

Restless Development

Global Employee Handbook

2017

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Terms and Abbreviations Defined

Country Programmes (CPs)	All Restless Development Country Units in Africa and South Asia, nationally registered, internationally federated, whose main remit is to run Restless Development programmes aimed at achieving Restless Development’s strategy nationally and contributing to its global strategy
Country Units	Generic term for Country Programmes and Support Offices
Staff	All employees of Restless Development, whether voluntary or paid, part or full time
Restless Development International	The name of the international staff body of Restless Development whose remit it is to support and supervise all of Restless Development’s units globally
Support Offices	All Restless Development Country Units in the UK, India and USA whose main remit is to raise awareness, to advocate and campaign, to raise funds and to give support to Restless Development’s programmes and the mission of the organisation, as well in some cases to run specific Restless Development programmes relevant to their countries
Voluntary Staff	Employees of Restless Development (as opposed to VPEs) who do not take a salary for their work

Volunteer Peer Educator (VPE)

Restless Development's core groups of full time professionally trained young people, who work for up to a year in a voluntary capacity on Restless Development's various young-people-led programmes

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Restless Development Human Resources and Global Policies

Restless Development expects these policies and guidelines to be observed with common sense and to act in accordance with its spirit as well as the letter where precise circumstances are not covered.

All of the Restless Development Team are responsible for the implementation of the policies and guidelines. Failure of individual staff members or volunteers to comply with these policies will result in disciplinary action.

Periodically, some of the items in this manual may need to be changed and other items will be added. If so, staff (and where relevant volunteers) will be given notice of the amendments and a new copy of the manual made available.

These policies together with your Contract of Employment and your Job Description constitute the conditions of your employment with Restless Development.

Important issues have been addressed but these policies and guidelines are by no means exhaustive. Legislation and entitlements can change. Therefore, it is best to consult with your Manager if you are unclear about Restless Development's position on a particular issue or your entitlements.

1.1 Nationalising Restless Development Global Policies

All national offices (Country Programmes and Support Offices) will ratify national policies based on this Global Policy manual.

The process of nationalisation will include:

- Agreeing the process with the Management Committee
- A staff member with the resource and skills identified to lead this process – this should be the No 2
- Should include a legal review performed by a suitable law firm
- Presented to the national board
- Presented to Restless Development International for approval – with a clear guide to every and any change that has been made set against this Global Policy Manual

Once National Policies have been approved by Restless Development International, the National Policies will be:

- Introduced at a staff workshop and broken down in parts to easily allow interaction for all members of staff
- Given time to all staff (their own copy) to read through and set a date for feedback
- Assessed in a fun quiz to determine whether staff have fully understood the policies
- Signed up to by each (incumbent and new) member of staff as linked to the signing of their contract
- Re-visited through on-going refresher sessions at selected times
- Revisited through the whole process again if a staff member seriously violates any policy
- On display in every office/unit

1.2 Human Resources

Restless Development recognises that human resources represent the most important resource within our organisation. This means the management, development and retention of human resources are strategic priorities for the organisation.

In line with this, Restless Development fundamentally believes that positive development of an individual staff member enables that person to fulfil their potential, which in turn enables them to conduct their work activities more efficiently while developing their own skills and therefore their career path.

Restless Development works to ensure that its approach to Human Resource Management (HRM) is based on its values and so HRM is not only a strategic priority for the organisation but is something that is considered when making decisions about all aspects of the organisation.

To put this approach into practice HRM will be part of all annual budgets and planning cycles resulting in a distinct annual plan of HRM activities monitored and supported by each Management Committee.

Key HRM Activities

- Recruitment, Selection and Induction of Staff
- Defining roles and responsibilities of staff
- Performance management
- Staff Development and training
- Grievance and Disciplinary procedure
- Staff retention
- Staff well-being
- Remuneration
- Contracts and Legal obligations
- Career Development

Core Values for HRM

- Prioritising young people
- Fair, Equal, Consistent treatment of staff
- Internal career path, progression and development
- Encouraging a culture based on innovation
- Encouraging participatory decision making
- In line with local professional and legal standards
- Values-led and mission-motivated staff
- Demonstration of Restless Development's mission and impact

Restless Development believes that the HRM function is better organised through a de-centralisation of HR activities throughout the organisation. Each Country Director is responsible for contract-signing and making ultimate decisions on recruitment as well as disciplinary issues, supported and supervised by Restless Development International. There will always also be one person (usually the Number 2 – Head of or Senior Manager) coordinating the central HR activities such as development of staff development and training plans, staff workshops etc. at management level. Finally there will be a system of performance management for all staff throughout the organisation at all levels who are responsible for providing regular support to a staff member through regular performance management meetings.

Note: Restless Development will recognise and comply with national legal obligations in HRM within each country of operation

2. Restless Development Values and Principles

Restless Development's mission is to place young people at the forefront of change and development. This is a mission that drives every member of staff, volunteer and partner involved in Restless Development's work.

In this respect Restless Development places its values and principles at the heart of everything it does, not least guides all policies and standards within the organisation. In all cases of policy dispute, every Country Unit agrees to return to the values set out below to guide decision-making.

See People & Performance Templates & Guidelines\New - Values Materials for a useful presentation template and induction pack (that can be adjusted) for use in Country Programmes, Support Offices and general marketing.

2.1 Heart

We are young professionals accountable to young people. Young people are at the core of everything we do. Our passion and energy drive us. We take initiative, innovate and try new things.

We do:

- Trust young people to lead our work and our organisation.
- Recruit our staff on potential rather than simply on experience.

We don't:

- Treat young people as “victims,” “targets for services” or “problems to be solved.”
- Give up trying to find solutions.

2.2 Head

We work in the context of poverty. We measure our results and use our resources wisely and efficiently. We care about getting the right result. We act professionally and always seek to improve our work.

We do:

- Use our resources efficiently and where they are needed the most
- Set high standards, measure our impact and use our learning’s to improve the quality of our work.

We don’t:

- Undermine the credibility of young people by acting irresponsibly or unprofessionally
- Spend money that doesn’t add value to our strategic plans.

2.3 Voice

We all have a leadership role. Everyone’s opinion is valuable and we bring all voices to the table. We give people the opportunity to succeed and to fail, generating leaders through experience. We are proud of our work and tell our story with conviction.

We do:

- Develop our people as leaders today, not tomorrow.
- Talk proudly to everyone we know about our work.

We don’t:

- Believe that leadership only comes from the top of the organogram
- Blame people who have tried their best to succeed.

2.4 Hands

We are connected with our partners, with each other and with those we serve. We develop solutions as a team. Our rules and policies apply equally to all. We are generous with our expertise, our tools and our time.

We do:

- Invest our knowledge and skills in the success of other youth-serving organisations.
- Stay part of the Restless family wherever our careers take us.

We don’t:

- Go it alone when partnerships and teamwork will yield greater results.
- Fight for the credit.

3. Conditions of Employment

All staff will have a contract of employment in accordance with employment legislation. All terms and conditions will be as nearly as possible the same. Differences must be justifiable in terms of the needs of the job in question and on the experience of the staff member in question.

3.1 Employee Responsibilities

Each individual employed by Restless Development has contractual and implied responsibilities to Restless Development to:

- Ensure that no action is taken that might defraud or defame Restless Development.
- Comply with Restless Development’s policies and guidelines.
- Comply with all safety regulations. All employees are responsible for monitoring safety and health in their own workplace to ensure that it is a safe working environment, for themselves and their fellow employees.
- Ensure that equipment and other Restless Development property/facilities are properly utilised and maintained in good order.
- Ensure that where there is a dispute concerning a reasonable instruction, the task will be carried out (under protest if necessary) while the dispute is being processed through the Grievance Procedure.
- Ensure that appropriate and effective relationships are maintained with colleagues and clients.
- Ensure absence procedure rules are adhered to for all staff.

3.2 Disability

Restless Development will make reasonable adjustment to its normal working practices and working conditions to accommodate a staff member who develops or who is appointed with a disability. What is reasonable will be judged in the light of Restless Development's position as a charity and not for profit organisation as well as in the light of the needs of the individual.

3.3 Job Description

All Restless Development staff are issued with a job description. Performance is bench-marked against the job description and objectives set as part of the performance management process. Before the recruitment and selection process begins, a job description should be drafted and approved by the relevant Manager or Management Committee. Consultants are provided with terms of reference.

The job description is a general and broad range of statements of the purpose, scope, duties and responsibilities attached to a job. Together with this handbook and the employment contract; they form the basis of the contract of employment.

While our job descriptions may vary according to job classification or type, they will typically conform to a set framework. The elements of the Restless Development standard job description include but are not limited to:

- a) job title
- b) the place of work
- c) reporting relationships upwards and downwards
- d) overall terms of reference and definition
- e) essential skills and qualifications
- f) desirable skills and qualifications
- g) a clause that other duties may be assigned on an ad hoc basis

Every job description should have a clause that other duties may be assigned on an ad hoc basis. It is good practice to review the person's suitability and capacity to take on other duties. This clause should be added in good faith and if there is a possibility that much of the job will be ad hoc then the job holder or applicant should be made aware of this possibility or probability. There are benefits for the candidate so he/she will get a good insight to the role and what it entails, and it is also important to consider the implications from a recruitment and selection perspective. This is not an escape clause, but an important part of the role.

There's a job description template in the recruitment and selections guidelines.

3.4 Compensation and Benefits

Restless Development endeavours to ensure that all staff have appropriate terms and conditions of employment while managing our resources prudently so we can support and develop our programmes.

We review our global salary scales periodically to ensure they are competitive in the labour markets where we work. Our other benefits are provided to take care of the well-being of our teams. We provide ample annual leave and flexible working arrangements where possible. Various allowances are available so staff are not out of pocket when travelling on behalf of the organisation.

We are committed to having a healthy, safe and fulfilling workplace for our teams. We believe we have a good work environment and culture at Restless Development and we want to maintain and develop our workplace so staff enjoy their work, feel safe doing so and are empowered to create best class programmes for young people.

3.5 Outside Employment

Staff are not permitted to engage in any other paid employment or to have direct interest, other than a shareholding, in any business unless permission has first been obtained from Restless Development. Permission will not be granted if it is considered that this may conflict with the interests of the organisation, but this will not be unreasonably withheld.

3.6 Return of Property

Restless Development will retain all property rights to new documents, descriptions, reports, videos, music and graphics produced for Restless Development during an individual's employment. Staff holding keys to the Restless Development's offices will immediately inform their Performance Manager if these are lost or mislaid. No copies of keys may be made without authorisation. Keys remain the property of Restless Development and must be handed to the Performance Manager immediately when employment with Restless Development ends, or otherwise on request.

3.7 Funeral Contributions Policy

Restless Development will provide a financial contribution towards the funeral costs of any staff member or volunteer, who dies whilst in employment/service with the organisation. The level of financial contribution will be determined according to national Restless Development policy and will be made to the stated next of kin of the staff member or volunteer.

3.8 Conflict of Interest Policy

Restless Development aims to ensure high ethical standards and maintenance of the integrity of our work and allocation of resources. The principles of transparency and disclosure are essential to achieving these objectives. By disclosing relevant personal, occupational, or financial connections or interests we will ensure that conflicts of interest are identified and resolved, thereby preserving the objectivity and credibility of Restless Development's programmes and decision-making processes.

Disclosure Process

1. All staff and Trustees/Board Members must disclose any conflict of interest, as described below, by completing and submitting a Declaration of Interests Form on an annual basis.
2. However, the obligation to disclose is on-going and staff members, Trustees or Directors must inform Restless Development of any conflict of interest that arises during the period.
3. Failure to disclose a potential conflict of interest would constitute a policy violation.
4. Any potential conflict of interest for staff members will be referred to an objective body within Restless Development (MC for national staff, Restless Development International for Country Directors, or to the Trustees for SMT members).
5. The objective body will assess the declaration and determine whether there is a real or potential conflict of interest, and subsequently what actions or steps need to be taken to reduce or remove such conflict.
6. The objective body where relevant will communicate with the organisation on any real, potential or perceived conflicts of interest and will hold records of these for future reference.

Defining a Conflict of Interest

A conflict of interest refers to situations in which personal, occupational, or financial considerations, either direct or indirect, may affect, or could appear to others to affect, the objectivity or fairness of staff members or Board Members participating in a Restless Development activity. A conflict of interest may be real, potential, or perceived in nature.

- A real conflict of interest arises where a staff member or Board Member has a financial or other personal interest that may compromise their work with Restless Development. An example of this could be where a staff member is related to an existing or potential supplier.
- A potential conflict of interest incorporates the concept of foreseeability; when a staff member or Board Member can foresee that a private or personal interest may someday be sufficient to influence their work with Restless Development, but has not yet (for example, an identified future commitment). An example of this could be where a staff member is planning to take on additional paid work outside of the organization.
- Staff members and Board Members are required to declare interests (such as personal, family or financial connections) even if they do not feel there is a real or potential conflict. Open transparency and declaration helps the organization manage any perceived conflicts of interest – i.e. where others (external partners, donors, other staff etc.) may perceive that there being a potential conflict.

Examples

As a guide only (and not an exhaustive list) real, potential or perceived conflicts of interest could include:

- Staff member has family connection ¹ within the organization (i.e. with another staff member)
- Staff or Board Member is related to an existing or future/potential supplier
- Staff or Board Member is undertaking paid work outside of the organization or has business interests or investments that could be perceived as a conflict of interest
- Staff or Board Member is undertaking consultancy work in same field/sector
- Staff or Board Member knows an external candidate that they are interviewing for a position within Restless Development

If in doubt staff members and Board Members should declare their situation on the Declaration of Interests Form and there's a sample in the appendix.

Determining a Conflict of Interest

Any potential conflict of interest for staff members will be referred to an objective body within Restless Development (MC for national staff, Restless Development International for Country Directors, or to the Trustees for SMT members). As a guide this body will consider the following when assessing whether a conflict of interest does in fact exist:

- Would our partners or donors be concerned about this conflict of interest?
- Internally does this impact on our ability to remain consistent with our policies and procedures?
- Could this impact negatively on our reputation externally?
- Could this impact negatively on the positioning of youth-led development?
- Is there a conflict with our values?
- Could this potential conflict lead to (or be perceived by others to lead to) financial fraud, financial policy violation or compromised value for money?

The objective body will set out both recommendations and required actions needed to either:

- a. Remove the conflict of interest completely
- b. Ensure that there is transparent communication with other staff/partners to remove any perceptions that may arise of a conflict of interest

3.9 Dress Code

Restless Development has a smart/casual dress code policy. Given we operate in many different cultures we ask that you remain sensitive to the customs of the environment you are in and ensure that we don't offend those around us. Dress that results in distraction of other employees or disruption of the work of the office, as determined by the Performance Manager, will not be permitted.

3.10 Flexible Working

Restless Development fully supports flexible working for its staff and hopes it will help them to balance both work and home commitments. In line with UK legislation, any staff member with 26 weeks continuous service may make a request for flexible working. This could include a request for:

- Flexible hours (beyond that stated above)
- Reduced hours or part-time working
- Increased hours (applicable to part-time staff only)
- Remote working
- Job sharing

For some time, Restless Development has had a flexible working policy that has entitled staff to request to work from home up to 1 day per week, and to flex their working hours around our core hours of 10:00-16:00. These

¹ Close family is defined as those family members, or members of the same household, who may be expected to influence, or be influenced by, that person in their dealings with Restless Development. This would normally include a person's spouse, parent, child (adult or minor); brother, sister and the spouse of any of these (please note that this list is not exhaustive).

requests can still be managed informally and do not need to be documented. However, if these requests are to be denied, they may only be denied for one of the 8 reasons detailed below.

For flexible working requests that require a more substantial change to working patterns, the following process must be applied.

Procedure

- Staff members should submit a 'request for flexible working' form to their performance manager.
- All requests must be considered on a case-by-case basis and a final decision communicated to the staff member within 3 months of their request submission, unless otherwise agreed with the staff member.
- The benefits of the proposed working pattern will be weighed up against the potentially adverse impacts to Restless Development, the staff member and their colleagues.
- Where requests are submitted by multiple staff members within the same unit, these will be considered on a first-come-first-served basis.
- Flexible working requests may only be refused on the following grounds:
 1. The burden of additional costs.
 2. An inability to reorganise work amongst existing staff.
 3. An inability to recruit additional staff.
 4. A detrimental impact on quality.
 5. A detrimental impact on performance.
 6. A detrimental effect on ability to meet customer (beneficiary or donor) demand.
 7. Insufficient work for the periods the employee proposes to work.
 8. A planned structural change to the business.
- Requests which clearly have no grounds for refusal may be granted immediately by issuing the 'acceptance letter for flexible working request'.
- If it is unclear whether there may be grounds for refusal, the staff member should be invited to a meeting to discuss their request in more detail with their performance manager, using the 'invitation to flexible working meeting' template. This meeting should occur as soon as possible and, preferably, within 2 weeks of the staff member's request submission.
- If a staff member fails to attend 2 consecutive meetings to discuss this, without good reason, their request can be considered withdrawn.
- Once a decision has been reached, the staff member will be notified of the outcome in writing by issuing either the 'acceptance letter for flexible working request' or 'decline letter for flexible working request'.

In light of our ever-changing business environment, flexible working arrangements will be reviewed annually by the Head of Unit or Country Programme and the relevant performance managers to assess whether they are still feasible to continue. Different roles within Restless Development will allow for different flexible working provisions and, as such, are considered on a case-by-case basis.

- If a staff member moves roles – either within their current unit or to another unit – they should disclose their current flexible working arrangements to the hiring manager as soon as possible and their flexible working arrangements will be reviewed in light of the requirements for the role for which they are applying. If the staff member is successfully appointed to the new role, their current performance manager is equally responsible in ensuring that the new performance manager is fully aware of the flexible working arrangements in place and takes the opportunity to review the request.

Appeals process

- If the flexible working request is refused, the staff member may appeal this decision by submitting a written intent to appeal to their performance manager within 14 days. This intent to appeal should set out the grounds for their appeal.
- The staff member will be invited to an appeal meeting, using the 'invitation to flexible working appeal meeting' template, whereby the Head of Unit or Country Programme will consider the grounds of the appeal, revisit the request for flexible working and, if appropriate, consider a compromise position.
- If a staff member fails to attend 2 consecutive appeal meetings to discuss this, without good reason, their appeal can be considered withdrawn.

- The staff member will be notified in writing of the decision by issuing either the 'acceptance letter for appeal to flexible working request' or 'decline letter for appeal to flexible working request'.
- If the appeal is declined, there is no option for further appeal after this point and the staff member cannot submit another flexible working request for 12 months

Health and Safety

Restless Development is responsible for the health and safety of staff members on flexible working arrangements. If requests to work outside of the office are granted, the staff member must complete a 'workplace assessment' before the flexible working arrangement commences.

3.11 Home Working

The goal of this policy is to create the conceptual and physical space needed by our team to take on larger pieces of work that might get interrupted more easily in the office environment.

Conditions

Staff may work from home for no more than 1 day per week, under the following conditions:

- Home working is agreed with the Performance Manager in advance. The Performance Manager will assess proposed home working by considering the mutual benefit to staff and organisation against potential costs or drawbacks.
- Management team members/direct reports/colleagues are made aware of the employee who is home working in advance, with clear protocol in place for which communications should be made and how.
- When working at home, the staff member has internet connection (unless otherwise agreed with the Performance Manager) and is logged into Skype and email. The staff member's telephone should be on at all times.
- Working hours should be observed in line with office policy (i.e. working the same hours as staff in the office).
- The staff member should provide required materials (desk, electricity, internet, etc.) required to work and will not be reimbursed by Restless Development for such expenditure. Provision of a Restless Development laptop will be based on relevant electronic asset policies.
- All Restless Development normal employment policies apply to staff member working from home.
- The home office environment should meet all health & safety and policy requirements. Failing that, any responsibility for injury or personal/property damages will be borne by the staff member and not Restless Development.
- Home working will not create undue pressure or challenges on other staff in absence of the Director.
- Home working does not adversely affect staff Performance.
- Staff should avoid working from home on Mondays and Fridays

3.12 Salary Advances

Policy

- Restless Development staff members may request an advance on their monthly salary of no more than 80% of their net monthly remuneration.
- Such applications will be considered for one off payments on items such as rent deposits, car payments, family medical bills and other such unexpected expenses, and must be accompanied by documentary evidence.
- Salary advances are to be approved at the discretion of the Country or Unit Director.
- No more than 3 salary advances per staff member per year will be approved.

Procedure

- The application should be made on a Salary Advance Application Form to the direct Performance Manager who will seek final approval from the Country or Unit Director.
- The Country or Unit Director must judge them on a case by case basis, taking into consideration personal circumstances as well as the cash flow and budget situation at the time. S/he reserves the right to refuse any such application.

- On a monthly basis, a summary of salary advances using Pastel Debtor Accounts should be submitted by the FAM to the Country or Unit Director for review and approval.
- For applications by a Country or Unit Director, the Director should apply in the same way directly to the SMT who will seek final approval from the Finance Director and the Performance Manager.
- Any salary advance granted will be deducted from the Staff member's next salary payment. For example: If a Staff member receives an 80% advance of their June salary payment and this is paid to them in May, alongside their normal May salary payment, they will only receive 20% of their normal salary payment in June.

NB any salary advance without proper authorisation and documentation constitutes embezzlement.

3.13 Loans Policy

- This loans policy for staff is only in regards to accommodation-advance needs – i.e. documented evidence of the requirement to pay rent in advance
- No loans may be considered for purchases and payments such as travel, cars, weddings or school fees; the present Salary Advances as summarised above is the only method for those types of advances – i.e. up to 80% of one month's salary paid back in the following month
- The basis of the loan for rent must be that there is a nationally consistent requirement for an individual to pay between six and twelve months rent in advance in order to rent accommodation. 'Nationally consistent' means over 50% of staff needing to pay 6 months or more on their rent
- Loans will never exceed six-months rent regardless of requirements, and never exceed 50% of the total net salary for the period.
- For new staff the same policy applies with the addition that the loan must never exceed the duration of their probation period.

Procedure

- Any Country Programme wishing to register the need for loans under this policy should do so with Restless Development Performance and People Director, in advance of the annual budget submission, demonstrating the requirements for long-term rent payments of six or more months.
- The rent-advance period must be pre-agreed with each Country Programme and Restless Development International.
- The Country Director will make the decision on loans based on the budget agreement on loans with Restless Development Intl's Performance and People Director and the availability of budgeted income and cash at point of request. He/she will seek final approval from the Financial Director.
- All loans must have a repayment schedule agreed and signed by both parties.

Housing Loan Agreement

We have a Housing Loan Agreement form in the appendix which is used when an employee is getting accommodation while they are working on a country programme. The loan is set up to help the employee to find accommodation without causing undue financial hardship and to help manage the initial set up costs.

3.14 Visitors

Restless Development considers the priorities of both the beneficiaries of our operations and our staff working in the field. While Restless Development is happy, in principle, for family and friends to visit staff whilst on their holiday leave, each application will be judged on its own merits in terms of safety and convenience.

- Permission for visits must be sought from the Country Director.
- Visitors cannot avail of Restless Development transport and Restless Development accommodation whilst in the company of the employee.

3.15 HR Records

- Restless Development maintains confidential records on each staff member. These records shall remain the property of Restless Development during and after employment.
- An employee may request information pertaining to records held on computer and in hard copy format about them.

3.16 National Insurance and Social Security

Restless Development will administer the national insurance contributions for London based staff within the UK National Insurance scheme. Restless Development will also administer the social security scheme for national staff in their respective countries.

For UK nationals attached to the UK National Insurance scheme but working in a country other than the UK for Restless Development; the organisation will may make the statutory National Insurance contributions in-line with legislation (usually for the first 52 weeks based abroad). Upon completion of the statutory contributions, Restless Development will make a contribution on your behalf to a maximum of £300 on any given year. It is the responsibility of the staff member to provide Restless Development with the details of the scheme and supporting documentation and receipts of proof of payment. Payments can be made retrospectively. Advance payments are not made.

3.17 Definition and Policy on Partners/Life-Partners

In Restless Development Partners or Life-Partners as defined below will receive all of the same benefits and support as a spouse. Therefore wherever a spouse is mentioned in any contract or policy of Restless Development it will include Partners. Partners are defined as couples who have been living together for two years with the intention of continuing to live together in a permanent relationship. To demonstrate that a partner relationship qualifies under this definition, the Restless Development staff member will have to show (including documentary evidence where appropriate) that the couple:

1. Has been living together for at least two years in a relationship similar to marriage.
2. Are life partners and intend to live together permanently.
3. Are responsible for each other's financial welfare
4. Are not blood relatives
5. Are at least 18 years of age
6. Are mentally competent
7. Are registered as domestic partners if there is a local domestic partner registry
8. Are not legally married to anyone else

9. Agree to inform the company in the event that the domestic partnership terminates

Restless Development may require proof of financial interdependence or common residence. For example proof of a joint checking account, mortgage or rent agreements, utility bills or passports.

3.18 Vaccinations & Prophylaxis Guidelines

The health and safety of staff travelling on work business to another country is a priority for Restless Development. All staff required to travel to another country with Restless Development are entitled to obtain the appropriate essential vaccinations and anti-malarial treatment before travel. Only those vaccinations deemed essential by a medical practitioner will be approved. There are a wide range of anti-malarial drugs available all over the world to treat and prevent malaria – some of which can be very costly. The cheapest available and appropriate prophylaxis (anti-malarial treatment) should be obtained unless there is a medical reason why this is not an option.

Restless Development is a member of Interhealth (a global medical advice organisation) and online advice on essential vaccinations and prophylaxis can be obtained from <http://www.interhealth.org.uk/>. Alternatively staff should visit an appropriate local medical facility.

Staff based in the UK can visit Interhealth offices for advice and to obtain vaccinations following the separate procedures for the use of Interhealth services. The staff member travelling must obtain approval from the appropriate authoriser (usually their Performance Manager) before incurring any costs for obtaining essential

vaccinations and anti-malarial treatment. If the cheapest form of prophylaxis are not used a rationale must be provided as to why these were not selected.

3.19 Leaving Restless Development

While it is always disappointing to see staff leave Restless Development, it is also inevitable. We hope to give young people the experiences that will help them to move on in their careers so that, when the time comes to change, we hope staff will manage the transition well.

Leaving an organisation in good-standing makes it possible to return there at some stage in the future which does happen and it also ensures that the organisation can provide a satisfactory reference. Therefore, we ask staff to adhere to the notice requirements in their contracts and work with us to meet those timeframes. We also ask that staff complete good handover notes and make it as easy as possible for the person or persons who will be taking on their duties.

