

Lancashire County Council

Employment Committee

Thursday, 23rd March, 2017 at 11.30 am in Cabinet Room 'B' - The Diamond Jubilee Room, County Hall, Preston

Agenda

Part I (Open to Press and Public)

No.	Item
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1.	Apologies
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2.	Disclosure of Pecuniary and Non-Pecuniary Interests
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Members are asked to consider any Pecuniary and Non-Pecuniary Interests they may have to disclose to the meeting in relation to matters under consideration on the Agenda.

3.	Minutes of the Meeting held on 20 February 2017	(Pages 1 - 4)
	To be confirmed, and signed by the chair.	

4.	Global Renewables Lancashire Operations Limited Company HR Policy & Procedure Review	(Pages 5 - 188)
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5.	Urgent Business
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An item of urgent business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency. Wherever possible, the Chief Executive should be given advance warning of any Member's intention to raise a matter under this heading.

6.	Date of Next Meeting
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The next meeting of the Committee will be held on 11 April 2017 at 10.00 a.m. at County Hall, Preston.

7. Exclusion of Press and Public

The Committee is asked to consider whether, under Section 100A(4) of the Local Government Act, 1972, it considers that the public should be excluded from the meeting during consideration of the following items of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part 1 of Schedule 12A to the Local Government Act, 1972, as indicated against the heading to the item.

Part II (Not open to Press and Public)

8. Compensation Payments Policy

(Pages 189 - 202)

(Not for Publication – Exempt information as defined in Paragraphs 1, 2 and 3 of Part 1 of Schedule 12A to the Local Government Act, 1972. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interests in disclosing the information).

9. Global Renewables Lancashire Operations Limited Company Pay Proposal January 2017

(Pages 203 - 210)

(Not for Publication – Exempt information as defined in Paragraphs 3 and 4 of Part 1 of Schedule 12A to the Local Government Act, 1972. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interests in disclosing the information).

I Young
Director of Governance,
Finance and Public Services

County Hall
Preston

Lancashire County Council

Employment Committee

Minutes of the Meeting held on Monday, 20th February, 2017 at 1.00 pm in Cabinet Room 'C' - The Duke of Lancaster Room, County Hall, Preston

Present:

County Councillor Jennifer Mein (Chair)

County Councillors

A Ali	T Martin
A Atkinson	D O'Toole
M Green	M Tomlinson
D Howarth	

County Councillors T Martin, D O'Toole and M Tomlinson replaced County Councillors D Borrow, G Driver and C Pritchard respectively at this meeting.

1. Apologies

None.

2. Disclosure of Pecuniary and Non-Pecuniary Interests

None.

3. Minutes of the Meeting held on 20 December 2017

Resolved: That the Minutes of the meeting held on 20 December 2016 be confirmed and signed by the Chair.

4. The Localism Act 2011 - Pay Policy Statement 2017/18

The Committee considered a report on the County Council's draft pay policy statement for 2017/18.

It was noted that the Localism Act 2011 required local authorities to prepare a pay policy statement each year. The statement must articulate the authority's approach to a range of issues relating to the pay of its workforce, particularly its chief officers and its lowest paid employees. The Full Council was required to approve the statement prior to it coming into force.

A copy of the draft pay policy statement for 2017/18 was presented at Appendix 'A'. Details of the changes to the 2017/18 pay policy statement were presented.

It was also noted that the Council as a Living Wage employer had to adjust the Living Wage rate within 6 months of any annual uprating. The Committee was informed that for the financial year 2017/18 the Foundation Living Wage had increased the existing rate from to £8.25 to £8.45 per hour. The Committee was therefore asked to consider recommending Full Council to agree to apply the uplifted Living Wage rate from 1 April 2017.

Resolved:

That Full Council be recommended to approve:

- (i) the annual adjustment to the Living Wage for centrally employed staff for 2017/18, as set out at Appendix 'A'.
- (ii) the 2017/18 pay policy statement, as set out at Appendix 'A'.

5. Urgent Business

None.

6. Date of Next Meeting

It was noted that whilst the next meeting of the Employment Committee was scheduled to take place on 14 March 2017, it was likely that the meeting would need to be re-arranged.

7. Exclusion of Press and Public

Resolved: That the press and members of the public be excluded from the meeting during consideration of the following item of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part I of Schedule 12 A to the Local Government Act 1972. It was considered that in all the circumstances the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

8. Local, Pensions Partnership Remuneration Policy and Senior Executive Pay Proposals

(Exempt information as defined in Paragraphs 1, 2 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information).

The Committee considered a report on the Local Pensions Partnership's (LPP) Remuneration Policy and proposals relating to remuneration packages of four members of LPP's Executive Committee.

Resolved: That the proposals in relation to the Local Pensions Partnership's Remuneration Policy and the remuneration packages of four members of the Executive Committee, as set out in the report and Appendix 'A' now presented, be approved.

9. Local Pension Partnership - Administration Business Transformation proposal

(Exempt information as defined in Paragraphs 1, 2 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972. It is considered that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information).

The Committee considered a report on the Local Pensions Partnership's proposals to introduce a new business model for the Pensions Administration aspect of their operating model.

Resolved: That the Local Pensions Partnership's Administration Business Transformation proposals, as set out at Appendix 'A' now presented, be approved.

I Young
Director of Governance, Finance
and Public Services

County Hall
Preston

Employment Committee

Meeting to be held on 23 March 2017

Electoral Division affected: None

Global Renewables Lancashire Operations Limited Company HR Policy & Procedure Review

(Appendices 'A - D' refer and policy and procedure documentation)

Contact for further information:

Paul Brindle, General Manager Global Renewables Lancashire Operations Limited
paul.brindle@globalrenewables.co.uk

Executive Summary

In September 2016 the Board approved the review of all company Human Resources (HR) policies and procedures and the development of an 'Authority Matrix' to set out the controls and approval arrangements in respect of company HR policies and procedures. It was envisaged that, in so far as is possible and practical, these procedures and policies would be aligned to those of the County Council. Where this was not possible, they were to be reviewed and amended to take into account the reduction in headcount and the new structure of the Company.

The review of the company HR policies and procedures is now complete and the associated documentation presented to the board for approval in November 2016 and January 2017. The reviewed policies and procedures are detailed in Appendix 'A'.

As the Company has never had a documented Overtime Policy, a policy has now been developed which includes changes from the approach that has previously been applied. As this will result in a change to employee terms and conditions, approval of Lancashire County Council's Employment Committee is also required. The Whistleblowing Policy has also been reviewed and amended to incorporate into the procedure a final stage which directs employees to the LCC Whistleblowing Complaints line. Both of these policies would be subject to consultation. Refer Appendix 'B'.

The proposed 'Authority Matrix' which sets out the controls and approval arrangements in respect of company HR policies and procedures is attached at Appendix 'C'; this was presented to the Board for approval in November 2016.

Appendix 'D' summarises for the Employment Committee the changes that have been made to the existing policies and procedures that are detailed in Appendix A. It also details as a comparator document for the newly developed Overtime Policy. In November 2016 & January 2017 the Board approved:

- Amended policy and procedures as detailed in Appendix 'A'.
- Authority Matrix as detailed in Appendix 'C'.

In November 2016, the Board agreed the submission of the company Overtime Policy and Whistleblowing policy to the Employment Committee for further review and approval prior to employee and Trade Union consultation and implementation.

Recommendation

The Committee is asked to:

1. Approve the Overtime Policy and Whistleblowing Policy as detailed in Appendix 'B'.
2. Approve the implementation of the Overtime Policy and Whistleblowing Policy as detailed in Appendix 'B'.
3. Approve the 'Authority Matrix' (Appendix 'C') which sets out the controls and approval arrangements in respect of company HR policies and procedures.
4. Approve the policies and procedures listed in Table 1 and their implementation by the Company.

subject where necessary to Trade Union consultation

Background and Advice

To summarise for the Employment Committee, the policies and procedures as detailed in tables 1 and 2 have now been reviewed and amended, and where practicably possible aligned with that of the County Council.

The Board was presented with the policies and procedures as detailed in table 1 during the November 2016 and January 2017 Board meetings. These policies and procedures were approved during the meetings, and their implementation agreed, subject to Employment Committee approval.

Policy	Level 3 SOP (Standard Operating Procedures)	Level 5 Policies
Disciplinary	Reviewed & amended	
Grievance	Reviewed & amended	
Capability	Reviewed & amended	
Data Protection	Reviewed & amended	Reviewed & amended
Immigration		Reviewed & amended
Dress Code		Reviewed & amended
Death In Service		Reviewed & amended
Parental Leave	Reviewed & amended	Reviewed & amended
Shared Parental Leave	Reviewed & amended	
Maternity & Adoption	Reviewed & amended	Reviewed – no change

Flexible Working	Reviewed & amended	Reviewed & amended
Probation		Reviewed & amended
Retirement		Reviewed – no change
Gifts & Hospitality		Reviewed & amended
Organisational Communications	Reviewed & amended	
Social Media		Reviewed & amended
Shift Swaps		Reviewed & amended
Stop & Search		Reviewed & amended
Cycle to Work	Reviewed – no change	
Bribery Corruption & Fraud		Reviewed – no change
Objectives & Appraisals	Reviewed & amended	
Time off to deal with emergencies for dependants		Reviewed & amended
Redundancy		Reviewed & amended
Voluntary Redundancy		Reviewed – no change
Drugs & Alcohol	Reviewed & amended	
Induction and Training	Reviewed & amended	
Recruitment	Reviewed & amended	
Medical Assessment		Reviewed – no change
Equal Opportunities & anti-Harassment		Reviewed – no change
Electronic Communications		Reviewed – no change
Working Time Directive		Reviewed & amended
Equality	Reviewed & amended	
Paternity	Reviewed & amended	Reviewed & amended
Absence	Reviewed & amended	

Table 1

Appendix 'D' provides an overview of the key changes to these policies and procedures.

The policies and procedures as detailed in table 2 were agreed by the Board in November 2016. These policies and procedures are being presented to the Employment Committee for approval prior to commencing consultation and implementation.

New Policy:	Status:	Requirement to consult:
Overtime Policy	New	Yes
Whistleblowing Policy	Reviewed and amended	Yes

Table 2

Consultations

Consultation will be carried out with the Trade Union (GMB) and employees if required for specific changes. In particular, consultation will take place in respect of the Overtime Policy and the Whistleblowing Policy. It has been agreed with the Trade Union that we will provide them with a copy of all the policies that have been reviewed and amended to take into account the new structure of the Company.

Implications

N/A

Risk management

No significant risks have been identified.

Local Government (Access to Information) Act 1985 List of Background Papers

Paper	Date	Contact/Directorate/Tel
N/A	N/A	N/A

Reason for inclusion in Part II, if appropriate

N/A

APPENDIX A - Employment Committee
Meeting to be held on Monday 20 February 2017

Global Renewables Lancashire Operations Limited

Review of Company Human Resources Procedures and Policies

(Not for publication – Information relating to the financial and business affairs of the company and its members)

Policies and Procedures reviewed and amended where required.

Policy	Level 3 SOP (Standard Operating Procedures)	Level 5 Policies
Disciplinary	Reviewed & amended	
Grievance	Reviewed & amended	
Capability	Reviewed & amended	
Data Protection	Reviewed & amended	Reviewed & amended
Immigration		Reviewed & amended
Dress Code		Reviewed & amended
Death In Service		Reviewed & amended
Parental Leave	Reviewed & amended	Reviewed & amended
Shared Parental Leave	Reviewed & amended	
Maternity & Adoption	Reviewed & amended	Reviewed – no change
Flexible Working	Reviewed & amended	Reviewed & amended
Probation		Reviewed & amended
Retirement		Reviewed – no change
Gifts & Hospitality		Reviewed & amended
Organisational Communications	Reviewed & amended	
Social Media		Reviewed & amended
Shift Swaps		Reviewed & amended
Stop & Search		Reviewed & amended
Cycle to Work	Reviewed – no change	
Bribery Corruption & Fraud		Reviewed – no change
Objectives & Appraisals	Reviewed & amended	
Time off to deal with emergencies for dependants		Reviewed & amended
Redundancy		Reviewed & amended

Voluntary Redundancy		Reviewed – no change
Drugs & Alcohol	Reviewed & amended	
Induction and Training	Reviewed & amended	
Recruitment	Reviewed & amended	
Medical Assessment		Reviewed – no change
Equal Opportunities & anti-Harassment		Reviewed – no change
Electronic Communications		Reviewed – no change
Working Time Directive		Reviewed & amended
Equality	Reviewed & amended	
Paternity	Reviewed & amended	Reviewed & amended
Absence	Reviewed & amended	

APPENDIX B - Employment Committee
Meeting to be held on Friday 17th February 2017

Global Renewables Lancashire Operations Limited

Review of Company Human Resources Procedures and Policies

(Not for publication – Information relating to the financial and business affairs of the company and its members)

Policies subject to consultation:

New Policy:	Status:	Requirement to consult:
Overtime Policy	New	Yes
Whistleblowing Policy	Reviewed and amended	Yes

APPENDIX C - Employment Committee

Meeting to be held on Friday 17th February 2017

Global Renewables Lancashire Operations Limited

Review of Company Human Resources Procedures and Policies

(Not for publication – Information relating to the financial and business affairs of the company and its members)

Human Resources – Authority Matrix

01	POLICES AND PROCEDURES		EC	BOD	DCS		GM	ELT	Document
01	01	Changes to policy due to statutory and legislative changes with financial implications / changes that will impact on company terms and conditions (with the exception of statutory rate increases).	X	X	X		X	X	Policy Approval
01	02	Changes to policy due to non-statutory and legislative changes (operational) with financial implications / changes that will impact on company terms and conditions.	X	X	X		X	X	Policy Approval
01	03	Changes to procedures due to statutory and legislative changes with financial implications / changes that will impact on company terms and conditions (with the exception of statutory rate increases).	X	X	X		X	X	Procedure Approval
01	04	Changes to procedures due to non-statutory and legislative changes (operational) with financial implications / changes that will impact on company terms and conditions.	X	X	X		X	X	Procedure Approval
01	05	Minor changes to policies and procedures, no financial impact (operational changes) / changes that will impact on company terms and conditions.			X		X	X	Policy & Procedure Updating

Note:

- i. 'X' or other entry in the cell denotes the need for authorisation from that party (if meeting the condition or any instance marked X)

- ii. Any policy or procedural changes that have financial implications **must** be approved through '**Financial Authority**' matrix.
- iii. Any proposed changes to policies and procedures that impact on employee terms and conditions will be subject to consultation with trade union; in all other cases copies will be shared with the trade union for their information.

Authority Matrix Definitions

Term	Definition	Person or Members in Group
BOD	Board of Directors (GRLOL)	LCC Shareholder Representatives (Chairman: Councillor D Borrow)
DCS	Director of Community Services	Phil Barrett
EC	Employment Committee	LCC Employment Committee
GM	General Manager	Paul Brindle
ELT	Executive Leadership Team (GRLOL)	Phil Barrett, Paul Brindle, Joanne Fish, John Watters, Andy Mowatt

APPENDIX D - Employment Committee

Meeting to be held on Friday 17th February 2017

Global Renewables Lancashire Operations Limited

Review of Company Human Resources Procedures and Policies

(Not for publication – Information relating to the financial and business affairs of the company and its members)

Policy	Level 3 SOP (Standard Operating Procedures)	Level 5 Policies	Brief Summary of Changes to Policies and Procedures
Overtime		New Policy	No written policy previously. Same calculations for overtime as previously applied, with the exception of that paid for bank holidays. See separate comparator document below. Requirement to consult with TU & Employees.
Whistleblowing		Reviewed & amended	Amended to take account of changes to the reduced company structure. Replaced Step 3 with LCC Step 3 - now directed to LCC Whistleblowing complaints line/email rather than referring to GRLOL Chief Executive. Requirement to consult with TU & Employees.
Disciplinary	Reviewed & amended	Reviewed & amended	Procedure more prescriptive to aid managers and employees understand what happens. No changes to sanctions.
Grievance	Reviewed & amended		Amended to take account of changes to the reduced company structure, therefore reference to HR Manager replaced with management responsibility.

Capability	Reviewed & amended		Amended to take account of changes to the reduced company structure, therefore reference to HR Manager replaced with management responsibility. Added further clarity regarding the appeals process.
Data Protection	Reviewed & amended	Reviewed & amended	Amended to take account of changes to the reduced company structure, therefore reference to HR Manager replaced with management responsibility.
Immigration		Reviewed & amended	Minor changes explaining where confidential information is stored.
Dress Code		Reviewed & amended	Amended to take account of changes to the reduced company structure, therefore reference to HR Manager taken out.
Death In Service		Reviewed & amended	Amended to take account of changes to the reduced company structure, therefore reference to HR Manager replaced with Business & Finance Manager / Service.
Parental Leave	Reviewed & amended	Reviewed & amended	Amended to take account of changes to the reduced company structure, therefore reference to HR Manager replaced with Business & Finance Manager / Service and amended to take account of legislative requirements.
Maternity & Adoption	Reviewed & amended	Reviewed – no change	Amended to take account of changes to the reduced company structure, therefore reference to HR Manager replaced with Business & Finance Manager / Service.
Flexible Working	Reviewed & amended	Reviewed & amended	Amended to take account of changes to the reduced company structure, therefore reference to HR Manager replaced with management responsibility and updated to take account of legislative changes

Probation		Reviewed & amended	Amended to increase probation period from 3 months to 6 months to all employees irrelevant of grade/pay; this does not affect any current employees and will be applied to any new starters.
Retirement		Reviewed – no change	No change.
Gifts & Hospitality		Reviewed & amended	Amended to take account of changes to the reduced company structure, therefore reference to Ops Director replaced with General Manager.
Organisational Communications	Reviewed & amended		Amended to take account of changes to the reduced company structure, therefore reference to HR Manager replaced with management responsibility/General Manager/SHEQ Manager.
Social Media		Reviewed & amended	Amended to take account of changes to the reduced company structure, therefore reference to HR Manager replaced with management responsibility/General Manager.
Shift Swaps		Reviewed & amended	Amended to take account of changes to the reduced company structure, therefore reference to HR Manager replaced with management responsibility/payroll.
Stop & Search		Reviewed & amended	Amended to take account of changes to the reduced company structure, therefore reference to HR Manager replaced with management responsibility.
Cycle to Work	Reviewed – no change		No change
Bribery Corruption & Fraud		Reviewed – no change	No change

Objectives & Appraisals	Reviewed & amended		Amended to take account of changes to the reduced company structure, therefore reference to HR Manager replaced with Business & Finance Manager / Service.
Time off to deal with emergencies for dependants		Reviewed & amended	This policy was included in the Parental Leave Policy and has been separated to make it a stand-alone policy so that it is easier to recognise and access.
Redundancy		Reviewed & amended	Amended to take account of changes to the reduced company structure, therefore reference to HR Manager replaced with management responsibility.
Voluntary Redundancy		Reviewed – no change	No change
Drugs & Alcohol	Reviewed & amended		Amended to take account of changes to the reduced company structure, therefore reference to HR Manager replaced with management responsibility and/or SHEQ Manager.
Induction and Training	Reviewed & amended		Amended to take account of changes to the reduced company structure, therefore reference to HR Manager replaced with management responsibility/Business and Finance.
Recruitment	Reviewed & amended		Amended to take account of changes to the reduced company structure, therefore reference to HR Manager replaced with management responsibility/Business & Finance.
Medical Assessment		Reviewed – no change	No change
Equal Opportunities & anti-		Reviewed – no change	No change

Harassment			
Electronic Communications		Reviewed – no change	No change
Working Time Directive		Reviewed & amended	Amended to take account of changes to the reduced company structure, therefore reference to HR Manager replaced with Business & Finance Manager / Service. In addition, updated to include WTD opt out and opt in forms.
Equality	Reviewed & amended		Amended to take account of changes to the reduced company structure, therefore reference to HR Manager replaced with management responsibility / Business & Finance Manager / Service.
Paternity	Reviewed & amended	Reviewed & amended	No change other than reference to HR Manager replaced with management responsibility in the procedure.
Absence	Reviewed & amended		Amended to take account of changes to the reduced company structure, therefore reference to HR Manager replaced with management responsibility. In addition, the different stages have been amended to bring in line with those in the disciplinary procedure.
Shared Parental Leave	Reviewed & amended		Amended to take account of legislative requirements; in line with LCC Shared Parental Leave policy.

Comparison of current GRLOL rates and application and proposed new Overtime Policy

GRLOL rates and application	Proposed new Overtime policy
OVERTIME RATES:	
<p>Overtime rates applied after 37.5 hours per week:</p> <ul style="list-style-type: none"> Monday to Saturday paid at time and a half Sundays paid at double time 	No change
BANK HOLIDAY RATES:	
<p>Non Shift Workers</p> <p>All Bank Holidays:</p> <p><i>Double time plus day off in lieu</i></p>	<p>Non Shift Workers</p> <p>All Bank Holidays:</p> <p><i>No change</i></p>
<p>Shift workers (not on shift)</p> <p>All Bank Holidays:</p> <p><i>Double time (Note: not given day off in lieu as entitlement to bank holidays is already included as part of the 18 day rest period)</i></p> <p>Shift Workers (on shift as part of their rota)</p> <p>Bank Holidays but not including Christmas Day, Boxing Day and New Year's Day:</p> <p><i>Single time plus day off in lieu. (Note: included as part of the 18 day rest period).</i></p> <p>Bank Holidays – Christmas Day, Boxing Day and New Year's Day:</p> <p><i>Triple time plus day off in lieu (Note: only paid double time as single time and day off in lieu is included as part of the 18 day rest period).</i></p>	<p>Shift workers (not on shift)</p> <p>All Bank Holidays:</p> <p><i>No change</i></p> <p>Shift Workers (on shift as part of their rota)</p> <p>All Bank Holidays:</p> <p><i>Double time plus day off in lieu. (Note: only paid single time as single time and day off in lieu is included as part of the 18 day rest period).</i></p>

Equal Opportunities and Anti-Harassment

Global Renewables Lancashire Operations Limited (GRLOL) is committed to providing equality of opportunity in employment. We want to ensure the workplace is a non-discriminatory and harassment free working environment, and that advancement within the company is on the basis of ability, performance and aptitude for work.

GRLOL value and respect the differences and diversity of our people, who work together in an inclusive environment that enables us to harness the collective and complementary skills, knowledge, background and networks of people.

Discrimination, bullying, harassment or victimisation of colleagues, clients or suppliers is not tolerated and could result in disciplinary proceedings. Serious offences, such as deliberate harassment, may be regarded as gross misconduct and may result in summary dismissal.

This policy applies to all aspects of employment, including recruitment and selection, appraisal, training and promotion, pay and conditions, grievances, disciplinary and dismissal issues.

The policy applies to all individuals working at all levels and grades, including senior managers, officers, directors, employees, consultants, contractors, trainees, home workers, part-time and fixed term employees, casual and agency staff and volunteers and equally to the treatment of visitors, clients, customers and suppliers.

Please refer to our procedures for more information: [SOP-TL-HR-000-6002 Recruitment](#) and [SOP-TL-HR-000-6006 Grievance](#)

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Paternity

Global Renewables Lancashire Operations Limited (GRLLOL) is committed to complying with all legislative guidelines in allowing fathers with parenting responsibilities time away from work when there is a new addition to the family, whether it is due to adoption or pregnancy.

Employees are entitled to Ordinary Paternity Leave if you meet all the following conditions:

You have been continuously employed by us for at least 26 weeks ending with:

- In birth cases, the week immediately before the 14th week before the expected week of childbirth.
- In adoption cases, the week in which you or your partner are notified by an adoption agency that you/they have been matched with a child.
- Are the biological father of the child
- Have been matched with a child by an adoption agency
- Are the spouse, civil partner or partner of the child's mother; or
- Are the spouse, civil partner or partner of someone who has been matched with a child by an adoption agency.
- Expect to have main responsibility (with the child's mother, co-adopter or adopter) for the child's upbringing; or
- Are the child's biological father and you expect to have some responsibility for the child's upbringing.
- Your intended leave is for the purpose of caring for the child, or supporting the child's mother, adopter or co-adopter in caring for the child.

Ordinary Paternal Leave must be taken as a period of either one week or two consecutive weeks. It cannot be taken in instalments. It can be taken from the date of the child's birth or adoption placement, but must end:

- In birth cases, within 56 days of the child's birth, or if they were born before the first day of the expected week of childbirth, within 56 days of the first day of the expected week of childbirth.
- In adoption cases, within 56 days of the child's placement.

Employees are entitled to Additional Paternity Leave if, in addition to the conditions above:

- You remain employed by us until the week before the first week of your Additional Paternity Leave
- The child's mother or your co-adopter, as the case may be, has been entitled to statutory leave
- In birth cases, the child's mother has been entitled to maternity leave, statutory maternity pay or maternity allowance in respect of her pregnancy, or
- In adoption cases, the child's adopter has been entitled to one or both of adoption leave or statutory adoption pay in respect of the child's adoption; and the child's mother or your co-adopter, as the case may be, had returned to work.

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Additional Paternity leave must be taken as multiples of complete weeks and as one period. The minimum amount of Additional Paternity Leave that can be taken is two weeks and the maximum is 26 weeks.

Please refer to the procedure for more information: [SOP-TL-HR-000-6003 Parental Leave](#)

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Flexible Working

Global Renewables Lancashire Operations Limited (GRLOL) is committed to providing equality of opportunity in employment and to developing work practices and policies that support work-life balance.

GRLOL recognises that, in addition to helping balance work and personal lives, flexible working can raise staff morale, reduce absenteeism and improve the use and retention of staff.

This Flexible Working Policy gives eligible employees an opportunity to formally request a change to their working pattern, and all employees an opportunity to do so informally.

