
PINC COLLEGE MIDLANDS - TEAM CODE OF CONDUCT POLICY



**Pinc
College.**

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PURPOSE

The purpose of this Code of Conduct is to provide a framework for safe professional practice and effective partnerships between the Pinc College Midlands (the College) team, students, and parents/carers.

This Code of Conduct sets out the minimum standards and expectations that should apply to the entire College team working with students on and off site. This code is designed to be supportive and aims to help the College team to maintain professional standards of behaviour towards other colleagues and students and protect themselves from misunderstanding or criticism.

SCOPE

The Code does not supersede local operating guidelines nor the need for the team to fulfil their obligations laid down in their job description and contract of employment. It does not attempt to identify every College policy or procedure that exists but highlights some key rules, which broadly apply to the entire team. It is the responsibility of each member of the team to ensure they have read and understand the code, together with all other policies issued and updated by the College. Failure to adhere to this code is a serious matter and may lead to disciplinary action.

The College has several campuses that provide appropriate, challenging, and meaningful study programmes, to increase employability skills. This policy relates to distance learning and e-safety across all aspects of the work of the College and those campuses.

Any reference to 'College' in this policy means any of the campuses. Any reference to the College 'team' in this policy means all employed staff and volunteers working at each Campus.

OUR VALUES

To be Respectful, Responsible, Safe and Kind, are at the core of our values. They are reflective of expected behaviours and set the foundation upon which the College builds its culture.

CHECKLIST

It is likely that a member of the team will at some point find themselves in a situation where they are faced with a difficult situation or decision. To support you in making the right decision, ask yourselves the following:

- Is my behaviour consistent with the Values and expected behaviours of the College?
- Does my decision reflect the right thing to do for our students and the College?
- Is my decision being driven by responsible professional judgement?
- Does my action comply with College policies?
- Would my action comply with the Equality Act?

EQUALITY and DIVERSITY

The College is committed to equality of opportunity and values diversity in the workplace and all the services we deliver. Any breach of this code will be dealt with in accordance with the Equalities Act. All team members must ensure that they are familiar with and understand the Equality and Diversity Policy and actively seek to ensure that it is upheld in their area of work.

Fundamental British Values are upheld as part of the government's Prevent Programme and refers to: democracy, rule of law, individual liberty, mutual respect, and tolerance for those with different faiths.

CONFIDENTIALITY and DISCLOSURE OF INFORMATION

All information gained during the course of employment, about students, their families, fellow team members, whether oral, written or recorded electronically is expected to be considered confidential, during employment and post-employment. Team members are expected to keep information confidential, unless required by law not to do so. For example, they must:

- not communicate to the public, press, television, or any outside agency the contents of any documents relating to the College or the proceedings of any meetings that is confidential information unless required by law or authorised by their Creative Learning Studio (CLS) Lead to do so
- not use any information obtained in the course of their employment for personal gain or benefit, nor should they pass it on to others who might use it in such a way for example passing dates for review of contracts for services before they are public knowledge
- follow the guidance as set out in the data policies. Breach of any of these policies may lead to disciplinary action.

CRIMINAL ACTS

In the event that a team member is charged with, and/or convicted of, a criminal act, they must advise the College immediately. Failure to notify the College will result in disciplinary action being commenced, which may result in the termination of employment.

SAFEGUARDING

Team members must be aware of the name of the designated person with responsibility for safeguarding students (and their deputy) and understand their responsibilities under the safeguarding policy. All have a responsibility to raise concerns about the inappropriate or worrying behaviour of a colleague: in good faith and without fear of repercussions. The team must accept responsibility for their own actions and behaviour and avoid any conduct that might lead any reasonable person to question their motivation and intentions. They must make a record of any incident and promptly consult their Campus Lead. The team are obliged to support the College's statutory duty to safeguard and promote the welfare and well-being of all students.

All team members are required to undertake a new DBS application every three years.

WHISTLEBLOWING

It is important that concerns can be raised in a confidential manner with no detriment to the whistleblower. For this reason, the College has a Whistleblowing Policy in place which outlines the steps to be taken by any team member who wishes to raise a concern. Should the concern relate to a safeguarding matter, the Safeguarding Procedures must be followed.

POLITICAL NEUTRALITY and PERSONAL INTERESTS

All must ensure that their individual political opinions do not interfere with their work and the values of the College.

