



11. Organisation & Management Policy

This policy links to the following Legislation & Key Guidance

- Statutory Framework for the Early Years Foundation Stage 2021
 - Children Act 1989 & 2004 and the Childcare Act 2006
 - UN Convention on the Rights of the Child 1989
 - Working Together to Safeguard Children July 2018
 - Children & Families Act 2014
 - GDPR May 2018
 - Freedom of Information Act 2000
 - The Human Rights Act 2000
 - Equality Act 2010
 - Rehabilitation of Offenders Act 1974
 - Health & Safety at Work Act 1974
 - Asylum & Immigration Act 1996
 - Management of Health & Safety Regulations 1992
- Health & Safety (Consultation with Employees) Regulations 1996
- Special Educational Needs Disability Discrimination Act (SENDA) 2001

Unique Child	Positive Relationships	Enabling Environments	Learning & Development
Every child is a unique child who is constantly learning and can be resilient, capable, confident and self-assured.	Children learn to be strong and independent through positive relationships	Children learn and develop well in enabling environments, in which their experiences respond to their individual needs and there is a strong partnership between practitioners and parents and carers.	Children develop and learn in different ways. The framework covers the education and care of all children in early years' provision, including children with special educational needs and disabilities.

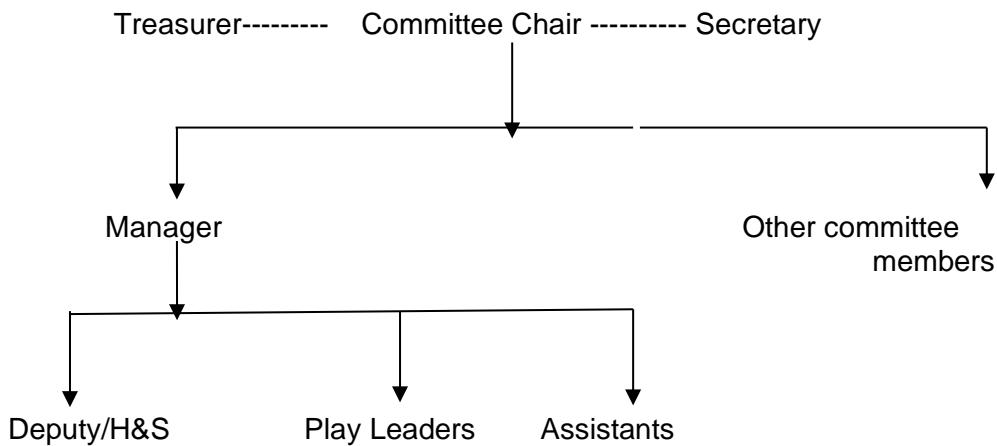
11 ORGANISATION AND MANAGEMENT

11.1 Employment and Staffing

Policy Statement

The Nursery provides a staffing ratio in line with the Safeguarding & Welfare requirements of the Statutory Framework for the Early Years Foundation Stage 2021 to ensure that children have sufficient individual attention and to guarantee care and education of a high quality. Our staff are appropriately qualified and we carry out checks for criminal records and other records through the Disclosure & Barring Service in accordance with statutory requirements.

The Nursery is organised as follows:



Full job descriptions are available to view.

Procedures

Ratios

- To meet this aim, we use the following adult: child ratios as a minimum
 - Children aged 2yrs: 1 adult:4 children
 - Children aged 3-5yrs: 1 adult:8 children
 - Where an EYPS/EYT is on site the ratio for 3-5yrs can be 1 adult:13 children
- A minimum of 2 staff/adults are on duty at any one time
- The Nursery operates a Key Person system to ensure that each child has a named member of staff who will form a relationship with them and be responsible for records and partnership with parents to plan for the child's learning and development
- Staff attend regular meetings to discuss all aspects of Nursery, including health & safety, safeguarding, planning, SEN, etc.