Statutory Requests for Flexible Working

Employees who have at least 26 weeks' continuous service with GRLOL on the date that they make an application have a statutory right to request a variation to their employment contracts to allow them to work more flexibly.

Employees who have been employed for less than 26 weeks do not have a statutory right to request flexible working. Requests can be submitted in these circumstances and managers can choose to consider these but are under no obligation to do so.

Prior to 30 June 2014 the statutory right only applied to the parents of children under 17, or 18 in the case of parents of disabled children, or those caring for an adult. Now any eligible employee can apply to work flexibly for any reason.

An employee can make one statutory request for flexible working in any 12 month period. Where a statutory request to work flexibly is made, a manager must consider the request seriously and objectively, and is only able to refuse the request where there is a clear business reason for doing so. If a request is refused, a further request cannot be made for 12 months.

Managers are encouraged to facilitate requests unless they cannot be accommodated for business or operational reasons.

A request for flexible working will not result in any detriment or loss of career development opportunities for the employee.

This policy does not form part of any employee's contract of employment and it may be amended at any time.

Please refer to the procedure for more information: [SOP-TL-HR-000-6007 Flexible Working](#)

Maternity and Adoption

Global Renewables Lancashire Operations Limited (GRLOL) will ensure all legislative requirements are fulfilled in regard to pregnant employees and employees who adopt children.

GRLOL shall provide:

- 52 week's statutory maternity/adoption leave
- Time off for ante-natal care
- Maternity / adoption leave provisions for up to 52 weeks and this is made up of Ordinary Maternity Leave and Additional Maternity Leave, each being of 26 weeks in duration
- Statutory Maternity Pay
- Right to return to work after childbirth/adoption to the same job role with the same terms and conditions and status as if the employee had not been absent. In the case this is not practical in the Additional Maternity Leave period, a job role that is similar and has the same or enhanced terms and conditions to those previously enjoyed.
- A full and thorough risk assessment shall be carried out at the point GRLOL has been informed in writing that an employee is pregnant and GRLOL shall continue to assess the employee's health throughout the pregnancy and after should the employee be breast feeding.
- Right to retain/accrue company benefits including pension provided the employee is being paid. Where no payment of Statutory Maternity Pay is payable no employer contributions shall be made.
- Provide up to 10 working days as Keeping in Touch days that shall be paid as if the employee was working but shall include the Statutory Maternity Payment for that day.
- Shall be protected from unfair treatment is directly or indirectly related to the employee's pregnancy or absence due to pregnancy.
- Employees shall be entitled to take their annual leave either before the maternity period or after but shall not be allowed to carry over holidays or be paid in lieu of them being taken.
- All terms and conditions are protected except payment for the duration of the maternity period.

In order to qualify for these terms GRLOL shall request from employees notification of pregnancy and leave requests in writing. For Statutory Maternity Pay provisions a MATB1 form shall be required.

GRLOL shall remain in contact with the employee during the maternity/adoption leave to update the employee of any changes to the business, job opportunities or general information.

Please refer to the procedure for more information: [SOP-TL-HR-000-6004 Maternity Provisions](#)

Parental Leave

Global Renewables Lancashire Operations Limited (GRLOL) recognises that many of its employees have a dual responsibility for both their jobs and their family commitments and that this can sometimes create conflicting pressures.

An employee is entitled to up to 18 weeks' unpaid parental leave to provide care for a child if he or she:

- Is the parent of a child under 18 years of age;
- Has adopted a child under the age of 18; or
- Has acquired formal responsibility (i.e. parental responsibility) for a child who is under the age of 18.

To qualify for parental leave, an employee must have at least 12 months' continuous service with the Company.

The Company may seek to see reasonable evidence of entitlement to parental leave before a period of leave can be granted in respect of a child (e.g. a child's birth certificate or evidence of parental responsibility).

Notes:

- The above arrangements apply on a pro rata basis to part time employees.
- Where an employee's working pattern normally varies from week to week or over a longer period, or if the employee is normally required to work some weeks and not others, a "week" is the total of all periods in which he or she works during the year divided by 52.
- The right to take parental leave is in addition to the statutory right to take paternity leave, immediately following the birth of a child or placement for adoption, and Shared Parental Leave (SPL) in the first year of a child's birth or placement for adoption, which are both subject to separate qualifying criteria.
- Please refer to the procedure for more information: [SOP-TL-HR-000-6003 Parental Leave](#)

Electronic Communications

Global Renewables Lancashire Operations Limited (GRLOL) uses electronic communications systems and equipment to promote effective communication and working practices and they are critical to the success of its business.

GRLOL employees shall keep all electronic communication equipment safe and secure.

Access to the internet, telephone and other electronic systems for business use is granted.

Misuse of the internet can in certain circumstances constitute a criminal offence. In particular, misuse of the email system or inappropriate use of the internet by viewing, accessing, transmitting or downloading any of the following material, or using any of the following facilities (this list is not exhaustive), shall amount to gross misconduct, and shall be treated very seriously and is likely to result in summary dismissal.

- Pornographic material (that is, writings, pictures, films, video clips of a sexually explicit or arousing nature);
- Offensive, obscene, or criminal material, or material which is liable to cause embarrassment to the company or its clients;
- A false or defamatory statement about any person or organisation;
- Material which is discriminatory, offensive, derogatory or may cause embarrassment to others;
- Confidential information about the company or any of its staff or clients;
- Any other statement which is likely to create any liability (whether criminal or civil, and whether for the worker or the Company);
- Material in breach of copyright;
- Online gambling;
- Chain letters.

Medical Assessment

Global Renewables Lancashire Operations Limited (GRLOL) will require subject to job offer all new employees to undergo a company medical that will include drugs and alcohol testing and general health assessment. Where circumstances arise requiring a medical report, the provision of necessary information is subject to the regulations prescribed in the Access to Medical Reports Act 1988.

Records will be retained by the Occupational Health provider.

Please refer to our procedure for more information: [SOP-TL-HR-000-6002 Recruitment](#)



GLOBAL RENEWABLES™

Redundancy Policy

1. Introduction

The aim of this policy is to clarify what procedures will be followed in the event of redundancies becoming unavoidable in the company. Every effort will be made to ensure that redundancies will be avoided, but we have to accept that there could be circumstances beyond GRLOL's control, which could result in a reduced demand for certain services.

Avoidance of redundancies

In the event of a reduction in demand serious enough to require a commensurate reduction in working hours, our first step will be to consider ways of adjusting to the reduction. This will include:

- reducing costs where possible;
- cutting back on overtime;
- reducing the number of short-term temporary or agency staff;
- bringing work in-house, rather than using contractors, where this is possible;
- redesigning jobs and reorganizing work;
- considering any other proposals put forward.

If we are unable to achieve the required savings by reorganising we may ask for volunteers for redundancy. However, GRLOL reserves the right to refuse to agree to make someone redundant if it is not in our interests to do so.

Consultation

In the event of compulsory redundancies being unavoidable GRLOL will consult with trade union and employee representatives about:

- redundancies proposed;
- reasons for the proposals;
- number and descriptions of employees who it is proposed to make redundant;
- total number of employees of that type employed in the company;
- proposed method of selecting the employees for redundancy;
- how the redundancies will be carried out;
- how any redundancy payments will be calculated.

The consultation will be carried out for the purpose of considering ways of:

- avoiding the dismissals;
- reducing the number of employees to be dismissed; and
- mitigating the consequences of the dismissals.

In addition to any collective discussions, any individual employee whose job is considered for redundancy will also be consulted to consider alternative suggestions.

Selection of staff for redundancy

The criteria for the selection of staff to be made redundant will be discussed as part of the consultation process.

GRLLOL will ensure that any criteria selected are fair and objective.

Any employee selected for redundancy will be notified in writing, following individual consultation.

Notice period

The employee's contractual or statutory period of notice, whichever is the greater, will apply.

Redundancy pay

Redundancy pay will be calculated in accordance with the relevant statutory provisions which are based on the employee's age, length of continuous employment, and the current statutory weekly rate or the actual weekly wage.

Additionally, any statutory provisions will be supplemented with the Company Redundancy Pay provisions as detailed below:

- Service 0-2
Notice period if applicable (No eligibility for Statutory)

- Service 2-5
1 Week Gross Pay for each year of service
Statutory Entitlement
Notice period (if applicable)

- Service 5+ Years
1.5 Weeks Gross Pay for each year of service
Statutory Entitlement
Notice period (if applicable)

Right of appeal

Any employee who feels that the selection criteria were unfair or incorrectly applied can appeal to the General Manager. Any such appeal must be made in writing within 10 working days of receiving the redundancy notification. The General Manager will arrange an interview within five days with the employee, who has the right to be accompanied by a trade union representative or colleague. The General Manager will give a decision on the issue within 10 working days of the interview.

Time off to seek alternative employment

Any employee made redundant will be considered for other suitable jobs in the company. If no such jobs are available, and you have been continuously employed for 2 years by the date your [notice period](#) ends, in line with statutory requirements, you will be allowed a reasonable amount of time off to:

- look for another job
- arrange training to support you in securing another job

Voluntary Redundancy

In the event of redundancy situation Global Renewables Lancashire Operations Limited (GRLOL) may consider voluntary redundancies.

Employees who volunteer for redundancy and whose application is accepted will be entitled to a redundancy payment in accordance with the criteria detailed in the Redundancy Policy¹.

Invitations to volunteer may be offered to employees affected by proposals. Also, at the discretion of management, employees who are not directly affected may be invited to put themselves forward for voluntary redundancy so that consideration can be given to "bumped" redundancies (i.e. moving an employee from a redundant post (post A) to another post (post B) and making the employee in post B redundant).

When a request for voluntary redundancy is made there is no guarantee that an application will be accepted. GRLOL management has an absolute right to decide whether any particular request will be accepted. When seeking volunteers for redundancy it is important to safeguard against losing the skills, knowledge and experience that are required for future service delivery.

Before a decision is made to accept or reject a request for voluntary redundancy the following will be taken into consideration:

- Whether or not the post can be deleted, what impact this would have on service delivery/continuity and how this might be managed
- If the post can be deleted, what date would have minimum impact on business needs
- The need to retain types of knowledge and skills that are believed to be essential to meet future business needs
- Ensuring there remains a balance of people with different skills required for the business needs

Where voluntary redundancy is accepted and an end date is agreed, the employee will receive written confirmation of their dismissal on the grounds of redundancy.

- In exceptional circumstances an offer of payment for voluntary redundancy may be withdrawn where an offer of suitable alternative employment is made and unreasonably refused by the employee prior to the date of termination
- An employee may retract their request for voluntary redundancy at any point before the written confirmation of dismissal is received. If an employee wishes to retract their decision to take voluntary redundancy after they have received written confirmation of dismissal GRLOL has an absolute discretion whether to agree to this retraction.

¹ [POL-TL-HR-000-0024 Redundancy](#)

The Working Time Regulations

Global Renewables Lancashire Operations Ltd (GRLLOL) is committed to managing the health & safety of staff and monitoring their working hours.

The Working Time Regulations (WTR) lay down minimum conditions relating to weekly working time, rest entitlements, annual leave and make special provision for working hours and health assessments for night workers. The regulations also implement provisions of the Young Workers Directive that relate to working time for adolescents between school leaving age and 18.

The Regulations impose responsibilities on both managers and staff to ensure that working time provisions and safe working arrangements are observed. The aim of this Policy is to ensure that the Company complies with the requirements of the Working Time Regulations and to provide an overview to help managers and employees with the implementation of the regulations.

The policy applies to all GRLLOL employees (including temporary staff); and those deemed to be 'workers' under the legislation.

No member of staff will suffer any detriment because they have exercised their rights under the Working Time Regulations.

Arrangements

Working Time

Working Time is defined as when a staff member is working, at their employer's disposal, and carrying out their activity or duties. It includes time taken for training purposes, civic and public duties, health and safety and trades union duties. Breaks when no work is done (such as lunch breaks), time on call outside the workplace (such as on 'standby' at home), normal travel time to and from work, paid or unpaid leave and evening or day release classes not related to work are not classed as 'work' and any time spent on these activities does not count towards statutory limitations.

Working Hours and Reference Period

Workers are subject to a maximum 48 hour working week. This is normally averaged over a 17 week reference period. A worker can, therefore, work more than 48 hours in a week as long as the average over the 17 week reference period is no more than 48 hours. The 17 week reference period can be extended, up to a maximum 52 weeks, through a workforce or collective agreements between employers and workers.

48 Hour Limit

No staff member shall work over an average of 48 hours per week, unless he / she have previously agreed in writing to do so.

Staff members can opt-out of the working time regulations, however any opt-outs must be on an individual voluntary basis and employers cannot force workers to opt-out. An individual opt-out will apply to such time as a worker cancels their opt-out agreement.

An opt-out form is available from SHEQ Manager and should be submitted to the Business & Finance Administrator.

This document remains the property of Global Renewables Lancashire Operations Limited and must not be shown or given to any third parties without the prior written permission of a Management System Representative.

Printed copies of this document are not controlled

Staff with more than one job/employer

Staff must inform their line manager if they have or are in the future considering taking up additional employment with another employer or in a self-employed capacity which could result in regularly working over 48 hours a week.

It is a requirement of our employment contracts that where staff wish to undertake additional paid employment they must obtain written consent from the General Manager.

Where employees have more than one job, the combined hours should not exceed the weekly average of 48 hours. Individual employees have a responsibility to ensure that any work undertaken outside their main employment with GRLOL does not adversely affect their ability to satisfactorily perform their work for GRLOL.

Agreeing to Work over the 48 Hour Average

In normal circumstances GRLOL does not require any member of staff to work in excess of an average of 48 hours per week. However, there may be circumstances where an individual member of staff might be requested to work more than this average, in which case they must agree in writing that the weekly limit does not apply by completing the individual opt out form and submitted to Business & Finance.

GRLOL, through the relevant Line Manager, will need to be satisfied that the health and safety of the individual member of staff, their colleagues and the safe delivery of the service will not be adversely affected when making such individual agreements. It is important that managers and staff do not presume that working beyond the average weekly limit of 48 hours should be the norm.

The Business & Finance department will maintain a record of those staff who has agreed to opt-out of the maximum weekly limit. A copy of the opt-out agreement will be kept on the employee's Personnel file.

In Work Rest Breaks

An employee shall be required to take an uninterrupted break of at least 20 minutes when working time is more than 6 hours. This is an unpaid break.

A break of at least half an hour in a full day is to be encouraged and it is the Manager's responsibility to ensure that breaks are able to be taken.

Daily Rest Period (between workdays)

An employee shall be entitled to a rest period of at least 11 uninterrupted hours between each working day.

Weekly Rest Period

A member of staff shall be entitled to an uninterrupted rest period of at least 24 hours in each 7 day period, averaged over two weeks (each week starting at midnight between Sunday and Monday). The weekly period is in addition to each daily rest period and in addition to paid annual leave.

Please note the opt out form does not allow you to opt out of the minimum weekly rest periods.

Audit, monitoring and review

Routine monitoring of working hours is the responsibility of line managers. Monitoring of hours of work will also be undertaken periodically using the Electronic Staff Record (TMS). All GRLOL policies are subject to monitoring and review by Management.

This policy is available on SharePoint and available to all staff.

Working Time Regulations- Individual Opt Out Agreement

I hereby agree that the limits on working hours stipulated in Part II Section 4(1) of the Working Time Regulations shall not apply to me and that I am willing to work for more than an average of 48 hours per week over a 17 week reference period.

This agreement shall take immediate effect and apply indefinitely; however I understand that I may terminate this agreement at any time giving three months written notice of my intention to do so.

I agree to comply with any procedures Global Renewables Lancashire Operations Ltd may adopt to enable it to comply with the legal requirement that records are kept of hours I work.

Employee Signature:

Print Name:

Date:

Copies of this agreement should be retained by the individual, the line manager and kept on the employee's personnel file.

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Printed copies of this document are not controlled

Working Time Regulations- Cancellation of Individual Opt Out

I hereby give notice that I am terminating my agreement to opt out of the requirements on working hours as stipulated under Part II Section 4 (1) of the Working Time Regulations.

I understand that by terminating my individual agreement to opt out I will no longer be able to work more than an average of 48 hours per week over a 17 week reference period. I also understand that the termination of my opt out from the Working Time Regulations will take effect three months from the date of this written notice.

Employee Signature:

Print Name:

Date:

Copies of this form should be retained by the individual, the line manager and kept on the employee's personnel file.

This document remains the property of Global Renewables Lancashire Operations Limited and must not be shown or given to any third parties without the prior written permission of a Management System Representative.

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Global Renewables Lancashire Operations Ltd
Business Operating Management System (BOMS)
Standard Operating Procedure

ABSENCE

SOP-TL-HR-000-6013

LEVEL 3



GLOBAL RENEWABLES™

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1. REVISION STATUS

Issue No	Date	Revision Description	Prepared By	Approved
1	8/11/2012	Initial Revision	T Whittaker/T Robinson	T. WHITTAKER
2	14/11/2013	Transfer data into new SOP format	Jill Bryce	T. WHITTAKER
3	20/10/2014	Revised	T. Whittaker	T. WHITTAKER
4	21/12/2016	Amended	T. Whittaker	

2. INTRODUCTION

This document (Standard Operating Procedure) details the process to be undertaken to perform the tasks to be completed.

3. PURPOSE & SCOPE

The objective of this procedure is to ensure that employees when they are absent are managed and treated fairly when interacting with managers and that absence is managed to ensure people attend for work regularly.

It is the responsibility of managers with whom their remit covers to ensure that they act in accordance with the Absence Policy at all times. The Business and Finance Administrator shall maintain all records. The relevant manager shall manage the process.

4. PROCEDURE

GRLOL understands and appreciates that employees shall, from time-to-time become ill and are therefore absent from work. These episodes of absence may take the form of short-term conditions such as flu, bronchitis, and colds etc. but may and more unusually take the form of more long term conditions.

GRLOL is committed to assisting employees return to work and supporting them throughout their absence and illness. To that end GRLOL shall aim to provide a culture which encourages and supports mechanisms and rehabilitation processes where necessary.

GRLOL, in order to remain competitive and efficient, must also manage absence by providing a robust absence management process.

Absence can have a detrimental effect on the operation and listed below are some of the concerns that management face:

- Cost in terms of agency and/or overtime costs
- Re-allocating work
- Getting cover
- Managing the process
- Reduction in productivity
- Reduction in customer satisfaction
- Reduction in service levels

This document explains how issues regarding absence should be dealt with to ensure the fair and consistent treatment of all employees. It outlines the employee's and employer's responsibilities and also what actions may be taken by GRLOL should the employee's record fall below the level which is considered to be acceptable to GRLOL.

Definitions:

Sickness Absence is any period of non-attendance due to medical reason which is either self-certificated or subject to a Doctor's certificate.

Absence: Any reason of non-attendance due to any other reason other than sickness.

Unauthorised Absence: any full or part shift when an employee is absent without prior approval from relevant line manager and is not for reason of sickness. This would include lateness. This period is normally unpaid.

Authorise Absence: is where GRLOL grants a period of absence which is not holiday but where an individual is given permission to be absent. This period is normally unpaid.

Emergency Holiday: is granted where a colleague has an exceptional circumstance which is unforeseen and out of the ordinary control of the colleague. It is not to be used for covering periods of sickness and should not be used as a matter of course. It is for exceptional domestic circumstances. Emergency Holiday would need to be authorised by a member of the management team.

Short Term Absence: any period of absence that is less than four consecutive working weeks.

Long Term Absence: any period of absence in excess of four working weeks.

Lateness: could include late to shift, late returning from breaks etc.

Rolling Year: Commences in the month when the absence occurred going back over the previous 12 months.

Sick Pay

Sick pay entitlements are outlined in employee contracts and are not detailed in this procedure.

GRLOL is committed to maintaining a good sick pay scheme for the benefit of those employees who are genuinely sick. Accordingly GRLOL reserves the right not to pay Company sick pay, the sick pay scheme and the payments made are subject wholly and unreservedly to management discretion.

Notification of Absence

It is important for the smooth running of the business that we plan cover for absence as early as possible. It is therefore essential that employees follow the correct procedure when absent from work.

- **On the first day of absence**

The employee must notify their manager that they are unable to attend for their normal shift at least **one hour** prior to their normal starting time.

The employee must state the reason for absence and likely duration. It is the employee's responsibility not that of the employee relatives or partner etc. to ensure GRLOL are made aware of the employee sickness absence.

In the event the employee does not notify the manager of their sickness absence, the employee's absence shall be recorded as unauthorised.

Where an employee is deemed to be absent and that absence is unauthorised GRLOL may take disciplinary action as a conduct related matter, separate to this procedure.

It is important to note that a person must be sick. It is not appropriate for an employee to telephone in sick because they are unable to get child care, their child is ill, the car won't start etc. There are separate policies and procedures to cover this type of absence.

As soon as the manager is advised of the employee absence a form shall be completed (First Contact Form) with the following details recorded:

- Date and time of call.
- Reason for the absence.
- When they are likely to return to work.
- Name/signature of manager.

It should be the employee who makes the telephone call. Only under exceptional circumstances i.e. the employee has been hospitalised, should a representative telephone the employee's manager.

Upon the employee's return to work a 'Return to Work Form' shall be completed and stored in the employee's personnel file.

- **In the event of the employee absence continuing for more than 7 days**

The employee is required to complete a self-certification form for the first seven days and send this to the Business and Finance Administrator.

The employee must keep GRLOL informed as to their progress. All periods must be accounted for with no gaps. It may be appropriate for a fit note to be provided from the employee's GP to sign the employee as fit to return to work. Such circumstances where this may be deemed appropriate would be for e.g. a back related problem, stress/depression, head injury, etc.

For absences longer than 7 days, a doctor's certificate is required.

- **On the employee return to work**

The employee is required to ring their Line Manager as follows:

- **Days** ~ 2pm the previous day before the employee intends to come back to confirm their return.
- **Nights** ~ by 2pm the day the employee is due to re-commence their shift.

This avoids any unnecessary arrangements and expenses being incurred for covering the employee job.

Wherever possible the employee shall be seen at the commencement of the employee shift but before the employee commences work. On occasions however the employee may be requested to come in outside of the employee shift or during the course of the employee shift to ensure the employee are fit and able to re-start work.

GRLOL cannot allow the employee to return to work unless the employee has been signed fit to do so by the employee's GP.

If GRLOL believes the employee is now fit to resume work the employee shall be able to continue on the shift or attend for the employee next scheduled day.

If GRLOL believes the employee is still not able to resume work, the employee shall be advised of this, the reasons and request the employee attends an appointment with their GP. GRLOL may also refer the employee to be seen by the occupational health advisor.

A return to work interview shall be completed for all absences. For absences relating to lateness the reasons for the employee lateness shall be discussed with the employee during their absence review.

Where there is an unauthorised absence, an interview shall take place to determine the reason for the absence following which a decision shall be made as to what actions, if any need to be taken.

- **When Company sick pay may be stopped**

In certain circumstances it may be appropriate for GRLOL to withhold the payment of Company sick pay. Company sick pay is solely at the discretion of Management. Managers who are authorised to withhold the payment of sick pay are the General Manager in conjunction with the Business and Finance Manager. The following provides guidance, but is not exhaustive, when this could be the case:

- When an employee is shown to have persistent absence.
- Where GRLOL is of the genuine belief that the employee is not sick.
- When an employee has not followed the absence procedure.
- When an employee is absent due to an injury at work which is considered to be wholly or partially their fault.
- Where a pattern of absence occurs e.g. odd days, Monday/Fridays, birthdays, anniversaries.
- Where sickness absence immediately precedes or follows for e.g. a holiday, bank holiday, birthday or anniversary, where a holiday has been declined.
- When an employee is on any stage of the absence procedure. See table.

All sickness absences should be certificated and accounted for.

Whilst Absent from Work

During the period of time that an employee is absent from work they may be requested to attend a medical review with either a company Doctor/specialist or an Occupational Health professional. The subsequent medical assessment report would remain confidential to Health & Safety and Human Resources, although the implications on the individual's ability to perform their normal duties may need to be advised by Health & Safety to the line manager.

GRLOL shall approach an employee's GP (in accordance with the Access to Medical Reports Act 1988) when it is felt to be beneficial for the purpose of receiving an up to date medical report outlining an employee's state of health and fitness for employment. Information requested could also include an assessment on the possible duration of absence and likely return to work date. Where a refusal is given by the employee for GRLOL to obtain medical information relating to the absence or medical condition, GRLOL shall be obliged to draw a conclusion based on the information within its possession at that time. This could ultimately mean the employee may be dismissed due to capability.

In addition, the employee could be asked to attend the site to discuss their absence, or alternatively to be visited at home or a mutually agreed venue.

If an employee has been on sick leave for more than 4 weeks, it may be necessary for them to attend a medical conducted by a qualified medical / occupational health practitioner before being allowed to return to the workplace. Having been declared fit to return to work by their GP it shall only be under exceptional circumstances where GRLOL may express concern and refer the employee back to the GP.

The employee must contact their line manager the day before they are to return to work so that a suitable time can be scheduled for the RTW interview. Prior to commencing work a 'Return to Work' interview shall then be conducted. The objective of this interview is to establish the reasons for absence and the employee's fitness to return to work and schedule any further action.