All team members complete a Declaration of Interests form and must declare any financial or non-financial interests they consider could bring about a conflict with the College's interests. Team members are also required to declare membership of any organisation not open to the public without formal membership and commitment of allegiance and which has secrecy about rules or membership or conduct.

A declaration of interests' pro-forma is required to be completed annually, or between these dates should the need for a new declaration arise.

PRESS and MEDIA

At times we may be asked to comment on issues relating to our work or activities on site and in the community. Such interest is generally welcomed. However, the messages that go out to the media have to be carefully considered and should be in the very best interests of the organisation. Positive comments and open discussions can at times be distorted or misconstrued. For this reason, you are asked not to talk directly to the media at any time without first contacting your CLS Lead.

TEAM BEHAVIOUR

All team members share a responsibility for recognising the sensitivities and feelings of others, which may be different from their own but no less valid. All are expected to perform their duties in a manner that fits with the College's Values and Behaviours. In particular:

- be committed to high standards in delivering work and dealing with colleagues
- not behave in such a way (inside or outside the College) that could bring the College into disrepute
- follow the College's Policies and Procedures at all times
- comply with all reasonable management instructions
- report to the Campus Lead, without fear of recrimination, any impropriety or breach of procedure. The College has a procedure for "whistle blowing" (raising a concern) to facilitate this
- inform their Campus Lead if they are referred to any agency (for example, Children's and Adult Services) for external activity which may impact on their suitability for their role.

All forms of bullying, including violence, use of abusive language threats or verbal aggression towards colleagues or students is unacceptable and allegations of this nature are taken very seriously. It is not acceptable for a member of the team to abuse their position in the College and take advantage of other members of the team, the public or students.

Defrauding, stealing, or attempting to do so from the College will not be tolerated. This includes, but is not limited to, deliberately giving false information on claims, such as timesheets, mileage and travel allowances and petty cash forms.

Teachers are also subject to the standards of personal and professional conduct in the Teachers' Standards.

OTHER EMPLOYMENT, OUTSIDE COMMITMENTS and ACTIVITIES

Off-duty hours are the personal concern of team members. However, be clear about your contractual obligations and do not take up outside employment that conflicts with the College's interests or exposes yourselves to a significant health risk. If in any doubt, please discuss with your Campus Lead.

Activities, whether during or outside of working hours, which result in adverse publicity to the College, or which cause it to lose faith in the team member's integrity, may constitute grounds for further action, including disciplinary action, being taken.

It is a condition of employment that you do not provide voluntary or paid assistance to parents/carers of College students or visit their homes without the prior and written agreement of your Campus Lead.

The team should follow the College rules on the ownership of intellectual property or copyright created during their employment. All patents, trademarks and other rights in inventions or concepts that are created or developed by a member of the team during and arising from or related to their employment belongs to the College, subject to any rights acquired by team members under the Patents Act 1977. The College also owns the copyright in all work produced by the team during their employment.

COLLEGE PROPERTY AND EQUIPMENT

It is not normally permitted to use office equipment, e.g. personal computers, facsimile machines, photocopiers, for personal use. Team members must not allow the College address to be used for personal mail deliveries without prior authorisation from your Campus Lead.

Valuable equipment must be stored securely. We all have a duty of care to ensure that good care is taken of finite resources and equipment at all times.

PERSONAL PROPERTY

The College is not responsible for the loss, theft or damage to any personal property brought by the team onto College premises or stored in College vehicles. Team members are responsible for the security and safety of their personal possessions at all times and should keep these items safe in lockable desk drawers/lockers.

Lost property should be handed to your Campus Lead if found.

TEAM USE of their PERSONAL SOCIAL MEDIA

The use of personal social media should also be read in conjunction with the College policy on distance learning and e-safety.

Social media is the term commonly given to websites and online tools allowing users to interact with each other; by sharing information, opinions, knowledge, and interests. Social media can include any website where comments and or information can be shared and are considered to be in the public domain for example photo sharing, blogs as well as the more well-known social networking sites such as twitter, Instagram, and Facebook.

This guidance aims to help the team make responsible decisions to ensure they are using them in line with this overall Code of Conduct. They must be used carefully to avoid potential pitfalls. Where actions in using social media are judged to contravene this Code, a team member may face disciplinary action and potentially summary dismissal (dismissal without notice), this may include activities outside employment.

Protocol

The basic premise is to exercise common sense. What you write on social networking sites is essentially in the public domain, even if you have privacy settings or material is posted on a closed profile or group.