Vetting and staff selection

- The appointment of new staff is carried out by the Manager and the Committee plus any other person the Committee deem suitable to help with recruitment.
- Equal Opportunities: Primrose Hill Nursery believes that no person should be treated less favourably in employment because of their race, gender, religion, disability, sexual orientation, age or offending background, unless this will directly affect their ability to carry out the job for which they are employed.
- However, any member of staff employed must have sufficient understanding and use of English to ensure the well-being of children in their care, and to maintain the necessary paperwork.
- When a vacancy arises, the senior staff (with Committee), will meet to review the job description, hours available and to create a person specification which will be used as a basis to shortlist applicants for interview.
- Advertisements for the vacancy will be placed on the Nursery notice board, local paper and other places (if this is deemed necessary). This will contain the main purpose of the job, hours available, qualifications/experience required, DBS check required, contact details for written applications and closing date (normally 2 weeks from date of advertisement).
- Senior staff will review the applications after the closing date, and shortlist against the 'person specification' (Committee will be included). Successful applicants will then be contacted to arrange interviews and may also be asked to spend time in the Nursery to observe working practice. Unsuccessful applicants will be informed in writing.
- An interview panel will be set up comprising of senior staff/Committee plus any other person the Committee deem suitable to help with recruitment, and a set of standard questions will be compiled to ask interviewees. At least one person on the panel will have carried out Safer Recruitment training.
- Once a decision has been made, the successful candidate will be contacted and offered the position, initially by phone and confirmed in writing, subject to confirmation of any necessary qualifications, provision of proof of id and receipt of satisfactory references and DBS clearance, and a start date will be agreed.
- Once the position has been accepted, other interviewees will be informed. All applications from all unsuccessful candidates will be kept confidentially for 6 months then destroyed by secure means.
- Successful candidates will be asked to undergo a DBS check as a condition of their employment. (Having a criminal record will not necessarily bar an applicant from working in Nursery; this will depend on the nature of the position and the circumstances and background of the offences)
- Newly qualified staff will be expected to hold a current First Aid certificate in either Emergency First Aid (1 day) or full Paediatric First Aid (2 days).
- Employment will be on a probationary basis for the first three months, during which time employment can be terminated by either party with one week's notice. After this a permanent contract will be issued.
- New staff will have a line manager, who will be their mentor, and will undergo an induction process and be issued with an induction pack.
- All staff will be issued with a memory stick to store Nursery information. These will be signed for and used according to the ICT Policy and Staff ICT User Agreement.

Changes to staff

- The Nursery informs Ofsted of any significant changes in the personnel in the setting.

Staff retention

- All staff will be supported by their line manager in the first instance, who will act as their mentor.
- Terms and conditions of employment will be set out in a contract, signed by both the member of staff and employer. This may only be changed by agreement of both parties.

As part of on-going staff supervision, appraisals or informal meetings may be carried out bi-annually (Jan + July) with all staff in order to identify with them their strengths and any areas for further development. Training requirements for the future may be reviewed at this time also, but these are addressed on an ongoing basis throughout the year.

- As part of each appraisal, staff will be expected to disclose any convictions, cautions, court orders, reprimands or warnings which have been incurred since their employment commenced or since their last appraisal/declaration, as appropriate.
- Nursery recognises that members of staff have family commitments and will endeavour to be flexible when essential time off is requested.
- Approval for absences other than illness must be requested in time for suitable cover to be arranged and in agreement with the Manager and Committee (as appropriate).
- The staff member MUST arrange their own cover from those members not working or bank staff.
- If this is not possible the Manager or leader for the day must be informed immediately so that alternative arrangements can be made, where this may lead to the closure of the Nursery, for that day/session the Manager and Committee MUST be informed to make that decision.
- Staff are asked to recognise that they may be called upon to cover absence at short notice and should endeavour to do so if possible.
- All staff are expected to attend staff meetings and in service training sessions and to maintain essential and development training throughout the year.
- Staff should ensure that their contact and non-contact hours are recorded correctly and in accordance with the Nursery pay guidelines.
- Nursery reserves the right to reduce or increase hours or sessions should it be deemed necessary (i.e. falling /rising numbers etc)
- In the unlikely event of a complaint being made against a member of staff, or a member of staff having a grievance, the relevant procedures should come into force as set out in the confidentiality policy