Industrial Injury

It is essential that all industrial injuries are investigated immediately and every effort made to ensure a safe working environment for all employees. When any employee has an industrial injury, the following procedure should apply:

- Any person who has an industrial injury that may result in time away from work must be referred to hospital or for a medical review with a Company appointed specialist/doctor. Depending on the severity of the injury it may be necessary to take the employee to a hospital, by ambulance or shall be transported by a competent person i.e. a driver and/or first aider. Under no circumstances should an employee be allowed to go to hospital unaccompanied, nor should they be allowed to go home on the pretext of attending a hospital or their GP.
- The competent person who takes the injured employee to hospital must ensure that they are taken into the casualty department, after which they should ring the line manager for instructions. GRLOL should notify next of kin immediately so that they can attend hospital and potentially relieve the first aider.
- The manager / supervisor shall telephone the hospital to establish the facts regarding the injured employee. However, it is also the responsibility of the employee to inform GRLOL at the earliest opportunity of their condition.
- Certification procedures are the same for Industrial Injury as for any other type of sickness absence.

- Employees with a persistent record of Industrial Injury (whether lost time accidents or not) shall be interviewed to assess the situation, and every effort shall be made to resolve any problem that may arise from this investigation. Individuals who do have a persistent record of industrial injuries may find themselves liable for disciplinary action if it is felt that they are not taking reasonable care of their welfare and/or that of others.
- Where it is felt that an employee has wholly or partially contributed to an injury, GRLOL may withdraw the payment of Company sick pay.

The Monitoring and Control of Absence

GRLOL accepts that employees may be absent from time to time and all incidents of absence shall be considered on an individual basis. The purpose of this procedure is to reduce absence and to remain cost effective.

The review procedure shall be as detailed below.

These trigger points cover both absence and lateness which is also considered unauthorised absence.

Periods of lateness will also include late return from breaks for example.

All reviews shall be confirmed in writing. Where it is believed that someone is ‘playing the system’ then the employee may be liable to disciplinary action which could result in dismissal.

Employees with periods of sporadic absence may also be referred to their own GP and/or a Company appointed medical expert to determine reasons for absence, likelihood of further absences, how attendance can be improved etc.

Short term and/or Repeated Absence

TRIGGER POINTS	ACTION
1. 2 occasions of absence or lateness in a rolling 12 month period	Pre-Stage ~ A period of review.
2. 3 rd Occasion of absence and/or 3 rd occasion of lateness	Absence Review 6 month review + 6 month cessation of Company sick pay
3. 2 further occasions of absence and/or lateness whilst on Absence Review	1st Stage Verbal Warning (First written warning) on file ~ 6 month review period + 6 month cessation of Company sick pay – effective from date of warning
4. 2 further occasions of absence and/or lateness whilst on Stage 1	2nd Stage absence review - 9 month review period + cessation of Company sick pay for additional 9 months – from date of warning (Second written warning)
5. 2 further occasions of absence and/or lateness whilst on Stage 2	3rd stage absence review – duration 12 months ~ cessation of Company sick pay for 12 months – from date of warning (Final written warning)

6. 1 further occasion of absence or lateness whilst on Stage 3	Could lead to dismissal.
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The pre-stage review is a documented process which could be done during the RTW process but is meant as a method of improvement in order to avoid the potential of a more formalised route and to remind employees of their obligations and likelihood of further action should their attendance not improve.

The absence review process shall be administered and managed by the Supervisor or their designate. At the Final Stage, a Senior Manager shall Chair the process, advised by Human Resources, where deemed appropriate.

Where an employee has had several periods of absence but has never fallen into any of the categories outlined above, or who has had previous disciplinary action taken against him/her it may be necessary to interview the individual regarding their level of absence and their conduct relative to this, since GRLOL may form the genuine belief that the employee is "working the system". It is important to note that although the trigger points are set as above this does not give an employee the right to take that time as "extra holiday". Where it is genuinely believed that this is the case, disciplinary action may be considered.

At the sickness absence review, absences periods may include those that have been previously discussed but the warning that is live shall take priority not the number of occasions in the rolling year.

It is expected that individuals should not be absent for more than 2 or 3 occasions in any one rolling year.

Excessive absence shall not be tolerated by GRLOL and all employees have the obligation to be available for work.

Long Term Absence

Stage One Review

If it seems likely that the absence shall be prolonged or repeated, then a meeting shall be arranged between the relevant Manager, the employee and a member of the business and finance team / human resources. The review meeting would take place as soon after the 4 week criteria has been reached whereupon the following outcomes may be agreed as a result of this meeting.

- a) A date for the employee to return to work
- b) A further medical report from the employee's GP/Specialist with a view for a date to return to work may be requested. If the employee's own GP/Specialist is unwilling or unable to give a prognosis on a return to work, then the employee may be asked to undergo an examination by a third party, which would be arranged by Occupational Health.
- c) Arrangements for a medical examination by a Company nominated doctor/health advisor.

- d) Depending on the circumstances prevailing at the time, and at the discretion of the Manager/Department Manager, it may be possible to consider:
- Alternative employment within GRLOL, and/or
 - A rehabilitation period to help facilitate the employee back to work

Stage Two Review

A stage two review meeting shall be organised when the information has been reviewed following the first meeting. This shall occur as soon after the receipt of the relevant information. This meeting shall again be in the presence of a Senior Manager and a member of the business and finance team / HR. The employee has the right to be accompanied by trade union representative or work colleague. All relevant documentation to be discussed at the meeting will be shared in advance with the Senior Manager, the employee and a member of the Business and Finance Team / HR.

The purpose of this meeting shall be to reach one of the following outcomes:

- a) A date agreed for the employee to return to work in his/her original/alternative job, where available and suitable. This may include some rehabilitation period, if practicable. If the employee fails to return to work on the agreed date, then a further stage 2 review meeting would take place.
- b) A decision may be taken to terminate the employment of the individual based on medical grounds. The employee would be informed of the reasons for the decision and would be given the appropriate notice and right of appeal. The fact that the employee may still be in receipt of sick pay under GRLOL Pay Scheme does not preclude GRLOL from terminating employment, if this is appropriate.
- c) If the employee refuses to participate with the Company on the above, the Company may take the decision to go ahead with the stage 2 review meeting as planned and make their decisions based on the information they have received. One of the decisions they have available to them is to terminate the employee on medical grounds.

The outcome may be to postpone the final decision. This would only be the case when further medical evidence is required to enable a decision to be reached and where it is reasonable for GRLOL to await this information.

Global Renewables Lancashire Operations Ltd
Business Operating Management System (BOMS)
Standard Operating Procedure

INDUCTION AND TRAINING

SOP-TL-HR-000-6001

LEVEL 3



GLOBAL RENEWABLES™

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1	28/01/2011	Initial Revision	T Robinson	
2	26/11/2013	Transfer data into new SOP format	Jill Bryce	
3	28/07/2014	Revision of procedure and documents	Dawn Thomas	T. WHITTAKER
4	06/12/2016	Amended	T. Whittaker	

2. INTRODUCTION

This document (Standard Operating Procedure) details the process to be undertaken to perform the tasks to be completed.

3. PURPOSE & SCOPE

To provide a framework for which all employees and colleagues who work within the Global Renewables Lancashire Operations Limited (GRLOL) business shall be inducted, trained and developed.

The objective of this procedure is to ensure that all employees and colleagues are competent to carry out their duties safely and to the best of their ability.

4. RESPONSIBILITIES

The General Manager is responsible for ensuring all employees are trained and competent for the role they fulfil.

The Line Manager is responsible for:

- Identifying training needs.
- Ensuring departmental staff receive appropriate health and safety training in line with job specific roles.
- Defining the skills / knowledge required to perform all operations in the Department.
- Ensuring and monitoring that the department personnel are trained to effectively carry out the operations.
- Monitoring department training record system.
- Ensuring departmental personnel attend allocated training.
- Sanctioning any non-attendance of departmental personnel at training sessions.

- Ensuring that training details are passed to Business and Finance Department in order for the training matrix and records to be updated.
- Ensuring that disqualified personnel are either supervised or prevented from operational activities until formally re-qualified.

The Trainee is responsible for:

- Ensuring they attend any training event.
- Ensuring they comply with all procedural elements relating relevant systems of work.
- Raise any queries if they believe they do not have the relevant skills or are experiencing any difficulties.

The trainee is any person who is employed by GRLOL or who may be required to fulfil a training event as a result of their relationship with us. Examples are shown in the following categories:

- New starters who are employees
- Current employees
- Agency employees who are being used on an ad hoc basis to cover a shortfall in resource

5. PROCEDURE

This section identifies the way in which we train and develop our people and evaluate the effectiveness of our training and development function.

5.1 Training Process

GRLOL accepts that it may not be necessary to follow all 7 steps during the course of the training activity and usage shall depend on the nature of the training required:

Step 1: Identify Training Requirements

- **Follow WI-TL-HR-000-0001 Identify Training Requirements**

Training is open to all employees in line with our Equal Opportunities Policy. Selection for training shall be based on the priorities set out below.

Prioritise Learning and Development:

- That is necessary to ensure that the person has the required knowledge and skills to perform their job role competently.
- That helps a person develop and fulfil their potential.
- That is not required to help the person perform in their current role but for possible future roles.

Types of Training:

TRAINING	WHO
All components of the Site Safety Competence Licence	New starters
Operational	As per employee / role requirement - Defined by Department Manager
Vendor/ Asset	As per employee / role requirement - Defined by Department Manager
Health and Safety or regulatory requirements	As per employee / role requirement - Defined by Department Manager or H&S Manager
Site Systems Training	As per employee / role requirement - Defined by Department Manager
Refresher Training	As per employee / role requirement
External Courses and Further Education	As per employee / role requirement
Management Development programmes	As per supervisor or manager

Step 2: Develop Master Department Training Matrix

- **Follow WI-TL-HR-000-0002 Update Training Matrix and Competency Licence.**

All roles have a Competency Licence programme which lists training identified as required for an individual to become competent in the role. All roles and employees have a matrix that details training and qualification to date.

The Line Manager will update the Training Matrix and the Competency Licence(s) with the relevant job role training requirements.

Step 3: Identify the Training Provider and Schedule the Training

- **Follow WI-TL-HR-000-0003 Identify and Instruct the Training Provider.**

Wherever possible only trainers that are approved trainers, who have been certificated and deemed competent as trainers, shall be allowed to train colleagues in on the job training. In the event a trainer is not available, a competent operator shall be used. For more specialised training, outside consultants and/or training providers shall be employed to provide the relevant courses. When identifying new training, external providers should be chosen based on having the most appropriate course content and best value for money.

Step 4: Deliver, Implement and Evaluate Training

- **Follow WI-TL-HR-000-0004 Deliver, Implement and Evaluate Training.**

The trainer delivers the training session(s) as scheduled.

Following the completion of the training event, the trainee shall be monitored in one or more of the following ways to ensure that they are competent in the activity that they have been trained in:

- Observation of Trainee;
- Assessment;
- Demonstration.

Disqualification

- Any person who is deemed to have not satisfactorily completed a training course that is directly related to operational activities shall be prevented from performing those activities, until that person has satisfactorily demonstrated their competency.

Training Documentation

Any training given to employees shall be documented by using one or more of the following Training Record templates:

- **Competency Licence Training programme**

This provides an itinerary of the tasks and skills required to complete the process or operations for a specific job role. It should detail the topics, subject areas, required learning, and tasks required for a specific job role. The training programme should be competency based and evaluated through assessments, demonstrations and observations. When each stage is completed, the trainee and the trainer initial and sign to say the stage is complete. Once the whole programme has been completed, the trainee and the trainer sign and date to agree that the programme is completed. The completed programme is then passed to Business and Finance.

- **Assessment Sheet**

This document may include a written test with answers given by the trainee and/ or an assessment checklist completed by the trainer that deems the trainee to have passed the training assessment. This must be signed and dated by both the trainee and the trainer.

- **Certification**

This is to be used as recognition of training provision undertaken by individuals. A certificate shall be generated with the date the training was given, a description of the training, and the signature of the trainer and could be used to cover all types of training. This is then forwarded to Business and Finance when completed.

Step 5: Complete the Training Record

- Follow WI-TL-HR-000-0005 Complete Training Record.

All training events shall be located on GRLOL's intranet site and shall only be updated by the authorised person with the consent of the custodians of the training, which in this case shall be the Business and Finance.

5.2 New Starter Induction

Each employee will be issued a Competency Licence Training Programme specific to their job role, of which the New Starter Induction will be a part of.

Before the employee commences work on site, they must complete a New Starter Induction. This induction shall form the first part of each employee's training to achieve their Site Safety Competence Licence, which must be achieved by the end of the probationary period. The New Starter Induction shall last up to 2 days dependent upon the role. In some instances, it will be necessary to extend this period but all information should be imparted within the probationary period, be scheduled and agreed. It shall comprise of the following areas:

- Safety Induction.
- Manual Handling.
- Fire Awareness.

On commencement of the role, the trainee will start to train on the remainder contents of their Training Programme, which will include:

- Incident and Injury Free Orientation;
- Hazardous Substances;
- Environment Awareness;
- Asbestos Awareness;
- Introductions to the team(s) the employee will be part of;
- Display Screen Equipment (DSE) - as applies to the job role.

Plus specific training relevant to the job role, which includes familiarisation with the role and the areas and assets applicable to the role – this may involve Standard Operating Procedure, Work Instruction and Risk Assessment training.

5.3 Development Plans

Once a year, as part of the appraisal process, each employee shall discuss development and training with their line manager for the forthcoming year.

Justifications for the training/development shall be received and considered by the line manager, who shall then present the supporting case for the training requested to the General Manager by

completing a Request for Training form. The General Manager shall then consider the request with the relevant departmental manager.

Where training has not been agreed, the reasons for the refusal or deferment shall be given to the manager to feedback to their staff.

Any and all training/development shall take into consideration the following:

- Relevance to the role.
- Priority of training.
- Development and succession planning.
- Cost: only so much training can be committed to, but if there is a refusal in one financial year this request shall be carried forward to the next if appropriate justification has been received.
- All training and development shall be job or industry relevant and shall add value to the business.

Global Renewables Lancashire Operations Ltd
Business Operating Management System (BOMS)
Standard Operating Procedure

RECRUITMENT

SOP-TL-HR-000-6002

LEVEL 3



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1	28/01/2011	Initial Revision	T Robinson	
2	25/11/2013	Transfer data into new SOP format	Jill Bryce	T. WHITTAKER
3	14/12/2016	Amendment	T. Whittaker	

2. INTRODUCTION

This document (Standard Operating Procedure) details the process to be undertaken to perform the tasks to be completed.

3. PURPOSE & SCOPE

Recruitment is a crucial stage of the employment relationship and a key task for line managers. Effective recruitment ensures that the right candidate is selected for the job. This demands a clear understanding of the requirements of the job and the characteristics of the person who will do it in terms of their qualifications, skills, personal qualities and previous experience.

It remains one of the company's biggest challenges not only to attract, select and recruit the best people but also to retain them in order to both maintain and grow the business. Responsibility for the choice of new employees rests with the Line Managers to ensure procedures and best practice are followed.

It is our intention that all recruitment and selection should stem from an analysis of the job profiles. These will be compiled by Line Managers and will enable the Hiring Manager to ensure procedures and best practice are followed.

The Company Recruitment and Selection Policy will:

- Be fair and consistent
- Be non-discriminatory on the grounds of sex, race, gender-reassignment, age, pregnancy and maternity, religion or belief, sexual orientation or disability.

It is the responsibility of all employees to act in accordance with this policy at all times. Senior managers have specific responsibility for ensuring that decisions affecting employees or potential employees are non-discriminatory and that the Equal Opportunity Policy is cascaded throughout the company.

4. PROCEDURE

4.1 Raising a request to recruit

All recruitment whether for permanent, temporary or agency resource must be authorised by Senior Management.

The Departmental Manager will ensure that the full details of the vacancy are signed off with a complete Authorisation to Recruit form (Appendix 2) authorised by Senior Management.

The Authorisation Form will include an updated role profile and any supporting documentation supporting the request for staff including justification for replacement personnel.

4.2 Internal Recruitment

All employment opportunities will be advertised using internal methods of communication.

Interviews for internal candidates are to take place if they are able to demonstrate in their application that they have the relevant skills, knowledge and experience.

Internal applications should be in writing, including a CV to Make a Difference email address.

The internal applicant should inform their own line manager that they intend to apply prior to their written application.

4.3 External Recruitment

Interviews with internal candidates can occur at the same time as external interviews in order that selection of the best person for the role.

The Line Manager will liaise with the General Manager regarding sourcing the most cost effective method of external advertising.

4.3.1 Advertising

The design of the advert shall be such to target the best people and include the essential skills, knowledge and experience needed for the role.

The method of application will normally be in writing with a CV to MakeADifference.co.uk.

All advertisements will follow a standard template carrying the Company name, official logo and include the following statement "Global Renewables Lancashire Operations Ltd is an Equal Opportunities Employer" and some advertisements depending on the role will include "Due to our client's requirements you may be asked to complete a criminal records check".

4.3.2 Media

Advertising will take into account various media to encourage local people from all backgrounds to apply because we realise that it makes sound business sense for our organisation to attract a wide field of job applicants.

4.4 Application forms/CV

Skills, knowledge and experience will be the basis for any employment decision.

Short listing Applicants

The person who is responsible for the administration of recruitment will gather CV's and application forms and present these to the relevant Manager who will then be responsible for short listing in conjunction with any other manager deemed appropriate.

The administrator responsible for recruitment will then arrange interviews for those who meet the "essential" requirements laid out in the job description. The relevant Manager will be responsible for the shortlisting. The relevant manager will conduct interviews with a second appropriate person.

Offers of Appointment

The relevant manager will make the offer of appointment and liaise with the candidate to arrange a start date. The administrator who is responsible for recruitment will formally write to them with the offer of employment.

A written acceptance of the terms and conditions of employment is essential before an employee can begin work.

References

Where possible, and this isn't always practicable, references should be taken up before an offer of employment is made.

All offers of employment are subject to satisfactory references and medical clearance.

Two references should be taken up one of which should be from the last employer.

Consent to contact the last employer needs to be given by the applicant.

The purpose of the reference is to obtain information and opinion on an employee's character and suitability for a particular job.

The administrator responsible for the recruitment will pursue the references.

Discussion with the employee shall take place where a negative reference is given. References will be filed on the employee's personal file.

No candidate will be confirmed in post following probation unless they have submitted 2 valid references.

Medical Assessments/Questionnaires

All new recruits will be required to undergo a medical that will include drugs and alcohol testing and general health assessment. Where circumstances arise requiring a medical report, the provision of necessary information is subject to the regulations prescribed in the Access to Medical Reports Act 1988.

Ref: Level 5 Statement POL_TL_HR_000_005 Medical Assessment and Probation

New Starters

The line manager will be responsible for a new employee receiving a full induction.

Fixed Term Employees and Agency Staff

It may be necessary to employ directly or through agency temporary staff to cover short-term demand.

Staff on Fixed Term contracts (Directly Employed)

It is important that all applicants understand the fixed term nature of the contract from the onset. Any advertisement for these positions must indicate that the position is fixed term and detail the relevant dates of the contract.

Business and Finance will issue the fixed term contract.

Probation

All employees will undertake a probationary period of a minimum of 6 months and will have three probationary reviews at 60, 120 and 180 days.

Ref: Level 5 Statement POL_TL_HR_000_005 Medical Assessment and Probation

Immigration

In accordance with the requirements of the provisions of the asylum and immigration provisions, all potential employees and candidates will have their employment status checked against the provisions outlined in appendix 2.

5. APPENDICES

APPENDIX 1 ~ AUTHORITY TO RECRUIT

APPENDIX 2 ~ IMMIGRATION CHECKS – GUIDANCE NOTES

APPENDIX 1 ~ AUTHORITY TO RECRUIT

APPROVAL FORM FOR RECRUITMENT

Job title of staff member requested:.....

Department:.....

Manager:.....

Site:.....

Recruitment details:

Please complete either Section A or Section B as relevant

Section A:

**To be completed where the member of staff requested will replace a member of staff who is leaving and attach reviewed job descriptions*

Replacement for (insert name of current job holder):.....

Job Title:

Salary of current job holder:.....

Proposed salary range:.....

Proposed commencement date:.....

Section B (to be completed where the appointment will result in increased headcount)

Reasons for recruitment request (**Attached business proposal*)

.....
.....

Job Title:

Proposed salary range:.....

Proposed commencement date:.....

Requirements of the position (attach reviewed or new job description)

Please summarise the main responsibilities of the job and the experience, qualifications and skills required for the position.

Main responsibilities of the job

.....
.....
.....

Existing/Revised Organizational Structure Attached:

Yes

N/A

Has the budget been amended to account for this change?

**N/A where the recruitment is a replacement employee.*

Equipment requirements

Please indicate which of the following will be required for the position (please tick the relevant box/es).

- Mobile phone
- Personal computer
- Printer
- Laptop
- CRB Check Req'd

Other (please specify).....

Approval

Line Manager:.....

Date:.....

Business & Finance Manager:.....

Date:.....

General Manager:

Date:

APPENDIX 2

Asylum & Immigration Checks – Guidance Notes for Applicants

Before anyone commences employment with GRLOL we have a legal obligation to confirm that they are eligible to work in the United Kingdom. This check must be carried out on every potential new employee, regardless of his or her nationality. Failure to confirm someone's asylum and immigration status due to their nationality would be contrary to both legislation and the Recruitment and Selection policy.

At interview a nominated person will verify that potential employees have produced the required evidence of their eligibility to work in the UK and that all their documents are valid and original (Photocopies are not acceptable forms of evidence).

When a Passport is produced as evidence, the nominated person should copy **BOTH** the front cover **AND** the page with all the personal details on it. The photocopies should be signed as verified and dated.

At interview, candidates must produce either:

One of the original documents alone, or two of the original documents in the specified combinations in List A

OR

One of the original documents alone, or two of the original documents in the specified combinations in List B

List A: Documents which will confirm eligibility to work in the United Kingdom:

- A passport showing that the holder is a British citizen, or a citizen of the UK and Colonies having the right of abode in the UK
- A national passport or national identity card showing that the holder is a national of the European Economic Area (EEA) or Switzerland
- A residence permit, registration certificate or document certifying or indicating permanent residence issued by the Home Office or Border and Immigration Agency to a national of an EEA country or Switzerland
- A permanent residence card issued by the Home Office or Border and Immigration Agency to the family member of a national of a EEA country or Switzerland
- A Biometric Immigration document issued by the Border and Immigration Agency to the holder which indicates that the person named in it is allowed to stay indefinitely in the UK, or has no time limit on their stay in the UK
- A passport or other travel document endorsed to show that the holder is exempt from immigration control, is allowed to stay indefinitely in the UK, has the right of abode in the UK or has no time limit on their stay in the UK

Any combination below will confirm eligibility to work in the UK if you check and copy the documents:

An official document issued by a previous employer or Government agency which contains the permanent National Insurance Number and name of the person. This could be a P45, P60, NI Card or letter from a Government Agency.

When produced in combination with **ONE** of the following:

- An Immigration Status Document issued by the Home Office or the Border and Immigration Agency to the holder with an endorsement indicating that the person named in it is allowed to stay indefinitely in the UK or has no time limit on their stay in the UK
- A full birth certificate issued in the UK which includes the name(s) of at least one of the holder's parents
- A full adoption certificate issued in the UK which includes the name(s) of at least one of the holder's adoptive parents
- A birth certificate issued in the Channel Islands, the Isle of Man or Ireland
- An adoption certificate issued in the Channel Islands, the Isle of Man or Ireland
- A certificate of registration or naturalisation as a British citizen
- A letter issued by the Home Office or the Border and Immigration Agency to the holder which indicates that the person named in it is allowed to stay indefinitely in the UK

List B: Documents will confirm eligibility to work in the UK

- A passport or travel document endorsed to show that the holder is allowed to stay in the UK and is allowed to do the type of work in question, provided that it does not require the issue of a work permit
- A Biometric Immigration Document issued by the Border and Immigration Agency to the holder which indicates that the person named in it can stay in the UK and is allowed to do the work in question
- A residence card or document issued by the Home Office or the Border and Immigration Agency to a family member of a national of a EEA country or Switzerland

Any combination below will confirm eligibility to work in the UK if you check and copy them:

- A work permit or other approval to take employment issued by the Home Office or the Border and Immigration Agency **when produced in combination with** either a passport or another travel document endorsed to show the holder is allowed to stay in the UK and is allowed to do the work in question, or a letter issued by the Home Office or the Border

and Immigration Agency to the holder or the employer or prospective employer confirming the same

- A certificate of application issued by the Home Office or the Border and Immigration Agency to or for a family member of a national of a EEA country or Switzerland stating that the holder is permitted to take employment which is less than 6 months old **when produced in combination with** evidence of verification by the Border and Immigration Agency Employer Checking Service
- An Application Registration Card issued by the Home Office or the Border and Immigration Agency stating that the holder is permitted to take employment, **when produced in combination with** evidence of verification by the Border and Immigration Agency Employer Checking Service
- An Immigration Status Document issued by the Home Office or the Border and Immigration Agency to the holder with an endorsement indicating that the person named in it can stay in the UK, and is allowed to do the type of work in question, **when produced in combination with** an official document giving the person's permanent National Insurance Number and their name issued by a Government agency or a previous employer
- A letter issued by the Home Office or the Border and Immigration Agency to the holder or the employer or prospective employer, which indicates that the person named in it can stay in the UK and is allowed to do the work in question **when produced in combination with** an official document giving the person's permanent National Insurance Number and their name issued by a Government agency or a previous employer

Global Renewables Lancashire Operations Ltd
Business Operating Management System (BOMS)
Standard Operating Procedure

EQUALITY

SOP-TL-HR-000-6008

LEVEL 3



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Issue No	Date	Revision Description	Prepared By	Approved
1		Initial Revision	T Robinson	
2	18/11/2013	Transfer of data to new SOP format	Jill Bryce	T. WHITTAKER
3	14/12/2016	Amendment	T. Whittaker	

2. INTRODUCTION

This document (Standard Operating Procedure) details the process to be undertaken to perform the tasks required to complete.