Leavers Checklist

The performance manager is responsible for ensuring that a Leavers Checklist is completed. This enables us to account for any assets or funds for which the Staff member has been responsible, and to ensure that any annual leave adjustments or loans are properly accounted for in the Staff member's final salary payment.

Exit Interview

The performance manager is responsible for ensuring that the Staff member undergoes an Exit Interview before leaving Restless Development. It is recommended that a more senior Staff member conducts the exit interview and this does not have to be the performance manager; in fact, it can sometimes be beneficial for someone more removed from the Staff member's day-to-day work to conduct the interview as it may allow the Staff member to speak more openly and honestly about their experiences at Restless Development. Completed Exit Interviews should be collated by the Head of the Country Programme or Unit and analysed periodically to look for trends which Restless Development can respond to in order to improve the working experience for its staff.

3.20 References

Declaration of Interests Form
Request for Flexible Working Form
Invitation to Flexible Working Meeting
Acceptance Letter for Flexible Working Request
Decline Letter for Flexible Working Request
Invitation to Flexible Working Appeal Meeting
Acceptance Letter for Appeal to Flexible Working Request
Decline Letter for Appeal to Flexible Working Request
Workplace Assessment
Salary Advance Application Form
Housing Loan Agreement
Leavers Checklist
Exit Interview

4. Insurance

4.1 Insurance Guidelines and Checklist

This document provides guidance to all Restless Development Country Programmes on the insurance cover that they are required to obtain.

This guidance should not be seen as exhaustive and as regulations and requirements can differ from country to country it is important that Country Programmes investigate any national requirements through contacting the relevant Charity Bodies or through contacting a professional Insurance Broker for advice.

4.2 Finding an Insurance broker

When considering the arrangement of any type of insurance cover, Restless Development Country Programmes should seek proper independent professional advice. It is usually advisable to use an insurance broker who has an appropriate understanding of charities' insurance needs and who is in a position to place business with any one or more of a range of insurance companies. Charities which do this are likely to find that their insurance needs are met more economically.

4.3 Summary of Cover Needed

As a minimum Standard all Restless Development Country Programmes must obtain the following:

- Travel and emergency cover for all staff travelling internationally / based outside of their home country
- Group accident cover for all staff and volunteers
- Public Liability Insurance
- Contents Insurance (for offices)
- Professional Indemnity Insurance
- Employers Liability Insurance (to include cover for volunteers)
- Motor Vehicle Insurance

You will see there are a number of other insurance types mentioned below which may be relevant for some offices.

4.4 Important Notes

- An insurance policy which covers Public Liability, Professional Indemnity and Employers Liability in one combined can be more economical.
- Restless Development Country Programmes should ensure that Insurance Brokers have full information about all activities in-country to ensure that the most appropriate policies are obtained
- Insurance policies usually only cover activity occurring within the country in which it is purchased. An exception to this is the policies which Support Offices should obtain which should cover international volunteers from that country whilst on placement.

All Country Programmes will use the Insurance Checklist and submit to Restless Development International annually.

4.5 Summary of Insurance Types

4.5.1 Building Insurance

Who does it apply to?

This applies to any Restless Development Country Programmes who own their own buildings.

What is it?

Where a Restless Development Country Programme (CP) is the freehold owner of a building and insurance is not the responsibility of the lessee or tenant (if any), Restless Development should normally insure the building for its full reinstatement value, even if there is no actual duty to do so. This means that the sum insured (i.e. the maximum amount that would be paid under the insurance) should be sufficient to meet the cost of:

- any demolition work which might be necessary;
- clearing the site;
- professional fees (architect, surveyor etc.);
- replacing the building in the same style etc. as the original; and
- complying with any relevant planning requirements or building regulations.

It is very important that the sum insured is adequate. To reduce the risk of a shortfall, initially obtain advice from a professionally-qualified building surveyor on what the amount should be; and that regularly (perhaps every two years) the surveyor should be asked to confirm whether or not the current figure is adequate. If the cover is not adequate, Restless Development should notify the insurer immediately so that an adjustment may be made.

Where Restless Development occupies property under a lease, it is essential that the terms of the lease are checked to see who is responsible for insuring the building – as it may be that either Restless Development (as the lessee) rather than the landlord, is responsible for buildings insurance. In some cases, responsibility for insuring the buildings may, under the terms of the lease, be limited to certain risks only, such as fire, lightning, earthquake and explosion. If Restless Development as lessee is responsible for repairs to the building, the trustees may need to consider whether it is desirable to insure against other perils as well. Where the lease is of part of a building only, the landlord may be liable for the insurance of the building as a whole, but each lessee may be liable to pay to the landlord, in addition to the rent, an appropriate contribution to the cost of insurance. The amount of the contribution is usually calculated according to an agreed formula laid down in the lease and added to the rent payable by the lessee.

Example of where cover is needed in Restless Development's work

E.g. Damage to a building which Restless Development owns – such as a Resource Centre owned by Restless Development

4.5.2 Contents Insurance

Who does it apply to?

All Restless Development offices who rent their office space.

What is it?

Regardless of Building Insurance as described above, in almost all cases, it is Restless Development's duty to protect the organisation's property, and this extends to the contents of a building such as furniture, equipment and cash, and therefore each Restless Development office should have a suitable policy. Each Country Programme needs to consider whether their insurance:

- should be on a "new for old" basis (replacement of electrical equipment and furniture can be very expensive);
- covers loss arising from theft;
- needs to include cover for accidental damage;
- covers specific items such as computers; and
- covers money in transit and on the premises. (The CP should have a ceiling of how much money they want to cover in transit for the insurance premium to be reasonable)

Insurance cover may, be obtainable at a reasonable price against the cost of repairing items which are damaged, or against the cost of investigating theft and of attempting to recover stolen items. Security measures might be reviewed in order to reduce the risk of loss and if properly in place in accordance with Restless Development policies, this might make insurance cover easier to obtain.

Example of where cover is needed in Restless Development's work

E.g. cover for office equipment in case of break-in or theft

4.5.3 Public Liability Insurance

Who does it apply to?

All country Programmes.

What is it?

It offers protection:

- Against claims from members of the public for injury, loss or damage incurred on the premises of Restless Development.

Public liability insurance is also appropriate for Restless Development's business activity away from its own premises, such as events attended by the public or when supplying goods to the public. In this way, Restless Development and its trustees, staff and volunteers would be indemnified against claims from members of the public for injury, loss or damage inflicted in the course of the activity, event or supply. All Restless Development CPs should ensure that their Public Liability insurance covers all of this.

In the event of a claim exceeding the maximum amount payable under the policy (the "limit of indemnity"), the trustees may find themselves personally liable for the shortfall if adequate cover was available but they unreasonably failed to purchase it, having regard to all the circumstances, including the nature of the risk and the cost of the cover. There is no statutory minimum level of cover.

Example of where cover is needed in Restless Development's work

E.g. Injury caused to a member of the public attending any Restless Development events or activities (i.e. cover in case of legal action against Restless Development)

4.5.4 Employer's Liability Insurance

Who does it apply to?

All Restless Development Country Programmes.

What is it?

Charities which have employees are required to take out employers' liability insurance.

In the UK for instance, under the Employers' Liability (Compulsory Insurance) Act 1969 as amended by the Employers' Liability (Compulsory Insurance) Regulations 1998, all employers are required to have a minimum insurance cover of £5 million for injury or disease suffered or contracted by employees whilst carrying out their duties. A certificate showing that a valid policy is in force must be prominently displayed by the employer.

Restless Development Offices should aim to include volunteers in their Employers Liability Cover and should talk to their Insurance Brokers about this matter.

Example of where cover is needed in Restless Development's work

E.g. liability cover in the case of injury to a staff member or a volunteer whilst carrying out Restless Development activities (i.e. cover in case of legal action against Restless Development)

4.5.5 Motor Insurance

Who does it apply to?

All Restless Development offices that own motor vehicles.

What is it?

Where Restless Development CPs own or operates motor vehicles, they must comply with the provisions of national Road Traffic Acts, which make it compulsory to have insurance against third party injury and property damage. If trustees, staff or volunteers are using their own vehicles for the purposes of the organisation or on the business of the organisation, Restless Development must ensure that the insurance held by the owner of the vehicle extends to such use. Any additional premiums incurred in this respect may be met from the income of the organisation.

It is Restless Development international policy for all vehicle policies to have comprehensive rather than third party cover.

Example of where cover is needed in Restless Development's work

E.g. cover in case of damage to vehicles whilst on Restless Development business

4.5.6 Trustee Indemnity Insurance

Who does it apply to?

Some Restless Development Offices that are independently registered as a charity in their country and have a board of Trustees and have also checked the need and legality under national trust liability laws.

What is it?

Trustee indemnity insurance indemnifies trustees against the risk of personal liability, whether to Restless Development or to a third party, arising from their breach of trust. Where Restless Development is incorporated or where it carries out a part of its business through a separate company, the trustees' personal liability for their wrongful acts as a company's directors or officers (including any liability for "wrongful trading") is similarly covered. What distinguishes trustee indemnity insurance from the other types of liability insurance considered earlier in this guide is that it provides cover against liabilities which are those of the trustees, rather than those of Restless Development.

Trustee indemnity insurance provides a personal benefit to the trustees it insures. The benefit is negative rather than positive because the cover only removes the trustee's obligation to meet a liability out of his or her own pocket. But like any other form of personal benefit for trustees, Restless Development's purchase of trustee indemnity insurance needs to be explicitly authorised in the governing document of Restless Development, and/or by the relevant national body in each country.

It is of course open to the trustees to arrange and pay for their own insurance privately, if they wish.

Trustee indemnity insurance cannot as a matter of public policy provide an indemnity to a trustee for his or her personal liability for:

- fines;
- the costs of unsuccessfully defending criminal prosecutions for offences arising out of the fraud or dishonesty or wilful or reckless misconduct of a trustee;
- liabilities to Restless Development which result from conduct which the trustee knew, or must be assumed to have known, was not in the interests of Restless Development or which the trustee did not care whether it was in the best interests of Restless Development or not.

Each Country Programme should look into whether this insurance is appropriate for their trustees before taking out such insurance

Example of where cover is needed in Restless Development's work

Indemnify trustees.

4.5.7 Professional Indemnity Insurance

Who does it apply to?

All Restless Development Country Programmes, once agreed necessary and feasible with Restless Development International.

What is it?

Where Restless Development is providing, whether contractually for a fee or otherwise, a professional service (such as counseling) or any form of advice or information (especially where complex or potentially contentious). Restless Development may be liable if this is provided negligently. It is therefore prudent to consider insurance against claims that Restless Development is legally liable for loss, injury or damage sustained when that service was provided or as a result of following that advice or using that information.

The terms of such policies require careful consideration. If (as is common) the policy only covers claims which are **instituted** during the period of cover, regardless of when the allegedly negligent advice was actually given, then the Restless Development Country Programme may need to consider setting aside sufficient funds to meet the premiums for a period of several years (in accordance with professional advice) after the advice was given. For Restless Development this means an on-going premium for the life of the Restless Development Country Programme.

Example of where cover is needed in Restless Development's work

E.g. liability cover for Restless Development in the case of someone taking legal action against Restless Development for information and advice given to them

4.5.8 Insurance for National Staff

Who does it apply to?

All national staff in Country Programmes.

What is it?

All Country Programmes will have set up a Restless Development-International-approved medical insurance for all national staff covering the equivalent areas of the medical insurance cover offered for international staff. This insurance should cover death benefits for staff and their immediate family – approved by Restless Development International.

Example of where cover is needed in Restless Development's work

In country programmes to provide cover for national staff.

4.5.9 Insurance of Volunteers

Who does it apply to?

Volunteers.

What is it?

Restless Development CPs are advised to regard volunteers as being employees (staff) for insurance purposes and to ensure that they are appropriately covered by the usual types of insurance a charity might buy, such as that for employers' liability. The policy will need to be checked to see how it defines what the term "volunteer" means for the purposes of that policy and Restless Development CPs should keep accurate records with the insurance company of the volunteers working for Restless Development who fall within that definition. CPs national policies should also include transport cover for the death of immediate family members.

NB: As stated above, Restless Development Support Offices must obtain adequate Employers Liability cover for international volunteers. Country Programmes must obtain this for national volunteers.

For International Volunteers travel insurance must also be purchased with full emergency and medical cover.

5. Restless Development Equal Opportunities Policy

Objectives

Restless Development seeks to recruit, retain and develop staff from all sectors of the community and will ensure that no applicant or staff member receives less favourable treatment on the grounds of gender, sexual orientation, marital status, social status, caste, race, ethnic origin, religious belief, age, HIV status, disability, or any other factor that cannot be shown to be relevant to performance.

5.1 Equal Opportunities Policy Statement

Restless Development is firmly committed to diversity in all areas of its work. It believes that it has much to learn and benefit from diverse cultures and perspectives, and that diversity will make the organisation more effective in meeting the needs of all our stakeholders. Restless Development is committed to developing and maintaining an organisation in which differing ideas, abilities, backgrounds and needs are fostered and valued, and where those with diverse backgrounds and experiences are able to participate and contribute. Restless Development will regularly evaluate and monitor its progress towards diversity.

Selection and Recruitment

- Restless Development will fulfil its social responsibility welcoming diversity amongst its staff and in the countries and communities within which it operates. A full selection and recruitment procedure is outlined in this manual. In brief:
 - All job and people descriptions will be reviewed to make sure they are not directly or indirectly discriminatory.
 - Where possible, applicants will be required to fill in application forms instead of CV's when applying for jobs at Restless Development, to ensure that the same information is asked of every applicant.
 - Any selection criteria will be justifiable as being necessary for the effective performance of the job.
 - More than one person will be involved in the selection and recruitment process.
 - Where possible, representatives of minority or underrepresented groups will be involved in short-listing and interviewing.
 - Reasons for selection and rejection of applicants/interviewees will be recorded.
- Restless Development will recognise its legal obligations in each country where Restless Development works.
- Restless Development will periodically review its selection criteria and procedures to maintain a system where individuals are selected, promoted and treated solely on the basis of their relevant merits and abilities. The policy covers all aspects of employment including:
 - Advertising vacancies
 - Selection and recruitment
 - Setting conditions of service
 - Assessing reasons for termination

Periodic analysis of those records will be carried out by Senior Management to ensure that the policy is being adhered to, and that there is no deliberate or unintended discrimination in the operation of Restless Development's employment practices.

Eliminating Discrimination

Discrimination can have two aspects:

- Direct discrimination occurs when staff member A is or would be treated less favourably than staff member B in a situation where the only difference between A and B is on the grounds of gender, sexual preference, marital status, social status, caste, race, ethnic origin, religious belief, age, HIV status, disability, or any other factor that cannot be shown to be relevant.
- Indirect discrimination occurs when there is a provision, criterion, or practice applied to everyone irrespective of their attributes but where the effect of this universal application is to disadvantage a class of staff defined by a particular attribute.

Restless Development requires all its staff, volunteers, trustees, consultants, partner organisations and associates to act in a way that is consistent with a total rejection of direct discrimination whilst on the business of Restless Development, and it is their responsibility to do so. Any breach or alleged breach of this policy will be taken very

seriously and investigated fully under Restless Development's disciplinary procedures. All staff are responsible for maintaining an atmosphere in which no one feels harassed or discriminated against and Restless Development is committed to providing training to staff to help them understand the nature of this policy and their responsibilities in light of it.

In aiming to eliminate all forms of indirect discrimination, Restless Development has taken account of this policy throughout all its procedures. Restless Development is committed; however, to taking this policy into account where it has not already done so if such a situation comes to our attention.

Exceptions in Restless Development's policies

Occasionally in its policies Restless Development commits to doing certain things 'whenever possible'. 'Whenever possible' means whenever possible given the operational constraints on Restless Development by virtue of its being a medium-sized charitable organisation, and an organisation with relatively low levels of available funding. Restless Development commits, however, if possible, to raising funds that will enable diversity to become a reality within its workforce.

5.2 Restless Development's Equal Opportunities Action for Gender, Age and Nationality

1. Restless Development's mission is to place young people at the forefront of change and development.
2. One of Restless Development's business plan goals is that its staff team reflects the diversity of the people we work with (in gender, age, nationality) in line with our values. ”.
3. Restless Development aims to build local capacity while celebrating diversity and inter-cultural sharing.

For these three reasons Restless Development has specific recruitment policy statements for three core areas: gender, age and nationality.

These statements set out desired standards in each of these areas and act as a guide for country units on the make-up of their staff teams and volunteer groups in terms of the gender, age and nationality of staff and volunteers.

Country units are responsible for ensuring that they keep within these parameters and Restless Development International will assess the country units on this.

5.2.1 Gender

Empowerment of women and gender equality are key aspects and principles of all Restless Development's work in the field. Restless Development is aiming to ensure that its staff teams and volunteer groups are built on these same principles. The desired standard for gender is a 50-50 balance for males and females. Therefore within any pre-defined group Restless Development should be aiming to constantly push for 50% being females and 50% males.

- Staff – this applies to the make-up of:
 - Staff team of each Country Unit (Country Programme or Support Office)
 - Management Committees
 - Individual units – for example the Programme Quality Unit, the Finance Unit and so on
 - Levels within the organisation – Managers, Coordinators, Assistant Programme Coordinators, Officers and so on
- Volunteer Peer Educators – this applies to the make-up of:
 - Programme specific groups
 - Training groups
- Alumni – this applies to:
 - Access to Restless Development opportunities – internships
 - Programmes

- Restless Development International – this applies to the make-up of:
 - Restless Development International Teams and Support Offices
 - Country Directors

It also applies to the make-up of:

- The International Board of Trustees and National Boards
- Programme Target groups

5.2.2 Nationality

Restless Development is a global organisation recruiting staff and volunteers from countries in Africa, Asia, Europe and North America. Restless Development believes that synergy can be derived in bringing together people from different countries to work together. However Restless Development also believes it is crucial to have a majority of staff from the country where a particular operation is based due to the fact that:

- there are individuals at a local level with the right skills to take up Restless Development jobs
- unemployment is high and Restless Development should do what it can to address this problem
- Restless Development's work should be developed at a local level to make it appropriate
- sustainability needs to be built locally if it is to be successful

Restless Development also believes there are times when international staff should also be recruited:

- when it is not possible to recruit a person locally with certain skills
- to represent the global nature of Restless Development
- to promote global education and global learning

This policy statement sets out to clearly define how nationality in each country unit can be addressed. Due to the nature and geography of their work, the desired standard for nationality varies between Country Programmes, Support Units and Restless Development International and so has been treated separately:

Country Programme desired minimum standards:

- 90% national staff within the Country unit as a whole
- 75% national staff in the Management Committee
- 75% national staff at any particular level of the Country Units (Manager, Coordinator etc.)
- One international member of staff within the Country Unit as a whole
- (If there is more than one international staff) One international member of staff from another country where Restless Development operates
- 75% national volunteer peer educators

Support Office desired minimum standards:

- 10% of staff from the countries where Restless Development operates in Africa and Asia

Restless Development International minimum standards:

- 50% of Country Directors from the same Continent as the programmes
- Restless Development International team - a representation of all of the continents that Restless Development works in spread out as evenly as possible and in particular representative of Sub-Saharan Africa and South Asia, in its international staff.

5.2.3 Age

Restless Development is a youth-led organisation, and prides itself on being driven forward by motivated and talented young people and professionals. This refers to Restless Development's volunteers as well as its staff teams at all levels. The average age of staff (including Directors) at the time of ratification was 32 years old.

Restless Development aims for 51% of its global staff to be under the age of 28 and has some core principles to achieve this:

1. Restless Development believes that young people are an untapped resource in the developing world especially on issues such as HIV – on leaving school or university young people often have nothing to do but do have energy, skills and talents. When trained and supported they can play a key role on many development issues. Restless Development therefore recruits young people, aged 18 – 28 as the primary implementers of its own programmes and is working to advocate for them to be included in development approaches across the board.
2. Restless Development believes in working to develop skills in young people² through its volunteer programmes, alumni programmes and internships which will enable young people to increase their skills and experiences and be able to apply for Restless Development jobs and jobs in the sector.
3. Restless Development believes in giving young professionals³ with limited experience in a particular area the opportunity to take up positions within the organisation. This is in recognition that these young professionals have the enthusiasm, commitment and ability to succeed over time but do not have all the right experience and qualifications at the time of recruitment.
4. Restless Development believes that Human Resource Management systems need to be put in place to support these young people and young professionals as they take up their posts. Restless Development believes that with proper performance management (with training when necessary) young people can succeed. It also believes that young people and young professionals often have different needs to staff with more experience and that this should be met and prioritised in Restless Development's performance management.

5.3 Implementation of these Policies

Restless Development does recognise that it is not always possible to keep strictly within the parameters outlined here but where possible country units should be working towards these goals.

Furthermore Restless Development believes if Country units are pro-active in this area, imbalances can be avoided before they arise. Country units should ensure they:

- Conduct bi-annual and annual assessments of diversity in the areas of gender, nationality and age
- Identify challenges to achieving and maintaining these standards and develop innovative solutions and approaches
- Communicate and report on diversity with Restless Development International and the local board on a regular basis

If an imbalance does arise and diversity needs to be improved the main methods will be:

- Recruitment of volunteers – as volunteers tend to stay with Restless Development for a one year period any imbalances can be addressed on an annual basis. At times in-country circumstances mean that recruiting within the desired standards can be difficult but in these cases country units will be expected to be innovative in their recruitment processes to enable them to ensure the principles outlined above are met.
- Recruitment of new staff – any imbalance should be discussed and made part of the recruitment process of a new position from the beginning. A thorough justification of the genuine occupational requirement involved will be drawn up for internal use and be made available on request to external audiences. In nearly all case the law allows Restless Development to limit the availability of certain posts to certain classes of people on the basis of gender, age and nationality. However it will be important for each country unit to investigate what they can do in relation to local labour law and affirmative action in the three core areas, taking care not to be discriminatory.
- Existing staff leaving the organisation – staff should not be asked to leave the organisation to correct an imbalance but if staff do naturally leave Restless Development this will present an opportunity to address the imbalance as it will lead to the recruitment of a new person.

² Young people who have no experience and have not had a job before

³ Young people who have some experience

6. Dignity at Work Policy

6.1 Introduction

Restless Development is committed to providing a place of work that is free from bullying and/or harassment and ensuring the work environment facilitates the provision of achieving efficiencies and productivity in an atmosphere of mutual respect, collaboration, openness, safety and equality.

A breach in the Dignity at Work Policy can subject individuals to fear, stress and anxiety and can lead to illness, accidents, absenteeism, poor performance, resignation as well as other negative effects.

The policy applies to employees and volunteers both in the workplace and at work associated events such as meetings, conferences and work related social events, whether in offices, programme sites or off site. Bullying and/or harassment by the employer, by employees and by non-employees, such as partners, donors or other stakeholders of Restless Development will not be tolerated.

Appropriate disciplinary action may be taken against any employee who breaches the Dignity at Work Policy. Other sanctions from Restless Development sites may apply in the case of non-employees who are responsible for causing a breach in the Dignity at Work Policy and their employer is responsible for ensuring that the appropriate action is taken.

This policy:

- Clarifies the behaviours that are considered to be unacceptable;
- Provides a procedure to effectively address any problems should they occur, through a defined complaints procedure.

6.2 Relationships

Restless Development staff are free to develop friendships and relationships both inside and outside of the workplace with colleagues. We do ask staff to ensure that these relationships do not negatively impact work. Any relationship that interferes with the services we provide to young people in the communities where we work will be addressed by applying the disciplinary process.

Staff are not permitted to have physical relationships with a person who is under 18 years of age. While it is not always easy to ascertain a person's age, Restless Development does not accept this as an excuse.

Staff should not have relationships with Volunteers.

Overall, we hope that staff build and maintain enduring friendships and relations during and beyond their time with Restless Development. These guidelines may be customised by country programme.

6.3 Definitions of Unacceptable Behaviour

6.3.1 Harassment

Harassment on the grounds of gender, marital status, family status, race, age, religion or sexual orientation, can be defined as, gestures, production, display or circulation of materials which are unwelcome to the recipient and could reasonably be regarded, given the characteristic (e.g. marital status, family status, race, etc.) of the person subjected to the treatment as offensive, humiliating or intimidating.

Harassment may also take the form of unwanted verbal or non-verbal conduct. Examples of unwanted verbal contact include unwelcome advances or repeated suggestions for unwanted social activities inside or outside the workplace, patronising titles or nicknames, propositions or remarks, innuendo, lewd comments, jokes, banter or abusive language, which refer to an individual or a group's gender, colour, race, nationality, ethnic or national origins, disability or sexual orientation .

Examples of unwanted non-verbal conduct include racially based graffiti referring to an individual's characteristics or private life, abusive or offensive gestures, leering, whistling, offensive letters or emails or other items, pictures, texts, blogs, or films/videos.

6.3.2 Sexual Harassment

Sexual harassment is any form of verbal, non-verbal or physical conduct of a sexual nature which has the purpose or effect of violating a person's dignity and creating an intimidating, hostile, degrading, humiliating or offensive environment for the person. The unwanted conduct may consist of acts, requests, spoken words, gestures or the production, display or circulation of written words, pictures or other material.

Examples of sexual harassment include:

- Sexual gestures
- Unwelcome advances or requests for sexual favours
- Displaying sexually suggestive objectives, pictures, calendars
- Sending suggestive and pornographic correspondence including faxes, text messages or e-mails
- Unwelcome sexual comments and jokes
- Unwelcome physical conduct such as pinching, unnecessary touching, etc.
- Unwanted Physical Contact such as unnecessary touching, groping, patting, brushing against another individual's body, insulting or abusive behaviour or gestures, physical threats, assault or coerced sexual relations.

Sexual Harassment may also take the form of unwanted verbal or non-verbal conduct. Examples of unwanted verbal contact include unwelcome advances or repeated suggestions for unwanted social activities inside or outside the workplace, patronising titles or nicknames, propositions or remarks, innuendo, lewd comments, jokes, banter or abusive language, which refer to an individual or a group's gender, colour, race, nationality, ethnic or national origins, disability, or sexual orientation.

Examples of unwanted non-verbal conduct include sexually based graffiti referring to an individual's characteristics or private life, abusive or offensive gestures, leering, whistling, letters or emails displaying pornographic or suggestive literature or other items, pictures, texts, blogs, and films/videos.

