solution to the problem that is beneficial for both the Company and the employee. Generally, cases of minor misconduct and/or unsatisfactory performance are dealt with informally. In the event of poor performance, disciplinary meetings will usually only be undertaken where counselling the employee and further training (if required) has failed to produce a satisfactory improvement to performance. However, if the informal action does not provide a solution to the problem or if the disciplinary issue is too serious to be dealt with informally, then the formal disciplinary procedure will be followed.

Written notice of intended disciplinary meeting

If it is decided that there is a disciplinary case to answer, the Company will write to the employee, giving them a minimum of two days' notice of the meeting and advising the employee of their right to be accompanied to the meeting. At the same time, the Company will provide the employee with written notice informing them that this constitutes the start of the formal disciplinary procedure and as such outline:

the alleged misconduct or poor performance and any possible consequences of these;

the improvement that is required, any timescale for achieving this improvement and any support available (if appropriate);

details as to the time and venue of the disciplinary meeting; and

notice of the employee's statutory right to be accompanied if the meeting could result in a formal warning, the confirmation of a warning or the taking of some other disciplinary action. (This

statutory right can be exercised once the employee has made a reasonable request to be accompanied).

The employee's chosen companion will be able to address the meeting to put or sum up the employee's case as well as confer with the employee during the meeting. They may not, however, answer questions on the employee's behalf, address the meeting if the employee does not wish them to do so or prevent the Company from explaining their case. The companion can be a fellow employee, trade union representative or official employed by a trade union.

The meeting will be scheduled in order to give the employee reasonable time to prepare for the meeting.

The Company will establish the facts before the meeting by collecting documents, identifying any relevant people to interview and taking statements before memories start to fade. Any requests for anonymity and confidentiality should be taken seriously. At least two days before the meeting, the employee should be provided with all relevant information, including statements, upon which the Company intends to rely.

Where the Company or an employee intends to call relevant witnesses they should give advance notice to the other party that they intend to do this. It may also be appropriate to provide copies of written evidence including any witness statements.

If the employee is unable to attend the disciplinary meeting at the agreed time, the Company shall offer an alternative reasonable time and date. The Company shall give at least two days' notice of any rearranged meeting. If the employee fails to attend the rearranged meeting the Company, taking into consideration any reasons and concluding that such failure is without good cause, is free to decide upon the matter using the evidence available. In these circumstances, the employee will be allowed to make written submissions.

Disciplinary meeting

A disciplinary meeting will normally be conducted by the employee's line manager and a representative of the Board.

The Company will explain the complaint against the employee and go through any relevant evidence.

The employee will then be given the opportunity to present their own evidence, answer any allegations, ask questions and call relevant witnesses.

If the Company is unable to attend the meeting, such a delay should be conveyed to the employee at the earliest opportunity and a reasonable alternative should be provided to the employee.

Where possible, a manager who did not carry out the investigation will attend the meeting.

Outcome of meeting

As soon as possible after the conclusion of the disciplinary meeting, the employee's line manager will inform the employee what disciplinary action, if any, will be taken. If the Company finds there has been no misconduct/ poor performance, the employee will be informed of this in writing.

Where a minor offence has been committed, a recorded oral warning may be given. The warning will state that any further misconduct will render the employee liable to further, more severe, disciplinary action. The employee shall be informed of the period in which the warning will remain 'live', usually 3 months.

First Written Warning - If more serious misconduct/poor performance or further minor offences are confirmed, the Company will issue a written warning setting out the complaint and stating that further misconduct or a failure to improve performance may result in further disciplinary action. This letter will include details as to the improvement required, time-scales for such improvement and details of any help that will be made available e.g. further training. The employee shall be informed of the period in which the warning will remain 'live' usually 6 months and advised of their right to appeal against the warning.