3. PURPOSE & SCOPE

GRLOL value and respect the differences and diversity of our people, who work together in an inclusive environment that enables us to harness the collective and complementary skills, knowledge, background and networks of a rich mix of people.

Discrimination, bullying, harassment or victimisation of colleagues, clients or suppliers is not tolerated and could result in disciplinary proceedings. Serious offences, such as deliberate harassment, may be regarded as gross misconduct and may result in summary dismissal.

Our Equal Opportunities and Anti-Harassment Policy applies to all aspects of employment, including recruitment and selection, appraisal, training and promotion, pay and conditions, grievances, disciplinary and dismissal issues.

The policy applies to all individuals working at all levels and grades, including senior managers, officers, directors, employees, consultants, contractors, trainees, home workers, part-time and fixed term employees, casual and agency staff and volunteers and equally to the treatment of visitors, clients, customers and suppliers.

4. PROCEDURE

Discrimination - grounds of which are race, colour, nationality, ethnic or national origin, gender, gender-reassignment, marital or civil partnership status, sexual orientation, religion, or belief, age, disability, pregnancy, trade union membership, part-time/fixed term status. Discrimination also includes victimisation and harassment. Discrimination can be either direct or indirect.

Direct Discrimination - occurs where someone is put at a disadvantage for a reason related to one or more of the protected characteristics.

Indirect Discrimination - occurs where an individual is subject to an unjustified provision, criterion or practice that puts them at a particular disadvantage because of, for example their sex or race.

Harassment/Bullying - Unwanted physical, verbal or non-verbal conduct which has the purpose or effect of violating the recipient's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them.

Victimisation - less favourable treatment because of action taken to assert legal rights against discrimination or to assist a colleague.

Associative - this is direct discrimination against someone because they associate with another person who possesses one of the protected characteristics.

Protected Characteristics – are defined by the Equality Act 2010 as age, disability, gender reassignment, race, religion and belief, sexual orientation, sex, maternity and pregnancy.

Perceptive Discrimination – This is direct discrimination against an individual because others think they possess one of the protected characteristics listed in the paragraph above.

EQUALITY

GRLOL is committed to ensuring all employees have the right to be treated with dignity and respect.

The policy is based upon GRLOL's active opposition to any form of less favourable treatment accorded to staff or job applicants on the grounds of all types of unlawful discrimination.

GRLOL will ensure that individuals are selected, promoted and otherwise treated on the basis of their relevant aptitudes, skills and abilities. GRLOL will work to create a working environment free from unlawful discrimination, victimisation or harassment where all staff are confident of equitable and fair access to opportunities, development and training, and terms and conditions.

GRLOL appreciates that while much can be achieved by the development of legal measures, real progress can only be made by practical day-to-day commitment to promote equal opportunity at all levels in the workplace. This can effectively be achieved by taking action to foster a fully integrated community at work. It is the duty of all staff to accept their personal responsibility for the practical application of the policy.

Acts of discrimination, victimisation or harassment will not be permitted, condoned or tolerated. All complaints will warrant investigation, and if necessary, disciplinary action, which could result in dismissal.

Special responsibility for the practical application of principles to ensure fairness at work shall fall upon managers and supervisors. The grievance procedure is available to any employee who believes that he or she may have been unfairly treated. Employees shall not be victimised for making such a complaint in good faith. Complaints of this nature shall be dealt with seriously, in confidence and as soon as reasonably practical.

Allegations of discrimination that are not made in good faith shall also be considered as a disciplinary matter. Confidential records of ongoing matters dealt with in accordance with this policy shall be kept.

Recruitment and Selection

The following principles will apply whenever recruitment or selection for positions takes place:

- Individuals will be assessed according to their personal capabilities to carry out a given role.
- Assumptions that only certain types of person will be able to perform certain types of work will not be made.
- Any qualifications or requirements applied to a job which have or may have the effect of inhibiting applications from certain types of person will only be retained if they can be justified in terms of the job to be done.
- Any age limits applied to a job will only be retained if they can be justified in terms of the job to be done.
- Recruitment solely or primarily by word of mouth should be avoided if its effect is, or may be to prevent certain types of person from applying.
- Selection tests will be specifically related to job requirements and will measure the person's actual or inherent ability to do or train for the work.
- Applications from different types of person will be processed in the same way.
- Written records of interviews and reasons for appointment and non-appointment will wherever possible be made and kept within appropriate timescales.
- Where the Company's arrangement for recruitment and selection put disabled people at a substantial disadvantage due to a reason connected with their disability, reasonable adjustments to the arrangements will be made to eliminate, or if not reasonably practical reduce the disadvantage unless objectively justified.
- No decisions regarding recruitment or selection will be made by a person who has not read and understood this policy.

Promotion, Transfer and Training

The following principles will apply to appointments for promotion, transfer and training:-

- Assessment criteria and appraisal schemes will be carefully examined to ensure that they are not unlawfully discriminatory.
- Promotion and career development patterns will be monitored to ensure that access to promotion and career development opportunities in particular groups of workers are not unjustifiably being excluded.
- Traditional qualifications and requirements for promotion, transfer and training such as length of service and age, which may discriminate against certain groups of workers will be reviewed and will only continue to be applied if genuinely justified.
- Policies and Practices regarding selection for training, day release and personal development should not result in an imbalance in training between groups of workers unless this is objectively justified.
- Where the Company's arrangements in relation to promotion, transfer or training put disabled workers at a substantial disadvantage for a reason connected with their disability, reasonable adjustments to the arrangements should be made to eliminate or, reduce the disadvantage unless objectively justified.

Terms of Employment, Benefits, Facilities and Services

The following principles shall apply to the terms of employment, benefits, facilities and services:-

- The terms of employment, benefits, facilities and services available to workers will be free from unlawful discrimination.
- Part time workers will receive pay, benefits, facilities and services on a pro rata basis to their full time comparator unless otherwise objectively justified.
- Where the Company's arrangements relating to terms or employment, benefits, facilities and services put disabled workers at a substantial disadvantage due to the reason connected with their disability, reasonable adjustments will be made to eliminate or where that is not reasonably practical, reduce the disadvantage unless otherwise objectively justified.
- Pay and bonus criteria policies and arrangements should be carefully examined and monitored, and if it appears that any group of workers are disadvantaged by them they will be checked to make sure that it is not due to any hidden or indirect discrimination.

Grievances, Disciplinary Procedures, Dismissals and Redundancies

Workers who, in good faith, bring a grievance (or assist another to do so) either under this policy or otherwise in relation to an Equal Opportunities matter will not be disciplined, dismissed or otherwise victimised for having done so.

Redundancy criteria and procedure will be carefully examined to ensure that they do not operate in an unlawfully discriminatory manner. The provision of voluntary redundancy benefits will be equally available to all workers concerned unless there is genuine and unlawful justification for doing otherwise.

Harassment

All employees have the right to work in an environment which is free from any form of harassment.

It is Company policy that the harassment of any of its employees is unacceptable behaviour. Anyone found to be in breach of this policy will be liable to disciplinary action which could result in their dismissal.

Definition of Harassment

Harassment takes many forms, occurs on a variety of different groups and can be directed at one person or many people. An essential characteristic is that it is unwanted by the recipient and that the recipient finds the conduct offensive or unacceptable. Conduct becomes harassment if it is persistent once it has been made clear it is regarded by the recipient as offensive, although a single incident may amount to harassment if sufficiently serious. It is the unwanted nature of the conduct which distinguishes harassment from friendly behaviour which is welcome and mutual.

The Company will deal with any incidents of potential harassment or conduct that creates an intimidating, hostile, degrading, humiliating or offensive environment that it becomes aware of whether or not the behaviour is persistent or unwanted. The Company will not tolerate harassment.

Harassment can be based on:

- Race, ethnic origin, nationality or skin colour
- Gender or sexual orientation
- Power or hierarchy
- Willingness to challenge harassment (leading to victimisation)
- Membership, or non- membership of a trade union
- Disabilities, sensory impairments or learning difficulties
- Age
- Possible links to AIDS/HIV
- Status as an ex-offender
- Health
- Physical Characteristics
- Religion or beliefs

Whilst not an exhaustive list, forms of harassment include:

- Physical Contact
- Jokes, offensive language, gossip, slander, offensive or sectarian songs and letters
- Posters, graffiti, obscene gestures, emblems, flags
- Offensive email, screen savers etc.
- Isolation, or non-co-operation and exclusion
- Coercion for sexual favours
- Pressure to participate in political/religious groups
- Intrusion by pestering, spying and stalking

Harassment is unlawful in many cases and individuals may be personally and legally held liable for their actions.

Harassment Procedure

All allegations of harassment will be dealt with seriously, promptly and in confidence. Employees who feel that they have been subjected to harassment must not hesitate in using this procedure nor fear victimisation. Retaliation against an employee who brings a complaint of harassment is a serious disciplinary offence which may constitute gross misconduct.

Informal Procedure

If an incident happens which an employee thinks may be harassment and they do not wish it to happen again, they may prefer initially to attempt to resolve the problem informally. In some cases it may be possible and sufficient to explain clearly to the person engaging in the unwanted conduct that the behaviour in question is not welcome, that it offends the employee or makes them uncomfortable and that it interferes with their work. Employees should make it clear that they want the behaviour to stop.

In circumstances where this is too difficult or embarrassing for an employee to do this on their own, they should seek support from a colleague or their line manager.

If an employee is in any doubt whether an incident or series of incidents which have occurred constitute harassment, in the first instance they should approach their line manager or a member of the senior management team on an informal basis.

If the conduct continues or it is not appropriate to resolve the problem informally, it should be raised through the following formal process.

Formal Procedure

Where the informal methods fail, or serious harassment occurs, employee are advised to complain formally to their line manager.

Consideration will be given to the immediate separation of the complainant and the alleged harasser. In serious cases the alleged harasser may be suspended whilst the Company investigates the allegation.

Complainants will be interviewed by a manager who will investigate the complaint to establish full facts of the issues raised.

The investigator will then carry out a thorough, impartial investigation as quickly as possible. Those carrying out the investigation will not be connected with the allegation in any way. An investigation will be carried out quickly, sensitively and with due respect for the rights of both the complainant and the alleged harasser.

The complainant and the alleged harasser will have the right to be accompanied and/or represented by a colleague or union representative at any interviews. Complainants will not be asked to provide details of the allegations repeatedly unless that it is essential for the investigation.

Strict confidentiality will be maintained throughout the investigation into the allegation. Where it is necessary to interview witnesses, the importance of confidentiality will be emphasised to them.

When the investigation has been completed the complainant will be informed of the outcome and actions to be taken.

If the allegation is well founded, disciplinary action in accordance with the Disciplinary Policy and Procedure may be taken against a person alleged to have committed the behaviour complained about and, depending on the circumstances and the seriousness of the complaint, may result in the dismissal of that person.

If the allegation is not well founded, consideration will be given as to whether it is necessary to transfer or reschedule the work of both or either party, in cases where it would not be appropriate for the complainant to continue work in close proximity to the alleged harasser.

The Company takes these matters very seriously. However, malicious complaints of harassment can have a serious and detrimental effect upon a colleague and the working environment. Any unwarranted allegation of harassment, made in bad faith, will be deemed potential gross misconduct. The Company would take such action to ensure the integrity of the policy and this should not act as a deterrent to employees with genuine complaints.

Disabilities

It is Company policy that disabled people, including job applicants and employees should be able to participate in all of the Company's activities fully on an equal basis with people who are not disabled.

Definition of Disability

For the purpose of this policy , disabilities are either physical or mental impairments that have a substantial and long term affect upon a person's ability to carry out normal day-to-day activities as per the definition in the Disability Discrimination Act 1995

Some disabilities are immediately obvious, for example use of a wheelchair, while other disabilities may not be so apparent at all, for example HIV infection. Certain conditions are not considered to be disabilities, for example poor eyesight which is corrected simply by wearing prescription spectacles, or an addiction to alcohol or other substances.

Principles

The general principles set out in this policy will, unless objectively justified, apply in relation to disabled people.

The Company will take all reasonably practical steps to ensure that disabled people are able to participate in its business and activities on an equal basis with people who are not disabled.

The Company will not, for a reason relating to a person's disability, treat disabled people less favourably than it treats, or would treat, others to whom the same reason does not or would not apply, unless genuinely justified.

If any arrangements made by or on behalf of the Company, or any physical feature of the premises occupied by the Company, put disabled people at a substantial disadvantage compared to people who are not disabled, the Company will take such reasonably practical steps as it can to prevent this disadvantage.

Managers and supervisors must take all reasonably practical steps to ensure that disabled people are not less favourably treated or disadvantaged by comparison to people who are not disabled, in relation to their work, working environment or by arrangements made by the Company.

Global Renewables Lancashire Operations Ltd
Business Operating Management System (BOMS)
Standard Operating Procedure

PATERNITY

SOP-TL-HR-000-6009

LEVEL 3



GLOBAL RENEWABLES™

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1. REVISION STATUS

Issue No	Date	Revision Description	Prepared By	Approved
1		Initial Revision	T Robinson	T. WHITTAKER
2	14/11/2013	Transfer of data to new SOP format	Jill Bryce	T. WHITTAKER
3	14/12/2016	Amended	T. Whittaker	

2. INTRODUCTION

This document (Standard Operating Procedure) details the process to be undertaken to perform the tasks required to complete.

3. PURPOSE & SCOPE

This policy outlines employees' entitlement to paternity leave and sets out the arrangements for taking it. The policy does not apply to agency workers or self-employed workers.

No-one will be discriminated against or subjected to a detriment for taking leave in accordance with this policy.

This policy does not form part of any employee's contract of employment and we may amend it at any time.

The General Manager and relevant line managers have overall responsibility for the effective operation of this policy and for ensuring compliance with the relevant statutory framework. Individual managers have delegated day-to-day responsibility for operating the policy.

Managers have a specific responsibility to ensure the fair application of this policy and all members of staff are responsible for supporting colleagues and ensuring its success.

4. PROCEDURE

Employees who meet certain qualifying conditions have a statutory right to take two weeks' paid paternity leave on the birth or adoption of a child for which they have or expect to have responsibility.

Note:

- The right to take paternity leave is in addition the statutory right to take Shared Parental Leave (SPL) to care for a child, which is subject to separate qualifying criteria.

Qualifying Conditions – After the Birth of a Child

In order to take paternity leave after the birth of a child, an employee must:

- have at least 26 weeks' continuous service with the Company by the end of the 15th week before the Expected Week of Childbirth (EWC);
- be the child's biological father and have, or expect to have, responsibility for the child's upbringing; or
- be the spouse or partner or civil partner of the mother and have, or expect to have, the main responsibility for the child's upbringing, apart from the responsibility of the mother (same-sex partners are eligible);
- have formally notified the Company of his or her intention to take paternity leave; and
- provide documentary evidence of his or her right to take paternity leave.

Qualifying Conditions – After the Adoption of a Child

In order for an adoptive parent (who is not taking Statutory Adoption Leave (SAL) or the partner of an adoptive parent) to be entitled to take paternity leave to care for a child adopted in the UK, he or she must:

- have at least 26 weeks' continuous service with the Company by the end of the week in which he or she is formally informed by an approved adoption agency that he or she (or his or her partner or civil partner) has been matched with a child for adoption;
- be the joint adopter of the child or be married to, or the partner or civil partner of, the adopter and have, or expect to have, the main responsibility for the child's upbringing, apart from the responsibility of the adopter;
- have formally informed the Company of his or her intention to take paternity leave; and
- have provided documentary evidence supporting his or her right to take paternity leave.

Slightly different rules apply if the child is being adopted from overseas. In this case, the adoptive parent must have at least 26 weeks' continuous service with the Company and this must:

- end with the week in which the adoptive parent receives notification from the relevant domestic authority; or
- commence with the week in which the adoptive parent's employment began.

The latter criteria take into account the fact that notification of the placement may have been obtained some time before the child enters the UK and the employee may have changed employers during that time.

Note:

- Adoptive parents in surrogacy arrangements and local authority foster parents who have adopted a child placed with them under the 'fostering to adopt' arrangements will be entitled to paternity leave if the qualifying criteria set out above is met.

Period of Leave

The following rules apply for the period of paternity leave:

- Paternity leave is for a maximum of two weeks.
- Employees can choose to take either one week or two consecutive weeks.
- Leave cannot be taken in units of odd days.

- If an employee elects to take only one week's leave, he or she may not take a further week's leave at a later stage.
- The leave may begin on any day of the week, which may include the day on which an employee's child is born or adopted.
- The length of paternity leave is unaffected by multiple births or if more than one child is adopted as part of the same placement.
- Paternity leave must be taken within 56 days of the birth of a child or, in the case of adoption, within eight weeks of the child's placement.
- If the baby is born prematurely the employee may take paternity leave at any time from the actual date of birth up to the end of a period of eight weeks after the week the birth was expected.
- Paternity leave should be taken after the baby is born. So where the baby is born after the date the employee notified the Company that he or she wanted the paternity leave to commence, the employee must delay the start of the leave until the baby is actually born.
- Paternity leave must be taken before any SPL is taken. An employee will lose their right to paternity leave if they have already taken a period of SPL in respect of a child.

An employee is still entitled to take paternity leave in instances where:

- a child is stillborn, provided that the mother had reached her 24th week of pregnancy; or
- a child has been placed for adoption and a disruption occurs to the placement (e.g. the child is returned to the adoption agency).

Notification Requirements – After the Birth of a Child

In order to take paternity leave after the birth of a child, an employee must notify the Company of his or her intention to take paternity leave by the end of the 15th week before the mother's EWC, or as soon as is practicable thereafter.

Notification Requirements – After the Adoption of a Child

In order to take paternity leave after the adoption of a child in the UK, the employee must notify the Company of his or her intention to take paternity leave no later than seven days after the date on which notification was received from the adoption agency of the match with the child.

If the child is being placed from abroad, the employee must notify the Company of:

- the date the adoptive parent received official notification of the placement; and
- the date on which the child is expected to enter the UK.

This notification must be done within 28 days of the adoptive parent receiving the official notification of the placement, or within 28 days of the employee completing 26 weeks' continuous service with the Company (whichever is later). The employee must give at least 28 days' notice of the date on which paternity leave is to start. They must also inform the Company of the date that the child entered the UK, within 28 days of the child's date of entry, and provide documentary evidence (e.g. a plane ticket) to confirm the child's arrival.

Commencement of Paternity Leave

As long as the employee takes his or her entitlement to one or two weeks of paternity leave within 56 days of the birth or adoption of the child, he or she can choose when to start the leave. In general, paternity leave starts on the date specified in the employee's notice.

In the case of birth, an exception to this is when the employee chooses to start his or her paternity leave on the day the baby is born and he or she is at work on that date. In such a case, the leave would start the next day. It is not possible for prospective fathers or partners to take paternity leave before the birth of a baby.

Variation of Start Date

If, having provided notification of his or her intention to take paternity leave on a specified date, the employee wishes to change the start date, he or she must give the Company at least 28 days' notice as to the revised start date unless this is not reasonably practicable. Notice of the variation should be given as soon as possible and must be in writing.

Further Notice

In all cases, once the baby has been born or the child has been placed for adoption, the employee must inform the Company of the date of birth or placement. This must be in writing.

Statutory Paternity Pay (SPP)

To be eligible for Statutory Paternity Pay (SPP), the employee's average weekly earnings over a certain eight-week period must not be less than the lower earnings limit for National Insurance contributions. Employees who earn less than this limit may still take paternity leave, but they are not entitled to receive SPP.

For those who qualify, SPP is paid at a flat rate (the standard rate of Statutory Maternity Pay (SMP) or Statutory Adoption Pay (SAP), which is currently £139.58 – with effect from 5 April 2015) or 90% of the employee's average weekly earnings, whichever is the lesser amount.

Rights During Paternity Leave

An employee's contract of employment continues in full throughout the period of paternity leave with the exception of normal remuneration.

Right to Return After Paternity Leave

An employee returning to work after either one or two weeks' paternity leave has the right to return to the job they held immediately before their leave began, on the same terms and conditions of employment.

After a period of one or two weeks of paternity leave there is no requirement for the employee to give notice of his or her return date.

Global Renewables Lancashire Operations Ltd
Business Operating Management System (BOMS)
Standard Operating Procedure

SHARED PARENTAL LEAVE AND PAY

SOP-TL-HR-000-6017

LEVEL 3



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1. Revision Status

Issue No	Date	Revision Description	Prepared By	Approved
1	2014	Initial Revision	T Whittaker	FEB 2015 ELT
2	14/01/2017	Amended	Juliet Hunt	

Shared Parental Leave

The statutory right to take Shared Parental Leave (SPL) to care for a child comes into force for children due to be born, or placed for adoption, on or after 5 April 2015.

SPL gives employees with caring responsibilities for babies or newly adopted children the opportunity to share up to 52 weeks' leave should they wish to do so. Parents taking SPL can take leave in separate blocks, returning to work in between blocks, and can be on leave at the same time. Eligible employees are entitled to submit up to three 'period of leave' notices and are entitled to take SPL on those dates if a continuous period of leave is requested.

Notes:

- The right to take SPL is in addition to the statutory right to take paternity leave on the birth or adoption of a child, which is subject to separate qualifying criteria.
- SPL should not be confused with ordinary parental leave, which is unaffected by SPL. Ordinary parental leave is the entitlement to up to 18 weeks' unpaid leave for either parent (or a person responsible for a child) whilst a child is under 18 years of age.
- It is advised that an employee and manager have an informal discussion prior to the employee giving formal notification of their intention to take SPL, so that statutory and contractual entitlements to other types of leave and pay can be discussed and to ensure that plans for any discontinuous periods of leave can be considered as early as possible.

Requests for SPL which are not made in accordance with the statutory notification requirements (set out below) will be given reasonable consideration but may not be granted.

Entitlement to SPL

To be entitled to SPL, an employee must:

- Be the mother, father, or main adopter of the child, or the partner of the mother or main adopter (each will be referred to in this policy as a parent);
- Have (or share with the other parent) the main responsibility for the care of the child;
- Have at least 26 weeks' continuous service with the Company at the 15th week before the expected week of birth or at the week in which the main adopter was notified of having been matched for adoption with the child (known as the 'relevant week'); and
- Still be in continuous employment until the week before any SPL is taken.

In addition, the other parent must:

- Have at least 26 weeks' employment (employed or self-employed) out of the 66 weeks prior to the relevant week; and
- Have average weekly earnings of at least £30 during at least 13 of the 66 weeks prior to the relevant week.

If the other parent meets those conditions, but does not qualify for SPL, an employee may be entitled to the whole SPL period – the main advantage being the ability to request leave in different blocks and return to work in between those blocks.

Note:

- Adoptive parents in surrogacy arrangements and local authority foster parents who have adopted a child placed with them under the 'fostering to adopt' arrangements, who have claimed adoption leave or pay, will be entitled to SPL if the qualifying criteria set out above is met.

The statutory notification and information requirements detailed below must also be followed.

Amount and Timing of SPL

SPL must be taken in blocks of at least one week and within a one year period beginning with the date of the baby's birth or the child's placement for adoption.

The maximum of 52 weeks' SPL will be reduced by the number of weeks' maternity or adoption leave that has already been taken by the mother or main adopter (or the number of weeks' statutory maternity/adoption pay or maternity allowance already taken if the mother or main adopter is not entitled to statutory maternity/adoption leave).

After the birth of a child it is compulsory to take two weeks' maternity leave (four weeks for new mothers who work in a factory), so in the majority of cases working parents will have the opportunity to split 50 weeks of SPL.

SPL is in addition to the statutory right to two weeks' paternity leave for fathers and partners. If an employee wishes to take paternity leave they must do so before they take any SPL.

Entitlement to Shared Parental Pay (ShPP)

In addition to the requirements regarding entitlement to leave outlined above, if an employee wishes to claim ShPP they must have average weekly earnings equal to or above the Lower Earnings Limit for National Insurance contributions over the eight week period ending with the relevant week.

A maximum of 39 weeks' ShPP is payable, and this will be reduced by the number of weeks' statutory maternity/adoption pay or maternity allowance already taken by the mother or main adopter. ShPP is a standard weekly rate (currently £139.58 - with effect from 5 April 2015) or 90% of the employee's normal weekly earnings if this is lower.

The statutory notification and information requirements detailed below must be followed.

Notification Requirements

The notification requirements for SPL and ShPP are detailed and very specific. To ensure that the required information and declarations are provided template forms have been developed for employees to use.

Notification of Entitlement and Intention of Take SPL and ShPP

Employees must notify the Company in writing at least eight weeks before the start date of the first period of SPL. The written notice must contain the following information:

- The employee's name and other parent's name;
- The start and end dates of the mother's or main adopter's maternity/adoption leave (or the start and end dates of the statutory maternity/adoption pay or maternity allowance period if the mother/main adopter is not entitled to statutory leave);
- The expected date of birth/placement and the actual date of birth/placement if the written notice is given after the birth/placement;
- The amount of SPL and ShPP available and an indication of how much each parent intends to take (this may be varied by a subsequent written notice signed by both parents);
- An indication of the start and end dates of the periods of SPL and ShPP that the employee intends to take. This indication is not binding and can be amended at a later date;
- A declaration that the employee meets the conditions for entitlement to SPL, the information provided is accurate and that the employee will notify the Company immediately if they cease to meet the conditions for entitlement; and
- A declaration from the other parent containing his or her name, address and National Insurance number, confirmation that s/he meets the employment and earnings conditions, consents to the amount of leave the employee intends to take

and will immediately inform the Company if s/he ceases to satisfies the employment and earnings conditions.