You should only use social media in your capacity as a member of the College team where this is an appropriate communication tool which must be specifically endorsed by your Campus Lead.

If you are not using social media to support you directly in your employed position, you should always access this in your personal time.

In all circumstances:

- **do not open up your personal social media/network space to ANY student or run any social network space on behalf of students/for their use**
- Be aware of safeguarding issues and materials which may adversely impact on student and vulnerable young people and adults. Challenge and report inappropriate use of media
- Be accurate, fair, thorough, and transparent
- Be mindful that what you publish may be public for a long time
- Respect copyright and data protection laws as well as maintaining confidential information
- Do not publish or report information or conversations that are accessed through your employment at the College without explicit permission. "Conversations" may be oral or e-mail exchanges
- Do not use swear words or use derogatory language
- It is unacceptable to use social media in a manner that would generally be accepted as a hostile attempt to hurt, upset, or embarrass another person, or groups of people, associated with the College.
- Never refer to stakeholders, suppliers, or other members of the team in a way that they can identify individuals
- Never represent or reproduce the College logo without authorisation
- Do not publish images relating to users of the College's services unless consent has been

given in writing.

In addition, in your personal use of social media:

- Ensure that your online activities or expressed opinions do not interfere with or conflict with your job or your colleagues (for example many roles within Colleges are viewed as role models, views expressed should not conflict with this)
- If you are identifiable as a member of the College team on social networks, ensure your profile and related content is consistent with how you should present yourself with colleagues and users of College services
- Do not download or copy College materials without permission
- If you publish content to a website not owned by the College, and it has something to do with work that you do as a member of the College team (e.g. evident from your profile), use a disclaimer such as: "The views expressed here are my own and do not necessarily represent the views of my employer."

Maintain boundaries between your personal and professional lives, including customising your privacy settings and avoiding inappropriate personal information becoming visible to members of the group (please note that information can be passed on by individuals that have been allowed access to and any inappropriate views or content will be viewed as contravening the code of conduct).

EMAIL and INTERNET

Team members must not view their College computer, or anything stored on it as personal to them. They must not download, store, display, view, retrieve or send electronic material that uses un-authorised encryption, contains programme files, is obscene, indecent, sexist, racist, defamatory, abusive, in breach of copyright, confidential, may constitute harassment, violate an individual's dignity, or create an intimidating, hostile, degrading, humiliating or otherwise inappropriate environment. The Executive College Lead or Campus Leads may access a team member's mailbox or gain access to Internet usage reports for the following reasons at any time with no notice to:

- ensure compliance with this policy,
- monitor standards of service or
- prevent, investigate, or detect unauthorised use of the IT system or criminal activities.

If students are found to have accessed such images, this should be reported to the Campus Lead.

It is also strictly forbidden to download any software from or to load software onto the College's IT system except with the prior written authorisation of the Executive College Lead. Team members should use the Internet and electronic mail in exactly the same way as they would correspond to anyone on College headed notepaper and must remember that all electronic mail falls within the framework of the Data Protection legislation. The team must not correspond on any aspect of College business unless it falls within that member's job description and should not be treated as a confidential means of communication.

MOBILE PHONES

Whilst team members should have their personal mobile device either switched on during working hours, they should be used professionally and as an example of how to use a phone responsibly during adult working life. Please inform family and friends only to contact you at work when it is absolutely necessary.

The team can make personal use of telephones, e-mail, and internet facilities during work time, at the discretion, or when there is an urgent need to contact someone in an emergency. The time spent should be kept to a minimum.

It is forbidden to:

- Give personal phone numbers or home phone numbers to students
- Take pictures of colleagues, College premises or students using personal mobile devices unless prior permission has been sought from the Campus Lead.

Only certain job roles require the provision of a College mobile phone. Where provided, they are for business use only. The mobile phone should be kept in good working order, remain charged and connected to the network (as far as coverage permits) during working hours so business calls can be received, as necessary.

ATTENDANCE and PUNCTUALITY

Good timekeeping is essential to ensure that students are fully supported throughout the day, that all services run efficiently, and that all team members are treated fairly. Staffing levels must remain in line with the demands of the College at all times of the day. Repeated or persistent lateness will be viewed as misconduct.

DRESS

The College expects appropriate dress whilst at work. This should consider the student cohort so that confidence of service users is maintained. The College values diversity but does expect all team members' clothing at work to be clean, and appropriate to your role working with vulnerable young people.