6.3.3 Workplace Bullying

Workplace bullying is repeated inappropriate behaviour, direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others, at the place of work and/or in the course of employment which could reasonably be regarded as undermining the individual's right to dignity at work. An isolated incident of the behaviour described in this definition may be an affront to dignity at work but as a once off incident is not considered to be bullying.

Bullying at work does not include reasonable and essential discipline arising from the good management of the performance of an employee at work or actions taken which can be justified as regards the safety, health and welfare of the employees.

6.3.4 Victimisation

Victimisation consists of treating an individual less favourably than others are, or would be treated in the same or similar circumstances, because they have made a complaint or allegation of discrimination or have acted as a witness in connection with any proceedings under this policy.

6.3.5 Other Conduct

Other conduct, which denigrates, ridicules, threatens, intimidates or is physically abusive to an individual or group.

These examples are not exhaustive. Some of this behaviour could be considered to be gross misconduct; however, none of the above types of behaviour will be tolerated.

6.4 Complaints Procedure

There is both an informal and formal process to deal with the issue of bullying, harassment and other unacceptable behaviour at work. Please refer to section 10 of this Employee Handbook for full details of these processes. Reference to and application of these processes remove neither the Staff member's nor the employer's legal or contractual rights, responsibilities, obligations or remedies.

7. Out-of-Pocket Allowances

Based on our organisational values, Restless Development pays only out-of-pocket expenses for staff, volunteers and individuals who are participating in our activities or events. These out-of-pocket expenses include food, travel and accommodation that are incurred over and above usual daily expenses.

In cases where reimbursements for receipted out-of-pocket expenses are not practical, Restless Development pays a pre-set allowance to the individual based on a detailed and up to date cost estimate for the expenses that the individual is likely to incur in reasonable circumstances.

While the allowances for breakfast, lunch and dinner are listed separately, they may be combined to give a daily allowance. For example; if a person doesn't have breakfast then he/she can add that allowance to their lunch or dinner allowance for the day. Or vice versa. The Current Table of Allowances is listed below and we provide a daily total to highlight your daily allowance in addition to the individual meal allowances

When travelling abroad for work, Staff are asked to use free communication methods (such as Skype) to call home in the first instance. Where this is not possible, Staff are entitled to claim up to a maximum of £10 per week pre-approved out-of-pocket expenses to call home. Such expenses must be receipted and claimed using the same process as other out-of-pocket expenses.

Restless Development does not pay per diems or supplemental allowances that would result in the individual making a profit or extra income based on their participation in Restless Development activities or events.

Each Country Programme as well as Restless Development International must submit their out-of-pocket allowance rates (food, travel and accommodation per day) to Restless Development International for approval with their budgets each year. This will include such allowances for city-based work as well as rural community visits.

This policy reflects Restless Development's values in that precious financial resources are reserved for the implementation of programme and support activities. This policy applies equally to Restless Development staff, Trustees, volunteers, former volunteers and individuals from partner organisations, government departments and partner communities who take part in or receive training through Restless Development.

7.1 Criteria for Allowances:

To qualify for out of pocket allowances:

Allowance	Conditions
Breakfast	Must leave home before 07.00
Lunch	Must be travelling between 11.00 and 16.00
Dinner	Must be returning home after 20.00
Accommodation	Must have agreed accommodation with line manager before leaving

7.2 Current Table of Allowances per Country (as of 2016/17)

Main City/Capital	India	Nepal	South Africa	Sierra Leone	Tanzania	Uganda	UK	USA	Zambia	Zimbabwe
Expense	IRR	NPR	ZAR	SLL	TSH	UGX	GBP	USD	ZMK	USD
Breakfast	200	250	60	10,000	2,000	6,000	5	7.50	50	5
Lunch	500	400	70	30,000	12,000	15,000	5	13	70	10
Dinner	500	450	70	30,000	12,000	15,000	15	13	70	10
Daily Meal Total	1,200	1,110	200	70,000	26,000	36,000	25	33.5	190	25
Accommodation	5,000	2,500	800	250,000	50,000	65,000	100	160	400	80
Regional/Provincial City	India	Nepal	South Africa	Sierra Leone	Tanzania	Uganda	UK	USA	Zambia	Zimbabwe
Expense	IRR	NPR	ZAR	SLL	TSH	UGX	GBP	USD	ZMK	USD
Breakfast	200	250	50	10,000	2,000	5,000	5	7.50	50	N/A
Lunch	450	400	60	20,000	10,000	12,00-17,000	5	13	70	N/A
Dinner	450	450	60	30,000	10,000	12,00-17,000	15	13	70	N/A
Daily Meal Total	1,100	1,110	170	60,000	22,000	29,00-39,000	25	33.5	190	N/A
Accommodation	3500	2,200	750	220,000	40,000	45,00-65,000	100	160	400	N/A
District/ Local Town	India	Nepal	South Africa	Sierra Leone	Tanzania	Uganda	UK	USA	Zambia	Zimbabwe
Expense	IRR	NPR	ZAR	SLL	TSH	UGX	GBP	USD	ZMK	USD
Breakfast	150	250	40	10,000	2,000	3,000	5	7.50	45	4
Lunch	250	350	50	10,000	8,000	7,000	5	13	65	8
Dinner	250	400	50	20,000	8,000	7,000	15	13	65	8
Daily Meal Total	650	1,000	140	40,000	18,000	17,000	25	33.5	175	20
Accommodation	2,000	1,500	600	160,000	30,000	30,000	100	160	350	60
Ward/Village	India	Nepal	South Africa	Sierra Leone	Tanzania	Uganda	UK	USA	Zambia	Zimbabwe
Expense	IRR	NPR	ZAR	SLL	TSH	UGX	GBP	USD	ZMK	USD
Breakfast	100	200	40	10,000	2,000	3,000	5	7.50	45	3
Lunch	200	300	40	10,000	6,000	7,000	5	13	65	6
Dinner	200	350	40	10,000	6,000	7,000	15	13	65	6
Daily Meal Total	500	850	120	30,000	14,000	17,000	25	33.5	175	15
Accommodation	1,500	700	N/A	N/A	10,000	N/A	100	160	350	N/A

Note: Meal allowances can be combined to create a daily food allowance i.e. if you don't have breakfast then you can combine that allowance with your lunch and/or dinner allowance for a daily total.

7.3 Staff and Voluntary Staff

In respect to Restless Development staff and voluntary staff involved in on-going work with Restless Development, these individuals are compensated at agreed rates through salaries or living stipends. As these individuals are paid for their leadership of and participation in Restless Development activities, the out-of-pocket expenses as described above are designed that such staff and volunteers will make no additional profit.

7.4 Trustees, National Board Members and Restless Development Stakeholders:

For Trustees and individuals from partner communities, organisations, or government departments, Restless Development similarly strives to avoid individuals having to personally incur costs as a result of their contribution to and/ or benefit from Restless Development 's work, and therefore where it can Restless Development aims to cover out-of-pocket expenses wherever possible. At the same time, Restless Development Trustees work is based on a spirit of volunteerism that is meant to inspire individuals and organisations to join our efforts to address the urgent issues affecting the lives of young people, their families and their communities without

financial gain. In order for our work to be successful, Restless Development requires the contribution of many individuals time for which they are not financially compensated.

Restless Development does not cover alcohol as an expense. Alcoholic beverages can only be claimed in exceptional circumstances limited to a cultivation meeting with stakeholders, and must always be approved by the Country Director

7.5 Per Diems from Other Organisations:

When staff are given opportunities to attend training, workshops, events or Conferences which are paid for by other Organisations, that other Organisation may also offer a per diem over and above the out-of-pocket expenses (i.e. over and above travel, accommodation and food costs). In line with Restless Development's values and to ensure parity, those per diems should not be kept by the individual but submitted to Restless Development as part of his/her retirement at the end of such an event.

In practice this should mean that all funds given by external organisations should be declared and submitted to Restless Development. Only the amount required to cover out-of-pocket expenses should be reimbursed.

7.6 Exceptional cases to Out of Pocket Expenses:

In some exceptional cases, Restless Development may work with larger institutions such as government departments that have their own formal policies specifying the rate at which per diems and/or allowances are paid to their own staff for participating in workshops or travelling out of their offices for work. Restless Development recognises that these individuals are entitled to these benefits from their employing institution. Where this institution cannot make an exception to participation in such collaborations with Restless Development, Restless Development will make available to those individuals per diems and/or allowances in line with their own organisational policies if their employing organisation provides the funds necessary for that purpose. This can either be given to Restless Development specifically for the activity or as part of the institution's broader investment in their collaboration with Restless Development. While these exceptional cases may result in some individuals participating in Restless Development activities and events being compensated at a different level, this is unavoidable and part of partner institutional policy and so will not affect Restless Development's policy on allowances for all other internal and external participants as described above.

7.7 Volunteer Peer Educator Allowance Policy

This policy is set out on request of past Restless Development volunteer Peer Educators so that we can have a unified and clearly laid out Restless Development Allowance Policy.

7.7.1 Allowance and Volunteering Policy and Values

Restless Development peer educators are volunteers. In line with this Restless Development volunteer Peer Educators (VPEs) do not receive a wage.

However, due to the fact that most VPEs are living away from home and their traditional family structures, Restless Development provides them with enough money to be able to have enough to eat healthily and be able to purchase basic necessities (as outlined in this document below).

Details

As such, Restless Development asks VPEs to volunteer both their time and also their willingness to come with their own clothes and shoes and any other items not included in the list of "basic necessities" below. This is a time for young people to learn about the lives of their fellow peers who – in many of the target communities – will often have very few possessions and only minimal access to income. It is therefore a time for the VPEs to learn skills in budgeting and being 'thrifty' and concentrating on values of social and community work rather than material goods.

As volunteers Restless Development expects VPEs to lead a basic existence and in no way will the volunteer allowance be enough for the VPE to buy anything other than the basic necessities outlined below.

Mobile phones, talk time, clothes and shoes are simply not affordable within this amount and would be considered out of line with the nature and spirit of volunteerism. The amount in each Country Programme is calculated using a recognised formula for assessing costs in-placement (called the “Bread Basket” analysis) and will allow for two simple meals a day, plus a small breakfast, plus enough to buy the following basic necessities at the necessary quantity:

Basic Necessities

- Candles and matches
- Basic toiletries – soap, lotion, toothpaste, sanitary pads
- Washing paste
- Shoe shine

Payment

Based on this full research of subsistence needs, the subsistence allowance is calculated at a rate per day in placement. In effect this will give a PE the equivalent of rate x 30 per full 30-day month in placement.

In exceptional circumstances – for instance in a hyper-inflationary economy – part of the allowances for VPEs may be given in kind – e.g. mealie meal or soap – rather than the cash equivalent, or directly to a family who then give board and lodging to the VPE, but in most Country Programmes, the allowance amount is worked out and given financially.

Checks

The list above and the daily amount will also be checked and agreed by the Finance Manager in the Country Programme, and also approved by Restless Development International. It will:

1. Be in line with Restless Development’s guidelines on out-of-pocket allowances for volunteers and staff in the International Policies on Allowances
2. Always be lower than the most junior level of a government paid person (e.g. a new teacher) and where this is not possible due to special economic factors (such as hyperinflation) a full justification must be passed by Restless Development International, based on the criteria expressed in this policy
3. Be below the minimum tax threshold in the country and/ or have specific permission from the Finance Ministry to be given without tax

The allowance will be fully assessed at the beginning of Restless Development’s financial year (October each year). It will always be checked in advance of any group of VPEs’ arrival on placement and will be re-assessed annually during the budgeting process, to ensure that it still enables VPEs to eat and purchase basic necessities in the ‘bread basket’ of costs. It should be noted that this does not mean it increases year by year but depends on the economic situation in the country and the price of goods in the target communities where VPEs are placed (including towns where that is appropriate) and not the generic national rate of inflation.

Summary Guidelines Recommended to be given to VPE’s

The rate worked out per month is pro rata; in other words the rate is worked out per day. This means that if VPEs are in placement for example for 45 days (one and half months), during that time the allowances given will add up to one and a half months, and will not be the equivalent of two months of allowance

Restless Development encourages VPEs to budget for a minimum of 2 weeks at a time (one month where possible) to buy food in bulk. Restless Development will ensure that VPEs are given their allowance for at least 2 weeks in any one time.

During training VPEs will not receive a subsistence allowance as they will be staying at the training centre and food will be provided. During training, they may receive a much smaller training allowance as pocket money (dependent on national policy)

Recognising the extra costs incurred when settling into placements, each VPE will be given a pre-agreed contribution towards set-up costs at the end of initial Training – normally the equivalent of three days allowance

Whenever there are holidays for VPEs – e.g. when schools close for school-based volunteers – VPEs (with the exception of community VPEs) will be expected to take time away from their community (national VPEs will normally return home). During this period, in the spirit of Restless Development's values of volunteerism Country Programmes are encouraged not to continue to pay the subsistence allowance which is for living in the community. However Country Programmes may opt to continue an allowance – not necessarily at the same rate – during periods of leave. This will be decided on a country by country basis and approved by Restless Development International during the annual budgeting process.

All VPEs' travel to their home and back to placement at holiday times set by Restless Development, as well as transport to all training organised by Restless Development, will be reimbursed to the VPE for each time it is taken, unless a) Restless Development gives VPEs transport or b) the VPE lives in the same area as the placement (i.e. the same local town)

If the programme finishes earlier than expected, VPEs will receive the allowance only for the number of days they are on the programme

If a Peer Educator is found out of placement without permission, the equivalent allowance per day out of placement will be deducted from their next allowance

A session will take place during Information and Selection Days and again at Training to break down a budget for necessities in a typical month in placement to help the VPEs learn how to budget with their allowance.

It is important that if any individual does not understand anything in this policy, they should immediately approach Restless Development staff. Restless Development will never discuss group complaints over allowances except during scheduled training sessions on allowances. Restless Development will always listen to any individual VPE who is confused, uncertain or unhappy with their subsistence allowance while on placement and will endeavour to help them budget so they can live satisfactorily.

8. Relocation Allowances Policy

8.1 Definition

Relocation occurs when Restless Development agrees to move a new or existing staff member from their current place of permanent residence to another location where Restless Development operates in order to take up the duties of their contract. It does not relate to parental or ancestral homes. This will be agreed by Restless Development at the time of recruitment and included in writing within the contract.

8.2 Exclusions

Relocation is not applicable to volunteers, interns, consultants, or any other groups who are not classed as Restless Development staff members.

8.3 Relocation Terms and Conditions

The relocation benefits set out below apply to full-time roles which are contracted for 12 months or more. Relocation benefits for part-time staff will be calculated pro-rata. All relocation packages must be approved by the Country or Unit Director and Finance Manager before relocation terms are formally communicated to a staff member. Any role contracted for less than 12 months is entitled to transport to relocate; accommodation at start of the relocation; and insurance. Plus only the first half (the start-up) of the relocation financial contribution and only to a maximum of 400 GBP for international relocations or 50% of national relocation financial contribution for national relocations.

- When transport or accommodation is given in cash; it must be requisitioned, approved, receipted and retired, and not given if not used.
- Only the relocation contribution should be given as an un-receipted - taxable - lump sum

- Relocation and annual leave requests under this policy must be approved

Any exceptions to the above must be authorized in writing by the Country Director.

8.4 Staff whose immediate dependents are not relocating with them

Where a staff member chooses not to relocate their immediate dependents (children and spouse or life partner as defined in our policies) they are entitled to the following:

- Transport for annual leave: employees will be entitled to the cost of transport to bring their immediate dependents to their place of work once a year for annual leave as per the allowances below.

8.5 Staff whose immediate dependents are relocating with them

Where a staff member brings his/her family with them and the qualify for accompanies status; they will receive the following allowances;

- Initial flight to relocate
- Insurance
- Annual return flight
- Single flights at end of contract
- Cost of a suitable visa to remain in the host country. This will normally be a de-facto or dependency visa and, if the spouse and/or dependent wishes to start working or studying in the host country, they will be responsible for the arrangement and cost of such a visa.

I. Categories	II. Transport to relocate	III. Accommodation at start of relocation	IV. Relocation Financial Contribution	V. Transport for Annual Leave	VI. Insurance
A) International relocation (whether between continents or not)	One flight out at start of first contract in new location and one flight back to origin at end of last successfully completed contract in location	1 month accommodation at CP Allowance rate for local town (food at CP allowance rate only if not in self-catering in accommodation) plus two working days leave	800 GBP at start of first contract in new location and 800GBP at end of last successfully completed contract	One closed return flight to country of origin per full year of contract	Emergency travel and personal accident insurance defined by Lovat Insurance
B) Relocation to office over 12 hours reasonable motorised transport away (or flight of over 90 minutes)	Either: Flight out at start of first contract in new location and one flight back to origin at end of last successfully completed contract in location. Or: Cash equivalent to fuel/km on standard CP fuel costing system, out at start of first contract in new location and back to origin at end of last successfully completed contract	1 month accommodation at CP Allowance rate for local town (food at CP allowance rate only if not in self-catering in accommodation) plus two working days leave	400GBP at start of first contract in new location and 400GBP at end of last successfully completed contract	Cash equivalent to fuel/kilometres on CP standard fuel costing system to go to place of origin and back per full year of contract	Nationally arranged emergency medical insurance equivalent to Lovat Insurance, arranged by the national office
C) Relocation to office over 2	Cash equivalent to fuel/kilometres on CP standard fuel costing system	2 weeks accommodation at CP allowance rate for town (food at	200GBP at start of first contract in new location and 200GBP at end of	None	Nationally arranged emergency medical insurance

hours reasonable motorised transport away (or flight of over 30 minutes)		CP allowance rate only if not in self-catering in accommodation) plus one working day of leave	last successfully completed contract		equivalent to Lovat Insurance, arranged by the national office
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8.6 Out-of-Country (OOC) Supplements

OOC supplements support relocated staff to cover any additional costs which they may be incurring in their home country. OOC supplements will be paid in quarterly lump-sum payments, upon successful completion of duties.

		Work Country			
		Band 1	Band 2	Band 3	Band 4
H o m e C o u n t r y	Band 1	10%	25%	25%	25%
	Band 2	10%	10%	25%	25%
	Band 3	10%	10%	10%	25%
	Band 4	10%	10%	10%	10%

Band 1	Band 2	Band 3	Band 4
London New York Lusaka Freetown	Zimbabwe East London Dar Es Salaam Other Zambia Other Sierra Leone Karamoja / Kampala	Other Tanzania Delhi Other Uganda	Nepal Other India

In the case of a new staff member who is relocating from a country not listed above, the International Head of Financer should be contacted for an assessment and decision. A standard cost of living source (e.g. www.numbeo.com) can be used to assess the band level of their home country by taking the average % increase/decrease in rent prices, restaurant prices and groceries prices compared to the internal cost of living analysis for their host country.

8.7 Managing Relocation Benefits When a Staff Member Resigns

Relocated staff who fail to complete a contract

Any staff member who fails to complete their first overseas contract in any one location will forfeit all relocation allowances.

In the instance that subsequent contracts are not honoured, the relocation allowance will not be forfeited.

9. Leave and Working Hours

9.1 Working Hours

Each Country Office will determine working hours and timing in accordance with laws and culture of the office. However the following internationally recognised conditions⁴ apply to all Country Programmes:

⁴ See the UK DTI website for further information: http://www.dti.gov.uk/er/work_time_regs/index.htm

- 35 hours should be the minimum contracted amount for Restless Development staff and volunteers and no more than 48 hours should be worked in any one week without Time off in lieu (TOIL) included (see TOIL in below).
- Two day weekends should be the norm, although Training and events may necessitate regular work at weekends, which should be taken under the TOIL policy below.
- A minimum of 11 hours rest will be given between any working shifts.

9.2 Time Off In Lieu (TOIL)

- Additional hours may be worked, however staff should inform and seek approval from their Performance Manager should they decide to work additional hours over and above the agreed weekly amount.
- Any full day worked (8 hours) at one time more than the contracted amount should be taken as TOIL.
- TOIL is one full rest day given for a full day worked over and above the weekly required work – normally a weekend day or public holiday but also if more than 48 hours (with permission) have been worked in any one week.
- TOIL when on international duty with Restless Development: Any staff member who is required to be away from their country of normal work for any full day that would normally be a public holiday or weekend in their home country may take a full day of TOIL on return (within 2 weeks as outlines below), regardless of whether work was required on those days away from the home country and as long as the following are followed:
 - a. Any staff member who is on international duty with Restless Development is required to work 6 days in every 7
 - b. Any extra days that a staff member remains away from their country-of-normal-work but that are not required to Restless Development must be deducted as annual leave or, if over a holiday or weekend, must not be taken as TOIL on return.
- TOIL should always be granted by the Performance Manager and taken within two working weeks of the extra days worked, unless the organisation requires staff to delay taking it due to work priorities. It cannot be carried forward and should not be treated as annual leave days as its aim is to ensure rest from extra hours and days worked.
- TOIL should be booked, planned and authorised in advance of the extra days worked, especially for long periods like training, so that all staff can be accommodated.

It applies to part time as well as full time staff.

9.3 Annual Leave

- A minimum of 24 days leave per annum will be offered to all Restless Development staff and only more if national laws require.
- Annual leave should be aligned to the financial year. If a staff member joins part way through the year, they will be allocated a pro rata annual leave allowance and issued as their total annual leave for that given year. Annual leave is calculated at a rate of 2 days annual leave per full month worked and does not have to be initially accrued in order to be taken.
- Annual leave will only be granted to any staff member for a maximum of three calendar weeks in any Restless Development office at any one time. This policy includes annual leave and TOIL, and includes any annual leave or TOIL planned adjacent to any other leave – such as compassionate leave, paternity leave and so on.
- All leave must be pre-approved by a line-manager and in accordance with the conditions laid out in the standard contract. A Leave Request Form must be used and approved. There is a copy in the appendix.
- Part-time staff must be allocated a pro rata amount of annual leave based on the number of hours they work. Bank holidays should also be calculated on a pro rata basis to ensure fairness between staff and prevent part-time workers who normally work on Mondays benefiting from more bank holiday days than part-time workers who do not normally work on Mondays. Where a part-time staff member's normal working day falls on a bank holiday, they can agree with their performance manager to flex their working days for that week in order that they are not required to work on a bank holiday.

- Any staff member who successfully completes a full calendar year of paid service with Restless Development will be due an extra day of leave for each further full year of service up to a maximum of 28 days.
- Any staff member who “relocated” to their office location as defined by the “Relocation Allowance Policy” may discount from Annual Leave any full day of travel to their home country during annual leave that includes more than six hours of a weekday between 9am and 5.30pm in the air or on the road – which is defined in the relocation allowance policy.
- It is the duty of the staff member to ensure that all annual leave is planned each year and permission granted well in advance in accordance with their employment contract.
- Annual leave will not be carried forward into a new year, nor will financial payment be given in lieu of leave unless either mutually agreed with management or legally required under national law.
- Any outstanding annual leave will be calculated pro rata a member of staff’s leaving date and paid out in the final salary. This is the only situation whereupon annual leave can be given as a financial payment.

9.4 Sick Leave

As the number of staff increases it is important that there are clear guidelines as to everyone’s rights and responsibilities if they are ill or injured or if there is some other reason to take time off work. It is also important that staff know the potential effect on their pay if they are absent for illness or other reasons.

Restless Development believes that its staff are its most important asset and relies on them to make a full contribution to its work. As a general principle staff are expected to minimise absences during normal working hours but Restless Development is of course sympathetic to genuine sickness or injury.

Restless Development expects this policy and its procedures to be observed with common sense and to act in accordance with its spirit as well as the letter where precise circumstances are not covered.

9.4.1 Record Keeping

Restless Development will keep records of a staff member’s absences for health or other reasons in order to operate its personnel policies and systems fairly and reasonably. As required nationally this information should be subject to the protections of any legal Data Protection Act and information about a staff member’s health will be treated as “sensitive data” which gives it an extra layer of protection.

This means, amongst other things, that the records will be kept confidential. Normally only the Country Director (or equivalent) and members of staff with general personnel (including payroll) or Performance Management responsibilities will have access to staff records. Staff can request to see and take a copy of your records at any time.

9.4.2 One-off Medical Appointments

As a general principle Restless Development expects staff to arrange appointments so as to minimise any disruption to their work. This means that appointments should be made outside normal working hours i.e. at weekends or in the evenings or, when this is not possible, for a time that uses as little as possible of the normal working day i.e. in the early morning or late afternoon.

If staff have to attend an appointment during normal working hours he/she should give advance notice to their Performance Manager and agree with the Performance Manager what time is acceptable.

As a general principle, Restless Development accepts that reasonable short periods of absence for medical appointments should not affect pay but staff are expected to make up time lost within 2 weeks of the date of the appointment.

Restless Development reserves the right to require staff to take absences for these reasons as paid annual leave or, exceptionally, unpaid leave, if the absences are frequent or disruptive to the work of Restless Development.

9.4.3 Courses of Treatment

Restless Development recognises that sometimes staff will be recommended, for medical reasons, to go on a regular course of treatment e.g. physiotherapy or Anti-Retroviral Treatment and check-ups.

As a general principle Restless Development expects staff to arrange for appointments relating to a course of treatment to fall outside normal working hours. If this is not possible, staff must discuss arrangements with his/her Performance Manager, in advance of the start of the course, to agree what is acceptable.

Staff will be expected to provide evidence that the course of treatment is recommended by a medical or other qualified adviser.

As a general principle, Restless Development accepts that reasonable short periods of absence for courses of treatment should not affect pay but staff are expected to make up time lost within 2 weeks of the date of each appointment.

Restless Development reserves the right to require staff to take absences for these reasons as paid annual leave or, exceptionally, unpaid leave, if the absences are frequent or disruptive to the work of Restless Development.

9.4.4 Notification of Sickness

Anyone who is ill and unable to come to work must make every effort to tell their Performance Manager by 10.00 am on the first working day of their absence, or as soon as they possibly can after that.

Staff are expected to try and speak to their Performance Manager in person rather than leaving voicemail or text/SMS messages. Restless Development recognises that in some circumstances staff may have to arrange for someone else to report their absence.

Staff must then keep their Performance Manager informed of their progress and when they expect to return to work.

9.4.5 Infectious Illnesses

Anyone who comes into contact with an infectious illness, that can be transmitted through the work environment e.g. mumps, German measles or meningitis, must notify their Performance Manager and may be asked to stay away from the office for a period of time. If staff are ill with any such infectious illness they must notify their Performance Manager at the first opportunity.

9.4.6 Certification

Three days or less:

If staff are absent for three or less continuous days (including weekends) they will be asked, when they return to work, to self-certify their illness by registering it on their leave form. If they have frequent self-certificated absences Restless Development reserves the right to ask staff to consult a doctor and supply Restless Development with a copy of their medical opinion.