Final Written Warning - If the misconduct/ poor performance is sufficiently serious or there has been further misconduct or a failure to improve since a previous written warning the Company may issue a final written warning. This will give details of the complaint and nature of the misconduct/poor performance, the improvement required, the time-scale for such improvement and details of any help available. It will also warn that failure to improve may lead to dismissal or some other contractual penalty e.g. demotion. The employee shall be informed of the period in which the warning will remain 'live' usually 6 months and advised of their right to appeal against the warning.

Dismissal / Other Penalty - If there has been further misconduct or failure to improve performance since a final written warning the Company may dismiss the employee or take some other action short of dismissal such as demotion or disciplinary suspension. The

employee will be provided with a written statement of the reasons for dismissal/or other action, the date on which the employment will terminate (if dismissed), and their right to appeal, as soon as reasonably practicable. The dismissal decision should only be taken by a manager who has the authority to do so.

Dismissal without Notice - If the Company establishes that there has been gross misconduct the employee may be summarily dismissed i.e. dismissed without notice. The Company will follow a fair disciplinary procedure before taking any decision to dismiss without notice and this will be confirmed in writing (see Gross Misconduct section below).

Appeal

Employees have the right to appeal against any formal disciplinary action. An appeal cannot be made against an informal oral warning. The appeal should be made in writing within 5 working days of the disciplinary decision.

The employee must inform the Company as to the grounds for appeal in writing, and may be accompanied to the appeal meeting. In making an appeal, the employee should state if they are appealing against the finding that they committed the alleged acts of misconduct and/or against the level of sanction imposed.

The Company will hear the appeal without unreasonable delay and where possible the appeal will be dealt with by a manager, preferably more senior, not previously involved in the case. However, where this is not practicable, the same manager may handle both the disciplinary and the appeal meetings and he/she will act as impartially as possible.

The outcome of the appeal will be confirmed in writing within 5 working days of the meeting. Decisions made at this stage will be final and there is no further right of internal appeal.

Special Cases

Where disciplinary action is being considered against an employee who is an accredited trade union representative of a trade union recognised by the Company for collective bargaining purposes, the above procedure will not be followed until the Company has had a chance to discuss the matter (with the prior agreement of the employee) with a senior trade union representative or permanent union official of that trade union. The Company shall, however, be able to suspend the employee in the case of a suspected or known

incident gross misconduct.

An employee being charged or convicted with a criminal offence is not in itself a reason for disciplinary action. The Company will consider whether the offence or alleged offence is one that makes the employee unsuitable for their type of work. Therefore, the Company will establish the facts of the case and consider whether the facts warrant starting the disciplinary procedure. Similarly, an employee cannot be dismissed solely because they were absent from work as a result of being remanded in custody.

Gross Misconduct

In the event that an employee commits an act of gross misconduct, the Company is entitled to summarily terminate the employee's contract of employment without notice or pay in lieu of notice.

The following non-exhaustive list gives examples of offences that the Company will normally regard as gross misconduct:

- Theft, fraud, dishonesty or deliberate falsification of records;
- Fighting, assault or other violent behaviour;
- Deliberate damage to, or misuse of, Company property;
- Deliberate use of internet and/or email to access or distribute material of a pornographic, offensive, obscene or inappropriate nature;
- Incapability at work due to the effect of alcohol or drugs;
- Possession, custody or control of illegal drugs on Company premises;
- Serious breach of the Company's rules, policies and procedures;
- Serious negligence which causes loss, damage or injury;
- Conviction of a criminal offence that is relevant to the employee's employment with the Company and renders them unsuitable for their work;
- Conduct likely to bring the Company's name into disrepute;
- Bullying, harassment, victimisation or discrimination;
- Accepting bribes;
- Gross negligence;
- Serious acts of insubordination.

If the Company decides to summarily terminate the employee's contract of employment without notice or pay in lieu of notice the Company must be acting *fairly and reasonably* to take this action rather than following the Disciplinary Procedure.