LANGUAGE

Language used in the workplace should be professional and considered (especially in areas where you are working with young people or which are open to the public). Sexist, racist, homophobic, language which does not promote fundamental British values, or any other abusive language is not acceptable.

ALCOHOL and DRUGS

The College recognises the importance of the health and welfare of its team. We realise that the misuse of alcohol and drugs is a health problem and, as such, will be treated sympathetically. However, attending work or events outside of normal work hours on behalf of the College when under the influence of alcohol or drugs is likely to be considered as gross misconduct. Please see the Drugs and Alcohol Policy for further information.

SMOKING/VAPING

The College recognises that the team may wish to smoke in their own time during the course of the working day. Please use the designated areas only. If a Campus Lead is concerned about the amount of time a member of the team is spending smoking, they should inform them of the acceptable standards. Under no circumstances smoke inside the College building, inside College vehicles or a personal vehicle when transporting students. Where local arrangements have been agreed for smoking/vaping, this should be monitored by the Campus Lead to ensure it is being adhered to.

The above rule applies to use of e-cigarettes and other similar devices.

GIFTS GRATUITIES and HOSPITALITY

Do not accept personal gifts of any kind, unless they have a value of less than £25.00, for example, mugs, chocolates, calendars. If a member of the team receives such goods, they should inform their Campus Lead. Where the value of a gift or hospitality is in excess of £25.00 this should be reported to the Executive College Lead who maintains a gifts and hospitality register.

A team member may receive a specific donation from funders, suppliers, or parents/carers. To ensure the highest standards of probity any gift must be notified to your Campus Lead. In respect of donations of a value above £50 consideration will be given as to how they can best be used to benefit the organisation as a whole.

BRIBERY

Bribery is, in the conduct of the College's business, the offering or accepting of any gift, loan, payment, reward, or advantage for personal gain as an encouragement to do something which is dishonest, illegal or a breach of trust. Bribery is a criminal offence. No gift should be given, nor hospitality offered by a team member to any party in connection with the College's business without receiving prior written approval from the Executive College Lead.

A team member will face disciplinary action if it is discovered that they have accepted, offered, or given any bribe. This could include dismissal for gross misconduct. Accepting a bribe also carries separate criminal liabilities for the team member personally and for the College.

RELATIONSHIPS

Trustees/Governors

Relationships with Trustees and Governors must remain professional at all times. Team members should ensure that they do not develop personal relationships with Trustees or Governors that could affect their professional relationship. Team members should not discuss individual students with Trustees or Governors, and, if this does occur, it would be usual for such discussions to be evidenced.

Staff Team

The College recognises that work is demanding and at times can be stressful and good, supportive relationships between colleagues are essential. Team members are expected to treat each other with courtesy and respect. Intolerance and harassment are not acceptable and will be treated seriously. The College is committed to operating in all ways that reflect its values and, in return, the team are expected to display a positive attitude at work.

We understand that close personal relationships may develop between team members and these should be declared and open. This is particularly important where the individuals work closely, where one individual in a personal relationship may be the line manager of the other or where issues of integrity or accountability may come into question. Should you find yourself in this situation you should inform your Campus Lead.

All personal information about members of the team or about those applying for roles at the College should remain confidential and on a strictly 'needs to know' basis.

All are encouraged to offer each other positive feedback, constructive criticism, and support. It is not acceptable to criticise a colleague in front of a student or their family or in front of a representative of another organisation. Communication should remain courteous and respectful with all other members of the team.

Should a grievance or dispute arise between colleagues the grievance or disciplinary procedures will be used as appropriate. Guidance in their use emphasises the importance of aiming to resolve such difficulties with more informal, open dialogue and mediation arrangements which may involve your Campus Lead in the first instance rather than moving directly to more formal procedures. This approach will only be appropriate in some cases.

Parent/carers

Relationships with parents/carers must remain professional at all times. Team members should ensure that they do not develop personal relationships that could compromise the essential professional relationship. Inappropriate discussion about the young person, parents/carers or other students or personal matters should not occur. Never discuss a young person with another student or with the parents of another student. Where possible young people should be included in any discussion about themselves in their presence. Communications between parents and a team member should, in almost all situations, take place during working hours, and should be framed in a positive and professional manner. Personal telephone numbers of the team should

not be given out. If in any doubt, further guidance on professional boundaries appropriate to role will be provided by Campus Lead and/or the Executive College Lead.