More than three days:

If staff are absent for more than three continuous days (including weekends) they must supply a medical certificate (a "sick note") from a registered and certified General Practitioner (doctor). This must state the staff member's medical condition and how long they are to stay off work. A further medical certificate must be supplied if they do not return to work within one week of the expiry of the previous one. If a medical certificate is not supplied Restless Development reserves the right to reimburse the days lost through pay deductions. For extended periods Restless Development reserves the right to ask for a second opinion

9.4.7 Return to Work after absence of more than 3 sick days

If staff are absent for more than three consecutive sick days, a Return to Work interview must be conducted within three days of them returning to work. A separate interview should be conducted for each period of absence over three days.

Return to work interviews are one of the most effective ways to manage sickness absence. The purpose of a return to work interview is to:

- Discuss the absence: establish the cause of the absence and give the staff member the opportunity to share any concerns about their illness and general state of health, in relation to their job.
- Ascertain whether the staff member is comfortable and well enough to work.
- Explore whether Restless Development should be doing anything differently to support the staff member's return to work or to prevent further recurrences.
- Explain what has been happening at work during the period of their absence.
- Ensure that staff members are abiding by the policies around sickness leave

Conducting a Return to Work interview

This is not a disciplinary meeting, so the statutory right for the staff member to be accompanied by a representative does not apply. Ideally, the performance manager will conduct the return to work interview. However, one of the main objectives of the interview is to encourage the staff member to openly discuss their absence. The performance manager should inform the staff member that if they wish to discuss the matter with someone else (e.g. the People & Performance unit), that it can be arranged. When conducting the interview the performance manager should:

- Explain that the interview is part of Restless Development's normal arrangements for supporting staff members following absences.
- Be prepared. Where possible, take up-to-date attendance records to the interview.
- Not be judgemental of a staff member's illness – whether physical or mental.
- Complete the return to work interview form.
- Follow up any matters that emerge from the interview.
- If any misconduct or performance issues are present, deal with these separately.
- If the staff member becomes distressed during the interview, ask whether they want an adjournment and/or to be accompanied by a colleague when the interview reconvenes.

Managing complex absences

In most cases, absence management will be straightforward. However, at times, a more complex situation may be encountered. For example:

- **Suspicion of misconduct:** If there is suspicion that the staff member's sickness absence was not legitimate, the performance manager should trigger the disciplinary procedure after the return to work interview. These issues should be treated separately and the return to work interview must not become an unscheduled disciplinary meeting.
- **The staff member has a domestic situation:** Staff should not call in sick unless they are personally unfit for work. Statutory Sick Pay (SSP) or sick pay under Restless Development's policies should not be paid in such situations. If the staff member is wrongly claiming sick pay, it is a disciplinary offence and it would be appropriate to trigger the disciplinary procedure.
- **The staff member wishes to return to work before their medical certificate expires but they appear unfit to work:** A staff member may opt to return to work before their medical certificate expires with Restless Development's agreement. If Restless Development has a good reason to disagree with the staff member about their readiness to return to work, the staff member's status is 'unfit' and they will not be able to return to work. If the staff member is still eligible for SSP and/or sick pay under Restless Development's policies, they should receive this.
- **The staff member's medical certificate has expired but they appear unfit to work:** Restless Development should only refuse a staff member permission to return to work after a medical certificate has expired if there is good reason to believe they are not fit to work; otherwise, we will be acting in breach of

contract. If there is good reason to deem them unfit, the staff member's status is 'unfit' and they will not return to work. The performance manager should refer the staff member back to their GP.

- **The staff member's GP recommends temporary work adjustments:** The staff member may present an unexpired medical certificate on which their GP has ticked that the staff member may be fit for work if certain adjustments are made. Alternatively a staff member may suggest that they are able to return to work if certain adjustments are made prior to the expiry of a medical certificate. In such circumstances the performance manager should follow the policies and guidelines for handling flexible working requests (3.10). If adjustments cannot be made, the staff member's status is 'unfit' and they will not be able to return to work. If the staff member is still eligible for SSP and/or sick pay under Restless Development's policies, they should receive this.
- **Bullying and harassment:** The staff member may reveal facts that suggest they are being bullied or harassed at work. The performance manager must take proper action to investigate these facts and, if appropriate, trigger the disciplinary process.

9.4.8 Sick Leave Limits

As per the international Restless Development contract, if all requirements are properly met as above, Restless Development will continue to pay staff on sick leave for up to 90 days sick leave, and on half pay for a further 90 days. These limits will be governed and adjusted accordingly in accordance with national laws.

9.5 Compassionate Leave:

Compassionate Leave is defined as Leave given to Restless Development staff for the specifically defined needs of their dependents and immediate family, and will be capped at 5 days. This includes: Sickness of a dependent child or spouse/ partner

- Death and Funerals of all immediate family members

9.5.1 Definitions

Dependent Child:	A son or daughter (blood or legally adopted) who is a permanent resident at the staff member's house and 18 years or under
Informal Dependents:	Children under the age of 18 who have been living with a staff member for two years or more, and are dependent on the food, lodging and income of the staff member and are not employed themselves. Informal Dependents will receive all of the same benefits as a legally recognised Dependent.
Spouse/ partner:	Legal spouse (not divorced or legally separated) or life-partner (as defined in this policy manual). Benefits do not extend to parents of unmarried staff members.
Immediate Family:	Dependent children, informal dependents, spouse/ partner (as above) as well as parents/ parent-in-laws (blood or legally adopted)

9.5.2 Declaration:

Immediate family and dependents must be declared in writing at the time of employment or at the time of signing any new contract thereafter. This must be approved by Restless Development at the start of a Contract. Any changes must be made to that form by mutual agreement. Only those on the form will count for compassionate leave.

The following must be demonstrated in order for a child to be defined as a 'dependent':

1. The child must have been living full time in the staff members' home for at least two years and have no other source of support (food, lodging and care) or income
2. The child is under the age of 18
3. The staff member will immediately declare if the child leaves the home, takes up employment or is taken (back) in to the care of any other adult.

9.5.3 Leave

1. **Sickness of a dependent child or spouse/ partner**

A staff member can request this type of leave under the same conditions as Sick Leave (1.8.4) as laid out in his/her contract, with the following additional criteria:

- The staff member should demonstrate that the dependent child or spouse needs to be cared for by the staff member – e.g. the hospitalisation of a dependent child
- The staff member should produce a medical certificate from the first day of leave (as opposed to third)
- A maximum of seven days will be awarded except in exceptional circumstances at the discretion of Restless Development

2. **Marriage, Death and Funerals of all Immediate Family members**

Restless Development will give up to 5 days leave – or as required legally – for staff members to attend the funeral or marriage of any Immediate Family members as defined above.

9.6 Parenting Leave:

All staff are entitled to 3 months parenting leave at full pay providing they have completed 26 weeks continuous service by the end of the 15th week before the expected week of delivery. The different types of leave are listed below and also detailed in Restless Development's Parenting Policy. Only one type of leave can be exercised at any given time.

Maternity Leave

The staff member shall be entitled to up to 52 weeks maternity leave, provided that she:

- Has completed 26 weeks' continuous service by the end of the 15th week before the expected week of delivery.
- Notifies Restless Development of the pregnancy by the end of the 15th week before the expected week of delivery.
- Provides Restless Development with a MAT B1 medical certificate, signed by a registered medical practitioner and noting the expected week of delivery.
- Notifies Restless Development of the date she intends to start maternity leave and the amount of leave she intends to take, by the end of the 15th week before the expected week of delivery.

Paternity Leave

The Staff member shall be entitled to up to 3 months Paternity Leave, provided that they:

- Have completed 26 weeks' continuous service by the end of the 15th week before the expected week of delivery.
- Notifies Restless Development of the pregnancy by the end of the 15th week before the expected week of delivery.
- Produces a medical certificate signed by a registered medical practitioner and noting the expected week of delivery.
- Notifies Restless Development of the approximate date which they intend to start paternity leave and the amount of leave they intend to take, by the end of the 15th week before the expected week of delivery.

Adoption Leave

The Staff member shall be entitled to up to 52 weeks adoption leave, provided that s/he:

- Is the only person in the couple intending to take adoption leave. The other partner may be eligible for paternity leave instead, as explained in section 9.7.
- Has completed 26 weeks' continuous service by the matching date or, in the case of overseas adoption, the date the child arrived in the UK.

- Notifies Restless Development of the adoption within 7 calendar days of being matched.
- Produces proof of adoption which includes:
 - Name address of the adoption agency.
 - Name and address of the Staff member.
 - The matching certificate showing the date the child was matched.
 - A letter from the adoption agency detailing the expected date of placement of the child.
 - For overseas adoptions, the relevant UK authority's official notification confirming the parent is allowed to adopt.
 - For overseas adoptions, proof and date of the child's arrival in the UK (e.g. a plane ticket).
- Notifies Restless Development of the date s/he intends to start adoption leave and the amount of leave they intend to take, within 7 calendar days of being matched.

Adoption leave is divided into Ordinary Adoption Leave for the first 26 weeks and Additional Adoption Leave for the second 26 weeks, and is granted in addition to any other leave.

Shared Parental Leave

The aim of shared parental leave is to give an employee the flexibility to decide who, between them and their partner will take time off after a baby is born/adopted, and how much time they will take off. Basically, it means that the employee and their partner can share their leave how they like for a maximum period of one year, and this can be taken as separate (discontinuous) periods i.e. they can take a period of shared parental leave, then come back to work, then take another period of shared parental leave etc.

It is an opt in system, so employees do not have to take shared parental leave if they meet the qualifying conditions. Employees will have to make a decision over whether they will take shared parental leave or whether they want to take maternity/paternity leave as normal.

The employee must have 26 weeks' continuous service with Restless Development at 15 weeks before the expected week of childbirth or being notified of being matched with an adoptive child and still be employed by Restless Development in the week before leave is taken;

- The other parent must, in the 66 weeks leading up to the due date/matching date, have worked for at least 26 weeks and earned an average of £30 in any 13 of those weeks (either in an employed or self employed capacity)
- The employee and the other parent must have satisfied the correct notification requirements

9.7 Parental Leave

Eligible employees can take unpaid parental leave to look after their child's welfare, eg to: ,spend more time with their children, look at new schools ,settle children into new childcare arrangements, spend more time with family, such as visiting grandparents.

The member of staff's rights (holidays and returning to a job) are protected during parental leave.

- **Entitlement**

Parental leave is unpaid. A member of staff is entitled to 18 weeks' leave for each child and adopted child, up to their 18th birthday. The limit on how much parental leave each parent can take in a year is 4 weeks for each child (unless Restless Development agrees otherwise).A member of staff must take parental leave as whole weeks (eg 1 week or 2 weeks) rather than individual days, unless Restless Development agrees otherwise or if your child is disabled. You do not have to take all the leave at once. A 'week' equals the length of time an employee normally works over 7 days.

- **Eligibility**

- Has continuous service from 52 weeks with Restless Development
- Named on the child's birth or adoption certificate or they have or expect to have parental responsibility
- Not a foster parent (unless they've secured parental responsibility through the courts)
- The child is under 18

Restless Development may ask for proof (like a birth/adoption certificate.)

- **Notice period**

A member of staff must give 21 days' notice before their intended start date. A member of staff must confirm the start and end dates in their notice in writing to their Performance Manager and also the International People unit.

- **Delaying leave**

Leave cannot be postponed (delayed) if:

- Restless Development does not have a 'significant reason', eg it would cause serious disruption to the business
It is being taken by the father or partner immediately after the birth or adoption of a child
It means that the member of staff would no longer qualify for parental leave, eg postponing it until after the child's 18th birthday

If it's postponed, Restless Development will:

- Write explaining why within 7 days of the original request
- Suggest a new start date - this must be within 6 months of the requested start date
- Will not change the amount of leave being requested

9.8 Study Leave

Restless Development is committed to supporting individuals pursuing further education that will help them develop their careers and support their role with Restless Development. Restless Development is committed to up to five days study leave per year where the staff member can demonstrate attendance at a certified training course, approved by their Performance Manager

9.9 Volunteering Leave

Restless Development encourages staff to take up volunteering opportunities and to apply for flexible working arrangements in agreement with their performance manager (see section 3.10) if such opportunities conflict with their normal working hours.

9.10 Jury Service

In the event of an employee being called upon to perform Jury Service, leave with full pay will be provided. Management reserve the right to request a note from the Court Clerk where it is felt necessary. Those on Jury Service should attend work in the morning and afternoon if not required by the courts at this time. Your Performance Manager should be fully informed of any such leave and the leave needs to be approved before it is taken.

9.11 Unpaid Leave

Staff may request a leave without pay for personal or medical reasons. Unpaid Leave implies that the same or a similar position will be made available to the individual upon return from leave. Requests for leave are subject to approval by the appropriate Performance Manager. Requests for leave without pay are subject to approval by a

member of the senior management team and the maximum leave without pay is generally one year. Staff must have served at least one year to qualify for unpaid leave. Unpaid Leave will not be granted to accept an on-going position at another organisation or business, unless such action is considered as an outstanding professional development opportunity for the staff member, who intends to return to his or her position with Restless Development.

9.12 **Wedding/Civil Partnership Leave**

9.6.1 Wedding/Civil Partnership leave can be granted for every member of staff at the time of the event and is capped at 5 days. This leave can only be used whereupon the member of staff is undertaking marriage/civil partnership. It can only be used once within a period of 5 years and must be agreed and approved by the Performance Manager.

10. Restless Development Positive Discipline Procedure

There is a shared responsibility between the Performance Manager and the Staff member for assessing, maintaining and improving conduct and performance. Performance Managers should aim to create open communications and establish two-way feedback with their direct report(s).

10.1 **Actions that may result in Disciplinary Action**

Where there is a departure from the policies and procedures of the organisation, disciplinary action may be required, by either the informal or formal disciplinary process. These processes are designed to initiate corrective action when behaviour or conduct is unacceptable, and to ensure that disciplinary measures are applied in a fair and consistent manner – with management thoroughly and fairly investigating of all the facts prior to implementing disciplinary action.

Please note that the process for addressing disciplinary matters relating to under-performance is described separately in the Performance & Development Handbook.

10.2 **Principles of Managing Disciplinary Matters**

- All disciplinary matters will be addressed seriously, with records kept in the personnel file.
- All complaints should be reported within 6 months of the occurrence of the incident in order to enable a full and accurate investigation to take place.
- No judgement of innocence or guilt will be apportioned until the investigation is complete and there is objective evidence upon which conclusions can be drawn.
- All stages of the process will be conducted thoroughly, objectively, with sensitivity, utmost confidentiality and with due respect for the rights of both the Complainant and the Person(s) Complained About. Both parties must be given fair and equal opportunity for their views and account of events to be heard.
- Every effort will be made to carry out and complete the process as quickly as possible. All parties will be informed of the timeframes throughout the process.
- During the formal procedure, both the Complainant and the Person(s) Complained About may be accompanied, at any or all of the stages in this procedure by a work colleague, or a representative.
- The objective of a disciplinary investigation is to ascertain whether or not, on the balance of probabilities, the behaviours complained of occurred.
- At any stage, the Person(s) Complained About and/or Complainant may be absented from work with pay, if it is considered to be in the interests of their wellbeing. This is a cautionary step for the purposes of the process and does not imply that the person(s) involved is (are) guilty of any offence.
- At any stage, the Person(s) Complained About and/or Complainant may be transferred following consultation with the Performance Manager and the individual concerned.
- Issues relating to dignity at work can be very stressful for all concerned. Any individual seeking support at any stage in the process will be facilitated with appropriate support, in the first instance through their Performance Manager. Any such requests will be treated sensitively and with total confidentiality.
- If deemed appropriate, the organisation may seek external assistance or advice when investigating a complaint or mediating between parties.

10.3 Informal Disciplinary Process

In some cases the most effective and efficient way of dealing with a problem or potential problem is to raise the matter through the informal route. Such matters could include, but are not limited to:

- Initial instances of poor time keeping.
- Failure to follow organisational policies and procedures.
- Initial instances of unwanted behaviour (e.g. using abusive language).

Mediation

- The Complainant should seek, in the first instance, to raise any issue to their Performance Manager. If this is not appropriate or possible, the Complainant may raise the issue with the Head of the Country Programme or Unit, or another colleague.
- This person will act as a mediator. In doing so, they will assist the Complainant and the Person(s) Complained About to reach their own resolution to their conflict or differences.
- The key to mediation is that the parties involved come to their own resolution.

It is recognised that it may not always be practical to use the informal procedure. For example: where the complaint is serious, where the people involved are at different levels in the organisation, or where the Complainant or Person(s) Complained About prefer to bypass the informal process. In such instances the formal process, as set out below, may be applied

10.4 Formal Disciplinary Process

The formal disciplinary process should be immediately referred to for serious disciplinary matter, or in the case of persisting minor matters. This could include, but is not limited to:

- Fraud or attempted fraud, regardless of the monetary amount concerned.
- Gross misconduct (e.g. violence or inappropriate sexual relations).
- Persisting instances of harassment, poor time keeping, failure to follow organisational policies and procedures or other minor behavioural issues.

The Investigation Team

- In most cases, it will be appropriate for a Management Committee member of the Head of the Country Programme or Unit to be the Lead Investigator, who is responsible for ensuring that the formal process is properly followed.
- A second member of the Investigation Team should be identified, who can take notes during the investigation meetings.

Raising a formal complaint

- The Complainant should seek, in the first instance, to raise any issue to their Performance Manager. If this is not appropriate or possible, the Complainant may raise the issue with a Management Committee member or the Head of the Country Programme or Unit.
- Once the Complainant has confirmed that they wish to pursue a formal complaint, the formal process, potential outcomes, and support available (e.g. Employee Assistance Programme) should be explained to the Complainant.
- The Lead Investigator will invite the Complainant to a meeting to discuss their complaint. This will be fully documented and the Complainant will be given an opportunity to review the written complaint and confirm that it is a full and accurate account of their complaint. The written complaint should:
 - Provide details of the issue being complained about, including dates and times, where possible.
 - State who is being complained about.
 - State anyone who was witness to the event/issue.

Notify the Person(s) Complained About

- In the interests of natural justice, the Person(s) Complained About will be notified of the nature of the complaint and invited to a meeting to discuss this further. They are entitled to be accompanied to this meeting by a representative.

- Out of courtesy, it is recommended to communicate this verbally and should be followed up with a written Notice to Attend a Disciplinary Meeting' letter which can be included in the investigation file.

Interview with the Person(s) Complained About

The Lead Investigator will lead an interview with the Person(s) Complained About, whereby:

- The Investigation Team will explain the formal disciplinary process, potential outcomes and support available to them (e.g. Employee Assistance Programme).
- The Person(s) Complained About will be fully notified of the complaint against them. The Investigation Team will talk them through the written complaint and give the Person(s) Complained About an opportunity to respond to the allegations.
- Where disagreements are noted between the Complainant and the Person(s) Complained About, these should be particularly noted for further investigation.
- The meeting will be fully documented and the Complainant will be given an opportunity to review the written statement and confirm that it is a full and accurate account of their response.
- At any stage in the process, the Person(s) Complained About may ask for clarification of the process or his/her rights.

Whilst the investigation is underway, Restless Development reserves the right to suspend the Person(s) Complained About on full pay. This shall not be regarded as a predetermination of the outcome of the investigation.

Further Interviews

- It may be necessary to obtain information from other witnesses. All statements taken from witnesses should be fully documented and the witness given the opportunity to review the written statement to confirm that it is an account of their testimony.
- It is likely that more than one interview with the Complainant and Person(s) Complained About will be required. Where differences of opinion or differing recollections of events occur between the Complainant, Person(s) Complained About or witnesses occur, these should be presented to the relevant parties for them to respond to.

Investigation Findings

- Once all interviews have been concluded and the truest possible version of events has been established, the Investigation Team will meet in order to reach a conclusion on their findings.
- An investigation report should be produced which outlines evidence for and against each element of the complaint and shared with the Complainant and Person(s) Complained About.

Determining Disciplinary Action

- If the complaint is not upheld, a note will be added to the investigation report to acknowledge this and to note that no further disciplinary action will be taken.
- If the complaint is upheld, the Investigation Team should discuss their recommendations for disciplinary action with management and agree the action to be taken. Once agreed, a note will be added to the investigation report to outline the disciplinary action to be taken

Communicating the outcome

- The Complainant and the Person Complained About should be provided with a copy of the final investigation report and invited to separate meetings to discuss the findings and any recommended disciplinary action, using the 'Meeting to Discuss Disciplinary Findings' letter. Reasonable notice of this meeting will be given and each party may choose to be accompanied by an employee representative, if they wish.
- During this meeting, each party will be given the opportunity to comment on the findings and recommendations before any action is taken. Any such comments should be taken into account and noted in the investigation report.

- Following the meeting, both parties should be issued with the 'Conclusion of Disciplinary Investigation – Complaint' letter. Within this letter, both parties must be made aware of the appeals process. If the complaint is to be upheld, the performance manager of the Person(s) Complained About should also receive a copy of the letter.

10.5 Disciplinary Action

The Code of Conduct provides guidance on the level of disciplinary action which may be considered appropriate for different disciplinary offences. This, however, is only a guide and each case should be decided on a case-by-case basis, considering the individual circumstances.

When issuing a disciplinary warning to a staff member, plan your communications to include the following:

- Refer to any previous discussions that may have taken place.
- State the problem and present the evidence.
- Give the staff member a chance to present his/her side of the story.
- Reprimand and advise that this is a formal warning which may lead to further disciplinary action if corrective action is not taken.
- Be clear on the corrective action required by the staff member.
- Schedule a date to follow-up on the corrective action.
- Record what was said.

Oral Warning: The person issuing the oral warning must record that the oral warning has been issued, ask the Staff member to sign in acknowledgement that they received the warning, and the record will be stored in the personnel file for 2 years. Any disagreement or refusal to sign the note will be noted.

Written Warning: The Staff member will be required to sign the written warning in acknowledgement that they have received the warning, and the record will be stored in the personnel file for 3 years. Any disagreement or refusal to sign the warning will be noted.

Final Written Warning: The Staff member will be required to sign the final written warning in acknowledgement that they have received the warning, and the record will be stored in the personnel file for 4 years. Any disagreement or refusal to sign the warning will be noted.

Dismissal: Restless Development sincerely hopes that it will not be necessary to dismiss staff. In most cases, dismissal will be reached by persistent disciplinary offences; however, as listed in the Employment Contract, there are certain breaches of organisational policies and of established custom and practice which may also render a staff member liable for summary dismissal. In either case, dismissals may only be made on the following grounds and must always be justified by a fair, thorough and conclusive investigation into the issue:

- Conduct: the staff member's behaviour is unacceptable.
- Capability: the staff member is not able to meet the requirements of their role.
- Illegality: continuing to employ the staff member would breach a statutory duty or restriction.
- Redundancy (not a disciplinary offence).
- Some other substantial reason.

Other disciplinary actions: In some cases, other disciplinary measures may be considered, including but not limited to:

- Suspension, with or without pay.
- Transfer to another task or section of Restless Development.
- Demotion.

Training, counselling, mentoring or any other appropriate activity deemed capable of recreating a positive work environment.

Please be aware that, in some cases, a staff member may refuse to sign in acknowledgement of a disciplinary warning because they disagree with the feedback they've been given. If this occurs, notify the staff member that

their refusal to sign will have no impact on the credibility of the warning, should further disciplinary action need to be taken, and offer them the opportunity to sign in acknowledgement but to add a short comment stating that they disagree with the feedback given. If the staff member still refuses to sign, ask a third party to be present when you issue the warning and to sign the disciplinary record.

10.6 Appeals

Where the complaint has been upheld and disciplinary action is to be taken, the Person(s) Complained About has the right to appeal against the decision by notifying the Lead Investigator, in writing, within 5 working days.

- The Lead Investigator must escalate this to an Appeals Panel, consisting of at least 2 more senior staff members who were not involved in the original investigation. Where 2 such people do not exist within the Country Programme or International Unit, a member of the International People & Performance Team or the Senior Management Team may be consulted.
- The Appeals Panel will invite the staff member to an appeal meeting by issuing them with a 'Notice to Attend a Disciplinary Appeal Meeting' letter.
- The meeting and all reasons for appealing the decision should be fully documented and the staff member given the opportunity to review the written statement.
- When considering whether to uphold the original disciplinary decision, the person leading the appeal will consider whether:
 - Any new evidence has come to light.
 - The original investigation was incorrectly or insufficiently carried out.
- The staff member will be invited back for a formal meeting to discuss the outcome of the appeal. This meeting should be documented and followed up by issuing the 'Outcome of Disciplinary Appeal' letter.
- In exceptional cases, the

10.7 Malicious Complaints

Disciplinary action, in accordance with this policy, may be taken against a Complainant who is found to have made a malicious accusation. In the event of a claim, which is unfounded or unsubstantiated, but without malicious intent, no disciplinary action will be taken.

10.8 References

Notice to Attend a Disciplinary Meeting
Meeting to Discuss Disciplinary Findings
Conclusion of Disciplinary Investigation
Notice to Attend a Disciplinary Appeal Meeting
Outcome of Disciplinary Appeal

11. Grievance Procedure

Managers will encourage the individuals for whom they are accountable, to raise issues, queries or complaints on a day-to-day basis and will deal with them fairly and promptly. The Grievance Procedure will emphasise the right of each employee to raise a grievance, have it considered and to obtain an objective and reasonable response in a finite time-scale. The employee has the right to be accompanied and/or represented at all stages of the procedure. If either party is not available to attend, the meeting may be postponed by a reasonable time period. In normal circumstances, this would be no longer than five working days from the date originally proposed.

Taking a matter through the grievance procedure does not over-ride the legal rights of the individual. In cases of continued disagreement, further to the agreement of both parties, the grievance will be subject to recommendation or determination by an external third party.

All documents relating to a grievance will be held in the employee's personal file. The documents will be kept for 12 months.

The aim of the procedure is to settle the grievance as near as possible to its point of origin.

This procedure applies to all employees of Restless Development. It is the policy of Restless Development that grievances raised by members of staff should:

- a) Be given a fair hearing by their immediate manager or a more senior manager should the grievance be against the immediate manager.
- b) Have the right to appeal to a more senior manager against a decision, following a decision resulting from (a) above.
- c) Have the right to be accompanied by a fellow employee of their choice or an appropriate employee representative, when raising a grievance or appealing against a decision.

