

Probation Policy and Induction toolkit

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Reviewer	Emily Hastings, Corporate Services Manager
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Policy covers	All HTC including Post Office and Hailsham Youth Service
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If you require any support in understanding or applying this policy, please contact the Corporate Services Manager. In addition, in line with the Equality Act 2010, we will make reasonable adjustments to remove or reduce disadvantages faced by disabled employees, Councillors, or applicants.

1- Introduction

- 1.1 It is essential that Hailsham Town Council employees receive a really positive and informative induction so that they can integrate effectively within the organisation and become engaged in their new role. This will not only help the Council to retain new staff but result in better performance outcomes. This policy outlines details of the probation period for all new staff joining Hailsham Town Council. It also provides details on the induction process. New staff should be inducted following recruitment, but internal staff changing roles or returning to work may also need to go through an induction process.
- 1.2 The probation (reviews the new employee's ability to do the job) and induction (training to enable the new employee to do the job) periods are a time for new employees to settle into their new role. During this period, managers have the responsibility of providing the necessary information and training that will equip the individual to undertake all aspects of their role effectively. Managers must therefore ensure systems are in place to support and monitor an individual's performance throughout the induction and probation period.
- 1.3 This will guarantee that they receive assistance that is reasonable and allows them to fulfil the duties and responsibilities of the post. The individual must also demonstrate their suitability and capability for the post. Joint working is essential and review meetings within the induction process will provide opportunities for two-way discussions to take place, including topics such as progress and where necessary whether additional support or training is required.

2- Equality and Diversity

The council is committed to providing equal opportunities in employment and to avoiding unlawful discrimination. The Council will strive to ensure that the work environment is free of harassment and bullying and that everyone is treated with dignity and respect, ensuring equal opportunities throughout.

3- Health, Safety and wellbeing

Health and safety is everyone's responsibility. All employees need to know how to work safely and without risks to their health. The induction process will cover key areas to ensure that important information is gathered and communicated at an early stage. Employees need to understand the hazards they could face at work and any measures or emergency procedures they must follow to keep them safe and healthy whilst at work.

4- Probationary procedure

- 4.1 It is a requirement that all staff who join Hailsham Town Council successfully complete a probationary period. Probationary periods normally last for 26 weeks for all roles, however in

some circumstances this can be extended up to a further three months (criteria for extension detailed below). During this time if the probation period is not successfully completed, the Town Council will issue one month's notice of intention to terminate the employee's contract. In order for the probation period to be confirmed, a completed induction checklist (Appendix 2) must be forwarded to the Corporate Services Manager at the end of this period. In addition, satisfactory interim and final probation reviews signed by a manager must be completed.

4.2 Probation concerns will be dealt with sensitively and with due respect for the employee involved.

5- Extension of probationary period

5.1 It may be appropriate to extend the probationary period if:

- 5.1.1 Through the new employee's sickness or other authorised absence, it has not been possible to assess performance.
- 5.1.2 The new employee has not performed satisfactorily, but the line manager has evidence to suggest that further formal training scheduled within the next three months will improve performance and therefore warrant an extension to the probation period. In all cases where probation is to be extended, the following must be discussed between the line manager and the new employee and confirmed in writing:
 - The reasons for the extension;
 - Any assistance/training that will be given in the extension period;
 - The period of the extension, the performance standards expected and the way in which performance will be monitored.
 - That if performance still fails to meet expectations at the end of the period of extension, employment will be terminated.
 - Probationary periods should not normally be extended by more than three months.
 - If the probationary period does need to be extended, the individual must be informed of this before the 26 week period has elapsed.

6 Probation Dismissals

6.1 If it becomes apparent that dismissal is a likely outcome, the line manager must consult with the Senior Leadership Team before proceeding with the final probation review meeting. Employees who have been through a formal probation review and have not satisfactorily fulfilled the requirements during probation period (including those who have had a probationary period extension) or in a case of misconduct or gross misconduct, will be invited for a final probation review meeting. The employee will receive at least 5 working days' notice for the meeting and will have the right to be accompanied at the meeting by either a trade union representative or a work colleague. Any request to be accompanied by, for instance, relative or partner should be considered sympathetically where the employee is not a trade union member. Requests for legal representation will generally be refused.

6.2 If the outcome of the final probation review meeting is dismissal due to a gross misconduct or exceptional circumstances that would prevent the employee from working in their role. This type of dismissal is without notice or payment in lieu of notice.

6.3 If the outcome of the final probation review meeting is that the probation has not been successfully completed, the Town Council will issue one month's notice of intention to terminate the employee's contract.