Notice of Curtailment of Statutory Maternity/Adoption Leave and Payments

At the same time that a notice of entitlement and intention to take SPL is submitted, the mother/main adopter must give his or her employer a leave and pay curtailment notice giving eight weeks' notice of the date on which maternity/adoption leave and pay is to end (or the date on which maternity/adoption pay is to end if s/he is not entitled to maternity/adoption leave). If the mother is only entitled to maternity allowance (and not maternity leave) her notice of curtailment must be submitted to Jobcentre Plus. Her maternity allowance cannot be reinstated, so she is in effect giving consent for her partner to take the whole of any ShPP entitlement.

Notice of curtailment is usually binding, but may be revoked in the following circumstances:

- If it becomes apparent that neither parent is entitled to SPL or ShPP;
- If the curtailment notice was given before the birth and is revoked within six weeks of the birth (in this case another curtailment notice can be submitted); or
- If the other parent dies.

Notice to Take a Specific Period of SPL and ShPP

In practice, at least the first period of SPL will be identified in the initial notice of entitlement and intention to take SPL. An employee is entitled to submit a maximum of a further two 'period of leave' notices. Each notice must be given at least eight weeks before the start of a period of leave, stating the dates of the leave and the dates on which ShPP will be claimed, if applicable.

If the first 'period of leave' notice is given prior to the birth of a child, the notice may express the start date in relation to the date of birth (e.g. 'starting two weeks after the baby is born for a period of four weeks').

Confirmation of SPL and ShPP

If a continuous period of leave is requested in each period of leave notice, the employee will be entitled to take that period of leave and this will be confirmed in writing.

If more than one period of leave is requested in a period of leave notice, the employee's manager will seek to accommodate the request wherever possible but this cannot be guaranteed. The manager will discuss the request with the employee to determine if it can be accommodated. If it cannot be accommodated, there may be an alternative pattern of leave which can be agreed, or the request may be refused. The manager's decision will be confirmed in writing.

If no agreement is reached within two weeks of the period of leave notice being submitted the employee can:

- Take the discontinuous periods of leave requested in one continuous block, beginning on the original start date;
- Take the continuous block starting on a new date, as long as the new date is later than the original start date, and the employee notifies the Company of the new date within five days of the two week period referred to above; or
- Withdraw the request at any time up to the 15th day after it was originally made. If the request is withdrawn in these circumstances it will not count as one of the employee's three requests.

Varying a Period of Leave

An employee is entitled to submit a request to vary a period of leave in the following ways:

- Vary the start or end date as long as the variation is requested at least eight weeks before the original start date and the new start date;
- Vary or cancel the amount of leave requested at least eight weeks before the original start date; or
- Request that a single period of leave become a discontinuous period of leave, or vice versa.

A variation will count as one of the employee's three period of leave notices unless:

- It is made as a result of the child being born earlier or later than the expected week of childbirth;
- The Company has requested the variation; or
- The Company has agreed to accept more than three period of leave notices.

The usual eight-week notice requirement may be modified if the child is born early and the new start date for the period of leave is the same length of time following the birth as in the original notice. In this case notice to vary the start date should be given as soon as reasonably practicable after the birth of the child.

Evidence Requirements

The Company may request a copy of the child's birth certificate and the name and address of the other parent's employer.

In the case of adoption, the Company may request the name and address of the other parent's employer, along with evidence confirming the following:

- The name and address of the adoption agency;
- The date that the main adopter was notified of having been matched for adoption with the child; and
- The date on which the adoption agency expects to place the child.

Any such request will be made by the Company within 14 days of receiving the employee's notice of entitlement and intention to take SPL and ShPP. The employee

must respond to the request for evidence within 14 days (or within 14 days of the birth of the child if the Company request was made before the child was born).

If a birth certificate has not yet been issued, the employee must sign a declaration stating that fact along with the date and location of the child's birth. If the other parent has no employer, this must also be declared.

Rights During SPL

An employee on SPL has the right to the continuation of all contractual terms and conditions of employment, except normal remuneration. Although not entitled to be paid, the employee may qualify for ShPP (see above).

Contact During SPL

The Company may maintain reasonable contact with an employee during SPL. This may be to discuss with the employee their plans for their return to work, to discuss any special arrangements to be made or training to be given to ease their return to work or to update them on developments at work during their absence.

An employee on SPL may work for up to 20 days without bringing the SPL to an end (these are known as Shared Parental Leave in Touch (SPLIT) days), but work undertaken during SPL will not have the effect of extending the employee's SPL period. Any work undertaken will be paid at the employee's normal rate of pay inclusive of any ShPP entitlement.

The 20 SPLIT days available during SPL are in addition to the 10 Keeping in Touch (KIT) days available during maternity and adoption leave.

Redundancy During SPL

Where a suitable alternative position exists, an employee whose job becomes redundant while they are on SPL is entitled to be offered (before the end of their employment under the existing contract) this in preference to other candidates who are not on maternity/adoption or shared parental leave.

Returning to Work Following SPL

If an employee wishes to return early from SPL, or extend the period of their SPL, they must notify the Company at least eight weeks before both the original end date and the new end date.

An employee is entitled to return to the same job they had before taking SPL where their total statutory leave taken in relation to that child (e.g. other periods of SPL in addition to ordinary maternity/adoption or paternity leave) is 26 weeks or less.

If an employee has taken more than 26 weeks' statutory leave, any additional maternity/adoption leave or ordinary parental leave of more than four weeks, they are

entitled to return to the same job, or where this is not reasonably practicable for the Company to another job which is both suitable and appropriate for the employee in the circumstances. Again, if the employee's position is made redundant, the employee is entitled to be offered a suitable vacancy if one exists.

Global Renewables Lancashire Operations Ltd
Business Operating Management System (BOMS)
Standard Operating Procedure

DRUGS AND ALCOHOL

SOP-TL-H&S-000-1038



LEVEL 3



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1. REVISION STATUS

Revision Status				
Issue No	Date	Revision Description	Prepared By	Approved
1	16/05/11	Initial Revision	P Halliwell	P. Halliwell
2	22/02/12	Revision	E.McDermott	P. Halliwell
3	22/11/12	Modifications following review	P Halliwell	P Halliwell
4	27/11/12	Further Modifications	P Halliwell	P Halliwell
5	20/09/2013	Revision with input from Company Solicitor	E Mc Dermott/N Cheetham/T Whittaker	
6	15/06/2015	Reviewed the whole SOP	S Porter/T Whittaker	
7	8/11/2016	Amended	T Whittaker	T Whittaker

2. INTRODUCTION

This document (Standard Operating Procedure) explains in detail how to complete a specific task; it shall provide detailed information in written text form. This shall include defined responsibilities for particular roles within the company and reference any work instructions or forms/documentation to be completed.

3. PURPOSE & SCOPE

This standard operating procedure shall serve:

To increase awareness at all levels of the risks associated with alcohol and drug consumption, and other substance misuse.

To make it clear that GRLOL regards inappropriate alcohol consumption or the use of illegal drugs or the misuse of other substances prescribed or otherwise as incompatible with acceptable employment performance.

To emphasise that GRLOL will not accept employees' attendance at work under the influence of alcohol or drugs, and/or whose ability to work is impaired in any way by reason of the consumption of alcohol or drugs, or who consume alcohol or take drugs (other than prescription or over the counter medication, as directed) on GRLOL premises.

To help Managers identify employees who have an alcohol or other substance related problem and encourage them to participate in a relevant treatment programme.

To encourage employees who suspect or know they have a problem to voluntarily seek help and treatment for that problem.

To ensure fair and consistent treatment towards all employees with alcohol or substance misuse problems.

To ensure that advice and specialist help is made available to employees at an early stage so that their medical condition can be investigated and treated with the utmost speed and confidentiality.

To promote a healthy and safe working environment and thereby protect the welfare of all individuals (employees, service users, members of the public and visitors).

To improve general health and wellbeing, decrease levels of absence arising from alcohol, drug or other substance misuse.

This policy covers all individuals working at GRLOL at all levels and grades, consultants, contractors, trainees, and agency staff.

4. RESPONSIBILITY

The Safety, Health, Environmental and Quality Manager shall ensure that this procedure is implemented by those employees who are responsible for managing employees/contractors/visitors on a GRLOL site.

The Safety, Health, Environmental and Quality Manager shall ensure that all employees with an alcohol or drug/substance problem are treated in compliance with the company criteria and equal opportunities policies and procedures.

Managers have an important role to play in identifying problems at work that are being caused or contributed to by alcohol or drug misuse.

Where a manager considers that deterioration in work performance and/or changes in patterns of behaviour may be due to alcohol or drug misuse they should seek advice and assistance from the Safety, Health, Environmental and Quality Manager.

When a member of staff arrives at work and a Manager reasonably believes that they are under the influence of alcohol or drugs, they shall immediately contact an authorised trained tester in order that a confirmation test can be undertaken. The list of authorised trained testers is detailed on the training matrix.

If an employee notices a change in a colleague's pattern of behaviour the employee should encourage them to seek assistance through their line Manager. If they will not seek help themselves the matter should be drawn to the attention of their line manager. There should be no attempt to cover up for a colleague whose work or behaviour is suffering as a result of an alcohol or drug-related problem.

Managers (where identified within the training needs analysis) shall be given training in:

- (a) The nature of alcohol and drug problems, their possible causes and effects.
- (b) The impact of alcohol and drug misuse on workplace safety and performance.
- (c) Use of testing equipment.

All employees and contractors working at GRLOL sites shall be made aware that the company have a Drugs and Alcohol policy during their initial induction process.

The employing manager of the contractor shall ensure that any contractor whose employee has been denied access or removed from a GRLOL site as a result of a positive alcohol/drug test is notified as soon as practicable. All contractor details shall be updated to reflect the incident and the employee shall be prevented from accessing the site in the future.

5. PROCEDURE

The misuse of alcohol and drugs is a social problem affecting all types of businesses and occupations and the adverse effects for GRLOL can be considerable.

Lateness, absenteeism, poor performance, loss of productivity, bad behaviour, poor discipline and safety lapses are some of the common results of alcohol and drug/substance misuse problems. An employee with such a problem may present for work under the influence of drugs/substances or alcohol or may continue to use drugs or drink alcohol whilst on duty. This can have a detrimental effect on health and safety standards, work performance, can have a demoralising effect on colleagues and damage GRLOL's reputation.

GRLOL recognises that it has a legal responsibility to its employees, to the public and to other organisations working on GRLOL's premises or property.

GRLOL is committed to making proper provision for the health and welfare of its employees as well as ensuring the highest possible safety standards in all its operations.

DETECTING ALCOHOL, DRUG OR OTHER SUBSTANCE, SCREENING / TESTING

Drug/Alcohol testing is a tool for all managers and supervisors to deal effectively with alcohol and drug related harm or risk. Alcohol, drugs and other substance testing provides a way of ensuring that the Company's method for addressing such abuse is consistent and effective.

It is a term and condition of site entry that all personnel working or visiting GRLOL sites agree to undergo alcohol and other drug testing as and when required.

GRLOL shall instigate drug and alcohol testing on any of the following basis:

- For Cause Testing
- Randomly as required (defined criteria agreed)
- For reasonable belief

PERFORMANCE

The following circumstances may indicate a misuse or abuse problem: (These are potential indicators and do not necessarily mean there is a misuse or abuse problem)

- a) Frequent lateness, repeated brief periods of absence for trivial or inadequate reasons.
- b) Persistent absenteeism – certified or uncertified – particularly around weekends and holidays.
- c) Poor productivity, impaired concentration and memory.
- d) Prone to accidents – minor accidents on the job (or near misses) or mistakes, errors of judgement away from the job.

BEHAVIOUR AND APPEARANCE OBSERVATIONS

- a) Smelling of alcohol or appearing to be under the influence of alcohol or drugs or other substances during working hours.
- b) Attempts to disguise the smell of alcohol with for example perfume, aftershave lotion, breath fresheners or mints.
- c) Mood changes, irritability, lethargy.
- d) Deterioration in relationship with colleagues.
- e) A combination of hand tremor, slurred speech, facial flushing, bleary eyes and poor personal hygiene.
- f) Actual evidence of misuse or dependency.

These are only possible signs of misuse or abuse – they could be caused by other medical conditions. Nevertheless the line manager shall discuss any concerns with the employee and, if appropriate, offer assistance in accordance with this procedure. The above circumstances may not be caused by drug or alcohol abuse but may still indicate another underlying issue which a responsible manager should discuss with a member of their team.

SEARCHING

GRLOL reserve the right to conduct searches for alcohol or drugs, including, but not limited to, searches of lockers, filing cabinets and desks, packages sent to our address, and means of transport or bags brought into GRLOL's premises, the right of such search being conferred on GRLOL by anyone who decides to enter onto GRLOL's premises with such items.

Any alcohol or drugs (other than prescription drugs clearly marked for the workers consumption) found as a result of a search will be confiscated and the employee shall be subject to disciplinary action which could include summary dismissal.

REASONS FOR TESTING

Circumstances where testing shall be carried out include the following:

- Following any serious incident or omission.
- Following any incident involving mobile plant and/or vehicles.
- Where the general behaviour of an individual indicates to a manager/ that the employee may be influenced or affected by alcohol or drugs.
- Where a manager becomes aware that an individual's performance has deteriorated such that in the opinion of the manager job performance standards may not be met and that the manager suspects the inappropriate use of alcohol or drugs to be the cause, usually arising from the absence of any other reasonable explanation for the deterioration.
- Where a manager has reason to believe that there has been use of alcohol or other drugs.

The manager is responsible for the decision to test employees under the above circumstances and they shall notify the competent person or persons to take the test.

To ensure alcohol/drug integrity, the test shall be conducted for any incident, or suspicion giving rise to the necessity for the test.

An independent third-party recognised testing authority shall be contracted for any drug in urine sampling.

REFUSAL TO TAKE A TEST

In the event that personnel present themselves for work and subsequently refuse to take a drug and/or alcohol test when required to do so by a manager, the individual shall be encouraged to take part in the test. Continued refusal shall be treated as evidence indicative of a positive test and the person shall be excluded from the site and the employee shall be subject to disciplinary action which could include summary dismissal.

POSITIVE TEST

Following a positive test for alcohol in breath or drug in saliva/urine/hair of a GRLOL employee, the employee shall be considered to be unfit for work and the employee shall not be allowed to present themselves for work or to operate any plant or drive any motor vehicle.

The employee's line manager shall be notified as soon as practicable and the employee shall be immediately suspended from duties, removed from site to their place of residence by the most

practicable method, employees shall be requested not to drive their own personal vehicle. If the employee insists on driving the company shall notify the police of the employee's intention.

POSITIVE DRUG TEST

The employee will be suspended from their duties.

The collected sample shall be forwarded to the accredited laboratory for detailed analysis as per specimen collection; testing and chain of custody, this procedure shall be in accordance with the third party's standard operating procedure.

When the results are returned from the laboratory, if the results are positive for an illegal drug the employee will remain on suspension from work and will be invited to attend site to provide a further sample. Illegal substances can remain present in the body for a period of time and therefore 7 days will elapse between any tests. If the employee provides a negative sample at the next test they will be allowed to return to work and a disciplinary hearing will be convened.

In the event the employee provides a further positive sample at the second test they will remain on suspension and be required to attend site to take a third test. If they employee continues to provide positive samples after the third test it will be deemed the employee does not wish to refrain from taking illegal substances and GRLOL reserve the right to progress to a disciplinary hearing where it is anticipated that all sanctions up to and including Final Stage Dismissal of the Company Disciplinary Procedure shall be considered and the employee will not be offered the support programme.

The Disciplinary Hearing is of a formal Disciplinary nature. GRLOL operates a zero tolerance policy regarding the taking or being under the influence of drugs or alcohol whilst on duty. If a finding is made against you, then it is anticipated that all sanctions up to and including Final Stage Dismissal of the Company Disciplinary Procedure shall be considered

If this is the first time the employee has presented a positive sample during a test the Chair at the disciplinary hearing will consider giving a disciplinary sanction up-to final written warning on the condition the employee agrees to participate in the rehabilitation support programme which will be provided by GRLOL. If the employee does agree, the relevant paperwork detailing the support programme and the consequences of breaching the programme will provided to the employee to read and sign acceptance of the terms and conditions relating to the programme.

It is understood and agreed by the employee that should they fail to complete this agreement or breach any of the conditions arising from the rehabilitation programme, the agreement may be terminated and the relevant next stage disciplinary procedure may be instituted.

NEGATIVE TEST

When the results are returned from the laboratory, if the results are negative, a review of the results with the employee shall be undertaken. The employee shall be reinstated and shall resume normal duties. Any loss of basic earnings as a result of the suspension for suspected drug misuse will be repaid to the employee.

ALCOHOL TEST

GRLOL follow the same testing parameters as the police drink driving parameters and deem any employee who provides a sample above these parameters as under the influence of alcohol and unfit and/or unsafe for work. Employees who do not drive while at work can still present a risk to others as their concentration can be impaired if they are under the influence of alcohol.

These parameters are:

ZERO: < 4µg/100 ml
PASS: < 31µg/100 ml
ALERT: ≤ 35µg/100ml
FAIL: ≥ 36µg/100 ml

If the sample provided is in excess of the fail parameters the employee will be suspended from work, this suspension will be unpaid. They will be invited to attend site to provide a further sample. As alcohol does not remain in the body for the same period of time as drugs they will be asked to return to site the following day. If the employee provides a sample which is below the fail parameters at the next test they will be allowed to return to work and a disciplinary hearing will be convened.

The Disciplinary Hearing is of a formal Disciplinary nature. GRLOL operates a zero tolerance policy regarding the taking or being under the influence of drugs or alcohol whilst on duty. If a finding is made against them, then it is anticipated that all sanctions up to and including Final Stage Dismissal of the Company Disciplinary Procedure shall be considered. However, the Company reserves the right to refer to an earlier stage of the Disciplinary Procedure.

If this is the first time the employee has presented a sample in excess of the fail parameters the Chair at the disciplinary hearing will consider giving a disciplinary sanction up-to final written warning on the condition the employee agrees to participate in a rehabilitation support programme which will be provided by GRLOL. If the employee does agree, the relevant paperwork detailing the support programme and the consequences of breaching the programme will provided to the employee to read and sign acceptance of the terms and conditions relating to the programme.

It is understood and agreed by the employee that should they fail to complete this agreement or breach any of the conditions arising from the rehabilitation programme, the agreement may be terminated and the relevant next stage disciplinary procedure may be instituted.

In the event the employee provides a further sample in excess of the fail parameters at the second test they will remain on suspension and be required to attend site to take a third test. If the employee continues to provide samples in excess of the fail parameters after the third test it will be deemed the employee does not wish to refrain from drinking alcohol and GRLOL reserve the right to progress to a disciplinary hearing where it is anticipated that all sanctions up to and including Final Stage Dismissal of the Company Disciplinary Procedure shall be considered and the employee will not be offered the support programme.

CONTRACTORS/VISITORS POSITIVE TEST

Following a positive test for alcohol in breath or drug in saliva of a contractor/visitor to a GRLOL site, the contractor/visitor shall be considered to be unfit for work and/or not allowed to enter the site. The contractor/visitor shall be asked to leave the site and be asked not to operate any plant or drive any motor vehicle and will be offered a taxi (at their expense) to collect them and take them to their desired destination. If the contractor/visitor insists on driving then GRLOL will inform them that the company has a duty to inform the police of their intention to drive their motor vehicle from site.

The company shall notify the contractor/visitors line manager about the incident and pass support details and information to help their employee. The contractor/visitor shall be prevented from accessing the site for the foreseeable future.

QUALITY CONTROL

To ensure test integrity and consistency GRLOL shall ensure that the 3rd party supplier who takes the urine samples shall only use accredited laboratories.

SUPPORT

GRLOL shall assist any employee suffering from alcohol, other drug or other substance misuse or abuse in the same way as any employee suffering from any other serious health condition would be assisted. It shall provide support and assistance and, where appropriate, access to treatment with the aim that the employee's health and well-being is improved. The goal shall be to support the individual's return to an acceptable level of performance and attendance.

DISCIPLINE

Disciplinary action for the 1st occasion of misuse of alcohol and drug abuse will normally be taken against employees alongside the rehabilitation support programme. Employees with an apparent dependency shall be made aware of the likely consequences if they do not accept the offer of support for an alcohol or substance misuse problem under this procedure, the employee shall be subject to disciplinary action which could include summary dismissal.

Staff shall not drink alcohol during the normal working hours, at break times and at official work-based meetings and events. Drinking alcohol while at work or working under the influence of alcohol may be considered serious misconduct or gross misconduct, particularly in the event that health, safety and well-being is endangered as a result.

The company has a legal obligation to report to the police any employee or visitor who is found in possession, supplies or produces non-prescription drugs on the company's premises. In such circumstances the Management team shall be notified as soon as practicable.

Any individual convicted by a court, for the sale, supply, or possession of drugs shall face disciplinary action and if the employee is imprisoned, then based on the information at the time a disciplinary decision shall be made in their absence.

TRAINING

For those who are responsible for administering the sampling of personnel training will be provided on the following;

- Usage of different sampling methodology (e.g. Draeger Alcohol Meter & Drug Testing materials) or such equipment as the company may adopt.

CONFIDENTIALITY

GRLOL aim to ensure that the confidentiality of any member of staff experiencing alcohol or drug-related problems is maintained appropriately by the, managers and supervisors and, where it is necessary to inform them, colleagues. However, it needs to be recognised that, in supporting staff, some degree of information sharing is likely to be necessary.

THE SUPPORT AGREEMENT

The support agreement as part of the rehabilitation programme shall place reasonable conditions on the employee in terms of acceptable conduct and behaviour at work. Time off if required shall be identified as authorised unpaid absence.

It shall require from the employee the restoration of work performance or improved attendance to an acceptable level within a reasonable time-scale. The time-scale shall be defined in relation to the seriousness of the case as supported by the Occupational Health Provider. The support agreement shall commit the employee to follow a programme of rehabilitation and GRLOL shall provide appropriate counselling, therapy, treatment and support for the employee as is reasonable. It shall be tailored to the individual employee but common elements shall include the Occupational Health Provider requiring the employee to:

- Agree to regular drugs or alcohol testing, which can be undertaken at any time.
- Attend frequent and regular meetings with an appropriate agency if advised by the Occupational Health Provider.
- Agree to other conditions considered by the Occupational Health Provider to be appropriate and reasonable.

The employee's health shall be regularly monitored during the rehabilitation period by the Occupational Health Provider: assistance as appropriate shall be provided by the agencies nominated in the support agreement.

After a twelve month period the manager shall call a meeting with the Occupational Health Provider and the employee and the employee's representative to review the support agreement and evaluate its success.

6. APPENDICES

<u>ALCOHOL, DRUG OR OTHER SUBSTANCE MISUSE OR ABUSE</u>	
<u>USEFUL CONTACT NUMBERS</u>	
National Drugs Helpline (free confidential advice)	0800 776 600
Release (24 hour confidential helpline on drug use and legal issues on drugs)	0171 603 8654
Adfam National (National helpline for friends and families of drug users)	0171 928 8900
Families Anonymous (self-help group for families and friends of people with drug related problems)	0171 498 4680
Alcoholics Anonymous	01904 644026
Samaritans	01484 5333388
Narcotics Anonymous	0171 730 0009
Drinkline (Mon – Fri 11am – 11pm)	0345 3202021
Al-Anon Family Groups	0171 403 0888
Alcohol Concern	0171 928 7377

Disciplinary

Global Renewables Lancashire Operations Limited's (GRLOL) recognises that despite best efforts at developing a culture of mutual respect, and the provision of training and development, there will be occasions when an employee's conduct may fall short of the required standard. Where this occurs, it is necessary to have a way of re-establishing boundaries of appropriate conduct.

It is the responsibility of managers with whom their remit covers to ensure that they act in accordance with this policy at all times.

It is important to carry out necessary investigations of potential disciplinary matters without unreasonable delay to establish the facts of the case. In matters relating to misconduct cases, Supervisors and Managers who are not directly involved in the disciplinary hearing should carry out the investigation and disciplinary cases.

If there is an investigatory meeting this should not by itself result in any disciplinary action. During any suspension or investigation, the employee concerned with the disciplinary process can ask for additional person/s to be interviewed if relevant to the actual allegation/s.

All matters relating to the investigation and any subsequent hearings shall be kept confidential.

Where it is deemed necessary to suspend an employee pending further investigation or pending a disciplinary hearing the period of time should be kept under review and it should be made clear that this suspension is not considered a part of the disciplinary action.

Suspension shall only be applied in cases where the alleged offence is inconsistent with continuance of work. Clear examples are, being under the influence of drink/drugs on duty or reporting for duty; and violent behaviour, serious breach of H&S but suspension must depend on the particular circumstances of each case.

The Company operates the right to suspend an employee either with or without pay.

Each case shall be dealt with on individual merit and all the facts relevant to the case shall be taken into account. The aim of management shall be to reach decisions, which are consistent, making allowances where necessary according to individual circumstances.

Equally all individuals concerned with the case shall ensure that all matters are kept confidential and where there is evidence that this isn't the case, GRLOL shall consider taking disciplinary action.

The formal action taken against an employee can vary according to the nature of the offence, and may take the form of:

- Written Warnings
- Transfer and/or demotion accompanied by a Written Warning
- Dismissal
- Summary dismissal (Dismissal without Notice)

The employee shall have the right to be accompanied by the appropriate employee representative or Trade Union Officer.

The employee shall be advised following the notification of the decision of their right of appeal which shall be lodged in writing to the next level of authority within 7 days (including weekends therefore 5 working days).

There is only one stage of appeal and that decision shall be final.