Local community and service users

Always remember your responsibilities to the community and ensure courteous, efficient, and impartial service delivery to all groups and individuals within that community as defined by the policies of the College.

STUDENTS

Distance learning and e-safety

Please refer to the separate policy regarding the protocols around distance learning and e-safety.

Absence reporting

Reporting an absence by email is always the preferred method. Team members should not give out their personal mobile phone numbers. However, a student and/or parent may choose to send a text message to a team member at the Studio. In these circumstances, such contact should be directed to the 'College mobile' for that particular Campus.

Similarly, Facebook messenger should only be used if it is linked to a College account due to the possibility of students being able to access personal and private information.

Social contact

Please also refer to sections on use of internet/email and personal social media.

Team members should not seek to establish any social contact with a student or their parents/carers. Unplanned or other social contact that happens outside of the College setting should be reported to the Campus Lead. Team members should not give their personal telephone numbers or email addresses to students or their parents. No team member will enter into extra or private tuition or student care arrangements with parents. Notify your Campus Lead of any existing or previous family or social relationship with a student or their parents/carers.

Students in distress

On those occasions when a student may be in distress and in need of comfort and re-assurance, team members should ensure that they remain self-aware at all times and that their contact with the student is not open to misunderstanding. Such incidents must always be recorded and shared with your Campus Lead.

Physical contact

When physical contact is made with students, it should be in response to their needs at that time, of limited duration and appropriate to their age, stage of development, gender, ethnicity, and background. Young people should be prompted rather than forced to undertake tasks and physical prompts, such as in a situation where safety is of concern, should comprise no or minimum force. Physical contact should never be secretive, for the gratuity of the adult or

represent a misuse of authority. Extra caution should be exercised where a student is known to have suffered previous abuse or neglect or has a history of making accusations against adults. Such experiences may sometimes make a student exceptionally needy and demanding of physical contact and team members should respond sensitively by deterring the student through helping them to understand the importance of personal boundaries. Any extreme attention-seeking or behaviour by students that makes a team member feel uncomfortable should be reported to your Campus Lead.

Team members should never be negative, critical, or undermining in the way they talk about students within or outside of their hearing. Inappropriate discussion about the young person, parents/carers or other students or personal matters should not occur.

All members of the team should clearly understand the need to maintain appropriate boundaries in their contacts with students. Intimate relationships between students and the adults who work with them will be regarded as a grave breach of trust. Allowing or encouraging a relationship to develop in a way which might lead to an inappropriate relationship is also unacceptable. Team members must understand that any breaches in the law or professional expectations will lead to criminal or disciplinary action and barring. All team members should make themselves aware of the safeguarding and behaviour management policies adopted by the College.

Care, control, and physical intervention

The College is committed to the use of positive behaviour management and members of the team will not use any form of physical punishment, threats, sarcasm, or demeaning comments to deal with unacceptable behaviour. When students need to be restrained for their own protection or the protection of others, this must only be undertaken in accordance with the training and policy sanctioned by the Executive College Lead. Any such incidents and physical interventions will be recorded and reported to parents/carers.

Infatuations

It is not unusual for students or, sometimes, their parents to develop infatuations or “crushes” towards a trusted team member. All such situations must be responded to sensitively to maintain the dignity of those concerned and any indications that this might be happening reported to the Campus Lead. In addition, the object of the student or parent’s affections may not even be aware of this, in this case colleagues must bring this to the team member’s attention and report this to the Campus Lead.

One to one situations

Those working individually with a student should recognise the potential vulnerability of students and adults in such situations and ensure that they manage these situations with regard for the safety of both the student and themselves. Individual work with students should not be undertaken in isolated areas or rooms where there is no external visual access. Where it is necessary to close doors for reasons of confidentiality, a colleague should be made aware of this and asked to remain vigilant.

Home visits

All work with students and parents should, wherever possible, be undertaken in the College or other recognised workplace. There are however occasions, in response to urgent or specific situations where it is necessary to make one-off or regular home visits, such as an initial assessment and interview.

A risk assessment should include an evaluation of any known factors regarding the student/young person, parents and others living in the household. Following an assessment, appropriate risk management measures should be put in place before visits are agreed. Please refer to the Safeguarding procedures and speak with the DSL. *Where little or no information is available, visits should not be made alone.*

No student or young person should be in or invited into, the home of an adult who works with them, unless the reason for this has been firmly established and agreed with parents/ carers and your Campus Lead. All such contact should be evidenced and recorded.