The main stages through which a grievance may be processed are as follows:

Grievance Procedure Step I

The employee raises the matter with his/her immediate manager.

Grievance Procedure Step II

If the employee is not satisfied with the decision, the employee requests a meeting with a member of management who is more senior than the manager who initially heard the grievance. If the employee so wishes, they may be accompanied to this meeting. The result of the meeting should be recorded in writing and copies issued to all concerned.

Grievance Procedure Step III

If the employee is still not satisfied with the decision, he/she may appeal to a Director. If the employee so wishes, they may be accompanied to this meeting. The Director records the result of this meeting in writing and issues copies to all concerned.

Grievance Procedure Step IV

In the event that no agreement is reached, the matter may then be referred to an appropriate third party. Pending a full resolution, normal work must take place.

12. Managing Redundancy

Restless Development is fully committed to taking all reasonable steps towards maintaining job security for staff and avoiding redundancy dismissals, wherever possible. However, from time to time, situations may arise whereby Restless Development needs to reduce the number of staff employed. Where redundancy is necessary, Restless Development will endeavour to:

- Keep the total number of redundancies to a minimum.
- Consult with staff and, where relevant, their representatives on any proposals and their implementation.
- Ensure selection for redundancy is based on clear criteria that will be as fair and objective.
- Make every effort to find alternative roles for staff selected for redundancy.
- Ensure that staff selected for redundancy receive support and advice to help them find suitable work when their employment with Restless Development comes to an end.

Fixed-term contracts will end automatically when staff reach their contract end date. In these cases, staff at the end of their contract may be entitled to redundancy payments provided that the reason for not renewing the contract is redundancy and the staff member has 2 years' continuous service with Restless Development. In such circumstances, this redundancy process must be followed.

Any redundancy process should be led by the Country or Unit Director with regular support from the International People & Performance team and approval from the Country or Unit's. It is important that the process is documented throughout.

The following process lays out the process which must be followed where 1-19 roles are proposed to be at risk of redundancy. In the rare event that a large-scale redundancy situation occurs, of 20 or more staff, the collective consultation process in section 12.9 must also be referred to.

12.1 Establish the need for redundancy

If one of the following situations were to occur, one or more roles may become at risk of redundancy:

- The need to carry out a particular business need no longer exists. For example: If business decisions are made or funding to deliver a particular programme ceases.
- There is a diminishing need for staff to carry out available work. For example: If delivery targets are significantly reduced.
- Closure of a workplace. This includes closure of a field office, country office or the global agency.

12.2 Consultation

Restless Development must consult with all individuals affected by the proposed redundancy with a view to agree ways of avoiding or minimising the number of redundancy dismissals. Agreement between Restless Development and staff is not always possible; however, consultations will be entered into with this intent in order to allow for:

- Generating ideas to minimise or avoid redundancy (see section 12.3).
- Increased staff morale and engagement in the change process.
- Becoming aware of other relevant issues early on.

Both voluntary and paid staff must be consulted with, as well as staff who may be on extended periods of leave (e.g. maternity leave). There is no minimum or maximum time limit for how long a consultation may last but Restless Development commits to allowing a reasonable amount of time for staff consultation (see section 12.9 for statutory consultation periods for large-scale redundancies).

12.2.1 Before consultation

- A communication plan must be created to map out *who* needs to be communicated to, *what* they need to know and in *what* detail, *when* they need to know it, and *how* they will be communicated to. This communication plan should be a live document which is adapted regularly throughout the process.
- 'Meaningful consultation' means that more than one meeting with each affected staff member should be planned.
- It is not only the affected individuals who require communication. The wider organisation may require some level of communication as well.
- Brief the Management Committee of the affected Country or Unit. The MC should be involved in the process from the beginning, understanding the business case for the proposed redundancy, and be kept up to date throughout the process. This will enable the leadership team to:
 - Make suggestions that may help smooth the process, consider future efficiencies and restructuring, and even reduce or avoid redundancies.
 - Effectively talk and liaise with staff

12.2.2 Initial consultation meetings

- Staff must be informed of the reason for the proposed redundancies, the number of staff who will be affected, and the description of employees who will be affected (i.e. within a particular unit, in a particular location).
- Staff must be informed of details of the redundancy process – when it will start, when it is expected to end, and key milestones in the process.
- Staff must be reassured that all reasonable measures for minimising or avoiding redundancy dismissals will be taken.
- Staff members should be consulted to allow for any suggestions of how to minimise or avoid redundancy dismissals to arise. Staff must be given the opportunity to think about this and discuss it in the next consultation meeting.
- Open communication is essential:

- General guidance on the criteria which will be used to select those staff who are at risk of redundancy should be shared.
- Reference to section 12.4.1 which details the severance terms should be made.
- Reference to section 12.6 which details the appeals process for redundancy dismissal decisions should be made.
- Confirmation that Restless Development is committed to supporting any redundant employees to obtain alternative work (see section 12.5) should be stated.
- Confirm that no final decisions will be taken until the consultation process is complete.
- Accurate minutes of all meetings must be taken, including the date(s) on which they occurred.

For small-scale redundancies, collective or group consultation is not required. However, group meetings can be useful spaces for staff to consider ways of minimising or avoiding redundancy together. They are also good opportunities to ensure that all staff are on the same page and comfortable that everyone is receiving the same information.

12.3 Avoiding redundancy

After the first round of consultation meetings:

- Staff members' suggestions for minimising or avoiding redundancy should be shared with the MC and the International People & Performance team. All suggestions must be considered.
- If any of the suggestions are feasible, they should be attempted before moving on in the redundancy process.
- Accurate records of the suggestions must be kept, reasons why they were or were not considered feasible, and the outcomes of any suggestions that were implemented.

Restless Development must always take reasonable steps to avoid redundancies before dismissing staff. This is best done by properly determining the current and future staff needs during the annual planning and budgeting process. However, if an unexpected need for compulsory redundancies arises, consideration must be given to:

- Restrictions on recruitment, or a "recruitment freeze": Stopping external recruitment can prevent an increase in staff costs, as well as offer potential opportunities for redeployment of staff at risk of redundancy.
- Retraining and redeploying staff to other parts of the organisation (see section 12.5).
- Seeking applications from existing staff to work flexibly: This could include reduced hours or part-time working and must be agreed with staff and reflected in changes to their terms of employment. The process for considering flexible working requests can be used.
- Temporarily 'laying off' employees or offering sabbaticals: If there is a temporary lack of work available (e.g.: whilst waiting for expected funding to materialise) and Restless Development can obtain agreement from affected staff members, it is possible to 'lay off' staff for a period of time, usually with considerably reduced pay.
- Seeking applicants for voluntary redundancy: Employees may be asked if they'd like to volunteer for redundancy. A fair and transparent selection process must be followed and staff members must be made aware that they may not be selected.
- Seeking applicants for early retirement: Employees may be offered incentives to retire early, as an alternative to voluntary redundancy. In order to avoid age discrimination, the offer must be made across the workforce.
- Termination of the employment of temporary or contract staff.
- Reduction or elimination of overtime

Accurate records of any measures to avoid redundancy that were taken must be kept, together with their level of success, and the reasons why.

12.4 Communicating to redundant staff

As soon as possible after decisions have been made, staff in the redundancy pool should be told whether or not they have been made redundant. It is critical that the MC and the performance managers of any affected staff are

fully aware of the decision making process and are able to have ongoing conversations with the staff member about their future, if required.

12.4.1 Calculating redundancy pay

All staff working for Restless Development with at least two years continuous service or more are entitled to statutory redundancy pay.

- Statutory redundancy pay is:
 - half a week's pay for each full year of service while the employee is aged under 22
 - one week's pay for each full year whilst the employee is age 22 or older, but under 41
 - one and half week's pay for each full year whilst the employee is aged 41 or older

Length of service is capped at 20 years.

- Length of service is capped at 20 years in total unless the in country law is higher than this (20 years in the UK and the weekly pay is capped at £489 with the maximum redundancy pay being £14,670). Refer to the HMRC website for up to date limits.

12.4.2

There is no contractual right to enhanced redundancy payments and any such payments will be considered at the discretion of Restless Development.

Redundancy pay should be allocated as soon as possible after the staff member's agreed leaving date and be taxed accordingly:

- Redundancy pay of less than £30,000 is non-taxable and will not be subject to National Insurance.
- Redundancy pay of £30,000 or more will be subject to tax but will not be subject to National Insurance.
- All redundancy pay is treated separately to notice pay.

Staff who are made redundant whilst on parenting leave (including maternity, paternity, shared parental leave and adoption leave) will remain entitled to statutory parental pay until the date on which the statutory pay would normally have ended, had the employee not been made redundant. This is dependent on the staff member continuing to meet the statutory criteria for receiving such payments.

12.4.3 Formal meeting

If a staff member is to be made redundant, they should be invited to a formal meeting to:

- Notify the staff member that they have been made redundant. An explanation of which selection criteria were considered and why the decision was reached must be given. The employee must be given an opportunity to digest this information and ask any questions before moving on.
- The staff member must be thanked for their contributions to Restless Development.
- The staff member must be informed of their notice period and leaving date, and confirmation that they will be paid on full salary for this period. At a minimum, the following statutory notice periods must be abided by, unless the staff member's contractual notice period is longer than the statutory notice period. In this case, the contractual notice period will be abided by:

Length of service	Statutory notice period
1 month to 2 years	1 week
2 years to 12 years	1 week for every full year employed
12 or more years	12 weeks

- Restless Development and the staff member may mutually agree that the staff member will leave earlier than the planned leaving date and be paid in lieu of notice, but Restless Development does not have to agree to this if it will be detrimental to organisational performance. Payment in lieu must include basic salary and any contributions (e.g. pension or health insurance) and is fully taxable.
- The staff member must be informed of their redundancy pay and how it was calculated (see section 12.4.1).

- The staff member must be notified that they have the right to appeal the redundancy decision, in accordance with the process set out in section 12.6.
- The person conducting the interview must follow up by issuing the staff member with the 'Confirmation of Redundancy' letter.

12.5 Consider alternative employment for redundant staff

In order to demonstrate that Restless Development has taken all reasonable steps to avoid redundancy dismissal, we commit to seeking reasonable alternative employment within the agency for staff whose roles have been made redundant. However, it should be noted that it will not always be possible to obtain alternative employment. Priority should be given to redundant staff who are currently on parental leave, including maternity, paternity or adoption leave.

12.5.1 Seeking alternative roles

For an offer to be considered a reasonable alternative, similarity of the following terms of employment must be considered:

- Working hours and pattern of work.
- Location.
- Pay.
- Other contractual terms (e.g. entitlement to benefits).

Additionally, similarity of the following factors should be considered

- Job level: This should be done by mapping the competencies of the alternative role against the Values & Behaviours Framework to identify the percentage of competencies which are:
 - At the same level as the old role.
 - Above the level of the old role.
 - Below the level of the old role.
- Job content: This should be done by mapping the tasks and responsibilities of the old role and the alternative role to identify the percentage of tasks which are:
 - The same (required for both roles).
 - Old (required in the old role but not the alternative role).
 - New (required in the alternative role but not the old role).

It is not necessary that all of the above factors be the same in order for the role to be considered a similar alternative, nor is there any defined threshold for the amount of similarity which should be present in order for the role to be considered a suitable alternative. Support from the International People & Performance team should be sought when making this determination.

12.5.2 Notifying redundant staff

Redundant staff will be notified of all vacancies within Restless Development and have the opportunity to discuss those which are deemed to be suitable alternative roles (based on the criteria in section 12.5.1) with their performance manager.

No suitable alternative employment identified

- If suitable alternative employment cannot be identified, the staff member will be invited to a formal meeting to notify them of this and confirm that their redundancy dismissal will go ahead.
- The meeting should be followed up by issuing the staff member with the 'Confirmation of Redundancy Termination – No Alternative Role' letter.

Suitable alternative employment identified

- If alternative employment is identified, the staff member will be invited to a formal meeting to discuss this.
- The offer of alternative employment must be:
 - Truly offered to the staff member – they should not be required to apply for the position.
 - Unconditional.
 - Made before the staff member's redundancy notice period ends and begin within 4 weeks of the redundant role ending.

- Subject to a 4-week trial period in the alternative role to assess suitability. For roles at Senior Manager level or above, an 8-week trial period may be offered.
- The meeting should be followed up by issuing the staff member with the 'Offer of Alternative Employment' letter.

12.5.3 Trial period

The staff member is entitled to a 4-week trial period in the alternative role. The staff member should be fully inducted and supported to succeed in their new role. Goals should be set for the duration of the trial period, which can be assessed at the end of the trial period to ascertain whether the alternative role is suitable.

At the end of the trial period, the staff member will be invited to a formal meeting to agree whether the alternative role was suitable. This is determined by assessing the staff member's performance during their trial period against the agreed goals.

Both parties agree that the alternative role is suitable

- The staff member will continue in the alternative role.
- A new contract should be issued to reflect their new role title and any changes to their terms of employment. Continuous employment should be recognised, even if there was a small time lapse between their previous and alternative roles.
- The meeting should be followed up by issuing the staff member with the 'Continuation in Alternative Role' letter.

Both parties agree that the alternative role is unsuitable

- The staff member will be made redundant with full entitlement to statutory redundancy pay.
- The meeting should be followed up by issuing the staff member with the 'Termination due to Unsuitable Alternative Role' letter.

Restless Development feels that the alternative role is suitable but the staff member does not

- This applies regardless of whether the staff member has refused the alternative role before or after entering into a trial period.
- The staff member may lose their entitlement to statutory redundancy pay, if their reason for not taking up the alternative role is deemed to be unreasonable.
- This is a subjective area and advice should be sought from the International People & Performance team if such a situation should arise.

12.5.4 Support redundant staff throughout their notice period

All staff under notice of redundancy have the right to reasonable time off to look for a new job or arrange training. This could include visiting jobcentres and recruitment agencies or attending job interviews, for example.

It is a statutory requirement that redundant staff be granted paid time off for 40% of one week during the entire notice period. This means that a full-time staff member would only be entitled to 2 days paid time off for the above activities, regardless of whether their notice period is 1 month or 3 months. This should be calculated pro rate for part-time redundant staff. Requests for leave should be agreed between the staff member and their performance manager.

Before granting requests for time off, Restless Development should consider the impact this would have on organisational or team performance. For example: if the staff member requests time off at extremely short notice and there is not enough time to organise cover, or their requested time off would cause them to miss a key meeting or deadline, the request could be denied. The staff member will still be entitled to their statutory time off but it may be reasonable in such circumstances for Restless Development to ask them to take time off at a different time.

12.6 Redundancy appeals

As stated in section 12.4.2, redundant staff should be notified of their right to appeal and referred to the appeals process in section 10.6 of this Employee Handbook. Appeals must:

- Be heard by a staff member who was not involved in the original decision to issue a redundancy dismissal. Where possible, this will also be a more senior staff member.
- Be well documented at all stages, including written documentation of the appeal decision.

If the appeal is denied and the decision to issue a redundancy dismissal is upheld, the staff member will receive redundancy pay and notice as originally proposed.

If the appeal is granted and the decision to issue a redundancy dismissal is overturned:

- If the staff member has not yet ended their redundancy notice period, their employment contract will continue as if the staff member had not been selected for redundancy in the first place.
- If the staff member has already ended their redundancy notice period, their employment must be reinstated and their continuous service will apply from when the staff member was initially employed. Restless Development will pay any arrears of salary and other necessary contributions (e.g. pension) to bridge the gap between the end of their redundancy notice period and the time the staff member's employment is reinstated.
- If the staff member has already received a redundancy payment, the payment must be returned to Restless Development in full.

Any staff member who disputes the amount of redundancy pay or fails to receive it has 6 months from the date their employment ended to make a claim to an employment tribunal. From 29 July 2013, the initial cost of making a claim to an Employment Tribunal or Employment Appeal Tribunal must be borne by the employee.

12.7 **Communicating to staff who were not made redundant**

Whilst redundancy of any scale is a difficult process for all involved, remember that redundancy is meant to help us continue our work as a healthy and impactful organisation. The change will, undoubtedly, have been difficult for those who may have had to leave Restless Development but it will also have had a significant impact on those who remained – the 'survivors'. The 'survivors' are likely to be emerging from a difficult period which may have seen them lose colleagues and be at risk of redundancy themselves.

Any staff who will not be made redundant should be invited to a formal meeting to:

- Notify the staff member that they have not been made redundant. Explain which selection criteria were considered and why the decision was reached not to make them redundant. Give them an opportunity to digest this information and ask any questions before moving on.
- Communicate a positive vision for the future of Restless Development (or the affected unit).
- Reassure the staff member that communication will remain high as the change becomes embedded, and that they should feel welcome to openly discuss their feelings about the ongoing change with their performance manager.

12.8 **Ongoing communication**

Redundancy situations constitute significant change and uncertainty for staff. Communication needs to continue far beyond the actual change to ensure that staff feel settled in their roles and confident in their future with Restless Development.

- Staff should be included in making new efficiencies and ways of working successful: The Management Committee should explore, develop and act on any good suggestions that emerged throughout the consultation process so that they are not lost and that staff will continue to feel engaged in the change.
- Individual learning should be leveraged: Redundancy is a complex process and those who helped to manage it are likely to have developed transferrable skills in consultation, negotiation and people management. Consider how these skills can be applied or further developed in internal or external relationships.
- Staff workloads should be monitored: It is likely that some staff will have seen their workloads change, perhaps by taking on responsibilities that were previously held by redundant staff. Minor adjustments to

workload are reasonable; however, performance managers should monitor the workloads of any affected staff to ensure that major increases do not occur and cause staff to become overloaded.

12.9 Collective consultation

A collective consultation would be required in the occasion that a country office may propose to make 20 or more employees redundant over a period of 90 days or less. In addition to the above process:

- Before consultation begins, the Redundancy Payments Service (RPS) must be notified of the intention to make large-scale redundancies by filling in [form HR1](#). The below timeframes for notifying RPS must be abided by, or Restless Development could be subject to pay a significant fine.

Number of proposed redundancies	Deadline for notifying RPS
20-99 staff	30 days before the first redundancy
100 or more staff	45 days before the first redundancy

- There is a minimum timeframe for the length of the consultation period with staff (and trade unions, if applicable). These must be abided by to demonstrate that Restless Development has dedicated adequate time to considering measures to minimise or avoid redundancy dismissals. There is no maximum time limit on consultations.

Number of proposed redundancies	Minimum consultation period
20-99 staff	30 days
100 or more staff	45 days

13. Restless Development HIV and AIDS in the Workplace

13.1 Background

Restless Development recognises the seriousness of the HIV and AIDS epidemic and its impact on the workplace. Restless Development is committed to protecting its workplace from HIV through awareness and sensitisation efforts while also providing support to those already infected or who become infected. The purpose of this policy is to state the organisation's position and practices for preventing the transmission of HIV and for handling cases of HIV infection amongst staff, offering a framework for consistent practice across all Restless Development offices. This policy takes into account the fact that staff with HIV may live full and active lives and seeks to prevent unfair discrimination at work on the basis of staff's HIV status.

This policy applies to all staff and volunteers in the organisation until their contract of employment with Restless Development expires. Where particular sections do not refer to both staff and volunteers this is made clear in the text.

In developing the workplace policy reference is made to national HIV/AIDS Policies of Restless Development's countries of operation, as well as Southern Africa Development Community (SADC) Code of Conduct on HIV/AIDS and Employment (1997) and International Labour Organisation (ILO) Codes of Practice on HIV/AIDS and the world of work (2001).

13.2 Prevention through Education

Restless Development will, as far as possible, provide continuous dissemination of current information to all staff. Educational sessions in the workplace will include the following information:

- Facts about STIs, HIV and AIDS
- Voluntary Counselling and Testing (VCT)
- Condom availability
- Medical treatment
- Information on Anti-Retroviral Treatment
- Linkages with external care and support services, programmes and organisations
- Dispelling unfounded fears, myths and ignorance.

13.3 Responsibility

Implementation of the policy is the responsibility of all Country Directors, through their teams. Staff members are tasked with the responsibility of making use of the information and services provided to protect themselves and their families against the disease.

13.4 Confidentiality and Disclosure

Restless Development recognises the sensitive issues that surround HIV and AIDS and undertakes to handle matters in a discreet and private manner. Trust, respect and understanding are vital to the psychological welfare of the individual.

A Restless Development volunteer or staff member is **not** required to disclose his/her HIV status or information. If information is provided voluntarily about their HIV status, this shall be stored separately from the personnel files. It cannot be disclosed to others without written consent. Staff wishing to come out in the open and testify will be encouraged to do so. In proved cases of breach of confidentiality reference will be made to the Restless Development Equal Opportunities and Conditions Policies and disciplinary action instituted.

If staff members request a local health service to conduct an HIV test on their own initiative, the results will be transmitted directly to the staff member with observation of strict confidentiality. Restless Development will bear the costs for testing where tests are not freely available.

13.5 The Promotion of Staff Members' Well-being

Restless Development will provide reasonable assistance which may include counselling, time off, sick leave, family responsibility leave, and information regarding the virus and its affect.

13.6 Non-Discrimination & Stigmatisation

All Restless Development staff members are obliged to prevent discrimination and stigmatisation connected with assumed or actual cases of HIV infection. No staff will be discriminated against or excluded from normal workplace activities on the basis of his/her HIV status. Any act of discrimination or exclusion against a staff member on the basis of his/her HIV status will not be accepted at the workplace and disciplinary action will be instituted to the perpetrators.

Staff living with HIV and AIDS will be treated no less favourably than staff with any other serious illness/condition in terms of statutory and company benefits, workplace compensation, where appropriate, and other available services.

13.7 Work performance & termination of contract

Staff may continue to work as long as they are able to perform their duties safely and in accordance with accepted performance standards. If a staff member with AIDS is unable to perform their tasks adequately and is considered medically incapacitated, the staff member will be required to retire through ill health. This will be implemented in line with all contractual obligations to the staff and all related workplace policies and existing national labour laws and regulations.

13.8 Protection against HIV Infection

At all times staff will take the necessary precautions when faced with a situation that may lead to the contact of any body fluids:

- Any workplace injuries that result in bleeding will be attended to immediately; all attending staff must wear protective gloves. Where gloves are not available staff will be encouraged to wear plastic bags or covering to avoid direct contact.
- Any injuries occurring out of the workplace will be treated appropriately before a staff member reports to work.
- At least one staff member in each office should be trained in basic first aid.
- Good standards of hygiene and first aid procedures will be adhered to.

- Stress is to be reduced and infection avoided whenever possible.
- Condoms will be provided to staff free of charge and in a confidential environment, such as office toilets. If this is not possible, the details of where free (or inexpensive) condoms are available will be provided to staff.

14. Restless Development's HIV Prevention Programmes

Note: all national laws or strategies for SRH will govern Restless Development policies

Accurate and complete information:

Restless Development believes that information relating to prevention, mitigation and all other facts relating to HIV, AIDS, sexual health and reproduction should be presented to every young person. This information should be presented as a set of realities from which a young person can evaluate what is right for them, their partner and the society, culture and religion to which they belong.

ABC

Restless Development believes in the **ABC** approach to prevention: Abstinence, Being Faithful, using a Condom – approach to prevention messaging.

A & B

The advantages of abstinence are clearly set out, but for those unable or unwilling to abstain, then being faithful to one partner who is also faithful and whose HIV status is known is also promoted.

C

In addition, promoting the use of condoms by young people who are engaging in sexual intercourse is promoted as clearly preferable to unprotected sexual intercourse

Condoms and the Classroom

In practice Restless Development will discuss the ABC in the classroom. This will therefore involve talking about condoms and conducting demonstrations on how to use them. **Restless Development will not distribute condoms to students in the schools** but will ensure that students have knowledge of the availability of and therefore access to condoms if they chose to use them, either at the local health clinic or other convenient place.

Two Issues of reality

- a. Restless Development is keenly aware that B - 'Being Faithful' - is only effective in situations where both partners have attended Voluntary Counselling and Testing services and know their HIV status and have full confidence in the fidelity of their respective partners. While this situation is preferable, in most target communities this complete information is not normally guaranteed to an individual (particularly girls) and so Restless Development volunteers are taught to be aware that stressing B is not effective where individuals are faithful only for the duration of a relationship and have neither practiced A or C before or after any one relationship and/ or are unaware of their HIV status.
- b. Many young people – often those not in schools – have multiple partners, often due to their social and economic situation. Prostitution and or forms of prostitution (e.g. sugar daddies) prevail amongst young people in many of Restless Development's target communities. To focus on A and B in these situations is unrealistic and until the socio/economic situation of the individual changes – which Restless Development strives also to contribute towards – condoms are promoted upfront as the immediate prevention solution

15. Guide to Whistleblowing Policy

15.1 Why have a whistleblowing process?

The aim of the whistleblowing process is to provide a channel for people to raise concerns that they may have about the organisation which they do not feel comfortable raising through the existing process. Current policy states that staff should report concerns to their Performance Manager. If this is not feasible then they should contact another senior member of staff. We recognise that there may be circumstances whereby this is not practical. As a result we often receive partial disclosures which are difficult to track or to follow-up. The whistleblowing process provides a safe and confidential means to raise concerns outside of the main reporting line.

15.2 How will it work?

Concerns will be able to be raised using a dedicated email address. This email address will be monitored by the Finance Director and the People and Performance Director.

confidential@restlessdevelopment.org

15.3 What protection do staff have if they make a complaint?

Whistleblowers in the UK are protected under law by the Public Interest Disclosure Act 1998. This gives protection to staff who raise an issue provided that:

- They have reasonable grounds for raising a concern
- The concern is raised in good faith
- They believe that the disclosure is in the public interest

Provided the above conditions stand the employment rights of a whistleblower are protected. Statutory protection only extends to disclosures made relating to breaches of law, not breaches of values or morality. In practice this is a fine line and the Restless policy provides protection for all those making a disclosure in good faith. This protection does not extend to those making deliberately malicious disclosures.

15.4 How does it fit with the existing policies?

The Whistleblowing process enhances the existing process for raising a concern, it does not replace it. In the first instance staff should continue to report up through their Performance Manager. The whistleblowing should only be used in instances where the staff member feels uncomfortable speaking to their Performance Manager or suspects that the issue involves their reporting line or senior staff.

15.5 How will we deal with malicious disclosures?

Global Employee Handbook

We may receive malicious disclosures. Judgement will be needed to differentiate between genuine errors and malicious behaviour. If evidence is found that the disclosure is malicious then we will take action.