Payment of Staff

Staff will be paid for the hours they work as recorded on the weekly time sheet, completed by the manager. Pay will be based on the Nursery Pay Scale, and will be detailed on employee contracts, together with contracted hours (which may be subject to change according to varying numbers of children attending). Additional payments will be made for the following at the current rates:

- ❖ Child assessments (on a termly basis)
- ❖ 2 year checks
- ❖ Full summative reports
- ❖ Transition records
- ❖ Parents' meetings
- ❖ Staff meetings
- ❖ Training (including travelling expenses if applicable)
- ❖ Extra responsibilities (e.g. SEN, management paperwork)
- ❖ Other (at the discretion of the manager/committee)

Expenses incurred during the month will be repaid with salary on production of the appropriate receipts to the Financial Administrator.

Holiday pay will normally be paid at the end of August unless otherwise requested by the employee. This will consist of 6 weeks contracted hours.

Payment of salary will be made by BACS into the employee's nominated bank account at the end of each month or as notified by the Financial Administrator. (Payment period may be adjusted to even out shorter or longer months). Any additional payments or expenses which are not notified to the Financial Administrator in time will be included with the next month's payment.

Pay levels will be reviewed annually but will not necessarily increase.

Statutory sick pay will be paid after the first week of absence as stated in the employment contract.

Where the Nursery has to close during term time through external circumstances, e.g. severe weather closing the school, but staff would otherwise have been available to work, staff will be paid for their contracted hours for up to 5 days per academic year. Should the Nursery be forced to close for a longer period, e.g. in the event of a pandemic, then alternative arrangements would need to be made, and any government guidelines will be followed as appropriate, including but not limited to government furlough schemes.

Supervision

To ensure that all staff have opportunities to discuss any issues or concerns, share good practice, receive support or identify development or training needs as they occur, including debriefing after sessions, supervision procedures have been put in place as follows:

- Peer observations will be carried out periodically to highlight strengths, share good practice and encourage development of skills. Any written report will be made available to the subject before being placed on record to avoid inaccuracies.
- Staff can speak to their Line Manager (generally the Manager or Deputy Manager) at the end of the session, or arrange another mutually convenient time, to raise any topic they wish to discuss to ensure their continuing support and development within the Nursery. Staff may also wish to discuss sessions and issues as a team debrief.
- Time will be allocated on the agenda at Staff Meetings so that any issues raised at staff supervision discussions can be actioned or further explored, either individually or as a staff team. This will ensure that all staff are working together to support each other as well as being supported individually by management.
- Full staff appraisals may be carried out in July for all staff, to discuss job roles, progress, strengths, support needed, areas for development and training needs. An action plan will be completed with targets for development agreed between the appraiser and appraisee. However, any issues may be addressed throughout the year via the supervision procedures.
- Interim appraisals or informal meetings may take place in January, revisiting the previous appraisal/supervision and identifying progress towards the targets as well as any further actions needed, as well as ensuring that any support needed was in place and appropriate.
- All staff have received a copy of the grievance procedure, which they can follow if they feel their concerns have not been met or support has not been given when needed.

Termination of employment

- On wishing to leave Nursery's employment, staff are required to give the notice as specified on their contract, although Nursery will endeavour to be flexible if this would cause hardship.
- Staff will be given an exit interview by the Manager and their line manager (and/or Committee) to clarify reasons for leaving and any suggestions for improvement, including support that Nursery could provide which may enable the employee to remain, e.g. re-arrangement of hours.
- When a member of staff leaves, the employment procedure will usually be invoked. Spare hours will be temporarily covered by other members of staff, bank staff, long term students etc., as necessary until the position has been filled.
- In some circumstances the senior staff may decide that there is no need to employ further staff if hours can be re-distributed between current staff.