Transporting or accompanying students off-site

In general, a member of the team will not be expected to transport or accompany students off-site on their own. *However, in the event of an emergency situation (accompanying to a hospital), this may be appropriate.* If team members use their own cars for transporting students, they will ensure appropriate escort arrangements are in place and that they have business use motor insurance in place.

First Aid

All first aid will be administered only by suitably trained and accredited team members except in an emergency where the illness or injury is such that to delay assistance might cause harm to the student. Students who require any form of intimate care are entitled to privacy, dignity, and safety. Students with ongoing health problems will be treated in accordance with any Medical Plan that has been agreed with the parent and the Health Authority and only by those who have been authorised to do so by their Campus Lead. Lone team members should not be placed in a position where they are expected to provide any form of intimate care without the safeguard of having another colleague in the same room or area.

Photography, videos, and other creative arts

Written permission from students and their parents/carers must be obtained before taking photographs or films. This is completed at the time of enrolment. All images and films must be stored appropriately and securely, only used by those authorised to do so. All team members should be able to give account of the rationale behind any images of students that are in their possession.

Photographs and films taken for official College use may be covered by the Data Protection Act, e.g. if the images are going to be stored with other personal data. If the photograph is taken of groups of students during lessons and will be used in the College prospectus then the Data Protection Act does not apply. Names of student must not be published with photographs or films.

Whilst photographic and video images can play a valuable role within the curriculum, after-College

activities and to celebrate achievement, there is potential for such images and opportunities to be misused by adults with ulterior motives. Team members should be sensitive to the needs of students who may have been abused in this way or who appear uncomfortable when asked to participate in photography or filming.

Permission from students and their parents/carers must be obtained for the use of images of students for publicity purposes and, in general, names of students will not be published.

DISCIPLINARY PROCESSES

Disciplinary action may be taken in response to one of the following:

- Unsatisfactory performance at work
- Improper behaviour at work
- Persistent lateness or absenteeism
- Misconduct.

Disciplinary action may take one of the following forms depending on the severity of the problem and the number of occurrences:

- Verbal warnings
- One or more written warnings
- Suspension with or without pay
- Dismissal.

Notice periods are set out in team member contracts. Suspension is considered as a “last resort” mechanism which considers a team member’s length of service and security of the breach. Suspension will be immediate for permanent team members on the College payroll. However, the College reserves the right to immediately end the contract of an Associate.

Team members will always be told of the complaint against them and be given full opportunity to state their case before a decision is taken

For offences other than serious or gross misconduct, the Campus Lead will first ascertain the facts and review any evidence relating to any breach of rules or discipline. The team member will be interviewed in private and asked for an explanation. A course of action will then be decided upon.

Any informal, verbal warning will be given in private by the Campus Lead, and appropriate notes made in the team member’s personnel file.

If a formal, written warning is required—because an informal warning has already been given for the offence or because of the severity of the offence— this will be carried out by the Executive College Lead. Appropriate notes will be made in the employee’s personnel file.

If the offence is repeated, or agreed improvements are not made, then a second and final written warning may be issued.

If standards improve and there is no repetition of the offence then the team member may request that the warning is removed from their file after 12 months. The College reserves the right to refuse to remove the offence from the file if it feels that the offence warrants or that there is a likelihood of further transgression.

A team member may be suspended without pay if they are deemed incapable of performing their duties, or while investigations take place. A written copy of the suspension will be given to the team member by the Executive College Lead.

A team member may be dismissed if:

- They have already received a final written warning and then repeat the offence.
- They have been suspended and it is decided that, upon investigation, their offence merits dismissal.
- They have committed serious or gross misconduct.
- They have committed an offence that makes their continued employment impossible.

There may be incidents that are so serious they justify either a suspension or, in extreme situations, dismissal, without verbal or written warnings being given.

Written warnings

Written warnings will state clearly:

- The conduct concerned
- The improvement required and the time limit for this, if appropriate
- The likely consequences of further offences or failure to improve (e.g. final warning, dismissal, etc.)
- The right to appeal

Appeals

Appeals should be made directly to the Executive College Lead. Where a final decision is contested, or where the matter becomes a collective issue between management and a trade union, then appeals should be made via an external body such as the ACAS.

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