Please refer to the procedure for more information: [SOP-TL-HR-000-6010 Discipline](#)

Global Renewables Lancashire Operations Ltd
Business Operating Management System (BOMS)
Standard Operating Procedure

GRIEVANCE

SOP-TL-HR-000-6006

LEVEL 3



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8. Termination of Employment **Error! Bookmark not defined.**

1. REVISION STATUS

Issue No	Date	Revision Description	Prepared By	Approved
1		Initial Revision	T Robinson	
2	8/8/2012	Second Revision	HR Dept	
3	12/11/2013	Transfer of data to new SOP format	Jill Bryce	T.WHITTAKER
4	07/11/2016	Amended	T. Whittaker	T. WHITTAKER

2. INTRODUCTION

This document (Standard Operating Procedure) details the process to be undertaken to perform the tasks required to complete in order to resolve work grievances of both an individual and collective nature.

3. PURPOSE & SCOPE

This standard operating procedure provides a framework in which employees can raise issues of concern to their manager through a formal method of communication. It also provides a mechanism by which disputes can be resolved and aired.

It is the responsibility of managers with whom their remit covers to ensure that they act in accordance with this policy at all times.

The ACAS code of practice defines a grievance as a 'concern, problem or complaint that an employee raises with his/her employer'.

Wherever possible an employee should aim to settle their grievance informally with their line manager. Only if the matter cannot be settled informally should the employee resort to following the formal grievance procedure.

The Grievance Procedure excludes any matters which may be considered under an alternative policy, such as:

- action taken under the disciplinary (other than suspension), capability or sickness absence procedures;
- appeals arising from selection for redundancy;
- complaints of harassment including bullying;
- appeals arising from the non-confirmation of appointment during or following a probationary period.

If a grievance concerns the person to whom the complaint would normally be addressed (i.e. the employee's line manager), then the employee may direct the grievance to another manager.

A grievance about action taken by a manager other than the employee's immediate line manager or senior line manager (for example, a concern arising from the actions of a manager in another service area) must be directed to the appropriate manager who will make appropriate arrangements for the grievance to be resolved.

An employee with a grievance under this procedure is entitled to be accompanied by a fellow worker, trade union representative or an official employed by a trade union at any meeting arranged to hear the grievance.

4. PROCESS

- The employee must set out the nature of the grievance in writing and without unreasonable delay following the relevant event/action which has led to the grievance and send the statement to his/her line manager.
- Upon receipt of the written statement of grievance, the manager must write to the employee inviting him/her to attend a meeting to discuss the grievance. This meeting will normally be held within 14 days. Where it is not possible to arrange the grievance meeting within this timescale the employee will be notified of the reasons for the delay.
- At the meeting the employee and/or representative should be allowed to explain their grievance and how they think it should be resolved. If necessary, the manager hearing the grievance may adjourn the meeting to allow for further relevant information to be obtained.
- After the meeting the manager will inform the employee (in writing) of his/her decision, normally within 7 days and, where appropriate, will set out what action he/she intends to take to resolve the grievance. The employee should be informed of their right of appeal against the decision. Where it is not possible for the grievance decision letter to be sent within this timescale the employee will be notified of the reasons for the delay.
- If the employee wishes to appeal against the decision he/she must submit in writing, within 7 days of the date of the formal notification of the decision and set out the grounds of appeal.
- The employee will be written to without unreasonable delay following receipt of the written statement of appeal inviting him/her to an appeal meeting with the next appropriate level of management (as detailed in the outcome letter). The appeal meeting will normally be held within 28 days. Where it is not possible to arrange the appeal meeting within this timescale the employee will be notified of the reasons for the delay.
- At an appeal meeting the employee and/or representative will be given the opportunity to present their appeal.
- After the appeal meeting, the manager hearing the appeal will inform the employee (in writing) of his/her final decision, normally within 7 days. Where it is not possible for the appeal decision letter to be sent within this timescale the employee will be notified of the reasons for the delay.

OVERLAPPING ISSUES

Where an employee raises a grievance related to a matter being dealt with under another policy that incorporates a right of appeal (for example, during a disciplinary process), the issue(s) will normally be considered within that process so far as is appropriate.

COLLECTIVE GRIEVANCES

This procedure may by agreement of the parties concerned, be used where more than one individual has the same or related grievance.

TERMINATION OF EMPLOYMENT

Every effort must be made to deal with grievances submitted by employees before their employment with the Company ends. If it is not possible to conclude the process before the employee leaves their employment, the Company may in its absolute discretion complete its investigation into the grievance and provide the former employee with a written response.

Grievances will not be considered if they are received after employment has ended.

The grievance procedure does not form part of your terms and conditions but you are required to familiarise yourself with this policy and this is for guidance only.

Note: Where an employee takes forward a formal grievance relating to recruitment and selection or another equality related matter (excluding harassment and bullying) the normal arrangements as set out in the Grievance Procedure above will apply. However, the manager hearing the grievance may, at any stage, commission an investigation report. Such a report may assist in resolving more complex cases requiring the detailed consideration of available evidence.

Global Renewables Lancashire Operations Ltd
Business Operating Management System (BOMS)
Standard Operating Procedure

CAPABILITY

SOP-TL-HR-000-6012

LEVEL 3



GLOBAL RENEWABLES™

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1. REVISION STATUS

Issue No	Date	Revision Description	Prepared By	Approved
1		Initial Revision	T Robinson	T. WHITTAKER
2	14/11/2013	Transfer of data to new SOP format	Jill Bryce	T. WHITTAKER
3	07/11/2016	Amended	T. Whittaker	T. WHITTAKER

2. INTRODUCTION

This document (Standard Operating Procedure) details the process to be undertaken to perform the tasks required to complete.

3. PURPOSE & SCOPE

The objective of this procedure is to identify and manage the poor performance of employees, the possible reasons attributed to the poor performance, and where possible identify successful improvements.

The purpose of this procedure is to manage employees who are not performing to the required standard.

Matters of capability to perform due to illness are not covered in this procedure. These can be located in the Absence Procedure.

4. PROCEDURE

Definitions

GRLOL: Global Renewables Lancashire Operations Limited

Capability: an employee's ability or qualification to do their job and can fall into one of the following:-

- **Qualifications:** defined as 'any degree, diploma or other academic, technical or professional qualification relevant to the position held by the employee.
- **Incompetence or Performance:** occurs where, an employee is incapable of delivering work to the required standard. There may be various reasons as to why this is the case.
- **Illness:** where an employee's illness makes it impossible for them to perform their duties.

GRLOL recognise that employees may from time to time experience some performance issues. The procedure outlined below is designed to bring those issues to the attention of the employee and to provide a framework in which the employee is afforded the opportunity to improve their performance with the help and support of GRLOL.

Employees should be aware that in certain circumstances it may be the case that despite best efforts on the part of both GRLOL and the employee, the employee is incapable of achieving the standard required. In such cases GRLOL may have to, as part of its considerations, take the decision to terminate the employee's contract of employment. A decision to terminate will not be taken until the below process has been completed and the employee has been afforded reasonable opportunity and support to improve.

Employees may have demonstrated they were competent at the time of recruitment but may not continue to demonstrate this proficiency throughout the employment period. This may be as a result of any or all of the following:-

- Lack of desire to do so;
- Lack of motivation;
- Changes to current operating practices;
- Understanding;
- Illness.

And, the above can manifest themselves in any of the following ways:-

- Accidents;
- Errors;
- Lack of speed;
- Changes to behaviour;
- Illness.

The above are indicators of when an employee is not performing and will prompt further investigation. The above is a non-exhaustive list and GRLOL are entitled to investigate any instances of suspected under performance regardless of the manner in which this manifests itself.

Although GRLOL operate an appraisal scheme, issues relating to performance should be dealt with immediately and it is not appropriate to wait until the next appraisal. Accordingly the following process should commence as soon as possible following the identification of performance issues.

Procedure

There shall be 4 stages to the capability procedure and these are:-

- Counselling
- 1st Review ~ Stage 1
- 2nd Review ~ Stage 2
- 3rd Review ~ Dismissal
- Appeal ~ Final Stage

Counselling

At this stage all the relevant facts will be gathered. These could be any of the following:-

- Individual performance sheets detailing performance issues
- Accident statistics and investigations
- Minutes from previous meetings
- Observation of activity or behaviour
- Any other factor GRLOL deems to be relevant

When an issue needs to be addressed with the employee, GRLOL shall write to the employee and schedule a meeting to discuss the matter in further detail.

In addition to the employee, present at the meeting shall be the manager responsible for the employee or, where this is not possible, a suitably senior member of staff.

The employee shall be allowed to be accompanied at all stages by an employee representative.

The first meeting shall be known as a counselling interview and the purpose of this meeting shall be to:-

- Establish what the reasons are for the employee's poor performance;
- Agree the required level of sustained improvement over the period agreed;
- Identify the required standard of performance going forward;
- Consider possible restrictions to progress e.g. illness;
- Agree timescales for improvement;
- Identify any training or retraining that may be required;
- Seek to agree appropriate monitoring activities (monitoring activities being the means by which GRLOL will assess the progress of the employee);
- To discuss the process going forward;
- Discuss the possible outcomes of the progress including potential sanctions up to and including dismissal;
- Set the date of the next review meeting;
- The timescales for review and improvement shall be for no more than 4 weeks unless there are exceptional circumstances
- Discuss the agreed outcome from the meeting;
- Following the meeting GRLOL will write to the employee to confirm the outcome of this stage of the process, including any actions. An employee will be provided with the opportunity to appeal the outcome.
- The employee shall be notified that should there be no improvement this could result in further action, in line with the policy and potentially dismissal.

1st Review ~ Stage 1

This shall be the next meeting following a counselling session, if there has been insufficient improvement.

This meeting shall be to:-

- Discuss the progress since the counselling session;
- If there is no improvement the parties will again discuss the required standard of performance and any further assistance which the employee may require;

- Discuss the possible sanctions for failure to improve,
- Parties will discuss and agree that there must be a sustained improvement over the period agreed and the level of that improvement and what that period will be;
- Agree appropriate monitoring activities;
- Set the date of the next review meeting;
- Timescales for improvements at this stage will usually be no longer than 2 weeks;
- Advise there is another two stages of review but that if in the agreed timescales there has been no improvement the decision could be to ultimately dismiss;
- Write to the employee detailing the outcome of the process including likely consequences for no improvement.

If the employee has made satisfactory improvement and this has been sustained over the period agreed, then no further action shall take place although a record of the relevant documentation will be maintained on the employee's personnel file and may be referred to if there is any further deterioration in performance. Information shall be recorded on the personal file.

If the employee has not made satisfactory improvement regular reviews will take place over the agreed period and if at any time during that period the employee does not show a marked and sustained improvement, it may well result in movement to Stage 2; again after which, if satisfactory improvement is agreed, the warning shall lapse.

2nd Review ~ Stage 2

In the event there has been little if any improvement or the progress has not been sustained then a 2nd stage review meeting shall take place.

At this meeting:

- The short fall in the employee's performance shall be discussed along with any reasons they may have for their failure to improve;
- Same procedure as Stage 1, again with timescales of usually no longer than 2 weeks;
- The employee will be made aware of their right to appeal and also the process which is to the next level of management in writing detailing their reasons for appeal;
- Following the meeting GRLOL will write to the employee detailing the outcome of the meeting, including any actions and review periods and information regarding their right to appeal.
- Information shall be recorded on the personal file and may be taken into consideration for up to the duration of a stage 2.

Regular reviews will take place over the agreed period and if at any time during that period the employee does not show a marked and sustained improvement, it may well result in movement to Stage 3; after which, if satisfactory improvement is agreed, the warning shall lapse.

It is possible that if there has been no improvement shown, consideration shall be given to whether any improvement is likely. If on the balance of reasonableness it is unlikely that improvements will not take place consideration will be taken to whether a stage 3 review is required. At this stage dismissal may be considered.

3rd Review ~ Stage 3

- Discussions as above.
In the event GRLOL does not consider satisfactory the reasons given by the employee for failure to improve then they will most likely be dismissed;

Appeal ~ Stage 4

- An employee has the right to appeal against any stage and must do so, in writing, within 7 days of receiving written notification of the outcome.
- The employee must indicate, in writing, why he/she considers the original decision to be unfair.
- All appeals will be by way of review to consider whether the original decision was in all circumstances of the case reasonable and taking account of any new information not available at the time of the original decision.
- Appeals against decisions taken by Line Managers will be heard by a Senior Manager.
- The remit of the appeal meeting is to consider whether the decision is fair given the circumstances.
- The decision of the manager hearing the appeal is final. There is no further right of appeal.
- All decisions shall be entered on the individual staff record of the person concerned who shall be advised in writing of the outcome.

Data Protection

Global Renewables Lancashire Operations Limited (GRLOL) is committed to complying with the Data Protection Act (1998). The Act is intended to prevent the misuse of personal data and ensure that it is done fairly and without adversely affecting the rights of the data owner.

Everyone has rights with regard to how their personal information is handled. During the course of our activities we will collect, store and process personal information about our staff, and we recognise the need to treat it in an appropriate and lawful manner.

The types of information that GRLOL may be required to handle include details of current, past and prospective employees, suppliers, customers, and others that we communicate with. The information, which may be held on paper or on a computer or other media, is subject to certain legal safeguards specified in the Data Protection Act and other regulations. The act imposes restrictions on how we may use that information.

The General Manager is responsible for ensuring compliance with the Act and with this policy.

This policy does not form part of any employee's contract of employment and it may be amended at any time. Any breach of this policy will be taken seriously and may result in disciplinary action.

Please refer to the procedure for more information: [SOP-TL-HR-000-6005 Data Protection](#)

Immigration

Global Renewables Lancashire Operations Limited (GRLOL) must carry out the right to work checks for the appointment and on-going employment of all individuals in the organisation.

Before anyone commences employment with GRLOL we have a legal obligation to confirm that they are eligible to work in the United Kingdom. This check must be carried out on every potential new employee, regardless of their nationality. Failure to confirm someone's asylum and immigration status due to their nationality would be contrary to both legislation and the Recruitment Procedure.

Those standard checks required by law, are mandatory for all applicants for GRLOL positions (prospective employees) and staff in on-going employment. This includes permanent staff, staff on fixed-term contracts, temporary staff, volunteers, students, trainees, contractors and staff supplied by an agency.

GRLOL will carry out all checks in compliance with the Data Protection Act (1998). Information will only be obtained where it is essential to the recruitment decision and kept in accordance with the Act. We will record the outcome of all pre-employment checks, these will be held on Sharepoint confidentially under HR.

GRLOL requires that any recruitment agency and contractors which it uses will also comply with these standards.

Please refer to our procedures for more information: [SOP-TL-HR-000-6002 Recruitment](#) and also our policy on [POL-TL-HR-000-0002 Data Protection](#).

Dress Code

Global Renewables Lancashire Operations Limited (GRLOL) encourages everyone to maintain an appropriate standard of dress and personal appearance at work and to conduct themselves in a professional manner. The purpose of our dress code is to establish basic guidelines on appropriate clothing and appearance at our workplace, so that we:

- promote a positive image and staff look professional;
- respect religious, racial and gender-specific clothing requirements and those of staff with disabilities where possible;
- take account of health and safety.

GRLOL will provide work-wear for all operatives, engineers and employees working in the processing areas as well as the relevant Personal Protective Equipment (PPE). The use of safe work wear is mandatory and this is the clothing that you will most commonly see around the site.

It is important that all staff dress in a manner appropriate to their working environment and the type of work they do, for example, because moving parts and safety concerns the site dress code (as set out in our induction) includes prohibitions and advice against: ties, loose clothes, loose long hair, short sleeves and jewellery when visiting the processing areas of the facilities.

Footwear must be safe and clean and take account of health and safety considerations.

We expect staff to take a common sense approach to the dress code. Any enquiries regarding the operation of our dress code (including whether an article of clothing is suitable to wear to work) should be made to your line manager.

While working for us you represent us and your appearance contributes to our reputation and the development of our business. It is important that you appear clean and smart at all times when at work, particularly when you may be in contact with clients, other business contacts or the general public.

Religious and Cultural Dress

Staff may wear religious and cultural dress (including clerical collars, head scarves, skullcaps and turbans) unless it breaches this policy or compromises the health and safety of the wearer, their colleagues or any other person. The Company shall consider employee rights in these circumstances and will ensure that an alternative set of safety clothing is provided that shall comply with health and safety policies whilst considering individual religious requirements.

Our priority is at all times health and safety. Where necessary, advice will be taken from our Safety, Health, Quality and Environmental Manager.

Implementing and Reviewing Our Dress Code

Managers are responsible for ensuring that staff observe the standard set by this dress code. Failure to comply may result in action under our Disciplinary Procedure.

This document remains the property of Global Renewables Lancashire Operations Limited and must not be shown or given to any third parties without the prior written permission of a Management System Representative.

Printed copies of this document are not controlled

We will review the dress code periodically to ensure that it meets our demands, in particular with regard to health and safety of our staff and all those they deal with.

This document remains the property of Global Renewables Lancashire Operations Limited and must not be shown or given to any third parties without the prior written permission of a Management System Representative.

Printed copies of this document are not controlled

Death in Service

Global Renewables Lancashire Operations Limited (GRLOL) has a death in service policy for all GRLOL employees. Employees are automatically entitled to this after they have completed their probation period which will be detailed in the individuals Contract of Employment.

Employees are entitled to four times their normal salary; this is basic annual salary excluding benefits, bonuses and commissions.

The Business and Finance Manager will handle the process as follows:

- Upon receipt of information that an employee has passed away the Business and Finance Manager will notify the insurance company.
- Original Death Certificate may be required if the Insurance company cannot verify this online.
- Business and Finance Manager will deal with any questions / queries that the Insurance Company may have.
- The monies will be paid into a trustees account.
- Payroll will administer the process of this payment by Cheque which will be provided to the employee's next of kin.

Further information is available from Business and Finance.

Global Renewables Lancashire Operations Ltd
Business Operating Management System (BOMS)
Standard Operating Procedure

PARENTAL LEAVE

SOP-TL-HR-000-6003

LEVEL 3



GLOBAL RENEWABLES™

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1. REVISION STATUS

Issue No	Date	Revision Description	Prepared By	Approved
1	2011	Initial Revision	T Robinson	
2	19/4/2012	Second Revision	HR Dept	
3	14/11/2013	Transfer of data to new SOP format	Jill Bryce	T. WHITTAKER
4	Nov 2016	Amended	Tracy Whittaker	

2. INTRODUCTION

This document (Standard Operating Procedure) details the process to be undertaken to perform the tasks required to complete.

3. PURPOSE & SCOPE

Global Renewables Lancashire Operations Ltd recognises that many staff has dual responsibility for both their jobs and their family commitments and that this can sometimes create conflicting pressures.

Employees with young or disabled children are entitled to take periods of unpaid parental leave.

An employee must comply with certain qualification and notification requirements before taking this leave.

This procedure sets out what an employee must do to qualify for a period of parental leave, how they can postpone their leave, contractual issues during the leave period and the employee's return to work.

It is the responsibility of managers with whom their remit covers to ensure that they act in accordance with this policy at all times.

The objective of this procedure is to define a method of managing parental leave requests and providing flexibility to our colleagues who need to balance home and working responsibilities providing them with a framework in which to assist this.

4. PROCEDURE

Entitlement to parental leave

Employees are entitled to 13 weeks' unpaid parental leave if:

- they have at least one year's continuous service with you and/or an associated employer
- they have a child up until the age of five or have a child who was adopted a child until the 5th anniversary of the date of the placement or the child's 18th birthday if sooner and for a child entitled to disability living allowance until the child's 18th birthday.
- they have - or expect to have - parental responsibility for the child
- Take time to spend time with or otherwise care for the child.

An employee is entitled to 18 weeks' unpaid parental leave if their child is entitled to receive disability living allowance.

A week's leave is equal to the length of time the employee is normally required to work, e.g. a week's leave is:

- five days for an employee working Monday to Friday
- two days for an employee working Tuesday and Wednesday only

The right applies to a single child. Therefore, if an employee has twins they are entitled to 26 weeks' parental leave.

Parental leave cannot be transferred between parents

An employee can only take a period of parental leave before:

- the child's fifth birthday
- the fifth anniversary of an adopted child's placement with them or their child's 18th birthday, whichever is earlier
- a disabled child's 18th birthday

Employees can take a maximum of four weeks' leave in any year in respect of any individual child. Therefore an employee with twins could take up to eight weeks in any one year.

An employee can take a period of leave immediately after the end of normal maternity, paternity or adoption leave.

Periods of leave must be taken in multiples of one week – unless the child is disabled, in which case it may be taken as individual days.

Entitlement where the employee changes employer

The 13 or 18-week entitlement applies to an individual child, not to an individual's employment.

For example, an employee has taken eight weeks' parental leave with their previous employer, the employee is only entitled to take another five (or ten) weeks while in employment. Employees must also have completed a year's service to qualify.

Evidence of entitlement

An employee can be asked to produce evidence to show that:

- the employee is the parent of a child
- the employee has parental responsibility for the child
- the child is below the age at which the right to parental leave ceases
- in the case of a disabled child, the child is entitled to disability living allowance

This evidence could be but other evidence may also be suitable but typically shall be:

- the child's birth certificate
- papers confirming a child's adoption or the date of placement for adoption
- in the case of a disabled child, a record of disability living allowance payments for the child

It is unlikely that GRLOL shall need to keep requesting copies of evidence on more than one occasion.

Record keeping

There is no requirement to keep records of employees' parental leave arrangements.

Notification and postponement of parental leave

An employee must give at least 21 days' notice before a period of parental leave begins, of both the start and end dates of the leave period they intend to take.

GRLOL requests that notice is put in writing to Business & Finance Department.

An employee must notify, in writing, GRLOL via the Business & Finance Department 21 days before their maternity or adoption leave ends if they want to take parental leave immediately after the end of their maternity or adoption leave.

Notification for parental leave immediately after childbirth or adoption

If an employee wants to take parental leave immediately after the birth of a child, they must give GRLOL 21 days' notice, in writing, before the beginning of the expected week of childbirth through the Business & Finance Department.

If an employee wants to take parental leave immediately after the adoption of a child, they must give GRLOL 21 days' notice of the expected week of placement. In rare cases where this is not possible, an adoptive parent should give you notice as soon as is reasonably practicable all communication shall be in writing.

Postponing leave

In some cases due to specific business needs it may be appropriate to postpone the leave for up to six months after the beginning of the leave period the employee originally requested.

It may be necessary to consider postponing leave if taking leave would cause significant disruption to your business, e.g. if leave was requested:

- over a period of peak seasonal production
- at the same time as other employees have requested leave
- when the employee's absence would unduly harm your business

GRLOL shall not postpone leave where the employee wants to take it immediately after their child is born or placed with them for adoption.

Where GRLOL has had to postpone an employee's parental leave, the line manager shall consult with the employee about a new date following consultation with Human Resources.

This shall be confirmed in writing to the employee within seven days of receiving the employee's notification, explaining why there is the need to postpone their leave and confirming the new start and end date.

Under these circumstances the same amount of parental leave as was originally applied for shall be given.

What is a week's leave?

One week's parental leave is equal to the length of time that an employee is normally required to work in a week.

This means that a week's leave for an employee who usually works from Monday to Friday is equal to five days. For an employee who usually works Mondays and Tuesdays only, a week's leave is equal to two days.

Irregular working weeks

If an employee's working pattern varies from week to week, an average working week shall be calculated as a fraction of the period for which the employee is required to work in a year.

For example, if GRLOL have a contract with an employee to work three days a week for 30 weeks, four days a week for 18 weeks, and two days a week for four weeks, you would calculate the number of days leave in their average week by dividing the total number of working days in these periods by 52.

If an employee takes leave in blocks of less than one week, a week is only deducted from their overall entitlement to 13 weeks (or 18 weeks for parents of disabled children) when the short periods of leave add up to what would be a normal or average working week.

What is parental leave for?

An employee must be taking the leave to care for the child. This means looking after the welfare of a child and can include making arrangements for the good of a child.

For example, an employee might take parental leave to:

- spend more time with the child
- accompany the child during a stay in hospital
- check out new schools
- help settle the child into new childcare arrangements
- enable a family to spend more time together, e.g. taking the child to stay with grandparents

Caring for a child does not necessarily mean the employee has to be with the child 24 hours a day.

If an employee is using parental leave for some other purpose, e.g. to do other work, this would be considered under GRLOL's Disciplinary Procedure.

Terms and conditions during parental leave

Some terms and conditions of employment continue to apply during parental leave.

GRLOL shall continue to abide by the terms and conditions of employment relating to:

- notice periods
- any compensation if the employee is made redundant
- the business' disciplinary or grievance procedures

The employee must continue to abide by the terms and conditions of employment relating to:

- notice periods
- disclosure of confidential information
- acceptance of gifts, or other benefits
- working for another employer

The employment contract continues during parental leave, unless it is terminated by GRLOL or the employee. This means that the employee continues to benefit from their statutory employment rights during parental leave and from your continued trust and confidence. The employee must continue to act in good faith.

Generally an employee's seniority and pension rights are unaffected by parental leave and rights on return from parental leave should be the same as they would have been if the employee had not been absent.

GRLOL shall not continue pension contributions during unpaid parental leave.

Redundancy

If a redundancy situation arises while an employee is on parental leave, GRLOL shall keep employees informed and involved during any consultations that are required.

Annual leave

An employee continues to accrue statutory paid holiday entitlement during parental leave.

Pay and benefits

Parental leave is unpaid.

Returning to work after parental leave

An employee is entitled to return to the same job as before if the parental leave was **for four weeks or less**, and either an **isolated period of leave** or the **last of two or more** consecutive periods of statutory leave which didn't include any period of additional maternity leave (AML) or additional adoption leave (AAL).