Appraisals

- These may be carried out annually in July by the line manager/Manager and the Committee.
- The point of the appraisal is to ascertain the strengths of the employee and ensure their job description still applies, as well as to discuss any issues which may have arisen on either side.
- It is also used to assess training needs and provide continuing professional development for all staff, setting an action plan and targets.
- A 6 month development interview may also be carried out in January by the Line Manager, where progress on targets will be reviewed.
- As part of each appraisal, staff will be expected to disclose any convictions, cautions, court orders, reprimands or warnings which have been incurred since their employment commenced or since their last appraisal/declaration, as appropriate.

Training

- The Manager has EYTS, the Deputy Manager holds NVQ L4 and all our staff hold NVQ L3 or above.
- We provide regular in-service training to all staff whether paid or volunteers
- Our setting budget allocates resources to training
- On going training is undertaken by all members of staff to meet the requirements of the registration process (Ofsted), the funding conditions for free entitlement and as a follow on from the Nursery induction and appraisal procedures.
- All staff, students, committee members and parents are able to access training. Information on what training is available is put onto the notice board and circulated amongst staff members in Nursery.
- A record of staff members' qualifications and appraisals is held in the Staff Development file and any training undertaken is recorded annually to prove Continuing Professional Development.
- Staff members are kept informed of any issues relating to the sector via staff meetings and in house training cascaded by senior management or others as appropriate.
- Any training undertaken is looked at with regard to benefits for the setting as well as personal benefit. Committee has agreed certain training funding as outlined below:
 - *Statutory training and courses for continuing professional development are paid as follows:*
Cost of course - paid in full by Nursery (at the discretion of the Manager/Committee).
 - *Travel Expenses*

Travel expenses are paid for the driver on the current mileage basis.

- *Other courses (Degrees)*
Staff members can apply to Nursery Committee for funding for other courses relating to their work. Each case will be assessed individually and funding may be allocated.
- Nursery reserves the right to alter the training payments.

Managing staff absences and contingency plans for emergencies

- Staff should, where possible, take their holiday breaks when the Nursery is closed. Where staff may need to take time off for any reason other than sick leave or training, this is agreed with the Manager with sufficient notice.
- The Deputy Manager will cover absences by the Manager wherever possible
- Where staff are unwell and take sick leave in accordance with their contract of employment, the Nursery will organise cover to ensure ratios are maintained
- Staff/volunteers will not be permitted to work if their own child or a close family member is attending the session unless it is an emergency and there is no alternative.
- Sick leave is monitored and action taken where necessary in accordance with the contract of employment
- In the event of a pandemic, government guidelines will be followed with regard to staff who are advised to shield and those who are unable to work due to sickness, isolation or family commitments.

11.2 Induction

Policy Statement

The Nursery provides induction for all staff, volunteers and students in order to brief them about the Nursery, the families that we serve, our policies and procedures, curriculum and daily practice

Procedures

- All new staff members and any students or work placement candidates have an induction with a member of the senior management (Manager/Deputy/Student Liaison) on starting at Nursery.
- The Nursery regards induction as an important part of getting to know the setting and its policies. The procedure is as outlined below:
 - Induction checklist
 - Health and Safety induction by H&S Officer
 - Given a link to Policies and Procedures on our website, and Staff/Student Induction pack
 - Tour of setting
 - Day to day running of setting and any specific duties that may be required including any exclusions
- The induction period lasts 2 weeks. The H&S Officer with the Manager will conduct the induction. The H&S Officer with the Chair will induct new managers
- During the induction period the individual must demonstrate understanding of and compliance with

policies, procedures, tasks and routines

- Successful completion of the induction forms part of the probationary period.