15.6 What will happen once a report is received?

	Issue	Notes
1	Log the issue	Log the issue, the nature of the complaint on the incident register
2	Attempt to make contact	Reply to the email address and attempt to make contact. Emphasise that the issue will remain confidential and that the sender is protected.
3	Gather information and consider actions	All issues will be different but the general plan will be to obtain as much information as possible. Based upon this we will make a judgement on how to proceed.

15.7 Restless Development Whistleblowing Policy

Introduction

All organisations face the risk of activities going wrong from time to time, or of unknowingly harbouring bad practices. Restless Development workers with concerns about any aspect of Restless Development's work are encouraged to speak out and express serious concerns they might have.

Scope

This policy applies to all staff, volunteers and Board members across Restless Development. However, if you are contacted by a person from outside the organisation who has a concern you may raise this on their behalf under this policy.

Policy Statement

The aim of this policy is to ensure that workers are confident that they can raise genuine and serious concerns without fear of reprisals, in the knowledge that they will be taken seriously and that matters will be investigated appropriately and regarded as confidential. This policy covers actions or omissions you consider to be illegal, contrary to policy, organisational procedures or values which could damage Restless Development.

Concerns/disclosures covered by the policy

You would refer to this policy if you have a genuine concern that there are reasonable grounds for believing that any of the following has occurred, is occurring or is likely to occur:

- A criminal offence;
- A failure to comply with legal obligations;
- Endangering an individual's health and safety;
- Damage to the natural environment;
- Academic or professional malpractice;
- Fraud or financial irregularity;
- Improper or unauthorised use of funds;
- Unethical or improper conduct or conduct which breaches Restless Development's policies, values or procedures, including improper use of authority; or
- Any of the above is being, or is likely to be, deliberately concealed.

Protection and support for those raising concerns

Restless Development is committed to operating with transparency and accountability. All staff, volunteers and stakeholders should feel able to raise concerns without fear of reprisals. No one who raises a genuinely held concern in good faith under this policy will be dismissed or subjected to any detriment as a result of such action.

Detriment includes unwarranted disciplinary action and victimisation. If you believe that you are being subjected to a detriment within the workplace as a result of raising concerns under this procedure or any other procedure, you should inform your Performance Manager or confidential@restlessdevelopment.org immediately.

Anyone who victimises or retaliates against those who have raised concerns under this policy may be subject to disciplinary action under the Disciplinary Policy.

Confidentiality

Every effort will be made to keep the identity of an individual who raises a concern under this policy confidential, at least until any formal investigation is under way.

If it is necessary for you to participate in an investigation, the fact that you made the original disclosure will, so far as is reasonably possible, be kept confidential and all reasonable steps taken to protect you from victimisation or detriment as a result of having made a disclosure.

In order not to jeopardise the investigation, you will also be expected to keep the fact that you have raised a concern, its nature and the identity of those possibly involved, confidential.

There may, however, be circumstances in which, because of the nature of the investigation or disclosure, it will be necessary to disclose your identity.

Disclosures made in bad faith

If an investigation under this procedure concludes that a concern has been raised maliciously, vexatiously, in bad faith or with a view to personal gain, the employee who made the disclosure may be subject to disciplinary action under the Disciplinary Policy.

Process for reporting concerns

Initially you should raise your concerns verbally with your Performance Manager. However, if you do not feel comfortable discussing your concerns with your manager or you believe that your manager is in some way involved with your concern, you should email confidential@restlessdevelopment.org. If you are not satisfied with the action that your Performance Manager takes you can also contact confidential@restlessdevelopment.org directly.

All emails sent to confidential@restlessdevelopment.org will be received by either the Finance Director or the People and Performance Director. No one else in the organisation has access to these emails.

When raising a concern you must specify whether you wish your identity to be kept confidential.

If you have concerns about a third party, such as a supplier or partner of Restless Development you should still report this using the procedure outlined in this approach. Restless Development can then contact the third party or take other appropriate action.

16. Dealing with Fraud and Irregularities

Policy

- Restless Development upholds a zero-tolerance policy on fraud

16.1 Definition of Fraud

Fraud is defined as the intentional distortion of financial statements or other records by persons internal or external to the organisation which is carried out to conceal the misappropriation of assets or otherwise for gain.

16.2 Examples of Fraud

The following list is not intended to be exhaustive but gives examples of matters which are likely to be classed as fraudulent:

- Claiming for services not performed, e.g. overtime payments
- Travel claims, e.g. false journeys claimed, expenditure inflated
- Expense claims, e.g. excessive/inappropriate expenses claimed
- Petty Cash, e.g. vouchers/receipts submitted but no expenditure incurred
- Selecting friends or relatives for procurement or business partnerships without proper procedures and protocols being followed
- Misappropriation of income

Fraud is an offense that will result in immediate dismissal. It should be noted that Restless Development will use all means possible to recuperate funds and notify partner NGOs of an individual's fraudulent activity.

Other irregularities

These include unauthorized activities for private gain e.g. “borrowing” from petty cash, personal use of vehicles, abuse of telephones and other equipment.

16.3 Reporting Protocol

All staff

- All staff are responsible for raising concerns about any suspected fraud and irregularities
- Normally concerns should be raised immediately to the Performance Manager verbally, then following in writing
- The procedure of reporting begins at Performance Manager level
- It is recognised, however, that there may be circumstances where staff may have to contact another member of staff other than the Performance Manager
- In such circumstances staff should contact the next senior level of staff, for example a Senior Manager, Country Director or Restless Development International office

All Managers

- All managers are responsible for following up any concerns raised by their staff to the Country Director
- If the fraud or irregularity involves a Country Director then a Director of Restless Development International should be contacted and also, on the advice of the International Director, a Board member where applicable
- Country Finance Managers and Country Directors should inform the Restless Development International Finance Director on immediate suspicion of any financial fraudulent activities

Country Directors

- All Country Directors are responsible for following up any concerns raised by their staff to the Senior Management Team of Restless Development International who will be responsible for taking the appropriate action in accordance to the procedures outlined in the Restless Development Global Operations and Human Resource Policies Manual

Protection of staff

Restless Development will at all times protect its staff members from any negative personal consequences arising from the reporting, in good faith, of any fraud and irregularities. To the extent possible, without negative impact on the course of the investigation, the source of reported information will be kept confidential and limited in circulation.

Matters Which Do Not Require Reporting

Generally, genuine errors which are picked up as a result of existing controls before a payment is made do not require reporting. Where, however, this is a persistent problem, e.g. recurrent misinterpretation of policies/procedures, these matters should be reported in order that consideration can be given to changing the wording of those policies/procedures to provide greater clarity.

16.4 Anti-Bribery Policy

Policy

Restless Development adopts a zero-tolerance approach to incidences where staff, volunteers, partners, agents or contractors are involved in bribery or corruption and seeks to work with organisations having a similar approach. Restless Development recognises that it works in some very challenging, insecure environments and would **not** expect its staff to risk life, limb or freedom to uphold this policy.

UK Bribery Acts

As Restless Development is incorporated and centrally managed in the UK it is subject to the provisions of the UK Bribery Act 2010 in all overseas jurisdictions in which it operates

- The Bribery Act 2010 creates a new offence under section 7 which can be committed by commercial organisations, including charitable companies such as Restless Development, which fail to prevent persons associated with them from giving or taking bribes to/from another person on their behalf

- An organisation that can prove it has adequate procedures in place to prevent persons associated with it from bribing will have a defence under section 7.

16.4.1 Definitions

Bribery is defined as the offering, promising, giving, accepting or soliciting of money, a gift or other advantage as an inducement to do something that is illegal or a breach of trust in the course of carrying out an organisation's activities.

- Examples of bribery may include:
 - o offering a gift (e.g. excessive hospitality) to a donor organisation in return for approval of a grant application
 - o a potential supplier offering money or a gift in order to influence a tendering process
 - o offering payment to a government official in order to speed up or complete a process they are otherwise required to perform, such as border/immigration control.
 - o a job applicant offering to pay you to increase his/her chance of being offer employment
- **Facilitation Payments**
Facilitation payments are payments which induce officials to perform routine functions they are otherwise obligated to perform. Facilitation payments still constitute bribes and are unacceptable under this. Facilitation payments do not include legally required administrative fees and legitimate fast-track services.
- **Gifts and hospitality**
These can range from small gifts (such as diaries) to expensive hospitality (tickets for/invitations to major events, holidays etc.). Hospitality or promotional expenditure which is proportionate and reasonable to demonstrating the work of Restless Development or reflecting good relations is unlikely to qualify as a bribe. However, extravagant gifts and hospitality may be used to disguise bribes that are intended to induce improper behaviour (e.g. to fix the outcome of a tendering process).

Similarly, where employees of Restless Development are offered gifts or hospitality that seems excessive, they should be aware that this may constitute a bribe or at least present a conflict of interests. No gift or hospitality that is blatantly excessive should be accepted, and senior management should be notified of **any** gift received.

The principle that hospitality and gifts should be proportional, that is, of negligible value, should be adhered to in all circumstances. This is appropriate not only in the context of this anti-bribery and corruption policy, but also in respect of the efficient and effective use of organisational resources.

16.4.2 Responsibilities

Restless Development expects all individuals across the organisation to take a proactive role in improving the organisation's anti-bribery policy and practice.

Trustees

- The National Advisory Board will provide leadership, resources and active support for the implementation of this policy. They are responsible for ensuring that this policy and any associated policies are fit for purpose and complied with.

Chief Executive

- The Chief Executive is responsible for ensuring that these policies and procedures are implemented consistently and with clear lines of authority. The Chief Executive and Senior Management Team will actively and visibly lead the organisation's anti-bribery policy and practice.

Country Directors

- The Country Director is responsible for holding country programme staff and project partners to account. He/she is responsible for ensuring that projects are properly planned and that risks are assessed and managed in line with this policy.

- He/she is also responsible, along with the Finance and Administration Manager, for ensuring all appropriate information is supplied to internal and external auditors, and that any recommendations of the auditors in relation to fraud, corruption or bribery are followed up.

Human Resources

- Human Resources is responsible for ensuring that the spirit of this policy is incorporated into all aspects of Restless Development's people management including recruitment, promotion, training, performance evaluation, remuneration and reward – and that these policies are continually improved in consultation with staff.

Finance

- Finance is responsible for ensuring that the spirit of this policy is incorporated into all aspects of Restless Development's finance management including accounting for gifts, staff expenses and donations – and that these policies are continually improved in consultation with staff.

Fundraising

- The Fundraising Unit and Country Director are responsible for ensuring that the spirit of this policy is incorporated into all aspects of Restless Development's fundraising activities and relationships with donor-organisations.

Staff and Volunteers

- Individuals are responsible for not giving or receiving bribes and challenging instances where bribery may occur. They are also responsible for reporting all bribery that they are aware of via the procedures laid out below in section 16.4.5 of this policy.
- Where individuals fail to meet this responsibility disciplinary action will be taken, up to and including dismissal, with the usual recourse to processes of appeal available.
- Volunteers are responsible for ensuring the appropriate use of all Restless Development funds issued to them, be they allowances or funds issued for events/programmes, as well as the appropriate use of their own funds while volunteering with Restless Development. They will also be required to sign and adhere to the Restless Development Code of Conduct. Should volunteers fail to meet their responsibilities under this policy, they will be asked to leave the programme immediately.
- All staff and volunteers are responsible for adhering to the standards of recording financial transactions required by the Global Finance Policies and Procedures Manual.

16.4.3 Prevention

- **Top level commitment**
Restless Development is committed to tackling bribery at the highest level.

The action that will be taken with regard to those found to be engaging in bribery is articulated in line with the disciplinary processes outlined in section 10 of this Employee Handbook.

- **Risk assessment**
It is the responsibility of the Country Director, Programme Managers and the Finance and Administration Manager to consider the risks of specific programmes, partnerships/donor-relationships/grants and supplier relationships in relation to bribery and corruption.
- **Due diligence**
 - **Recruitment**
Restless Development recognises that good anti-bribery practice starts from the outset of employing an individual. It therefore requires all staff to sign the Code of Conduct, which sets out appropriate staff behaviours and disciplinary procedures. In addition, a thorough programme of staff communication and training is provided.
 - **Working with Service Suppliers and in Partnerships**

Restless Development is liable under the UK Bribery Act 2010 if a person “associated” with it, either in a country programme or the UK, bribes another, intending to obtain or retain business/grants/donations or an operational or business advantage for Restless Development.

The Act’s definition of an associate is deliberately broad to include individuals, incorporated and unincorporated bodies supplying services to Restless Development or acting on Restless Development’s behalf as a partner or agent.

Restless Development requires all individuals engaging suppliers of services and working with partners on behalf of Restless Development to ensure that:

- service suppliers and partners are selected through a transparent and competitive selection process. See section 5 for further details
 - due diligence is carried out on partners before entering into contracts
 - all partners and suppliers are, where practicable, briefed on Restless Development’s anti-bribery policy and their own responsibilities in respect of it
 - contractual agreements explicitly prohibit the giving or receiving of bribes on behalf of Restless Development
- o **Charitable and political donations**
A political contribution is a donation made to a politician, a political party or a political campaign. Charities are not permitted to make political donations and therefore political donations are not permitted on behalf of Restless Development.

Staff should ensure that any donation received or made by Restless Development is not an incentive to conduct its business improperly. All donations must be approved in line with Restless Development procedures.

16.4.4 Communication

All staff and suppliers must understand and comply with Restless Development’s anti-bribery policy. To ensure that this is communicated, Restless Development will:

- briefs all staff and volunteers on Restless Development’s anti-bribery policy, as part of the organisation’s induction as a minimum
- requires all staff to read and acknowledge through signature this policy upon commencing employment with Restless Development
- train all staff annually on the Finance Policies and Procedures outlines in this manual, highlighting section 16 on Fraud and Irregularities
- requires the National Advisory Boards to approve this policy and any changes made to it.

16.4.5 Reporting Protocol

- **What staff should do if they are offered or asked for a bribe**
Individuals should reject demands for or offers of bribes and Restless Development’s anti-bribery stance should be made clear.

The only circumstance where payment might not necessarily be avoided is when health and security is seriously at risk. Managers should plan their operations and have security procedures to reduce the risk of payments being requested under duress.

- **Where bribery is suspected or where it occurs**
To enable proper investigation, staff should record the details of any bribery or requested or attempted bribery, as soon as possible after the event. Any instances of actual or potential bribery should be reported to the Country director through Performance Managers. Reporting protocols detailed in section 16.3 should be followed.

16.4.6 Monitoring and Review

This policy will be reviewed annually or after a significant change in operations or a significant incident. This will be in consultation with Restless Development staff.

16.5 Mitigating and Managing Incidents of Fraud

16.5.1 Introduction

Board members and directors have an obligation, and often a legal duty, to demonstrate that they have operated in the best interests of Restless Development. This includes taking appropriate steps to protect against fraud.

What constitutes appropriate action will depend on the context and circumstances. It is important that any actions taken are consistent with policy and proportionate to the incident.

16.5.2 Preventing Fraud at Restless Development

Restless Development has a variety of measures in place to prevent and deter fraud. These measures are summarised in the table below along with details on where to obtain further information.

<p>Risk Assessment: Regular assessments of the risk of fraud as well as operational issues that impact the control environment, should be discussed regularly by the Management Committee and Board.</p> <p>Risk should be assessed and documented on the Risk Register and plans developed to mitigate significant risks.</p>	<p>Risk Register: A blank template risk register can be obtained from the International Finance Unit along with further guidance on managing and mitigating risk.</p>
<p>Fraud Training: All staff receive annual training in fraud and bribery. This training aims to ensure that staff are aware of what constitutes fraud and bribery, our policies and how they should respond.</p>	<p>Training Documentation: Copies of past fraud and bribery training packs are available from your Finance Manager or from the International Finance Unit upon request.</p>
<p>Robust Recruitment Processes: Our staff and volunteers are critical to the success of Restless Development. Our recruitment processes aim to ensure that we continue to build an organisation centred on ethics and integrity. These are supported by our Values.</p>	<p>Recruitment Process: Details of the recruitment process and policies surrounding recruitment can be found in the Recruitment and Selections Guidelines document.</p>
<p>Financial Policies: Central to the prevention of fraud are our Finance Policies. These help us to maintain a strong control environment.</p>	<p>Finance Policies: Each CP has a set of finance policies relevant to local laws. These can be obtained from your Finance Manager or from the International Finance Unit upon request.</p>
<p>Whistleblowing Policy: Where possible staff should report fraud and suspected fraud to their line manager.</p> <p>Where this is not appropriate Restless Development has a whistleblowing process which gives all staff and volunteers an alternative mechanism to report concerns.</p>	<p>Whistleblowing policy: The Whistleblowing policy can be found here.</p>

<p>Internal Audit: Restless Development operates an annual Internal Audit process. This uses a toolkit to test the control environment and to ensure that processes are in place and being followed.</p>	<p>Details of the Internal Audit process are available from your Finance Manager or from the International Finance Unit.</p>
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Responding to instances of fraud

Restless Development has taken steps to mitigate the risk of fraud by creating a strong control environment and a culture built on values. Even with these measures in place however, the complexity and nature of our work makes it likely that some fraudulent activity, either within or outside of the organisation is likely to occur. Each incident will be different and the way that we respond will depend upon the context and specific circumstances. There are however three overarching core principles that inform the way that we respond to any incident. These principles are.

- **Zero Tolerance Policy:** Restless Development operates a zero tolerance policy in relation to fraud and bribery. Any staff member found to have committed such an offence will have their contract of employment terminated.
- **Learning from Experience:** It is crucial that Restless Development learns from incidents of fraud and makes any necessary changes to strengthen processes and prevent reoccurrence. All incidents must be reported to the International Finance Director and the relevant SMT member, regardless of the value involved.
- **Commitment to Transparency:** Restless Development is committed to openness and transparency. We will not hide incidents from staff, Board members, donors or regulatory bodies. We will communicate incidents with sensitivity and will share any steps that we have taken to mitigate against future such incidents.

The International Finance Director will maintain a record of all incidents across the organisation. A report will be shared quarterly with the F&A Committee. Material incidents will be shared with the wider Board.

Outside of these core principles the Country Director has some flexibility in how to respond, depending upon the nature of the incident and the context. The table below outlines the possible steps that a Country Director may take in response to an incident. Whilst these steps are not mandatory they do constitute best practice.

16.5.3 Best Practice Response to a Fraud

Report the fraud

- Any staff member with knowledge of a suspected or confirmed fraud should report it to their line manager. If this is not appropriate the Whistle Blowing guidance may be used.
- Line managers should escalate the report to the MC
- All instances of fraudulent activity must be reported to the International Finance Director and the relevant SMT representative, regardless of value.

Develop an Action Plan

- Where appropriate the MC should meet to discuss what action to take. Where a meeting of the full MC is not possible or appropriate the CD can use discretion regarding who they work with.
- Where an allegation requires further investigation the MC should develop an investigation plan. This plan should be communicated to the International Finance Director and the SMT representative.

Investigate Allegations

- If there are reasonable grounds for suspecting continued risk to the organisation the staff member should be suspended on full pay pending investigation.
- Investigations should be completed as soon as practical. Following investigation the MC or relevant group should meet to determine next steps. These should be communicated to the International Finance Director and the relevant SMT lead.

- Investigations should be conducted sensitively and it should be presumed that staff members are innocent until proven guilty.

Responding to a confirmed fraud

- Restless Development operates a zero tolerance policy regarding fraud.
- Where a fraud is confirmed and evidence is irrefutable, local police should be informed and the staff member dismissed.

Managing communication

- All relevant staff should be informed of the fraud and the resulting action.
- An Incident Report should be completed by the MC and shared with the International Finance Director and SMT representative.
- Where a Board is in place the Incident Report should be shared with the Board members
- Restless Developments operates a culture of openness and transparency. Any confirmed instances of fraud should be reported to the relevant donor. The CD should seek guidance from the Director of Investments and Partnerships in how best to approach this.
- In some instances there may be a requirement to report the incident to regulatory bodies. Guidance can be sought from the International Finance Director on how to approach this.

Dealing with a loss of funds

- The MC should consider the financial impact of the incident and if necessary adjust plans and forecasts accordingly.
- In some circumstances it may be possible to recoup any loss through the bank or by taking legal action

Follow Up

- The MC should meet to discuss the fraud and to reflect on lessons learned
- Where the incident related to a weakness in systems or controls the MC should work with the International Finance Director to develop a plan to prevent reoccurrence. If appropriate recommendations will be shared with all country programmes and incorporated into relevant policies.

17. Purpose and Role of a Management Committee

17.1 Purpose

The creation of a Management Committee (MC) is agreed as policy for each Restless Development Country Programme.

The purpose of the Management Committee is to:

1. Ensure that the health, compliance and direction of the Restless Development Country Programme (CP) is effectively managed and implemented and is in line with the values of Restless Development nationally and Restless Development International.
2. Bring more people – and therefore capacity, time, knowledge and support – to the Country/ Programme Director's decision-making and leadership
3. To share the day-to-day management of the Restless Development Country Programme as well as the broader strategic decisions that need to be made.

17.2 Make Up

The Management Committee shall consist of the Country Director of the Restless Development CP, who shall act as Chairman of the Management Committee, together with no less than two other designated managers and/or the most senior person in charge of the key areas including at least Finance and Administration and Programmes / Operations.

The Management Committee discussions and decisions will be reported to Restless Development International through the Country Director's Performance Manager, to the National Boards where there is one and key information to all other staff in the Country Programme.

17.3 Role

1. Reviewing and Providing strategic direction – to coordinate the strategic processes of Restless Development, through:
 - Communication and leadership
 - Setting up the processes
 - Making decisions
2. Supervising and supporting compliance - managing the contracts, labour laws, requirements from Restless Development International, work with the National Board, managing the Constitution, Agreements with other organisations and any other institutions or individuals that Restless Development has legal agreements with, such as donors.
3. Coordinating the individual units⁵ within Restless Development– ensuring there is effective communication, that the units are working together effectively and that the units are represented on the MC.
4. Dealing with emerging and emergency issues – prioritising them as an MC, discussing them and making decisions on them in a timely manner
5. Developing and reviewing the means of communication within Restless Development– putting in place communication systems, such as reporting structures, memoranda and meetings. Establishing these in the first year and monitoring them in the long term.
6. Reviewing and developing Human Resource Management - ensuring staff and their teams are motivated, doing their jobs and working to the best of their ability. In most cases, as Restless Development is a medium sized organisation HR is led by the No 2 and carried out almost entirely through performance managers rather than a HR Manager and/or department and so the MC needs to monitor this carefully.
7. Having or connecting to expertise – having the specialist knowledge among the members of the MC (or being able to connect to a source of knowledge) to deal with technical issues.
8. Check and balance on individual's influence – monitoring peers within the MC, through collective review (at meetings and through reports) and collective decision making on key areas.
9. Group perspective and multiple units - recognising that the 'bigger brain' of the MC, can more effectively solve problems and make decisions – enabling synergy to take place. MC members providing different perspectives and opinions on the issues in the different units.
10. Ambassadors for Restless Development– representing the Country Director and thereby the organisation, in meetings with various stakeholders. In the role of an MC member the individual becomes the face of Restless Development to the outside world.
11. Unified body and role models – the MC is an internal body who embody the values of Restless Development, staff code of conduct, contract and other policies; setting standards and being a role model for other staff to follow and monitoring staff to ensure that they are adhering to Restless Development's values, policies and contracts.
12. Unified voice - all decisions made will be the unified voice of the MC and Restless Development, even if during discussion an MC member held an opinion different to the decision made.

17.4 Operating Principles

1. Size - the MC can grow in size each year in line with the growth of the organisation, but will be limited to an agreed number.
2. Members – typically the members of the MC will be managers and senior managers within the unit as described above and their selection will be based on the need to represent all units within the MC and ensure that there is a wide range of skills and expertise.
3. Relations within the group will be based on:
 - Team work

⁵ Units – refer to the separate departments or functions of Restless Development; they can include a Programme Unit Quality, a Finance and Administration Unit, an Investment and Partnerships Unit, a People and Performance Unit etc. Some of these might act as stand-alone units and some will be cross cutting units that involve staff from different units.

- Trust
 - Collective responsibility
 - Positive criticism
 - Humility
 - Openness – MC members must present the true facts on situations and issues being discussed
 - Confidentiality
 - Sharing information – during the times between meetings MC members must share information via memos, e-mail and reports etc. to keep other MC members up to date on the activities within their respective units
 - Respecting the operating procedures
4. Operating procedures
- Regular meetings – they should take place at least every 2 months in **all Restless Development CPs**
 - Ad hoc meetings – can be called by any of the MC members if there is a pressing or urgent issue
 - Secretary - will be appointed who will prepare the agenda and take the minutes
 - Agenda – will be developed by the Secretary and in consultation with the Country Director and other MC members. At different times during the year it will have themes, such as 'Audit' and 'Budget Planning', these should follow the cycle of the key activities in the year.
 - Minutes – concise minutes will be recorded, these should be well-organised with key headings with emphasis on the outputs, these will be distributed to the MC members, the Trustees and Restless Development International
 - Adequate time will be allocated for these meetings and should be adhered to
 - All members of the MC should have their membership of the MC recognised in their Job Descriptions
5. Decision Making:
- The MC should make decisions based on Restless Development's definition of decision making – which illustrates that the MC should make decisions that are strategic and management related, rather than day to day operations and activities of the organisation. The MC should ensure that decision making where possible is decentralised and used as a way to empower staff within the separate units of Restless Development rather than dis-empowering staff.
 - Procedural equality - This refers to the need for all MC members, especially the Country Director (who is the ultimate decision maker – see below), to consider their own opinion as equal to the members of a group and make a neutral decision based on all the opinions put forward including their own.
 - The Country Director is ultimately responsible for the Restless Development CP and the MC assists the Director in making decisions. The Director will therefore make the final decision in all matters or defer the decision to another manager as he/she sees fit.
6. Looking upwards:
- Ensure that information from Restless Development International and the National Board is fed into the MC meetings and to its members
 - To enhance the relationships between the MC members and the Board and members of Restless Development International, communication channels, reporting and meetings where possible should be encouraged and set up between these bodies
 - Decisions made by the MC should be shared with Restless Development International and the National Board – this will mainly be in the form of reporting, such as the minutes of the meeting and the Directors report which is presented at each Trustees meeting. These should represent the MC members and so should be generated by all of the MC members.
7. Looking throughout Restless Development:
- Ensure that staff are kept up to date with the decisions made at the MC meetings via general meetings, unit meetings and reports and memos as and when necessary
 - Ensure that all staff have a clear understanding of the MC – communicate this policy to existing staff and provide a copy to new staff and make discussions of it part of their induction
 - Ensure staff understand that the MC is an effective structure where effective discussions take place and sound decisions are made.