If the leave period is longer than four weeks, or is preceded or followed by consecutive periods of leave which included a period of AML or AAL, the employee is entitled to return to the job as before - **but only if it's reasonably practicable**.

If it is **not** reasonably practicable for the employee to return to the same job, they are entitled to return to a similar job with the same or better terms and conditions and status as the old job.

An employee returning to work after parental leave is entitled to benefit from any general improvements to the rate of pay (and any other terms and conditions) which you may have introduced for their grade or class of work while they have been away.

If you feel you have been unfairly treated, please refer to GRLOL's Grievance procedure.

Global Renewables Lancashire Operations Ltd
Business Operating Management System (BOMS)
Standard Operating Procedure

MATERNITY

SOP-TL-HR-000-6004

LEVEL 3



GLOBAL RENEWABLES™

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Issue No	Date	Revision Description	Prepared By	Approved
1		Initial Revision	T Robinson	
2	14/11/2013	Transfer of data to new SOP format	Jill Bryce	T. WHITTAKER
3	Nov 2016	Amended	Tracy Whittaker	

2. INTRODUCTION

This document (Standard Operating Procedure) details the process to be undertaken to perform the tasks required to complete.

3. PURPOSE & SCOPE

This policy outlines the statutory rights and responsibilities of employees who are pregnant or have recently given birth, and sets out the arrangements for ante-natal care, pregnancy-related sickness, health and safety, and maternity leave. It does not apply to agency workers or the self-employed.

The objective of this procedure is to provide information to employees who are pregnant and a method of managing employees who require leave and payment during this period.

4. PROCEDURE FLOWCHART

5. PROCEDURE

Definitions

GRLOL: Global Renewables Lancashire Operations Limited

HR: Human Resources

OML: Ordinary Maternity Leave

AML: Additional Maternity Leave

SMP: Statutory Maternity Pay

EWC: Expected Week of Confinement

OPS: Occupational Pension Scheme

SMA: Statutory Maternity Allowance

Notification

You must inform us as soon as possible that you are pregnant. This is important as there may be health and safety considerations.

Before the end of the Qualifying Week, or as soon as reasonably practical afterwards, you must tell us:

- that you are pregnant;
- the Expected Week of Childbirth; and
- the date on which you would like to start your maternity leave

You must provide a certificate from a doctor or midwife (usually on a MAT B1 form) confirming your Expected Week of Childbirth.

Time off for ante-natal care

If you are pregnant you may take reasonable paid time off during working hours for ante-natal care. You should try to give us as much notice as possible of the appointment.

We may ask you to provide the following, unless it is the first appointment:

- a certificate from the doctor, midwife or health visitor stating that you are pregnant; and
- an appointment card.

Sickness

Periods of pregnancy-related sickness absence shall be paid in accordance with your contract of employment and our Sickness Absence Policy in the same manner as any other sickness absence.

Periods of pregnancy-related sickness absence from the start of your pregnancy until the end of your maternity leave will be recorded separately from other sickness records and will be disregarded in any future employment-related decisions.

If you are absent for a pregnancy-related reason during the four weeks before your Expected Week of Childbirth, your maternity leave will usually start automatically.

Health and safety

We have a general duty to take care of the health and safety of all employees. We are also required to carry out a risk assessment to assess the workplace risks to women who are pregnant, have given birth within the last six months or are still breastfeeding.

We will provide you with information as to any risks identified in the risk assessment, and any preventive and protective measures that have been or will be taken. If we consider that, as a new or expectant mother, you would be exposed to health hazards in carrying out your normal work we will take such steps as are necessary (for as long as they are necessary) to avoid those risks. This may involve:

- Changing your working conditions or hours of work;
- Offering you suitable alternative work on terms and conditions that are the same or not substantially less favourable; or
- Suspending you from duties, which will be on full pay unless you have unreasonably refused suitable alternative work.

Entitlement to maternity leave

All employees are entitled to up to 52 weeks' maternity leave which is divided into OML and AML.

Starting maternity leave

The earliest date you can start maternity leave is 11 weeks before the Expected Week of Childbirth (unless your child is born prematurely before that date).

You must notify us of your Intended Start Date in accordance with paragraph **Error! Reference source not found.** We will then write to you within 28 days to inform you of the date we will expect you to return to work if you take your full entitlement to maternity leave (Expected Return Date).

You can postpone your Intended Start Date by informing us in writing at least 28 days before the original Intended Start Date, or if that is not possible, as soon as reasonably practicable.

You can bring forward the Intended Start Date by informing us at least 28 days before the new start date, or if that is not possible, as soon as reasonably practicable.

Maternity leave shall start on the earlier of:

- Your Intended Start Date (if notified to us in accordance with this policy); or
- The day after any day on which you are absent for a pregnancy-related reason during the four weeks before the Expected Week of Childbirth; or
- The day after you give birth.

If you are absent for a pregnancy-related reason during the four weeks before the Expected Week of Childbirth, you must let us know as soon as possible in writing. Maternity leave will be triggered under paragraph 11.20 unless we agree to delay it.

If you give birth before your maternity leave was due to start, you must let us know the date of the birth in writing as soon as possible.

The law prohibits you from working during the two weeks following childbirth.

Shortly before your maternity leave starts we will discuss with you the arrangements for covering your work and the opportunities for you to remain in contact, should you wish to do so, during your leave. Unless you request otherwise, you will remain on circulation lists for internal news, job vacancies, training and work-related social events.

Statutory maternity pay

Statutory maternity pay (SMP) is payable for up to 39 weeks. SMP will stop being payable if you return to work (except where you are simply keeping in touch in accordance with paragraph 0). You are entitled to SMP if:

- You have been continuously employed for at least 26 weeks at the end of the Qualifying Week and are still employed by us during that week;
- Your average weekly earnings during the eight weeks ending with the Qualifying Week (the Relevant Period) are not less than the lower earnings limit set by the Government;
- You provide us with a doctor's or midwife's certificate (MAT B1 form) stating your Expected Week of Childbirth;
- You give at least 28 days' notice (or, if that is not possible, as much notice as you can) of your intention to take maternity leave; and
- You are still pregnant 11 weeks before the start of the Expected Week of Childbirth or have already given birth.

SMP is calculated as follows:

- First six weeks: SMP is paid at the Earnings-Related Rate of 90% of your average weekly earnings calculated over the Relevant Period;
- Remaining 33 weeks: SMP is paid at the Prescribed Rate which is set by the Government for the relevant tax year or the Earnings-Related Rate if this is lower.

SMP accrues from the day on which you commence your OML and thereafter at the end of each complete week of absence. SMP payments shall be made on the next normal payroll date and income tax, National Insurance and pension contributions shall be deducted as appropriate.

You shall still be eligible for SMP if you leave employment for any reason after the start of the Qualifying Week (for example, if you resign or are made redundant). In such cases, if your maternity leave has not already begun, SMP shall start to accrue in whichever is the later of:

- The week following the week in which employment ends; or
- The eleventh week before the Expected Week of Childbirth.

If you become eligible for a pay rise before the end of your maternity leave, you will be treated for SMP purposes as if the pay rise had applied throughout the Relevant Period. This means that your SMP will be recalculated and increased retrospectively, or that you may qualify for SMP if you did not previously qualify. We shall pay you a lump sum to make up the difference between any SMP already paid and the amount payable by virtue of the pay rise. Any future SMP payments at the Earnings-Related Rate (if any) will also be increased as necessary.

Terms and conditions during OML and AML

All the terms and conditions of your employment remain in force during OML and AML, except for the terms relating to pay. In particular:

- Benefits in kind [such as life insurance] shall continue;
- Annual leave entitlement under your contract shall continue to accrue (see paragraph □, Annual leave); and
- Pension benefits shall continue (see paragraph 0, Pensions).

Annual leave

During maternity leave annual leave will accrue at the rate provided under your contract.

Annual leave cannot usually be carried over from one holiday year to the next. If the holiday year is due to end during your maternity leave, you should ensure that you have taken the full year's entitlement before starting your maternity leave.

Our holiday year runs from 1 January to 31 December.

Pensions

During OML maternity leave we shall continue to make any employer contributions that we usually make into a money-purchase pension scheme, based on what your earnings would have been if you had not been on maternity leave provided that you continue to make contributions based on the maternity pay you are receiving.

During a period of AML where the employee is not receiving any maternity pay e.g. during the last 13 weeks of AMP, the Company shall not make any employer contributions.

Redundancies during maternity leave

In the event that your post is affected by a redundancy situation occurring during your maternity leave, we shall write to inform you of any proposals and shall invite you to a meeting before any final decision is reached as to your continued employment.

Keeping in touch

We may make reasonable contact with you from time to time during your maternity leave.

You may work (including attending training) for up to ten days during maternity leave without bringing your maternity leave or SMP to an end. The arrangements, including pay, would be set by agreement with your line manager or via Business & Finance Department. You are not obliged to undertake any such work during maternity leave. In any case, you must not work in the two weeks following birth.

Shortly before you are due to return to work, we may invite you to have a discussion (whether in person or by telephone) about the arrangements for your return. This may cover:

- Updating you on any changes that have occurred during your absence;
- Any training needs you might have; and

- Any changes to working arrangements (for example if you have made a request to work part-time; see paragraph 0, Returning to work part-time).

Expected return date

Once you have notified us in writing of your Intended Start Date, we shall send you a letter within 28 days to inform you of your Expected Return Date. If your start date has been changed (either because you gave us notice to change it, or because maternity leave started early due to illness or premature childbirth) we shall write to you within 28 days of the start of maternity leave with a revised Expected Return Date.

We will expect you back at work on your Expected Return Date unless you tell us otherwise. It will help us if, during your maternity leave, you are able to confirm that you will be returning to work as expected.

Returning early

If you wish to return to work earlier than the Expected Return Date, you must give us eight weeks' prior notice. It is helpful if you give this notice in writing.

If not enough notice is given, we may postpone your return date until eight weeks after you gave notice, or to the Expected Return Date if sooner.

Returning late

If you wish to return later than the Expected Return Date, you should either:

- Request unpaid parental leave [in accordance with our Parental Leave Policy], giving us as much notice as possible but not less than 21 days; or
- Request paid annual leave in accordance with your contract, which will be at our discretion.

If you are unable to return to work due to sickness or injury, this will be treated as sickness absence and our Sickness Absence Policy will apply.

In any other case, late return will be treated as unauthorised absence.

Deciding not to return

If you do not intend to return to work, or are unsure, it is helpful if you discuss this with us as early as possible. If you decide not to return you should give notice of resignation in accordance with your contract. The amount of maternity leave left to run when you give notice must be at least equal to your contractual notice period, otherwise we may require you to return to work for the remainder of the notice period.

Once you have given notice that you will not be returning to work, you cannot change your mind without our agreement. This does not affect your right to receive SMP.

Your rights when you return

You are normally entitled to return to work in the same position as you held before commencing leave. Your terms of employment shall be the same as they would have been had you not been absent.

However, if you have taken any period of AML or more than four weeks' parental leave, and it is not reasonably practicable for us to allow you to return into the same position, we may give you another suitable and appropriate job on terms and conditions that are not less favourable.

Returning to work part-time

We will deal with any requests by employees to change their working patterns (such as working part-time) after maternity leave on a case-by-case basis. There is no absolute right to insist on working part-time, but you do have a statutory right to request flexible working and we will try to accommodate your wishes unless there is a justifiable reason for refusal, bearing in mind the needs of our business. It is helpful if requests are made as early as possible. The procedure for dealing with such requests is set out in our Flexible Working Policy.

Global Renewables Lancashire Operations Ltd
Business Operating Management System (BOMS)
Standard Operating Procedure

FLEXIBLE WORKING

SOP-TL-HR-000-6007

LEVEL 3



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Appendix:

1. Flexible Working Request Application Form 7

1. REVISION STATUS

Issue No	Date	Revision Description	Prepared By	Approved
1		Initial Revision	T Robinson	
2	14/11/2013	Transfer of data to new SOP format	Jill Bryce	T.WHITTAKER
3	Nov 2016	Amended	Tracy Whittaker	

2. INTRODUCTION

This document (Standard Operating Procedure) details the process to be undertaken to perform the tasks required to complete.

3. PURPOSE & SCOPE

This policy applies to all employees. It does not apply to agency workers, consultants or self-employed contractors.

Employees who have at least 26 weeks' continuous service with the Company on the date that they make an application have a statutory right to request a variation to their employment contracts to allow them to work more flexibly.

Employees who have been employed for less than 26 weeks do not have a statutory right to request flexible working.

Prior to 30 June 2014 the statutory right only applied to the parents of children under 17, or 18 in the case of parents of disabled children, or those caring for an adult. Now any eligible employee can apply to work flexibly for any reason.

An employee can make one statutory request for flexible working in any 12 month period. Where a statutory request to work flexibly is made, a manager must consider the request seriously and objectively, and is only able to refuse the request where there is a clear business reason for doing so. If a request is refused, a further request cannot be made for 12 months.

4. PROCEDURE

Application Process

An employee wanting to apply for a flexible working arrangement must complete a Flexible Working Application Form and submit this to their manager, allowing sufficient time for the application to be considered.

Considering a Request

Each request should be considered on an individual basis, carefully looking at the benefits of the requested changes for the employee and the business, and weighing these against any detrimental effect the changes could have on the individual, team or delivery of service.

The Equality Act 2010 prohibits discrimination because of 'protected characteristics'. These are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation. Managers must ensure that they do not inadvertently discriminate against employees because of a protected characteristic they have in considering a request (such as where a flexible working arrangement would be a reasonable adjustment for a disabled employee).

If a statutory request for flexible working is made, and the employee meets the continuous service criteria, managers must follow the steps outlined below when considering such requests.

Where a request is made and the employee does not meet the continuous service criteria, the steps outlined below should be followed in terms of best practice where managers choose to consider the request.

If the request can be agreed in full without further discussion with the employee

The employee should be advised in writing that their request has been agreed within 28 days of submitting their application. The notice should set out the arrangement agreed and when this will commence.

If the request needs to be discussed with the employee before a decision can be taken

The manager should arrange a meeting within 28 days of receiving the application to discuss the request and consider any possible alternative options.

The employee is entitled to be accompanied at the meeting by a work colleague who may be a Trade Union representative.

The outcome of the meeting will be confirmed to the employee in writing within 14 days of the meeting.

- **If the request is agreed following the meeting**

The written notice should set out the arrangement agreed and when this will commence.

- **If the request is refused following the meeting**

The letter confirming the decision must set out the ground(s) for refusal and details of the appeal process. A sufficient explanation of why the request has been refused should be provided and the business reasons underlying it.

A request to work flexibly can only be refused on one or more of the following grounds:

- The burden of additional costs
- An inability to reorganise work amongst existing staff
- An inability to recruit additional staff
- A detrimental impact on quality
- A detrimental impact on performance
- A detrimental effect on ability to meet customer demand
- Insufficient work for the periods the employee proposes to work
- A planned structural change to the business

Appeals

An employee has a right of appeal if his/her flexible working application is refused and must set out his/her appeal in writing within 14 days of receipt of the manager's decision. The letter of appeal must clearly state the grounds for appeal.

A further meeting will then be arranged within 14 days of receipt of the appeal letter with a senior manager who has had no previous involvement in the case.

The employee is entitled to be accompanied at the meeting by a work colleague who may be a Trade Union representative.

The senior manager will confirm the outcome of the appeal in writing within 14 days of the meeting, detailing any agreement that has been met (and when this will commence) or an explanation of the grounds for dismissing the appeal.

The decision at the appeal stage is final.

Notes:

Extension of time limits – there may be a number of reasons why the time limits specified above are too short and an extension may be required (for example, where more time may be needed to explore an alternative working pattern/arrangement).

Time limits may be extended where both the manager and employee are in agreement. A written record of the agreement must be made that states the period the extension relates to and the date the extension is to end. This must be dated and sent to the employee.

Time limits will be automatically extended where the manager who would ordinarily consider the application is absent because of annual leave or sickness. All requests, including any appeals, must be considered and a decision reached within a period of three months from receipt of the flexible working application unless an extension to the time limit has been agreed by both the manager and employee.

The right to be accompanied – the employee has the right to be accompanied at the meeting or appeal to consider their flexible working application by a work colleague who may be a Trade Union representative. Where the employee is a Trade Union representative, he/she may be accompanied by a full time Trade Union official.

The companion can address the meeting and confer with the employee during it, but may not answer questions on the employee's behalf.

If the employee's chosen companion is unavailable at the time proposed for a meeting, the manager must postpone the meeting to a time proposed by the employee providing this is convenient for the manager and within seven days of the date of the original meeting.

Withdrawal of a flexible working application – if the employee fails to attend both a first meeting and a rearranged meeting, either at the initial decision stage or an appeal stage, without good reason, the manager may treat the application as having been withdrawn by the employee. In these circumstances, the manager should confirm the withdrawal of the application in writing to the employee.

If the employee decides to withdraw their application, they should provide confirmation of this in writing to the manager.

Review Period

Where a flexible working arrangement is agreed on a temporary basis, a trial period and review date should be set to assess the impact of the new working arrangement.

Cancelling a Flexible Working Arrangement

If an employee wishes to cancel a flexible working arrangement part way through the review period, the manager should arrange to meet with the employee to discuss the issues. Under normal circumstances, the change should take place at the review date but in exceptional circumstances a change can be made prior to this with a reasonable notice period being given. Under these circumstances both the manager and employee must agree.

APPENDIX 1: Flexible Working Request Application Form

Probation

The Probationary Period is a time when the new employee can learn about the organisation and the organisation can learn about them. The length of the Probationary Period will be six months and will be confirmed in the Contract of Employment issued to the employee.

If everything is satisfactory at the end of the Probationary Period, the individual will be confirmed in employment. If, however, there are unresolved problems or difficulties at any time, it is important for all concerned that the situation is tackled as soon as possible during this period.

Much of the time during the first months of employment is spent on learning but this needs to be evaluated, along with other information available, so that the Line Manager is able to make a decision about recommending permanent employment towards the end of the probationary period.

The Line Manager needs to consider performance in areas including but not limited to:-

- Level of absence
- Training completed
- Training needed
- Attitude to work
- Accidents
- Health and Safety
- General suitability to the role
- Immigration paperwork
- Reference details

Reviews shall take place at 60, 120 and 180 day review periods or 3 times within the probationary period. More reviews may need to take place should the probationary period need to be extended.

The importance of this process cannot be underestimated and it is a valuable opportunity to check training, check behaviour and check that this individual is or will be a valuable member of the business.

Global Renewables Lancashire Operations Limited will require subject to job offer all new employees to undergo a Company medical that will include drugs and alcohol testing and general health assessment. Where circumstances arise requiring a medical report, the provision of necessary information is subject to the regulations prescribed in the Access to Medical Reports Act 1988.

Retirement

Global Renewables Lancashire Operations Limited (GRLOL), in line with current legislation does not have an age where it expects employees to retire. The default retirement age (formerly 65) has been phased out and employees can now work for as long as they want to.

It is however our policy to have regular appraisal discussions with all our staff where they can discuss performance, any needs they may have and their future aims and aspirations. Staff and their managers can use this opportunity to discuss retirement planning should the employee wish to do so.

You should ensure that you inform your line manager in writing at least 6 months before you plan to retire to ensure all appropriate arrangements are made (e.g. sourcing a replacement, mobilising your pension etc.).

Retirement is a form of resignation both employers and employees must follow the right procedures for this.

Gifts and Hospitality

Global Renewables Lancashire Operations Limited (GRLOL) discourages its employees and directors from accepting gifts, which includes corporate hospitality from suppliers and clients and prospective suppliers and clients or any other person or organisation that may wield an influence on the company. Prohibited activities are set out in our policy on **Bribery, Corruption and Fraud**.

We may pursue contributions from our existing suppliers for support for charitable activities including provision of raffle prizes for fund raising activities during the year. It must be made clear that this is entirely optional and the suppliers are under no obligation to participate and their participation, or not, have no influence on our selection of suppliers.

All gifts shall be put in a raffle and monies generated shall be for the benefit of the company's charities and not for individual or company benefit.

At certain times during the year for example (but not limited to) Christmas, Children in Need, Red Nose Day, specific organised charity events for local charities, ask our suppliers to supply a present that can be used in our raffle or can be given direct to our designated charity. Currently our designated charity for Thornton is Brian House which is a hospice for children and for Farington is St Catherine's Hospice. Any others that the company may from time to time designate should be authorised by the Executive Leadership Team.

When seeking or receiving contributions:

- Any approach to the suppliers will be authorised by the General Manager.
- A standard email shall be sent authorised by the relevant manager to our existing suppliers asking them if they wish to contribute when a charity event has been agreed.
- All prizes shall be noted and collected by the relevant representative at the site.
- All proceeds from raffles will be for charitable donations to the designated Company charities held locally to the relevant facilities.
- No overhead or administration expenses shall be deducted from the proceeds of any event/raffle.
- We shall also make public the amount raised and to whom that money has been made payable to.

Global Renewables Lancashire Operations Ltd
Business Operating Management System (BOMS)
Standard Operating Procedure

ORGANISATIONAL COMMUNICATION

SOP-TL-HR-000-6014

LEVEL 3



GLOBAL RENEWABLES™

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1. REVISION STATUS

Issue No	Date	Revision Description	Prepared By	Approved
1	23/09/2014	Initial Revision	M Towers	T. WHITTAKER
2	07/11/2016	Amended	T. Whittaker	T. WHITTAKER

2. INTRODUCTION

GRLOL is committed to ensure all Organisational chart changes, Job role changes, new starters, leavers and changes to policies are communicated effectively to all employees.

3. PURPOSE & SCOPE

GRLOL wants to ensure that communication for any changes within the business is done so correctly to all employees. All changes to organisational charts, job roles and policies should be communicated to all employees effectively.

4. ORGANISATIONAL CHANGES

All GRLOL employees will be informed of any changes to the organisational chart, Job roles, and new policies within the business.

The SHEQ manager will be responsible for updating the Organisational Chart if and when a change to a role is made.

- Changes will be identified through organisational restructures, recruitment or leavers
- Once a change has been confirmed the SHEQ Manager will update the organisational chart
- The Organisational chart is located on Sharepoint, the only people that have access to edit this document are the General Manager and the SHEQ Manager.
- Changes to an individual's job role will be communicated to them in writing and the change form will be sent to payroll for administration. A copy of these documents will be placed on the individuals personnel file.
- The Line Managers will inform payroll if there are any new starters or leavers within the business by submitting the appropriate documentation.
- All employees will be notified verbally, by email or where required, in writing when there is a change to the structure of the company.

5. AMENDMENTS TO COMPANY POLICIES

GRLOL may from time to time update their Company Policies. The Policies may need amending due to changes to legislation or restructure changes.

- Any changes to the policies will be communicated and placed on the internal notice boards and where necessary GRLOL will write to all Employees.
- Any significant changes to policies will be managed as follows:
 - A meeting will be arranged with the union to discuss the changes, how they will affect the employee and reasons behind the changes.
 - Collective consultation process will be followed.
 - Following consultation, all employees will be advised on any changes in writing.

6. PAY AWARD

The General Manager will review the pay award each year looking at the cost of living and discuss the pay award each year with the Board. The General Manager will arrange a meeting with the Union to discuss what the pay award will be. Once this has been agreed with the Union and its representatives a letter will be sent to all employees to inform them what the pay award will be and when this will be effective from. Payroll is responsible for administering the process of the pay increase to the employees' salaries.

Social Media

This policy is intended to help employees of Global Renewables Lancashire Operations Limited (GRLOL) make appropriate decisions about the use of social media such as blogs, social networking websites or forums. These sites include, but are not limited to Twitter, Facebook, LinkedIn and Google+.

Work-Related Use of Social Media

- The only person who is permitted to post material on a social media website in the Company name is the General Manager.
- All other employees must not make any communication using social media which names the Company or their shareholders directly or makes reference to them in such a way as to bring the Company or their shareholders into disrepute.
- Use of the Company logo or name on social media is restricted to the General Manager.

Any breach of these restrictions may amount to gross misconduct and will be addressed through the Disciplinary Procedure.

Personal Use of Social Media

GRLOL allows the use of social media for personal use during formal breaks at work providing you do not upload, post, forward or post a link to any abusive, obscene, discriminatory, harassing, derogatory or defamatory content, however:

- The use of social media must not interfere with your duties.
- You must never disclose commercially sensitive, private or confidential information or details about the Company or shareholders.
- Do not tag yourself “in work”.
- You must state that the views you express are your own and not those of the Company.
- Do not upload, post or forward any content belonging to a third party without their consent. If you want to include a link to a third party website, check that any terms and conditions of that website permit you to link to it.
- Be aware that what you post online is not private even if you only publish it to your friends.
- Do not discuss colleagues, contractors, shareholders or anyone we have a business relationship with, without their prior approval.

Any breach of these restrictions may amount to gross misconduct and will be addressed through the Disciplinary Procedure.

Monitoring Use of Social Media Websites

Use of social media websites may be monitored, whether accessed for personal or work purposes, and where breaches are found, action may be taken under our Disciplinary Procedure [SOP-TL-HR-000-6010 Discipline](#).

GRLOL reserves the right to restrict or prevent access to certain social media websites if we consider personal use to be excessive.

In particular, uploading, posting, forwarding or posting a link to any of the following types of material on a social media website, whether in a professional or personal capacity, may amount to gross misconduct:

- Pornographic material;
- A false and defamatory statement about any person or organisation;
- Material which is offensive, obscene, criminal, discriminatory or derogatory or may cause embarrassment to us, our shareholders or anyone we have a business relationship with;
- Confidential information about us or any of our staff or shareholders;
- Any statement which is likely to result in legal proceedings.