11.3 Recruitment of ex-offenders

Policy Statement

As an organisation using the Disclosure & Barring Service to assess applicants' suitability for positions of trust, Primrose Hill Nursery complies fully with the DBS Code of Practice and undertakes to treat all applicants for positions fairly. It undertakes not to discriminate against any subject of a Disclosure on the basis of a conviction or other information.

The Nursery is committed to the fair treatment of its staff, potential staff or Users of its services, regardless of race, gender, religion, sexual orientation, responsibilities for dependents, age, physical/mental disability or offending background.

The Nursery has a written policy on the recruitment of ex-offenders, which is made available to all Disclosure applicants at the outset of the recruitment process.

Procedures

- The Nursery actively promotes equality of opportunity for all with the right mix of talent, skills and potential and welcome applications from a wide range of candidates, including those with criminal records.
- The Nursery selects candidates for interview based on their skills, qualifications and experience.
- A Disclosure is only requested after a thorough risk assessment has indicated that one is both proportionate and relevant to the position concerned.
- For those positions where a Disclosure is required, all application forms, job adverts and recruitment briefs will contain a statement that a Disclosure will be requested in the event of the individual being offered the position.
- Where a Disclosure is to form part of the recruitment process, the Nursery encourages all applicants called for interview to provide details of their criminal record at an early stage in the application process.
- The nursery request that this information is sent under separate, confidential cover, to a designated person and the Nursery guarantee that this information will only be seen by those who need to see it as part of the recruitment process.
- Unless the nature of the position allows the Nursery to ask questions about an applicant's entire criminal record the Nursery will only ask about unspent convictions as defined in the Rehabilitation of Offenders Act 1974.
- The Nursery ensures that all those who are involved in the recruitment processes have been suitably trained to identify and assess the relevance and circumstances of offences.
- The Nursery also ensures that they have received appropriate guidance and training in the relevant legislation relating to the employment of ex-offenders, e.g. the Rehabilitation of Offenders Act.
- At interview or in a separate discussion, the Nursery ensures that an open and measured discussion takes place on the subject of offences or other matter that might be relevant to the position.

- Failure to reveal information that is directly relevant to the position sought could lead to withdrawal of an offer of employment.
- The Nursery makes every subject of a DBS check aware of the existence of the DBS Code of Practice and makes a copy available on request.
- The Nursery undertakes to discuss any matter revealed in a Disclosure with the person seeking the employment before withdrawing a conditional offer of employment.
- **Having a criminal record will not necessarily bar a person from working with the Nursery.** This will depend on the nature of the position and the circumstances and background of the offences.

11.4 Maternity

Policy Statement

This policy sets out the maternity provisions that all female staff members working at Primrose Hill Nursery are entitled to both before and after the birth of a child. These maternity conditions comply with current legislation. The maternity provisions include entitlements to pay, leave and the right to resume employment with Nursery following the period of leave. All employees will be treated equally with regard to maternity provision irrespective of hours of work or length of service. Maternity leave is available in respect of all births, whether live or still after 24 weeks of pregnancy.

Procedures

- The Nursery will carry out a risk assessment to ensure the health and safety of all pregnant employees and if possible and appropriate make any changes necessary to procedures and/or the environment.
- All employees seeking maternity leave must inform the Nursery no later than the end of the 15th week the baby is due (or as soon as is reasonably practical) that you are pregnant (MAT1B form issued by your Doctor), the expected week of childbirth and when you want the maternity leave to start.
- Employees are entitled to attend antenatal appointments prescribed by GP's, midwife or Health Visitors.
- Nursery will let you know within 28 days from the above notification the date that your maternity leave will end on.
- Employees are entitled to 26 weeks Ordinary Maternity Leave and up to 26 weeks Additional Maternity Leave making a total of 52 weeks leave. This is irrespective of the number of hours or length of time worked with the Nursery. Additional Maternity Leave starts the day after Ordinary Maternity Leave (OML) finishes.
- OML can start any time after the beginning of the 11th week before the expected week of delivery (unless the child is born prematurely before that date in which case it will start earlier). You can choose the date that you wish your leave to start provided that you give Nursery 28 days notice of when you wish it to start.
- No employee can work during the two-week period immediately after the birth of her baby. This is a compulsory maternity leave period.