- Ensure staff understand that their grievances and complaints will be channelled and represented by their Performance Managers to the MC, and they can be assured that a response will be directed back to them through the appropriate MC member.
- Ensure that the decisions made and discussions held at the MC are presented as a unified voice
- Internal Ambassador – clearly communicate the role of the MC to staff on a regular basis and ensure that staff foster a positive impression of the MC and its purpose by clearly explaining its role and all decisions made.
- Role model – it is crucial that MC members lead by example – upholding and embodying the values of Restless Development and adhering to the contracts, policies and code of conduct.

18. Purpose and Role of International Trustees and National Boards

1. Introduction

The vision of Restless Development is for young people to be taking a leadership role in addressing the most urgent issues facing their countries and the world, supported fully by their governments, their communities, businesses and civil society institutions. . The main activities of Restless Development - the implementation of programmes, fundraising and the recruitment of volunteers - are designed to support this aim.

2. Purpose

The Restless Development Board of Trustees are stewards of the organisation's resources and are responsible for the strategy, operations and financial management of Restless Development.

3. Key Responsibilities

The Trustees seek to work closely with the Chief Executive and Senior Management of Restless Development to achieve its goals; nevertheless they are responsible for certain key areas which are listed below:

- (a) Leadership selection:
 - i. Appointment of the Chief Executive (CE)
 - ii. Approval of appointments to senior executive management positions including all Directors in the organisation.
- (b) Strategy: Approval of the strategy proposed by the Chief Executive.
- (c) Financial:
 - i. Formal review and approval of annual organisational budget
 - ii. Oversight and support of the Chief Executive in financial management and organisation
 - iii. Approval of the salaries of the Chief Executive and Senior Executive Management
- (d) Guidance and Support: Advice to the CE about the operation of the organisation in areas including:
 - i. Personnel management
 - ii. Strategic operational choices
 - iii. Adherence to all legal requirements and good practice for charitable organisations
- (e) Networking: Use of personal and professional networks to assist the CE in gaining high level access to relevant individuals and institutions to support the operation and growth of the organisation.
- (f) Fundraising:

Assistance to the CE in gaining high level access to potential donors and supporters from:

 - The corporate sector
 - Grant giving bodies including Government, international bodies, NGOs, trusts and foundations
 - Individual donors
 - i. Advice and assistance on fundraising
- (g) Public Relations: advice and assistance in raising and maintaining the profile of Restless Development in the UK and internationally.

18.1 Relationship to Restless Development National Boards

The Restless Development International Trustees receive advice from the National Boards through the Restless Development Management structure.

As such the Country Directors as well as SMT

- i. **Involve NBs in the recruitment and selection process for Country Directors**
- ii. **Receive advice from the NBs regarding the emerging issues at the country level**
- iii. **Consult with the NBs regarding major strategic choices that directly have an impact on country programmes**
- iv. **Inform the NBs of major decisions that have an impact on country programmes**
- v. **Refer issues to the NB that are appropriate for resolution at the country level**

The Restless Development Trustees and the NBs will communicate directly if special circumstances arise, normally from the Chair of the Trustees to the Chair of NB (s), or vice versa.

Areas of responsibility reserved to the Restless Development National Boards are set out below.

18.2 Restless Development's National Boards

Introduction

The vision of Restless Development is for young people to be taking a leadership role in addressing the most urgent issues facing their countries and the world, supported fully by their governments, their communities, businesses and civil society institutions. . The main activities of Restless Development - the implementation of programmes, fundraising and the recruitment of volunteers - are designed to support this aim. Restless Development offices around the world are legally incorporated in a variety of different formats (e.g., as national charitable trusts, national NGOs, branches of an international NGO), and correspondingly, National Boards differ in their terminology and legal responsibilities (e.g., Boards of Directors, Boards of Trustees, National Advisory Boards). The term "National Board" is meant to include all of these different structures, and applies to any Board of individuals, associated with an Restless Development national office, with a remit to support (and in some cases provide legal oversight) of Restless Development's operations, finances and programmes.

Purpose

The purpose of a National Board (NB) is to provide expert advice, support and guidance to the Country Director (CD) and to the Restless Development Trustees, normally via the Chief Executive (CE) on the implementation of Restless Development programmes in the country.

As the main function of the NB is to provide guidance, it will act in an advisory rather than an executive or supervisory role and therefore should not normally form part of an incorporated body. To fulfil the legal obligations in certain countries, it may be necessary for Restless Development to be legally incorporated and members of the NB may be asked to assume the role of country trustee in addition to the role of NB member. In such cases, the NB members are asked, in collaboration with Restless Development's international Senior Management, to monitor and supervise any decisions that have legal and/or constitutional implications to ensure compliance and appropriateness for local customs and culture.

Key Responsibilities

The key responsibilities of National Boards are to provide, advice, support and guidance to the Country Director especially in key areas such as:

- a) Programmes in the country
- b) Fundraising including high level access to potential donors and supporters from international agencies; government; the corporate sector; grant giving bodies including non-government organisations (NGOs); individual donors.
- c) Government and other experts: high level access to government and experts, especially in Programme areas.

- d) Finance: the budget and financial management of Restless Development in country
- e) Public Relations: raising and helping to maintain the profile of Restless Development in country.
- f) Compliance: ensuring that Restless Development programmes respect the laws and culture of the country.

In the event of needing to recruit a new Country Director, the National Board will be asked to participate in the interview and selection process along with the Restless Development International Senior Management Team.

Relationship of National Boards (NBs) to Restless Development Trustees

The Restless Development National Boards provide advice to the Restless Development Trustees, normally through the Restless Development management structure.

As such, the Country Directors, as well as SMT

- i. **Receive advice from the National Boards regarding emerging issues at country level.**
- ii. **Consult with National Boards regarding major strategic choices that directly have an impact on country programmes.**
- iii. **Inform the National Boards of major decisions taken that have an impact on country programmes.**
- iv. **Refer issues to the National Boards that are appropriate for resolution at country level.**

The Restless Development International Trustees and the National Boards will communicate directly if special circumstances arise, normally from Chair of an NB to Chair of the Trustees, or vice versa.

To maximize coordination and communication between National Boards and the Restless Development Trustees, all efforts will be made to ensure that all visits from Restless Development International, both management and Trustees, meet with National Boards and/or Chairpersons as is appropriate, and that any members of a National Board who come to London meet with the Restless Development Trustees and/or Chairperson as appropriate.

Areas of responsibility reserved to the International Trustees are set above.

18.3 License Agreements

What is a License Agreement?

- The License Agreement formalises the relationship between Restless Development International and the Country Programmes.
- It grants Country Programmes the right to use and refer to themselves as Restless Development. In return Country Programmes agree to abide by certain operational standards and promise not act in a way that brings the name or reputation of Restless Development into disrepute.
- Once signed the agreements automatically extend and there is no legal requirement to renew. As many are approaching expiry though we would like to use this as an opportunity to relook at what the agreements cover and why they are important.

What does the License Agreement cover?

- Governance: Including the appointment of senior staff, budget approvals, remuneration and donor contracts.
- Quality Control: Maintaining the integrity of the brand by ensuring that all material represented as relating to Restless Development meets certain standards.
- Accountability: Sets of some of our Bottom Line Accountabilities (e.g. the provision of management accounts by the 15th of the month).

Way are the agreements important?

- **Consistency:** The agreements cover specific requirements about how the brand should be used. This helps to ensure that Restless Development presents a uniform external identity wherever we work.
- **Protection:** We are only as good as our reputation. The conditions in the License Agreement aim to ensure that we have strong systems in place and operate to high standards across our organisation.

- **Transparency:** The agreements clearly state what is expected of organisations that wish to be a part of Restless Development.

Where are we at?

- Over the past 18 months we have worked to ensure that agreements are in place for all CPs, where appropriate.
- Some CPs are still operating under the name SPW and have not signed the current agreement. In order to formalise the relationship with Restless Development we have developed an amended agreement which can be used in the interim.
- Uganda is currently registered as a branch of the UK and therefore does not require a License Agreement until its status changes.

Next Steps

- We have two draft agreements for each country. These have not changed from the previous versions signed.
- Nik can sign these here on behalf of Restless Development. Please take these back with you and get them signed by your Chair.
- Once signed please return one original copy to International.

19. Child Protection

19.1 The rights of the child

Restless Development endorses and actively supports Article 19 from the United Nations Convention on the Rights of the Child:

- States parties shall take all appropriate legislative, administrative, social and educational measures to protect the child from all forms of physical or mental violence, injury or abuse, neglect or negligent treatment, maltreatment or exploitation, including sexual abuse, while in the care of parent(s), legal guardian(s) or any other person who has the care of the child.
- Such protective measures should, as appropriate, include effective procedures for the establishment of social programmes to provide necessary support for the child and for those who have the care of the child, as well as for other forms of prevention and for identification, reporting, referral, investigation, treatment and follow-up of instances of child maltreatment described heretofore, and, as appropriate, for judicial involvement.

Article 19 – United Nations [Convention on the Rights of the Child](#) (UNHCR).

19.2 What constitutes child abuse

Child abuse is when a child suffers harm or even death because of physical cruelty, emotional cruelty, sexual abuse or neglect by an adult. Often the adult is a parent or someone whom the child knows and trusts. In many cases, the child may be subjected to a combination of different kinds of abuse: for example, neglect and physical abuse.⁶

19.3 Definitions⁷

Any definition of child abuse and neglect assumes a definition of the **child**. According to the [Convention on the Rights of the Child](#) a child is "every human being below the age of 18 years unless under the law applicable to the child majority is attained earlier".

Abuse and maltreatment is defined as: "All forms of physical and/or emotional ill-treatment, sexual abuse, neglect or negligent treatment or commercial or other exploitation resulting in actual or potential harm to the child's health, survival, development or dignity in the context of a relationship of responsibility, trust, or power" (WHO, 1999; forthcoming [2002]).

⁶ From the National Society for the Protection and Care of Children, UK

⁷ From the World Health Organisation (WHO)

Within the broad definition of child maltreatment, five subtypes are distinguished – these are physical abuse; sexual abuse; neglect and negligent treatment; emotional abuse and exploitation:

- **Physical abuse:** Physical abuse of a child is that which results in actual or potential physical harm from an interaction or lack of interaction, which is reasonably within the control of a parent or person in a position of responsibility, power, or trust. There may be single or repeated incidents.
- **Child sexual abuse:** Child sexual abuse is the involvement of a child in sexual activity that he or she does not fully comprehend, is unable to give informed consent to, or for which the child is not developmentally prepared and cannot give consent, or that violate the laws or social taboos of society. Child sexual abuse is evidenced by an activity between a child and an adult or another child who by age or development is in a relationship of responsibility, trust or power, the activity being intended to gratify or satisfy the needs of the other person. This may include but is not limited to the inducement or coercion of a child to engage in any unlawful sexual activity; the exploitative use of a child in prostitution or other unlawful sexual practices; the exploitative use of children in pornographic performances and materials.
- **Neglect:** Neglect and negligent treatment is the inattention or omission on the part of the caregiver to provide for the development of the child in all spheres: health, education, emotional development, nutrition, shelter and safe living conditions, in the context of resources reasonably available to the family or caretakers and causes, or has a high probability of causing harm to the child's health or physical, mental, spiritual, moral or social development. This includes the failure to properly supervise and protect children from harm as much as is feasible.
- **Emotional Abuse:** Emotional abuse includes the failure to provide a developmentally appropriate, supportive environment, including the availability of a primary attachment figure, so that the child can develop a stable and full range of emotional and social competencies commensurate with her or his personal potential, and in the context of the society in which the child dwells. There may also be acts toward the child that cause or have a high probability of causing harm to the child's health or physical, mental, spiritual, moral or social development. These acts must be reasonably within the control of the parent or person in a relationship of responsibility, trust or power. Acts include restriction of movement, patterns of belittling, denigrating, scape-goating, threatening, scaring, discriminating, ridiculing, or other non-physical forms of hostile or rejecting treatment.
- **Commercial Exploitation of a child:** Commercial or other exploitation of a child refers to use of the child in work or other activities for the benefit of others. This includes, but is not limited to, child labour and child prostitution. These activities are to the detriment of the child's physical or mental health, education, moral or social-emotional development.

19.4 Policy

Restless Development recognises that all those employed by or who are representatives of the organisation have the fundamental duty to prevent any physical, sexual or emotional abuse of children originating within Restless Development. In addition Restless Development will actively support activities that work towards the reduction of child abuse in wider society and in particular external cases of abuse by anyone with whom Restless Development interacts such as teachers, parents, and health workers will be responded to appropriately.

The welfare of the child is paramount and all children without exception have the right to protection from abuse. All suspicions and allegations of abuse will be taken seriously, treated in confidence and responded to swiftly and appropriately.

19.5 Restless Development's Duty

In order to uphold its duty Restless Development, including the trustees, paid staff and volunteers, contracted or otherwise, will ensure the following:

- i. **Awareness:** All staff and volunteers contracted or otherwise, are aware of what constitutes abuse.
- ii. **Prevention:** All staff and volunteers contracted or otherwise, are aware of their duty to prevent abuse that originates with Restless Development and to work towards the reduction of abuse in wider society.
- iii. **Reporting:** All staff and volunteers contracted or otherwise, are aware of Restless Development's guidelines on reporting abuse.

- iv. **Responding:** All staff and volunteers are aware of their duty to support children when issues of abuse are raised.

19.6 Restless Development Child Protection Guidelines

The four cornerstones of the policy listed above will be basis for all of Restless Development's guidelines and procedures related to Child Protection.

In every Restless Development Country Programme:

- There will be a code of conduct for staff and for volunteers which clearly states good practice, inappropriate behaviour and practice that would lead to instant disciplinary procedures and dismissal.
- It will be ensured that the recruitment and selection procedures of paid staff and volunteers include an investigative element that can satisfactorily detect and prevent child abuse – to include references (written and verbal), employment history, all checked for suitability to work with children.
- Police checks will be made where possible.
- Staff and volunteers will be monitored routinely and good management supervision will increase the likely detection and prevention of abuse.
- Staff and volunteers will be trained in child protection (to include local laws relating to children).
- All information, definitions and expectations will be translated into relevant languages of the countries where Restless Development works, as necessary.
- Restless Development will ensure that all of the above is culturally sensitive and adapted accordingly to ensure clarity and workability of all policies. Cultural norms such as early marriage and youth workers will be addressed fully by each Country Programme.

19.7 Reporting Suspected Child Protection

If you suspect that a child is being abused, you should report your suspicions to the relevant local authority immediately.

20. Restless Development People Trafficking Policy

Restless Development recognises that People Trafficking is a global crime which affects individuals and businesses worldwide across all continents. The International Labour Organization, an agency of the United Nations, defines human trafficking as:

'The recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labour or services, slavery or practices similar to slavery, servitude, or the removal of organs.'

The International Labour Organization estimates that there are almost 21 million people in forced labour, including forced sexual exploitation. Of those 5.5 million are children. Traffickers will exploit individuals, for profit, in a number of ways: sexual exploitation, labour exploitation, and criminal activities including forced begging or cannabis cultivation. In many instances traffickers will increase the control they have over individuals by placing them in debt bondage, making them work to pay off the money they owe the trafficker.

Restless Development believes that as an employer, manager or colleague; everyone has a responsibility to ensure that all employees, volunteers, fellow workers and beneficiaries are protected from People Trafficking, treated fairly and with dignity. Restless Development actively encourages all employees, volunteers and affiliates to raise any concerns or suspicions around People Trafficking matters immediately to which Restless Development would immediately investigate and involve external authorities where necessary.

21. Transport Policy

The purpose of the transport policy is to ensure good stewardship of the resources entrusted to the Restless Development Office and to ensure the safety of all staff and volunteers.

Policy

- Guidelines should be set at the Country Programme level to instruct on when different forms of transport should be used identifying public transport as a favourable mode of transport when available and safe to reduce costs and risks, specifying circumstances when Restless Development vehicles and special hire taxis may be used for work purposes.

Procedure

- The cost of travel incurred for work purposes, including mode of travel, fuel and out of office allowances (approved in advance) should be handled per standard float request procedures, using a Float Request Form.
- Unexpected expenses incurred during travel on Restless Development business in a Restless Development vehicle (e.g. minor repairs) must be verbally authorised prior to being incurred, following the standard procedures as set out in the Global Finance Policies and Procedures Manual); with all receipts attached.

Templates

- Float Request Form (Finance policy)
- Accountability Form (Finance policy)

21.1 Use of Restless Development Vehicles

Policy

- All vehicles owned and operated by Restless Development offices will be pooled during usual working hours for use as required by the offices.
- Restless Development Vehicles are available for business purposes only.
- **No personal use is allowed**
- The only two exceptions to this are:
 - o There is no secured parking at the Restless Development office or nearby. In which case a senior administrator (preferably who is in charge of vehicle use and maintenance may drive it to their home if that is a secure place)
 - o There is a high risk of emergency or evacuation – for instance a Country Programme in Standfast Phase (see Health and Safety policies) – and a senior staff member has been designated a Restless Development vehicle and is on call (e.g. not drinking) for emergencies
- o Restless Development staff (including drivers) authorised to drive vehicles must have a recognised clean Driver's License and have been driving for more than three years
- o At the discretion of the Country Director, a driving test will be conducted by a reputable driving school to gauge the competence of the staff member and extra training may be provided if deemed necessary
- The use of vehicles by staff is a privilege and the Country Director reserves the right to withdraw the vehicle from a staff member at any time if the vehicle has suffered losses or incurred expenses due to his/her recklessness, negligence or any other valid reasons.
- Restless Development vehicles will never be taken to bottle stores, bars or places of ill repute, and only to restaurants when on official Restless Development business for instance meeting a donor or Restless Development partner.
- Driving under the influence of drugs or alcohol are grounds for immediate dismissal.
- Any damage to the vehicle occurring during unauthorized or irregular usage or breaking of any Restless Development policy, will be charged to the staff member. He/she will be held responsible for any charges pertaining to the repair. The use of a vehicle for public transport is strictly prohibited.
- Drivers should adhere to all traffic rules as stipulated in the local laws:
 - o Always drive according to the rules.

- o Always consider the conditions, slow down on rough or wet roads and for any other hazards.
- o Always be considerate and polite to other road users and pedestrians.
- Costs arising from any violations of road rules like speeding, shuttle services, parking fines, or accidents deemed by the police to be the fault of the driver will be borne by the driver.
- The Country Director may suspend a staff member from driving Restless Development vehicles if such a staff member has been found to be reckless and negligent in his/her driving. The Country Director reserves the right to institute disciplinary procedures as outlined in the Restless Development Equal Opportunities and Conditions Policy in respect to any offences committed in respect to negligent loss/damage of Employers property, Misuse of Employer's property and other relevant offences.

Procedure

- Following the submission of a Vehicle Request Form (at least 24 hours in advance of travel), the request will be endorsed by the Finance Unit and approved by the Country Director (or person made responsible to manage Restless Development vehicles).
- The Driver will record the date of travel, departure time, destination, opening and closing mileage and cost of fuel/oil used during the journey.
- Restless Development recommends and encourages full time drivers for each Country Programme – especially for long journeys, rough road driving and for regular trips that staff have to make.
- A list, with details of the driver's name, type(s) of license, date that license was acquired etc., of staff members with valid drivers' licenses (normally local, as well as a license from the country of origin for International staff) will be submitted to the Finance Unit and forwarded to the Country Director for approval.
- A limit should be set on the amount of driving that may be done for work purposes by any staff members authorised to drive Restless Development vehicles...
- Clear guidelines should be set to define the location and conditions under which cars may be parked and kept overnight whilst being used by staff in this way.
- In the event of a vehicle being taken to a residential home, the officer will ensure that the vehicle is parked at a safe place such as police stations, guarded car parks, and locked up garages or within walled premises with gates that can be locked, where the security of the vehicle is ensured. If a staff member does not adhere to the aforesaid he/she will be wholly responsible if the vehicle is stolen. The vehicle must be locked at all times when it is unmanned.

Templates:

- Vehicle Request Form

21.2 Management of Restless Development Vehicles

Policy

- An Administrator shall be identified in each office and made responsible for organising the maintenance of the vehicles, handling travel requests and any other queries relating to Restless Development vehicles, as well as communicating all matters to the Finance Manager.
- Monthly services will be undertaken to follow up on any issues resulting from daily checks reported by the driver(s)
- The Administrator will also be responsible for analysing the log book at month-end, obtaining photocopies of the logbook and sending them to the Finance Unit in the Head Office each month
- Any vehicle deemed unsafe to drive by a mechanic must not be used under any circumstances until it has been repaired and declared safe by the mechanic.

Procedure

Daily (when about to drive) checks should include:

- Battery water levels (only distilled water to top up)
- Oil and water levels
- Tyre pressure
- Wheel nuts

- Lights (front, reversing & indicators).
- Tools, spare wheel, jack and the state.
- Inside and outside for any damage you are not aware of.
- Report any problems to the Administrator immediately.

Full monthly service should include:

- Changing oil and fuel filters
- Changing oil
- Spark plugs
- Checking break and clutch fluid levels
- Tyre pressure
- Any other problems arising

21.3 Log Books

Policy

- A logbook must be kept for each vehicle owned by Restless Development.

Procedure

- These logbooks should always be kept up-to-date and private mileage should be declared.
- Logbooks will be maintained at all times and will be analysed at the end of each month by the Administrator in order to determine distance travelled, vehicles' fuel consumption rate and any issues that should be noted for the next (monthly) service.
- The Administrator shall provide the Finance Unit with a copy of the monthly log book analysis.

21.4 Vehicle Insurance

Policy

- Each office must take out a **fully comprehensive insurance policy** for every vehicle.

Procedures:

- Details of insurance policies must be checked and submitted to the Restless Development International, using the Insurance Checklist form on an annual basis as part of the annual budget submissions.
- Insurance should be checked for covering not only immediate damage and injury but any third party claims by both passengers in the vehicle and also those affected not in the vehicle at the time of an accident.

21.5 Guidelines for Carrying Volunteers

Policy

- All volunteers must be informed that being a passenger in a Restless Development vehicle is at their own risk and a disclaimer form should be signed.
- Restless Development volunteers will be allowed to travel in Restless Development vehicles for work related issues that are urgent and pressing and where public transport is not easily accessible or is unsafe. This is in recognition of the fact that, at times, use of Restless Development vehicles will greatly increase the efficiency of our work and may also be the safest option, although this should be kept to a minimum.
- Wherever possible, however, Restless Development volunteers should be encouraged to get public transport even if staff are driving.
- Restless Development will never carry more people than the legal capacity of the vehicle

21.6 Vehicle Accidents

Policy

All accidents (minor or major) should be reported to the Administrator and MC immediately; the emergency phone lines should be called if the accident occurs out of office hours.

Procedures

Following the incident management procedures (section B8 and 9) ensure to:

- o Make sure that the police attend the scene of the accident and you obtain a document that shows that police attended the accident.
 - o Take the details of the other car involved, i.e. registration number, make, model, colour, the driver's name and contact details.
 - o Inform the Administrator as soon as possible.
 - o Take the details of the police officer who attend the scene of accident, i.e. name, force number and contact details.
 - o Sketch a map of the scene, showing the directions where you were coming from, where the other car was coming from and any other details within the scene.
 - o Prepare a driver's narrative report on the accident.
 - o These details should be included in an incident report to the Country Director who will also inform Restless Development International immediately of any accident
- The Administrator will inform the insurance brokers about the accident as soon as possible, not waiting for the driver's report for the initial contact.
 - Upon receiving the accident documents the Administrator will submit them to brokers together with an insurance claim form.
 - Brokers will then process the claim with the insurers to make the necessary payments to Restless Development and/or third parties.
 - Should a shortfall be incurred and it is proved that the accident was due to the Restless Development staff driver lacking due care and attention or negligence **the driver will be liable to pay that shortfall.**

21.7 Conditions for Use of Private Vehicles for Restless Development Purposes

Policy

- No personal vehicle will be used for Restless Development business unless it is specifically insured under business-use circumstances – both third party and damage (fully comprehensive).
- Only legally registered taxis and buses (public transport), or Restless Development vehicles, should be used for Restless Development business. Where it is impossible to travel – particularly for volunteers and field staff – without the use of private unregistered transport (e.g. pick-ups) individual Country Programmes must produce a specific policy, approved by Restless Development International – clearly stating the limits (which routes, condition of vehicle, not getting in illegally over loaded vehicles etc.) in which they can be used.

Procedures

- The vehicle must go through the same inspection and checks as and Restless Development vehicle and have evidence of its tax, fitness and any other legal documents
- One off log sheet will be created and expenses and records carried out in the same way as an Restless Development vehicle
- No Maintenance costs can be offered for personal vehicles used for Restless Development business. Please refer to the Travel Policy in the Global Finance Policies and Procedures Manual for contributions to fuel costs.

21.8 Motorbike⁸ Policy

Restless Development recognises the convenience and worth of motorbikes and mopeds for access to its programmes and support of volunteers. Restless Development also recognises that motorbikes and mopeds

⁸ This includes motorcycles, motor scooters and mopeds.

(hereafter referred to as motorbikes for ease of reference), if not handled very carefully can be dangerous to the point of life-threatening.

Therefore Restless Development insists that the following motorbike policy is run to the letter and with a no exceptions, no mitigation response to any breaches.