7 Appeal on probation dismissals

7.1 The employee may appeal the outcome of the final probation meeting if it results in dismissal of employment. Appeals will be reviewed by another member panel. The grounds of appeal should be as follows:

- The dismissal procedure was unfair.
- Any part or the overall process of the probation was unreasonable.
- The evidence presented in the final probation meeting was not substantiated and/or there was no good reason for the dismissing officer to accept it.
- The decision at the final probation meeting is unduly harsh.
- New evidence to be presented by the employee that was not reasonably available at the meeting. Reasons to be provided why it was not presented before.
- Failure to implement reasonable adjustments during probation which directly or indirectly resulted in the dismissal.

7.2 Appeals must be submitted no later than 5 working days after the date of the final decision/dismissal letter. Details on how to appeal will be provided in the outcome letter. The decision of the appeal panel is final. The employee is entitled to be represented at the appeal hearing by a workplace colleague or Trade Union Representative. Any requests to be represented by, for instance, a relative or partner should be considered and any reason for refusal communicated to the employee.

8 Appeal hearing

The purpose of the appeal hearing is to review the outcome of the final probation hearing. The possible outcomes are to confirm the decision, or to withdraw the dismissal. The decision is final. In the event that an employee has less than 12 months service and is reinstated, the extension of a probation period will apply if the maximum has not been applied.

9 Probation period and discipline

The Town Council's Disciplinary Procedure applies to all staff, including those who have not yet completed their probationary period. Any case of misconduct during the probationary period may lead to dismissal and gross misconduct may lead to dismissal without notice. See the Council's Disciplinary Policy.

10 Guidance for Line Managers

First impressions are extremely important, and induction procedures can make the difference between retaining and losing good staff. It is the responsibility of the Line Manager to manage this process effectively and have ownership for ensuring the integration of any new employee is successful.

11 Induction/probation overview

STEP 1: Before the new employee starts · Send the employee useful information about the organisation · Plan the employee's induction, including who will meet them on their first day, who will supervise them, and get their workspace ready

STEP 2: First day · Show them around, introducing colleagues · Deal with important documents, but don't make day 1 overwhelming · Health and safety must be outlined

STEP 3: First week · Explain a full who's who, how the organisation works, its rules, how any facilities work, including health and safety procedures, the new employee's role and how they fit in · Explain how performance is assessed and let them try some tasks

STEP 4: First month · Informally establish how the employee is settling in, if any further training or coaching is needed, and if there are any other concerns · Give reassuring but realistic feedback on how they are doing

STEP 5: Three months · Interim probation review at 8 weeks · Check the employee's performance. What's good? What must improve? · Agree any further support as a programme with timed goals

STEP 6: At 26 weeks · Decide if a probationary employee is to be kept on, fairly dismissed or offered extended probation where the contract permits · Review their performance and establish goals for the next six months

STEP 7: Twelve months · Hold a full performance management review or appraisal · Ask the employee for feedback on the effectiveness of their induction

STEP 8: What happens next? · Continue to support development of employee in ways that benefit the organisation and increase their ability and loyalty

12 Preparation for the new employee's arrival

- 12.1 There are a number of actions you need to take prior to the new employee's first day to facilitate the induction process. Most of these actions revolve around being fully prepared for the new employee. See Appendix 1 Preparation prior to start date checklist, this must be followed as soon as the employee's appointment has been confirmed. Taking some action before the employee arrives is likely to get everyone prepared and ready for a smoother induction process that gets the employee delivering results as quickly and productively as possible.
- 12.2 Make an induction plan: Planning the new recruit's induction by working out what, when and who in the organisation will get involved. Crucially, it should identify who will greet the new employee on their first day. It is common for different parts of the induction to be handled by different staff with relevant expertise.
- 12.3 Tailor the induction to everyone's advantage: Someone fresh out of university is likely to need a different induction to a new employee who has extensive experience with other companies, or someone returning to the world of work after a long absence. Some recruits might grasp certain ideas quickly while others may need more time. Adapting the plans, and building in some flexibility, can help speed up or improve the induction.
- 12.4 Check for additional considerations: In many cases, new recruits will work as flexibly as they can during their induction, including temporary changes to working patterns, locations, duties etc. Inductions may not always match the usual working hours and this should be made clear when a job offer is made.
- 12.5 Prepare the working space: Make sure the new employee's work station or space is ready and working with all the equipment they need and cleared of anything they won't – and that's even if they are unlikely to use it much on their first day. Sorting out other practicalities like security passes, photo IDs etc.
- 12.6 Make sure everything is up to date: Include the latest relevant company information such as working practices, duties, policies and procedures. Check for any recent changes on employment law and rights (go to www.acas.org.uk), tax and national insurance (go to www.gov.uk/hmrc) and health and safety (go to www.hse.gov.uk). If there have been changes, apply them to the induction process

13 Induction checklist

See Appendix 2 for the Induction Checklist. Aim to complete all of these tasks by the Interim Induction Review (8 weeks from start date).