- Maternity leave will start on whichever date is the earlier of:
 - the employees chosen start date
 - the day after the employee gives birth or
 - the day after any day on which the employee is absent for a pregnancy related reason in the four weeks before the expected week of childbirth.

- The intended date of return can be changed provided Nursery receives 8 weeks' notice of the change of the date of return

- If an employee has at least 26 weeks' service by the end of the 15th week before the expected week of birth of her child, and her average weekly earnings exceed the lower earnings limit for National Insurance contributions, she will be entitled to receive Statutory Maternity Pay (SMP). SMP is payable whether or not the employee returns to work.

- SMP is paid for a continuous period of 39 weeks. For the first 6 weeks this will be 90% of your average weekly earnings with no upper limit. The next 33 weeks are paid at 90% of your average weekly earnings or the standard agreed rate, whichever is the lower. SMP is subject to deductions for Pay As You Earn (PAYE) and National Insurance contributions.

- To claim SMP, the employee must notify the Nursery in writing of her intention to take maternity leave by the end of the 15th week before the expected week of childbirth, unless it is not reasonably practicable to do so.

- If the employee is not eligible for SMP they should still be able to apply for Maternity Allowance (form SMP1).

- Nursery will keep in touch with the employee during the maternity leave in agreement with the employee. The employee can agree to work or attend training for up to 10 days during OML or AML provided this is not within the first 2 weeks after giving birth. There is no requirement for the employee to work during maternity leave and any work so undertaken will not extend the amount of leave entitlement.

- The employee is entitled to return to work at any time during the period of leave in accordance with the above procedure. If returning from OML she will have the right to return to the same job on the same terms and conditions as if she had not been absent, although specific hours and days may change through termly pupil fluctuations.

11.5 Student placements

Policy Statement

The Nursery recognises that qualifications and training make an important contribution to the quality of the care and education provided by early year's settings. As part of our commitment to quality we offer placements to students undertaking early year's qualifications and training. We also offer placements for school pupils on work experience.

Procedures

- Should the Nursery be approached by another agency (schools or colleges) for a volunteer to attend sessions then this would be possible provided any checks and insurance conditions (e.g. Trident) were completed where necessary.
- All students are allocated a mentor in the workplace by the Manager.
- Students under 17 yrs of age are allocated a mentor in the workplace by our Manager, who ensures that they do not have unsupervised access to children
- Students undertaking short term placements are not included in our staffing ratios
- In the case of long term student placements (6 months or more) provided they are over the age of 17 years old then they may count towards the staffing ratio requirements at the discretion of the Manager.
- The Nursery holds employers' liability insurance and public liability insurance, which covers both trainees and voluntary helpers
- We require students to keep to our confidentiality policy
- We co-operate with students' tutors in order to help students fulfill the requirements of their course
- We provide students a short induction on how the Nursery is managed, how sessions are organised and our policies and procedures when they start with us

11.6 Use of volunteers or bank staff

Policy Statement

The Nursery recognises that it may at times need additional cover for staff absences and may use volunteers or bank staff to meet this need. We also recognise that parents may wish to take part in their children's learning and we welcome their involvement in sessions.