Policy

- All Motorbikes must be insured.
- Volunteers are not allowed to use Motorbikes at any time.
- Programme Staff will be assigned a motorbike which they will be expected to take utmost good care of in line with the Restless Development policies on vehicle use and staff Codes of Conduct.
- The staff member reserves the right to institute disciplinary procedures in respect to offences committed in respect to negligent loss or damage of a staff member's property and the misuse of employer's Property.
- A pre-agreed fuel allocation will be issued for Restless Development related travel in the field by a designated Finance and/or Administration senior member of staff. Any fuel diverted for personal use will be paid for by the Officer concerned.
- Restless Development staff authorised to use motor cycles on public roads must possess at least a valid learner's license. Use of Motorbikes on all roads requires display of visible L Plates. Staff authorised to use motorbikes must obtain the minimum license for Motorbikes.
- It is the responsibility of the user to follow all road traffic laws including - but not exclusively – speed limits, overtaking rules, use of lights and indicators and observation of all cautions and warnings on the roads. In addition Restless Development motorbike users should take extra care with their driving at all times
- No alcohol should be consumed before riding a Restless Development motorbike at any time or in any place. Breach of this will result in immediate dismissal.
- All motorbikes should be safely parked and off the roads by 18.00 or before sun set, whichever comes first.
- The use of Restless Development motorbikes by staff is a privilege and not a right and the Country Director reserves the right to withdraw the motorbike from under the following conditions;
 1. Careless handling of the motorbike
 2. Repeated failure to maintain the motorbike in a clean state.
 3. Negligent and reckless driving
 4. Failure to adhere to the Restless Development Motorbike Policy
 5. Failure to Report an accident within the time limit set out in 15.8 below
 6. Repeated failure to maintain and update the motorbike log book
 7. Recommendations from the board of enquiry into an accident
- The rider must ensure that he or she is wearing a Helmet at all times when using a motorbike or is a passenger on a motorbike.
- No other person has the authority to travel on a Restless Development motorbike except authorised Restless Development staff. Restless Development users will never carry a Volunteer.
- All motorbikes are to be parked in a secure location at night. Examples of safe places are listed below:
 - Police Stations (in some Country Programmes only)
 - Guarded Car parks
 - Locked up garages
 - Restless Development Office that is guarded
 - All locations must be approved by the Country Director in advance. If the staff member does not adhere to the above he/she will be solely responsible for the vehicle if it is stolen or damaged.

21.9 Management of Motorbikes

Policy

- Motorbikes will be serviced as per the instructions of the manufacturer and the designated Administrator is responsible for ensuring that this is done.

- In the event of a breakdown the user **may not carry out extensive repairs to motorbikes or any replacement of parts**. Instead the designated Administrator must be informed and the user will be advised as to the action to be taken.

Procedure:

- It is the responsibility of the user to ensure that Daily routine checks are done before starting as per the manufacturer's guide.
 - Check fuel and oils
 - Pressure
 - Lights
 - Inside or outside for any damage you might not be aware of.
- Any damage or irregularities must be reported to the designated Administrator immediately.
- Motorbikes must be maintained in a clean state at all times.

21.10 Log Books

Policy

- Log books for motorbikes must be maintained at all times in order to;
 - Determine distance travelled
 - Determine the fuel consumption rate
 - Determine when the motor cycle is ready for service

Procedure

- Logbooks will be closed at the end of the month and copies to Head Office by the designated Administrator.
- It is the responsibility of the motorbike user to record all mileage and ensure that all personal mileage is declared.

21.11 Accidents

Policy

- **All accidents (minor or major) must be reported to the designated Administrator within 24 hours of the accident.**

Procedure

Following the incident management procedures (section B8 and 9) ensure to:

- Make sure that police are informed within 24 hours and you obtain a document that shows that a report was made. Take the details of the policeman who attends to the accident.
 - Inform the designated Administrator as soon as possible.
 - In the case where a vehicle is involved take the number plates of the vehicle involved.
 - Prepare a narrative report detailing any object or other vehicle that may have been involved and the extent of damage.
-
- The Administrator will inform the insurance brokers about the accident as soon as possible, not waiting for the driver's report for the initial contact.
 - Upon receiving the accident documents the Administrator will submit them to brokers together with an insurance claim form.
 - Brokers will then process the claim with the insurers to make the necessary payments to Restless Development and/or third parties.
 - Should a shortfall be incurred and it is proved that the accident was due to the Restless Development staff driver lacking due care and attention or negligence **the driver will be liable to pay that shortfall.**

22. Restless Development Extra Ordinary Payments

Restless Development recognises and values its staff as its most important asset and therefore looks to be proactive and as supportive as possible when events take place out of our control. Within such circumstances Restless Development is able to offer an Extra Ordinary payment to staff affected. All Extra Ordinary payments, no matter what circumstances, must go to SMT for consideration and authorisation.

Whereupon the whole office team has been affected by crisis, conflict, natural disaster, terrorism or an act of god Restless Development will look to provide financial support when there has been damage/risk to staff members property, health and mental welfare.

Whereupon an individual only has been effected by any of the above financial support will be reviewed and considered on a case by case basis.

23. Environment Principles

As the go-to agency for youth-led development, environmental and sustainable development issues have increasingly significant implications for our work and young people. Restless Development recognises the global shift towards sustainable development, which seeks to balance social, economic and environmental factors when implementing development solutions. In this context and drawing from our Business Plan 2011-2015, Restless Development is committed to taking steps to: 1) reduce our environmental on the planet, and 2) increase the sustainability of our work.

Drafted through a participatory consultation across our global agency following Directors Conference 2014, these Environmental Principles are intended to inform the thinking and actions of Restless Development as we move forwards, informing and guiding future actions, policies and strategies. In line with our Global Business Plan and Values, Restless Development is articulating the following environment principles:

23.1 Managing our Carbon Footprint

We are committed to measuring and reducing our agency's carbon footprint:

- We will develop the tools to measure and understand our carbon footprint. A baseline carbon footprint of our London headquarters office will begin this process, drawing from locally available pro-bono support.
- As part of this process, we will develop tools that can ultimately be used by our country programmes to measure their carbon footprints, allowing us to understand the impact that the whole organisation has on the planet, within the timeframe of our current Global Strategic Framework.
- Based on the above, we will develop plans for managing our carbon footprint, targeting key areas in which units can reduce their negative impact on the environment and areas where we can improve our use of energy and resources.
- We will share our findings with our staff, partners, boards, beneficiaries and volunteers.

23.2 Greener Programming

Our programmatic work has the opportunity and should contribute positively to sustainable development and the environment. Our programmes operate in countries which are most vulnerable to the effects of environmental degradation and climate change. We therefore must ensure that our programmes do no harm, and we must reflect on how appropriate greener practices can be incorporated into our work.

- We will continue to tackle key drivers of environmental degradation in the places we work - population growth and poverty – via our work in sexual reproductive health and livelihoods.
- As all environmental and sustainable development discussions have an inherent inter-generational element, we will continue, through our civic participation programming, to empower young people to take a lead role in the decisions that affect them most.
- We will assess how our direct delivery work reflects the three pillars of sustainable development; balancing economic, environmental and social factors.
- Our shaping policy and practice work will reflect on the growing emphasis and importance of advocating for sustainable development, especially in the context of post-2015 processes.
- We will assess how to integrate tools into our programmatic work that help us to improve our impact on the environment.
- We will be open to new ideas and solutions that contribute to sustainable development.

23.3 **Building our Internal Capacity**

In order to maintain a legitimate voice in addressing the sustainability challenge in the youth-led sector, we must ensure that our internal practices reflect our commitment to sustainable development. A significant part of this is ensuring that we build the capacity of our staff to positively contribute to the environment.

- We will ensure that all Restless Development staff globally receive appropriate inductions and trainings to raise internal awareness of the environment and of sustainability issues.
- Through our internal communications platforms and our social media networks, we will actively sensitise and raise awareness about climate change and environmental issues with our global staff.
- Restless Development will have 'Environment Champions', located in each of our country programmes, who will act as members of the global Green Team and who will promote learning opportunities and champion good practice at the national level.

23.4 **Sustainable Financing Decisions**

Our financial decisions have implications for the environment. Restless Development's financial decisions should reflect ethical and sustainable behaviour to support sustainable development. We commit to researching and understanding these implications further to inform and guide future policies and practices which reflect our commitment to sustainable development.

- We will review and assess how sustainable development principles can be included in relevant decision making processes on:
 - o Partnerships
 - o Banking and investments
 - o Suppliers and procurement processes.

23.5 **Our Restless Network**

At Restless Development we pride ourselves on our ability to nurture young global citizens who take action and find solutions to the world's most urgent problems. We acknowledge that sustainable development, including climate change, is one of the world's most pressing issues which will have growing implications for young people, and we therefore commit to empowering our network to advocate for green initiatives at the local, national and global level. Where appropriate:

- We will work to integrate sustainable development messaging in to our volunteer training programmes.
- We will support our network to act in an environmentally sustainable manner, both whilst contributing to Restless Development programmes and in their individual personal lives.

- We will support our network to advocate for greener initiatives through signposting to relevant partners and campaigns and through creating influencing opportunities of our own.
- We will use utilise our organisational leverage to advocate for environmental action as appropriate within the context of our strategies.

24. Restless Development Internal Communications Policy

The purpose of this internal communications policy is to ensure we are a well connected global agency, able to access the information we need when we need it, connect and collaborate with our colleagues across geographical regions and units, and share a line of sight across the agency. Aligned to the [Internal Communications Strategy](#), this policy is designed to both improve our individual work and to ensure that our agency stays connected.

Communications Channels.

There are many ways to communicate in Restless Development, from person to person conversations to online platforms. Knowing when to choose the best channel and how to use each channel correctly is critical to ensure effective communication at the individual and agency level.

The following table compares the different types of communication with the internal communications channels that are available within Restless Development. Green indicates the best channels for a specific type of communication; amber indicates channels that are effective some of the time; red indicates ineffective or poor channels.

For example, when collaborating with colleagues: the best channels are meetings, workshops, drive and hangout; Skype, phone calls and Yammer are of mixed effectiveness, and; Gmail, Calendar, Newsletters and Social Media are ineffective.

Internal Communication Channels										
Purpose	Meetings & Workshops	Gmail	Calendar	Drive*	Hangouts	Skype & Phone	Yammer	Newsletters	Social Media	Blog
Account needed?	N/A	Yes	Yes	Yes	Yes	Yes	Yes	N/A	Encouraged	
Sharing information	Amber	Amber	Red	Green	Green	Amber	Green	Green	Green	Green

Requesting/ Accessing Information	Yellow	Yellow	Red	Green	Green	Yellow	Yellow	Red	Red	Red
Delegating tasks	Green	Green	Red	Red	Red	Green	Red	Red	Red	Red
Consulting colleagues	Green	Yellow	Red	Red	Green	Green	Yellow	Red	Red	Red
Collaborating with colleagues	Green	Red	Red	Green	Green	Yellow	Yellow	Red	Red	Red
Coordinating with colleagues	Green	Yellow	Green	Red	Green	Green	Red	Red	Red	Red
Learning	Green	Red	Red	Yellow	Green	Yellow	Yellow	Yellow	Yellow	Green

* Includes Drive as well as Google Apps.

24.1 Meetings & Workshops

Meetings should primarily be used for consultation and collaboration, although they are effective for coordination, learning and delegation. While sharing and requesting information can happen well in meetings, care must be taken not to let these elements dominate meetings as there are more effective channels for these purposes of communications.

Scheduling a Meeting

When scheduling a meeting, please follow these guidelines:

- Consider whether a meeting is the best format for your discussion; would a conversation be enough, or could you share any information by email or hangouts? Remember, meetings should primarily be for collaboration and consultation.
- Create an agenda and timeframe for the meeting. Share this and any materials needed for the meeting with your participants ahead of the meeting to ensure they have time to prepare.

Chairing a Meeting

Every meeting should have a clear chairperson, who:

- Makes clear the objectives of the meeting at the start
- Leads the meeting to achieve its objectives within the timeframe
- Ensures that minutes are taken for each meeting (often through a chosen minute taker) and that previous minutes and actions are reviewed at the beginning of the meeting
- Facilitates the participation of those attending the meeting

Attending a Meeting

When attending a meeting, please follow these guidelines:

- Consider whether you need to attend the meeting; being invited to a meeting does not necessarily mean you have to attend it.
- Prepare in advance for the meeting to ensure the meeting itself is an efficient use of time.
- Complete any actions you agreed to in a timely manner after the meeting

Google Apps for Work

In January 2015, Restless Development started using Google Apps for Work, a suite of online and offline applications free for charities to use. We use this package of apps primarily for our emails (Gmail), events (Calendar), Hangouts (instant messaging, calls and video calls), file storage and sharing (Drive and My Drive), Google Sheets (Spreadsheets; alternative to Microsoft Excel), Google Forms (simple surveys) and Google Docs (Word Processor; alternative to Microsoft Word).

The collaborative nature of these tools forms an essential part of our communications strategy.

25.2 Gmail

Email is a versatile tool and good for many purposes, but due to this flexibility it can often be subject to overuse. Email is particularly good where written confirmation of agreements or processes is needed - as in delegation. Email can also be effective for sharing and requesting information, consulting, and coordinating with others, although other channels are more effective for these functions. Email is not effective for learning or collaboration. Care must be taken that email does not become a 'default' for all communication purposes.

Email Protocol

All Restless Development emails between staff or to external audiences should follow the following protocol:

Subject Box

All emails should have a subject in the email Re. Box. The subject should be clear and unique to the email: e.g. "New email protocol" NOT "emails etc." which would not be easy to search another time.

If a response is needed within five working days, the subject should include: "Urgent please:..." followed by the subject. E.g. "Urgent please: new email protocol". Such emails should be opened as soon as they come in.

If an email is significant/strategic (the email is about high level issues such as policies, a new post being advertised, a serious incident – as opposed to day to day information and requests) then it should be headed "Important:..." followed by the subject. E.g. "Important: new email protocol"

Stating who it is to

All emails should then begin with who it is addressed to and who else you want to read it e.g. "Dear Nik cc. Perry"

This means that the sender needs a response from Nik but Perry only needs to read over it. No response needed. Collections of people is of course also alright: "Dear Country Directors, cc SMT". In that case all Country Directors should respond and the SMT simply read it.

Dating Requests Upfront

Any emails with a request should have a date and that should be stated up front under the names for ease of reference

e.g. "Dear Directors
Request for April 1st"

When to Reply

ALL emails should be responded to if named (not cc'ed). And in the case of emails that have requests, an acknowledgement that it will be done or a request for a different date should be sent as soon as the email is read.

Who to Reply to

Unless requested (e.g. a dialogue between a group) the reply should not be to all but to the person who sent it. Cc. Performance Managers if in doubt.

When not to reply

If cc'ed no reply needed.

Dialogue

Clearly once in an email dialogue on a particular subject area the full protocol can be dropped. Simple and quick replies and acknowledgement are fine once understood how and who is in the email dialogue.

Email Signature

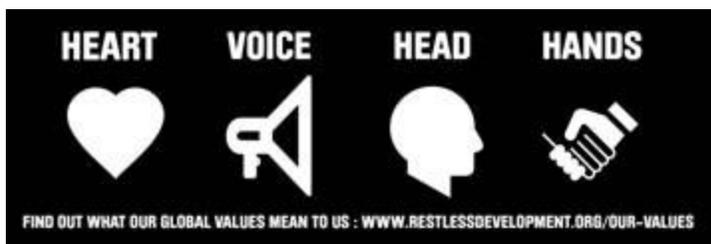
We have a standard email signature across the agency which should look as follows:

Alexandra Stewart
Administrative Support Officer | Restless Development

www.restlessdevelopment.org
7 Wootton Street, London, SE1 8TG

Telephone: 020 7633 3350

Follow us on twitter: @RestlessDev
Like us on Facebook: RestlessDev



*This is an example image. We have a number of images available which can be used as email signature images which can be found [here](#).

Please see the guidance document '[Welcome to Google](#)' which shows you how to add or change your email signature in Gmail.

Email Font

Our standard email font should be set as follows:

- Font Type: San Serif
- Font Size: Normal
- Font Colour: Black

Please see the guidance document '[Welcome to Google](#)' which shows you how to change your email font in Gmail.

Picture

We require all staff to add a picture to their Google profile. This helps connect staff across the agency, and makes it clear who we are communicating with.

25.3 Google Calendar

Calendar is a very effective tool for coordination with colleagues as well as planning our workflows and time. All staff should use the calendar function actively, adding meetings and movements, so that others can quickly see what their schedules look like and thus plan more effectively.

Naming Meetings

When naming meetings or events, please try to make it clear what this meeting is about in the title.

If it is essential that all guests attendee, be sure to put 'Priority' or 'Important' followed by the meeting title.

Meeting Description

Please try to include the following in the meeting description:

- Agenda
- Relevant information
- Links to documents which need to be accessed ahead of the meeting
- Any actions required ahead of the meeting

By including this information it will help ensure meetings within Restless Development are fit for purpose, people are only attending meetings which are relevant to them and people can fully prepare for a meeting before attending.

Visibility of Calendar

The default setting for our calendar events means anyone on the restlessdevelopment.org domain can see the title, description and guests of a meeting. If you are having a confidential meeting, please change the visibility setting of your meeting to 'Private'.

Calendar Settings

Working Hours - we encourage all members of staff to set their working hours through the settings function of the calendar, especially if you work part time or frequently start early/finish late by using our core hours policy. This helps people not set meetings when you are not in work to attend them.

Time zone - Change the timezone to match the timezone you are in to ensure meetings are scheduled for the correct time.

25.4 Google Drive

Drive is a powerful tool that allows us to access files and folders regardless of our geographical location, which computer we are using or whether or not we have created the files. Effective use of Drive underpins the entire

communications strategy, as Drive is one of the best ways to share and find information as well as to collaborate (especially when using Google apps).

Drive is a cloud-based server on which Restless Development built a universal file system allowing us to access a collective file structure across all units accessible to all staff, everywhere, at the touch of a keyboard and such that we reduce our time emailing or asking people where to find information. Instead, it can quickly be found on the cloud.

For this to work, we all have to file the same way, consistently and with quality.

Filing helps us to:

- Manage information efficiently
- Protect and institutionalise information against loss or damage
- Manage our time – spending less time looking for information and more time using it
- Share & learn
- Reduce email traffic

But, filing only works if we file carefully and correctly every time.

A four step process for filing:

- **Decide:** Do I need to file this?
- **Name:** How do I name this file?
- **Choose:** Where do I save this?
- **File:** Where do I locate the file?

Decide: Do I need to file this?

Not everything that crosses our desks needs to be filed. Ask yourself:

- Will I need this later?
- Will others need this information?

Avoid saving unnecessary documents:

- Don't make a habit of saving everything that finds its way to you.
- Take a few seconds to glance through the content, and save a file only if it's relevant to your work activity.
- Having too many unnecessary documents adds to clutter and makes it harder to find things in the future.
Be selective about what you keep!

Make sure it's safe:

- Don't save files with viruses
- Don't save if your anti-virus isn't updated and running
- Practice safe 'sticks' – make sure to verify and scan USB drives

Name: How do I name this file?

There are 3 elements of a good file name in Restless Development:

- The unit name
- The file description
- The date it was saved

Putting it together, follow this structure: ResUnit_Name_date

For example:

- ResUg_Nationalised Policy Manual_30June14
- ResS&D_Global Strategic Framework_1Oct11
- ResSL_UNFPA Annual Plan_1Jan14

With this structure, we can all tell where the file comes from, what it is, and when it was saved, regardless of whether we've ever used the file before.

The following office names should be used to start files:

ResUSA, ResGPP, ResInd, ResNep, ResSL, ResUg, ResTz, ResZam, ResZim, ResSA, ResIYE.

Restless Development International should use the following file names:

ResS&D, ResP&P, ResF&A, ResI&P, ResProg

The underscore _ should be used so there are not too many names for a file – between each section of the name as above.

The content part should not be too long but needs to make it very clear and unique.

NOT: RESUg_Policy _20Mar11

NOR: RESUg_Finance Policies manual covering All Areas from RES Interntaional_20Mar11

Instead the best is: RESUg_Finance Policies Manual_20Mar11

Choose: Where do I save this?

With our new system, there are 3 different places to save documents:

1. My Documents. Local, on your computer not the cloud (saved through Windows)
2. Restless Root. Our shared file system on the cloud (saved through Browser)
3. My Drive. Local and synched to Restless Root, our domain's Google Drive (saved via Windows or Browser)

My Documents - Files you should save locally on your computer (but not on the cloud) include:

- Personal files (like your payslips, etc)
- Information only relevant to you that doesn't need to be accessed by others
- Temporary files that we are using now but will delete soon (ie to-do lists)
- Personal Pictures, Music, etc

Restless Root - Files you should save on the shared file system, accessible by all staff members on the restlesdevelopment.org domain.

- Any work files that need to be shared or accessed by others
- Files that are too heavy to keep on your machine (e.g. videos)

My Drive - Files you access on a regular basis and need to access and update offline and through your computer (rather than the app).

- Files you work on frequently.
- Files you would like to access through your computer so they automatically sync.
- Files you would like to access when offline.

It is important that you don't put all files from the cloud on to My Drive, as your computer will try to sync the entire global file structure. Instead, you can always use the cloud to access global files, but you're better off using My Drive for specific files that you work on regularly.

It is important that you only *add* files to My Drive, not *move* them, to your My Drive. It is imperative for this system to function that all folders remain on the Restless Development Shared Drive by default. By adding them to your My Drive you are duplicating them, rather than physically moving them, and any changes you make will be synced to the file/folder in the Shared Drive.

File: Where do I save this?

Once you've decided where to file (My Documents, My Drive or Google Drive), it's time to place the file in the correct folder where it will be easy for everyone to find it.

The way to do that is simply to use the standard file structure we've created on Google Drive under the Restless Development folder.

On the cloud, there are 4 set levels of file structure.

Level 1: Geographical Unit

- All CPs, plus USA, IYE, GPP, Int'l and Regional have the same, full file structure

Level 2: Thematic Unit

- Under each geographical unit are the 5 units

Levels 3&4: Sub-folder by themes

- These are different according to the units, but are standard globally

To save a file, you simply click through these folders and choose the most appropriate place to save.

You cannot modify or save files in these 4 tiers, but you can create folders and save all files below them. This lets us protect the first 4 tiers and makes it easier for us all to find files from other units.

Don't worry – we don't have to memorise all of those folders. The file structure has been created and is on the cloud already. So when you go to save a file on the cloud, all you have to do is decide:

- Which country programme/int'l unit this file applies to
- Which of the 5 units (programmes, people, finance, strategy, partnerships) the file applies to
- Choose of among 4-5 sub folders under each unit
- Choose a sub-folder after that which best describes what the file is about

Privacy and Sharing

For each file you save on the Shared Google Drive, it is essential you check the privacy and sharing setting. By default anyone within the restlessdevelopment.org domain can find and view your document. Therefore, if it has any sensitive or confidential information, it is essential you change the sharing settings to reflect the confidential nature of the document. Or alternatively, if you want to collaborate with a number of people on a document, be sure to change the sharing setting so that anyone who needs to access and edit the file can.

The possible sharing settings are as follows:

Default: Anyone at Restless Development can find and view.

-  **On – Public on the web**
Anyone on the Internet can find and access this. No sign-in required.
-  **On – Anyone with the link**
Anyone who has the link can access. No sign-in required.
-  **On – Restless Development**
Anyone at Restless Development can find and access.
-  **On - Anyone at Restless Development with the link**
Anyone at Restless Development who has the link can access.
-  **Off – Specific people**
Shared with specific people.

The privacy and sharing settings are there to ensure we can collaborate effectively, whilst also protecting our work and sensitive documents, so please be sure to select the most appropriate sharing setting for each folder and document you work on.

25.5 Hangouts

Hangouts is a flexible tool that is effective for virtually all types of communications, given that it can be used to chat (instant message), to make voice calls or to make video calls. Hangouts offer a strong alternative to email (as they are quicker and require less time for sender and recipient) for many functions and can be used effectively to share documents via Drive links (quicker than attaching files to an email or sending via Skype). Hangouts also offer voice and video calling, which with sufficient bandwidth are the preferred calling option over Skype.

Instant Messaging

Our Instant Messaging service, Google Hangouts, should be used when you need a quick response to a question. It is also possible to create a group Hangout, so a small group can discuss and collaborate on relevant topics and issues.

All of your conversations are saved within your email archive in case you need to access your chat history.

Please do not use the instant messaging service to replace all emails; emails should still be used for sign off protocol and for longer messages where the responder may need more information etc.

Phone/Video Calls

We encourage all staff to use Hangouts to make voice and video calls going forward (and for Skype to be a back-up system.) As you are part of the restlessdevelopment.org domain, you can search for anybody within the domain and start a call with them.

25.6 Skype & Phone Calls

If you are unable to use Hangouts, please use Skype or phone calls as alternatives. In many situations, phone calls will be necessary as both parties are not online (ie calling a field officer in a community, calling a partner, etc). For these situations, each Country Programme will have specific procedures for making calls that can be explained by the relevant staff responsible for these areas.

25.7 Yammer & Newsletters

Yammer and Newsletters are two communications channels which are used for broadcast Sharing primarily, although Yammer has more features for collaboration and engagement.

Yammer is an internal social network for Restless Development staff to share new and updates. It is compulsory for all staff at Restless Development to have an account with a picture and completed bio on Yammer. An account can be created at yammer.com.

Different newsletters are produced by Country Programmes and International units. These can be found online on our [Resources](#) page or signed up to for delivery into your inbox.

25.8 WeAreRestless Blog

The [WeAreRestless](#) blog is a place for staff, volunteers, young people and partners to share their voices on the issues that matter to them the most. Their views are their own and do not necessarily represent those of Restless Development, but this is an excellent way to stay up to date with the most interesting and exciting elements of our work.

- If you would like to write a post for the blog, simply submit your post to blog@restlessdevelopment.org and the team will get back to you. Please read through our [Ten tips for writing a great We Are Restless blog](#) first so that you know what we're looking for!
- To read the blog, simply visit the site, where you can also sign up to have new blogs delivered into your inbox.

25.9 Social Media

In addition to Restless Development's various social media accounts, the personal accounts of our staff are a crucial part of Restless Development's digital profile and how we bring more people into the conversation about young people leading change.

Social media - Facebook, Twitter, Instagram, LinkedIn and many more platforms - is an effective way to communicate with people outside our agency. It is a tool designed to aid communications, increase reach and impact and aid networking. Restless Development's reputation is strengthened when social media empowers people to bring it to life. Empowering people through social media is a good thing but there can be unforeseen and unintended consequences.

Interestingly, few staff use social media internally to learn what others are doing, talking about, and leading. We strongly encourage all staff at Restless Development to consider using social media as a way to share their work and ideas, and as a way to be transparent whilst connecting our internal and external communication. Simply creating a Twitter/Facebook/etc account and following other staff and official Restless Development feeds will instantly increase your connection to the rest of the Restless Development world.

We have full social media guidelines [here](#) to help you get started.

26. Acknowledgement of the Employee Handbook

I hereby acknowledge that I have received, read, and understand the policies, guidelines and procedures set forth in the Global Employee Handbook. I have been given the opportunity to discuss any part of this handbook that I

do not understand. I further understand that the information contained in this handbook is subject to change at the discretion of Restless Development.

Restless Development

I acknowledge receipt of the Global Employee Handbook.

I have read the handbook; I understand it and I accept the contents therein as part of my conditions of employment with Restless Development.

Name: _____

Signature: _____

Date: _____

Witness Name: _____

Witness Signature: _____

Date: _____