Sickness and Absence Policy

Time Off: If for any special reason you require time off you must ask permission of the Chair. Each case will be dealt with on its merits and sympathetic consideration will be given where possible taking into account the overriding needs of the organisation and the service provided to partners and CYP.

Unavoidable: In cases of unavoidable absence you must telephone the Chair before you are due to commence work giving the reason and an indication of when you are likely to return to work.

Sickness or Injury: If you are absent from work due to sickness or injury you must arrange to notify the Chair on the first working day of sickness. You will be required to complete a self-certification form detailing the reason for absence up to seven days. If the absence continues for more than seven days you must submit a medical certificate by the sixth working day and thereafter at regular intervals until you return to work.

Sick pay entitlement:

- i. For the first twelve months of service there is no contractual sickness/injury payments scheme in addition to SSP.
- ii. After twelve months service you will be entitled to one full month's pay. After twenty four months service up to two months full pay and two months on half pay in any rolling twelve month period.
- iii. The above amounts will be inclusive of any Statutory Sick Pay (SSP) to which you are entitled. If you are not entitled to SSP or if your entitlement has been exhausted you will be notified and you must then claim the appropriate state benefit, the month of which if payable, will be deducted from the wages paid under the employer's sick pay scheme as detailed above.

Pension and Pension Scheme

HCF does not currently operate a pension scheme applicable to your employment. A supplementary payment of 6% of salary is made directly to staff in lieu of pension but staff will be auto-enrolled into a pension scheme as government legislation takes effect (March 2017).

Lone Worker Policy

Employees must be aware of and abide by the Lone Worker Policy.(See policy folder) An appropriate person must always have the complete address and timescale of any visit. Every visit should be risk assessed and actions taken to mitigate against any identified hazard.

Confidentiality and Data Protection Policies

Employees must be familiar with and abide by HCF Confidentiality Policy (See policy folder). The Policy states that "Highland Children's Forum [HCF] should treat in confidence information about members, consultation participants and staff. The confidentiality principle helps to create an environment in which children and carers can speak freely and staff can work in safety."

HCF adheres to the 8 principles of the Data Protection Act 1998 and the Highland Data Sharing Partnership protocols. Employees must be familiar with and abide by the HCF Data Protection Policy.

Child Protection Policy

Employees must be aware of and abide by the HCF Child Protection Policy, (see policy folder) recognising that "Highland Children's Forum (HCF) acknowledges that every child, regardless of age has, at all times and in all situations the right to be safe and protected. HCF further acknowledges that a child's safety and protection are the responsibility of ALL. In HCF if we have concerns about a child's physical, sexual or emotional well-being we will take action."

From time to time, HCF employees will also work alongside vulnerable adults. HCF recognises that vulnerable adults also have the right to be safe and protected. The principles of HCF Child Protection Policy will apply. As vulnerable adults do not have a Named Person, concerns would be raised directly to Adult Social Care team.

Participation Policy

Employees must be familiar with and abide by HCF Participation Policy. HCF recognises as primary evidence the testimony of children and young people. The views of parent carers about the pressures of their caring role will be considered as secondary evidence. The views of professionals and service providers will be considered as subsidiary evidence.

Consent Policy

Informed consent to take part in a consultation exercise will be sought from all Children and Young People (CYP), but will be also sought from the parent if CYP is:-

- under 12
- unable to make an informed decision

If CYP are 12-16 parents/carers will be informed that the CYP has consented to take part.

CYP can opt out of the consultation at any time. Participants will be told the purpose of the consultation, the likely format, and receive acknowledgement and feedback.

Please note: HCF Policy Booklet should accompany the Employees Handbook. The HCF Policy Booklet should be reviewed and updated annually. It is the responsibility of each employee to be abreast of the most recent HCF policies and protocols and to fully comply with these.

Reviewed and Ratified on:15/1/16

Signed:

Donnie Macleod

Position:

Chair Person