Procedures

- The Nursery will hold a list of bank staff in setting and you can apply to be put on this list at any time.
- Details held will be confidential and will include records of name and contact information, relevant qualifications and any checks that have been carried out.
- Should the nursery need to use Bank staff at any time then they will be employed on an ad hoc basis as required by the setting (current rates of pay for bank staff are available from the Financial Administrator)
- Parents or carer helpers can approach the Manager to stay for a session with their child at any time, except when Covid-19 restrictions apply.
- The Nursery expects that any bank staff/long term regular volunteers will ensure that they have a current DBS check in place.
- The Nursery holds employers' liability insurance and public liability insurance, which covers both trainees and voluntary helpers
- We require bank staff and parent helpers to keep to our confidentiality policy
- No bank staff or parent will have unsupervised access to the children

- We provide bank staff and parents with a short induction on how the Nursery is managed, how sessions are organised and our policies and procedures when they start with us.

11.7 Disciplinary and Grievance Policy

Policy Statement

In the event that disagreements arise amongst staff members or between staff members and committee members it is hoped that they may be resolved informally by discussion. If this is not possible, or if an issue has arisen for which a staff member needs to be formally disciplined, then the disciplinary and grievance procedure will be used to resolve the matter. Full copies of the procedures to be followed are kept with policies and a copy is given to all staff members in their contracts when starting work at the Nursery.

See also Confidentiality Policy Section 10.4 Whistle Blowing Policy

11.8 Staff Behaviour Policy (Code of Conduct)

This applies to all staff regardless of their position, role or responsibility (including volunteers and student placements).

Aim: The principles underlying this policy aim to encourage all staff to achieve the highest possible standards of conduct and minimize the risk of inappropriate conduct occurring. As nursery staff are in a unique position of trust and influence as role models for the children, we must adhere to behaviour that sets a good example to all the children and their families.

Breach or failure to observe this policy will result in action being taken in line with the nursery disciplinary process including, but not limited to, dismissal.

This code of conduct is not an exhaustive list of acceptable and unacceptable standards of behavior. In situations where guidance does not exist staff are expected to exercise their professional judgement and act in the best interests of the child and the nursery

BEHAVIOUR AND CONDUCT

1. Staff are expected to demonstrate the highest possible standards of personal and professional conduct and behaviour and consistently act with honesty and integrity. The Nursery expects staff to treat each other, the children, their parents/guardians and the wider community with dignity and respect at all times.
2. Staff must act in accordance with their duty of care to the children and ensure that the safety and welfare of the children are accorded the highest priority.
3. Staff must show fairness in their treatment of children and avoid behaviours such as embarrassing or humiliating children, making jokes at the expense of a child/children, discriminating against or favouring children and sarcasm.
4. Staff need to be aware of any situations where conversations that are meant to be private may be overheard by any other person, this includes children, parents, other staff members, students etc

5. Staff must have regard for the ethos and values of the nursery and must not do or say anything which may bring the nursery into disrepute. Care should be taken by staff to avoid any conflict of interest between activities undertaken outside nursery and responsibilities within the nursery. Staff should act in accordance with the nursery policies and procedures at all times.

DRESS AND APPEARANCE

1. The nursery recognizes that dress and appearance are matters of personal choice and self-expression. However, all staff must dress in a manner that is appropriate to their job role. The Nursery will provide uniform polo tops, jumpers and coats and all staff are expected to wear them at all times whilst working in the nursery, (unless weather conditions dictate that cooler/warmer personal clothing is more appropriate, in which case permission should be requested from the Manager/Deputy).
2. All staff should dress in a manner that is not offensive, revealing or sexually provocative and in a manner that is absent from political or contentious slogans.
3. Staff should dress safely and appropriately for the tasks they undertake.

SMOKING, ALCOHOL AND OTHER SUBSTANCES

See Health & Safety Policy 5.1.5

RELATIONSHIPS WITH THE CHILDREN

See Safer Working Practice Guidelines to be read and signed alongside this policy.

ICT/E-SAFETY

See Documentation/Record Keeping Policy (ICT) 7.2

See also E-Safety Guidelines to be read and signed alongside this policy.