Any action will be addressed under our Disciplinary Procedure: [SOP-TL-HR-000-6010 Discipline](#).

Using Company Equipment to Access Social Media Websites

If you have use of company equipment, for example, a mobile phone, laptop or other device which allows access to the internet, you must follow the above guidelines when accessing social media websites, whether from home or work.

Related Policies

This policy does not cover email which is covered in our [Email Acceptable Use Policy](#).

The policy supplements our [Internet Acceptable Use Policy](#) and outlines the standards we require all of our employees to observe when using social media.

Shift Swaps

Shift swapping enables employees to negotiate changes to their working rosters by rearranging shifts among themselves. Employees can swap shifts with colleagues competent to carry out the same job role.

Although Global Renewables Lancashire Operations Limited (GRLOL) is committed to providing all employees with the opportunity to swap shifts where necessary, the needs of the business must continue to be met.

General Principles

GRLOL recognises the commitment and hard work of all staff and understands that individuals may, at some time in their working lives, find it difficult to maintain a balance between their professional and personal commitments. This could be because of parental or other caring responsibilities, continuing education, religious observance or other personal interests.

We understand that the promotion of flexible working patterns through the use of occasional shift swapping can reduce unauthorised absences from work and employee stress, and in turn promote work-life balance and improve performance and productivity.

Shifts swaps should normally be for 1 or 2 days not for the 4 day shift set as they are intended to accommodate circumstances such as; weddings, funerals, christenings, supporting special family events, medical / hospital appointment or emergency for you or a member of your family. The period of time the agreed changes take place over should not normally exceed 3 months but consideration will be given in exceptional circumstances*.

Holidays and annual leave are incorporated into the shift pattern and should not form part of the shift swap process except in exceptional circumstances (see below*).

*If your shift pattern falls in such a way that you will not be on leave for any of the designated breaks your children have from school for a complete year and you wish to take time off to spend with your children or take them on holiday during such a period when they are on leave we will approve a shift swap for a period of more than 1 or 2 days.

Shift Swapping Process

An employee wishing to change one or more shifts should speak with their colleagues to see if any of them are willing to change their shift with them.

Both parties must agree formally to the change of shift. Once another employee has agreed to swap shifts, both employees must sign the shift-swapping agreement form indicating their acceptance of the shift swap and confirming the dates the swaps will be taking place. The completed form must then be submitted to and approved by the relevant line manager.

Once the swap has been approved by the relevant line manager it becomes a binding agreement between the two employees to change the date they are rostered to work. The dates the employees have agreed to work for each other become the responsibility of each and failure to attend on an agreed date change will be treated the same as absence and may result in disciplinary action.

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Shift swaps will be managed and monitored by Line Managers and Payroll.

Conditions and Restrictions

It is the responsibility of employees to ensure that equivalent skills are available to cover during any swapped shifts. This will ensure that all shifts are resourced appropriately and continuity of service is provided.

Employees must have regard to any other work commitments, including internal or external training commitments, before agreeing to swap shifts with a colleague. Employees who have made a request to swap shifts with a colleague are expected to rearrange any existing work commitments that they will not be able to perform. A failure to do so, particularly where the Company incurs expense, may result in disciplinary action and/or a deduction in wages.

Any abuse of this policy will be addressed through the Disciplinary Procedure.

Stop and Search

Global Renewables Lancashire Operations Limited (GRLLOL) reserves the right to conduct searches to monitor compliance with site rules and to ensure security of the company and individual property.

The company reserves the right to conduct searches of employees and/or contractors visiting the site. The search may extend to their work areas, lockers, vehicles (if driven or parked on company property), and other personal items. We wish to make it clear that in requesting a search, the company is not accusing anyone of theft or some other crime, and the search may simply be a random one.

All searches will be conducted by 2 people from company management and/or security staff and will be conducted in accordance with our requirements.

For more information please speak to your Line Manager.

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Global Renewables Lancashire Operations Ltd
Business Operating Management System (BOMS)
Standard Operating Procedure

CYCLE TO WORK

SOP-TL-HR-000-6011

LEVEL 3



GLOBAL RENEWABLES™

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1. REVISION STATUS

Revision Status					
Issue No	Date	Revision Description	Prepared By	Approved - LEYLAND	Approved - THORNTON
1	08/09/2014	Transfer of data into new SOP format	M Towers	T. WHITTAKER	T. WHITTAKER

2. INTRODUCTION

GRLOL is committed to the health and wellbeing of its employees and to a more sustainable environment. The Cycle to Work Scheme aims to address both these issues by providing a mechanism to promote healthier journeys to and from work whilst at the same time contributing to a reduction in environmental pollution.

3. PURPOSE & SCOPE

The Cycle to Work Scheme is a tax exempt scheme which allows all GRLOL employees to hire cycles and cycle safety equipment on a tax free basis. The tax exemption relates to the tax charge which would otherwise apply to cycles and cycle equipment loaned to employees.

The tax exemption is dependent on the following conditions being met:

- * The equipment hired must be a bicycle or a bicycle and related safety equipment.
- * The employee must remain in GRLOL employment for the duration of the agreed Hire Period.
- * The employee must use the equipment mainly for commuting to and from place of work, although you are entitled to use it for other purposes as well.

The Cycle to Work Scheme operates on a basis of salary sacrifice. The employee, in entering the Scheme agrees a contract variation to accept a lower salary in exchange for GRLOL providing the cycle and cycle equipment.

GRLOL works with an external supplier, Cyclescheme to provide and administer the Cycle to Work Scheme. Full details of the scheme particulars are available from the Cyclescheme website at www.cyclescheme.co.uk.

4. ELIGIBILITY FOR THE SCHEME

All GRLOL employees are eligible to participate in the Cycle to Work Scheme. The following conditions must be met:

- * The employee is a UK tax payer via the PAYE system
- * Following the salary sacrifice being applied, the employee's gross pay does not reduce to an amount below the National Minimum Wage (NMW)
- * The employee has a Contract of Employment which outlasts the duration of the 12 month salary sacrifice period.
- * The employee is aged 18 years or over
- * The equipment must be used mainly for qualifying journeys i.e. journeys (in whole or in part) between home and work or journeys between workplaces

In order to qualify for the Cycle to Work Scheme you are required to hire a bike. You may also choose to hire cycle safety equipment. This may include:

- * Helmets
- * Bells and horns
- * Lights
- * Mirrors to ensure riders visibility is not impaired
- * Mudguards
- * Cycle clips
- * Luggage carriers and straps to allow luggage to be safely carried
- * Locks and chains to ensure cycle can be safely secured
- * Reflective clothing

5. TERMS OF THE SCHEME

By participating in the Cycle to Work Scheme GRLOL employees are agreeing to vary their terms and conditions of employment by reducing their gross contractual salary by the value of the cycle and equipment hired.

Value to be agreed at time of application and is limited to the lower of £1000 or 100% of basic net pay. Basic net pay will be defined as:

- * Calculated net pay using regular pay only. This will be calculated by finance whereby an employee receives overtime payments or any other not guaranteed enhancement.
- * Net pay will be defined as regular pay which will mean weekly net pay for weekly paid employees and monthly net pay for monthly paid employees.

The agreement entered into is regulated by the Consumer Credit Act 1974.

The hire agreement will last for a period of twelve months and payments will be made via a salary sacrifice arrangement commencing at the next available pay date following the purchase of the cycle which GRLOL agrees to hire to the employee.

The cycle and cycle equipment hired under the scheme remains the property of GRLOL until the end of the twelve month period, when the title transfers to Cyclescheme. Any employee entering into the Scheme must be aware of the following:

- * Employees are responsible for ensuring the cycle and cycle equipment hired under the Scheme is insured against theft, loss or damage. Replacement equipment is not provided under the Scheme.

- * If the bike is lost or stolen, under the terms of the agreement the employee must replace the items at their own expense. They can continue to be part of the salary sacrifice scheme, paying the outstanding payments from their gross salary. If a bike is lost or stolen and the employee does not replace the bike the salary sacrifice ends and the outstanding payments will be taken from their next week's/months net pay.
- * Employees are responsible for maintaining the cycle and equipment during the twelve month hire period.
- * Employees must not hire out, transfer or otherwise dispose of the cycle or cycle equipment.
- * Any cycle or cycle equipment must be suitable for travel to and from work.

6. JOINING THE SCHEME

The Scheme is open to all employees to join at any time. To join the Scheme:

1. An eligible employee visits a Cyclescheme "Partner Shop" (i.e. a bike shop contracted by Cyclescheme to supply Equipment under Cycle to Work Schemes) and requests a written quotation in relation to any Equipment he or she would like to have use of under the Scheme.
2. The Employee applies, via Cyclescheme's extranet web facility, for a certificate authorising the relevant Partner Shop to release the selected Equipment to the Employee (the "Certificate").
3. If GRLOL approve the application (limited to the lower of £1000 or 100% of basic net pay) it will enter into a Hire Agreement with the Employee in respect of the selected Equipment.
4. GRLOL will then authorise Cyclescheme to issue the Certificate.
5. Cyclescheme will issue the Certificate to the Employer to be given to the employee.
6. The Employee presents the certificate to the Partner Shop together with photographic evidence of identity and collects the equipment.

7. WITHDRAWAL FROM THE SCHEME

Under the Consumer Credit Act 1974 you may withdraw from the Scheme within 14 days of receiving the agreement or under the Consumer Protection (Distance Selling) Regulations 2000 within 7 days of collecting your bike. After this time it is not possible to withdraw from the Scheme during the twelve month period. When choosing to opt into the Scheme employees commit to a hire agreement for a twelve month period. If an employee ceases employment with GRLOL before the end of the twelve month period they are obliged to pay the outstanding balance of the agreement from net pay, i.e. without any tax exemptions. The amount would be deducted from their final pay.

8. WHAT HAPPENS AT THE END OF THE HIRE PERIOD

At the end of the twelve month hire period Cyclescheme will contact the employee and offer three options. The employees can either:

- * Enter into an extended use agreement with Cyclescheme for a period of a further three years for a refundable deposit of either 3% or 7% depending on the original price for the cycle.
- * Buy the bike and equipment at a fair market value. Fair market value is determined by the original price paid for the cycle. Less than £500 would be 18% of the value, more than £500 would be 25% of the value.
- * Return the cycle and equipment to Cyclescheme.

Bribery, Corruption and Fraud

Global Renewables Lancashire Operations Limited (GRLOL) has a strict anti-bribery and corruption policy in line with the Bribery Act (2010). A bribe is defined as giving someone a financial or other advantage to encourage that person to perform their functions or activities improperly or to reward that person for having already done so.

If you bribe (or attempt to bribe) another person, intending either to obtain or retain business for the company, or to obtain or retain an advantage in the conduct of the company's business, this will be considered gross misconduct. Similarly accepting or allowing another person to accept a bribe will be considered gross misconduct. In these circumstances you will be subject to formal investigation under the company's disciplinary procedures, and disciplinary action up to and including dismissal may be applied.

Fraud

The Fraud Act 2006 sets out a legal framework whereby it is an offence to make gain for yourself / another or to cause loss to another via:

- False representation: intentionally and dishonestly making false representations.
- Failing to disclose information: dishonestly or failing to disclose relevant information.
- Abuse of position: dishonestly and / or abuse of your position.

GRLOL is committed to the prevention of fraud and to the promotion of an anti-fraud culture. We operate a zero-tolerance attitude to fraud and require staff to act honestly and with integrity at all times and we request all employees report any reasonable suspicions of fraud.

We will investigate all instances of actual, attempted and suspected fraud committed by staff and will seek to recover any funds and assets lost through fraud. Perpetrators will be subject to disciplinary and / or legal action.

Global Renewables Lancashire Operations Ltd
Business Operating Management System (BOMS)
Standard Operating Procedure

OBJECTIVES AND APPRAISALS

SOP-TL-HR-000-6015

LEVEL 3



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1. REVISION STATUS

Issue No	Date	Revision Description	Prepared By	Approved
1	23/09/2014	Initial Revision	M Towers	T. WHITTAKER
2	07/11/2016	Amended	T. Whittaker	T. WHITTAKER

2. INTRODUCTION

GRLOL will ensure regular performance appraisals with all employees. GRLOL are committed to supporting every employee to reach their potential and achieve their personal goals, which in turn will assist the organisation to achieve its objectives.

The performance appraisal policy is a formal meeting of each employee and their line manager to discuss his/her work. The purpose of the meeting is to review previous achievements and to set further objectives.

3. PURPOSE & SCOPE

GRLOL is committed to having 1-1 appraisals with all employees on a regular basis. The main objective of performance appraisals is to measure and improve the performance of employees and increase their future potential and value to the company. Other objectives include providing feedback, improving communication, understanding training needs, clarifying roles and responsibilities.

This policy aims to create an Appraisal and Objectives framework to ensure that all employees:

- Have a regular appraisal
- Ensure the appraisal is a two way discussion between the Line Manager and employee
- Know what is expected of them in terms of the standard of their work performance
- Know what is required of them in order to do their job effectively
- Receive recognition for their achievements
- Receive feedback on regular basis which aims to improve and develop their performance
- Identify areas where improvements are needed
- Identify with their line manager their learning and development needs
- Plan their career development where possible

4. PROCEDURE

Supervisors and Managers are required to conduct annual appraisals reviews with all employees that report to them.

The line manager and employees need to ensure they prepare for the Appraisal meeting beforehand if a successful outcome is to be achieved. Business and Finance will work with Line Managers to prepare the relevant paperwork in readiness for the appraisal and will send to the employee.

The appraisal will be a 1-1 meeting where all employees can have an open and honest discussion with their line manager

Points that will be discussed during the appraisal are:

- how well the individual has performed since the last meeting and what they have achieved, with examples or other evidence
- how successfully objectives and development plans from the last meeting have been implemented
- factors that have helped or hindered performance
- how the appraisee has responded to challenges
- current learning, development and support needed
- potential actions that could be taken by either party to develop or improve performance
- potential directions the individual would like their career to develop
- potential objectives and timescales of these objectives discussed

Once the appraisal has been completed both the line manager and employee will sign the form. A copy will then be provided to the employee. The original document will be sent to Business and Finance who will review and discuss with the Line Manager any training requirements outstanding that are mandatory for their roles.

All appraisal forms will be held on the individuals personnel file.

Time off to deal with emergencies involving dependents

All employees have the right to a reasonable amount of unpaid time off to deal with an emergency involving a dependant.

A dependant is a spouse, partner, child or parent or a person who lives with the employee (but not a lodger). However, it could also be someone else who reasonably relies on the employee for care, e.g. an elderly neighbour.

Employees can take leave when a dependant:

- falls ill, or is injured or assaulted - including mental illness or injury, e.g. emotional distress
- goes into labour

Employees can also take leave when they need to:

- make longer-term care arrangements for a dependent who is ill or injured
- arrange or attend a dependent's funeral
- deal with an unexpected problem in care arrangements, e.g. if a child-minder is unexpectedly unavailable
- deal with an incident involving the employee's child during school hours, e.g. suspension from school

How much time off can an employee take?

The right is to reasonable time off. This amount of time isn't fixed - it should simply allow the employee to deal with the immediate problem and put any other necessary care arrangements in place.

For example, an employee would not normally be able to take two weeks off to care for a sick child, but they could take one or two days to take the child to the doctor and arrange for someone else to look after him or her.

Emergency time off and protection against detriment or dismissal

GRLOL shall not:

- subject an employee to detrimental treatment for taking emergency time off
- dismiss an employee - or select them for redundancy - because they took, or sought to take, emergency leave

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GLOBAL RENEWABLES™

Overtime Policy

Introduction

In line with the new Company structure, Global Renewables Lancashire Operations Limited (GRLOL) has determined hours required to fulfil each role and this is detailed in an employee's statement of particulars.

The full time working hours for employees of GRLOL is 37.5 hours per week.

All overtime must be pre-approved by your Line Manager and will be determined by business needs.

When considering whether overtime is approved, the Manager must take into account the Working Time Regulations to ensure that the employee does not work in excess of 48 hours. An employee shall not be permitted to work overtime if their hours would exceed 48 hours per week averaged over a 17 week reference period, unless they have signed an opt-out agreement.

For roles which will be paid overtime the following applies:

If an employee's contractual hours are 37.5 hours per week, any hours worked in addition to these are classed as overtime hours and will be paid the overtime rates stated below.

If an employee's contractual hours are less than 37.5 hour per week, any hours worked in addition to their contractual hours but less than 37.5 hours will be paid at normal hourly rate of pay. Hours worked in excess of 37.5 hours will be paid at the overtime rates stated below.

All overtime is worked on a voluntary basis.

Overtime rates applied after 37.5 hours per week:

- Monday to Saturday paid at time and a half
- Sundays paid at double time.

All Bank Holidays will be paid as follows:

Non Shift Workers

As part of non-shift workers working arrangements they currently receive payment for all Bank Holidays in their monthly salary and are not expected to work a Bank Holiday as part of their normal working week.

If a non-shift worker works a Bank Holiday as overtime they will receive additional payment at time only for the hours worked plus a day off in lieu. This equates to double time as the employee will already have been paid for the day in their normal monthly salary.

Shift Workers (5 shift pattern)

As part of shift workers working arrangements they currently receive a payment that includes their entitlement to paid Bank Holidays in their monthly salary. As part of their 18 day rest period on the shift pattern all holidays including Bank Holidays have been taken into account.

If a shift workers shift falls on a Bank Holiday (including Christmas Day, Boxing Day and New Year) they will receive additional payment at time only for the hours worked. This equates to double time overall as the employee will already have been paid for the bank holiday in their normal monthly salary. They will not receive a day off in lieu as this has already been incorporated into the 18 day rest period.

This policy is effective from TBC following consultation with GRLOL Board/Employment Committee and TU.

Whistle Blowing

Global Renewables Lancashire Operations Limited (GRLOL) acknowledges that some of us may have concerns about what is happening at work. Usually these concerns are easily resolved, but when they are about some form of malpractice, for example, unlawful conduct, financial irregularity, danger to the individual or damage to the environment (including things that may appear institutionalised), it can be difficult to know what to do.

You may be worried about raising such issues or may want to keep the concerns to yourself, perhaps feeling it is none of your business, or that it is only a suspicion, or that raising the matter would be disloyal to colleagues, managers or to the company. If you do say something, you may fear speaking to the wrong person, raising the issue the wrong way, or simply aren't sure what to do next.

GRLOL has introduced this policy to enable you to raise any concerns you may have about possible malpractice, at an early stage and in the right way. We would rather the matter was raised when it was just a concern rather than waiting for the proof.

The Public Interest Disclosure Act, which came into effect in 1999, gives legal protection to employees against being dismissed or penalised by their employers as a result of publicly disclosing certain serious concerns.

If something is troubling you that you think we should know about or look into, please use the information here. If, however, you are aggrieved about your own personal position, you should use the Company's Grievance Procedure.

These concerns could include:

- Financial malpractice, impropriety or fraud
- Failure to comply with a legal obligation or statutes
- Dangers to health & safety or the environment
- Criminal activity
- Improper conduct or unethical behaviour
- Attempts to conceal any of these

The Whistleblowing Policy is primarily for concerns where the interests of others or of the company itself are at risk but remember the general rule:

If you have a genuine concern, but are in doubt - then raise it!

The Company's Assurances to Employees

1. YOUR SAFETY

The management of GRLOL are committed to this policy, and if you raise a genuine concern under it, you will not be at risk of losing your job or suffering any form of retribution by GRLOL provided you are acting

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in good faith. It does not matter if you are mistaken. This assurance is not extended to those who libel or slander others, act frivolously or maliciously, or who pursue a vendetta.

2. YOUR CONFIDENCE

Harassment or victimisation of anyone raising a genuine concern will not be tolerated. It is recognised however, that a concern may wish to be raised in confidence to protect an employee's identity. GRLOL will maintain this confidence, and will not disclose an identity unless required to do so by law.

If a concern cannot be resolved without revealing an employee's identity (for instance because their evidence is needed in court), we will discuss with them how we can proceed.

Remember that if you do not tell us who you are, it will be much more difficult for us to look into the matter or to protect your position or to give you feedback. Accordingly, while we will consider anonymous reports, this policy is not appropriate for concerns raised anonymously.

3. HOW WE WILL HANDLE THE MATTER

In raising a concern employees should be prepared to use the following format:

- the background and history of the concern (giving relevant dates);
- the reason why you are particularly concerned about the situation;
- the name(s) of any colleagues/employees who you consider are either directly involved or can help with further information.

The earlier you express the concern the easier it is to take action.

Although you are not expected to prove beyond doubt the truth of an allegation, you will need to demonstrate to the person contacted that there are reasonable grounds for your concern.

You may wish to consider discussing your concern with a colleague first and you may find it easier to raise the matter if there are two (or more) of you who have had the same experience or concerns.

You may invite a fellow worker, a trade union representative or an official employed by a trade union to be present during any meetings or interviews in connection with the concerns you have raised.

Once you have told us of your concern, we will look into it to assess initially what action should be taken. Where appropriate, the matters raised may:

- be investigated by management, Lancashire County Council Internal Audit, or through the disciplinary process;
- be referred to the police;
- be referred to the external auditor;
- form the subject of an independent inquiry.

In order to protect individuals and those accused of misdeeds or possible malpractice, initial enquiries will be made to decide whether an investigation is appropriate and, if so, what form it should take. The overriding principle which the GRLOL Management / Council will have in mind is the public interest. Concerns or allegations which fall within the scope of specific procedures (for example, child protection, safeguarding or discrimination issues) will normally be referred for consideration under those procedures.

Some concerns may be resolved by agreed action without the need for investigation. If urgent action is required this will be taken before any investigation is conducted.

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Within ten working days of a concern being raised, the responsible person will write to you (if you have taken the decision to disclose your contact details) as follows:

- acknowledging that the concern has been received;
- indicating how we propose to deal with the matter;
- giving an estimate of how long it will take to provide a final response;
- telling you whether any initial enquiries have been made;
- supplying you with information on staff support mechanisms, and
- telling you whether further investigations will take place and if not, why not.

The amount of contact between the officers considering the issues and you will depend on the nature of the matters raised, the potential difficulties involved and the clarity of the information provided. If necessary, the officers will seek further information from you.

Where any meeting is arranged, off-site if you so wish, you can be accompanied by a fellow worker, a trade union representative or an official employed by a trade union.

The Management / Council will take steps to minimise any difficulties which you may experience as a result of raising a concern. For instance, if you are required to give evidence in criminal or disciplinary proceedings Management / the Council will arrange for you to receive advice about the procedure.

Management / the Council accepts that you need to be assured that the matter has been properly addressed. Thus, subject to legal constraints, we will inform you of the outcome of any investigation.

If you do have any personal interest in the matter, we do ask that you tell us at the outset, and if your concern falls more properly within the Grievance Procedure, we'll let you know.

Raising a Concern

STEP 1

If you have a concern about malpractice, we hope you will feel able to raise it first with your line manager. This may be done verbally or in writing.

STEP 2

If you feel unable to raise the matter with your line manager, for whatever reason, please raise the matter with either the General Manager or the Business and Finance Manager.

Please tell us if you want to raise the matter in confidence, so that the appropriate arrangements can be made.

STEP 3

If these routes have been followed and you still have concerns, or if you feel that the matter is so serious, or involves any one of the above, that you cannot discuss it with any of them, please contact Whistleblowing Complaints Section at Lancashire County Council as detailed below:

Concerns may be raised verbally, in writing, or by using the whistleblowing complaints email address (WhistleblowingComplaints@lancashire.gov.uk). Calls to the Whistleblowing Line can be made on 01772 532500 where you will be directed to press 1 for financial matters and 2 if it relates to any other concern. Concerns can also be made in writing and correspondence should be sent to the Corporate HR

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Team, HR Service, Lancashire County Council, PO Box 78, County Hall, Preston, PR1 8XJ or Internal Audit, Lancashire County Council, PO Box 100, Preston, PR1 0LD.

Independent Advice

If you are unsure whether to use this procedure or you want independent advice at any stage, you may contact the independent charity **Public Concern at Work** on 020 7404 6609 or you can email their UK advice line: whistle@pcaw.org.uk. Their lawyers can give you free confidential advice at any stage, as to how to raise a concern about serious malpractice at work.

External Contacts

We hope this policy gives you the reassurance you need, to raise such matters internally, but we recognise that there may be circumstances where you believe you should report matters officially, for example to outside bodies such as Regulators (such as the Environment Agency, Health and Safety Executive) or the Police. Public Concern at Work will be able to advise you on such an option, and on the circumstances in which you may be able to contact an outside body safely. The following are possible contact points:

Public Concern at Work	Public Concern at Work Suite 301 16 Baldwins Gardens London EC1N 7RJ 020 7404 6609
The Audit Commission	The Audit Commission 1 st Floor, Millbank Tower, London SW1P 4HQ 020 7404 6609
Lancashire Constabulary	Lancashire Constabulary Headquarters PO Box 77 Hutton Preston PR4 5SB 0845 1253545
HM Customs and Excise	Customs Confidential Freepost SEA 939 PO Box 100 Gravesend, Kent DA12 2BR 020 7404 6609

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The Information Commissioner	The Office of the Information Commissioner Wycliffe House, Water Lane Wilmslow, Cheshire SK9 5AF 08456 306060
The Environment Agency	National Customer Contact Centre PO Box 544 Rotherham S60 1BY 0800 807060
Health and Safety Executive	Redgrave Court Merton Road Bootle L20 7HS 0845 345 0055

If you do take the matter outside the Council, you should ensure that you do not disclose confidential information. You should check with the relevant contact point that you are not disclosing confidential information.

Agenda Item 8

(NOT FOR PUBLICATION: By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered that all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information)

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Agenda Item 9

(NOT FOR PUBLICATION: By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered that all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information)

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