14 First day

- 14.1 The line manager should use the first day to handle any essential matters and focus on fuelling the new starter's enthusiasm by giving them a real feel for the organisation, its culture and values.
- 14.2 Make introductions: Show new recruits around the organisation, introduce them to managers and colleagues they need to know. Try to explain what other staff are responsible for and how

the new recruit would usually expect to work with them. Be careful not to introduce too many people too quickly, and, where an employee will regularly need to work with a wide range of colleagues, giving them a staff list can help.

- 14.3 Provide a welcome pack when they start: Give the new employee a detailed pack of information in electronic format. This will give them a fuller understanding of the organisation.
- 14.4 Give them the tour: Showing the employee around the workplace will be helpful. In any event, let them know where they can find practical facilities like the toilets, kitchen and first aid facilities, and drinking water. This is a small part of looking after their health and safety.
- 14.5 Handle vital documentation: Don't overdo the red tape on the first day, but deal with important documentation, such as National Insurance details, bank account information and their P45.
- 14.6 Health and Safety musts: Hailsham Town Council must...
- outline any health and safety precautions the employee must take to protect them from harm
 - outline any training they will need to do their job safely, and without endangering other workers, and any equipment and protective clothing the Council will provide
 - ensure they know what to do if there is a fire, accident or another emergency
 - outline its insurance policy, in case they get hurt or ill through work.
 - further health and safety training will be provided.

15 First week

- 15.1 Clarify who's who: Build on the day one introductions and make sure anyone who wasn't around on day one is introduced. Remind the new employee of who does what, why and how they need to work with different staff, and the preferred methods for communicating.
- 15.2 Profile the organisation: Very briefly outline how it works, and its aims and plans.
- 15.3 Focus on the job role: Explain the new employee's role fully, how it fits in with their team and the organisation as a whole, the expected performance, how it will be assessed, and possible opportunities for development and training.
- 15.4 Start doing the job: Build in time for the new employee to do some tasks as part of their new role – it will give them a break from the flow of information, and help them relate to what they are being told and what they will be doing in their role.
- 15.5 Discuss relevant employment terms and conditions: Run through the key terms and conditions, especially in regard to what is required during any probationary periods. Answer questions and make sure the employee understands what the terms and conditions mean in practice.
- 15.6 Explain the rules: Make sure the employee knows about key...
- work practices
 - policies

- expected behaviour, unacceptable behaviour and procedures if rules are broken. New employees should understand how problems concerning performance, discipline and absence, and serious complaints against staff, are handled.

15.7 Provide further Health and Safety information: Flesh out the earlier Health and Safety information so the new employee gains a full understanding. Include any considerations regarding pregnant employees, disabled employees with reasonable adjustments.

16 First month

16.1 In the first month, the focus should be to help the new employee gain a reasonable grasp of the organisation and their role. Arrange more specific support: It should become clearer if a new employee needs further training or coaching in a particular area. While the specific requirements will depend on the individual, the need for support is common with most new recruits and will help them progress towards becoming fully effective as soon as possible.

16.2 Keep doing more of the job: By now, a new employee will have been introduced to quite a few (if not all) of their tasks and the focus should be on giving them practical experience of tackling them. At this stage, shadowing a more experienced colleague performing the role will help.

16.3 Keep giving regular feedback: Depending on the need, a new employee should be getting daily or weekly on-the-job feedback on how they are getting on at this stage. Avoid giving feedback in a haphazard manner as they may associate this with being picked up for doing something wrong, or not effectively enough. Feedback should always be kept positive and constructive. Where there is a performance concern, be clear where the issues are and how the new employee can handle things differently.

16.4 The manager should arrange a 1:1 every couple of weeks: The 1:1 meetings should give the new employee realistic feedback on how they are doing (but keeping in mind it is very early days and that the new recruit is still feeling their way). The meeting should be relaxed and informal, gauging how the new employee feels about:

- how they are settling in, and adjusting to the role and organisation
- aspects of the role where they feel they need training or coaching
- any other concerns
- If the new employee raises reasonable and justifiable points which should help improve their performance, the supervisor/line manager should act on them.

17 Interim review

At 8 weeks there should be an interim probation review. See Appendix 3. This is a mid-probation review. The review should be formal, structured and constructive.

18 Three months

This is a crucial milestone. If the Council, line manager and the new employee are all happy with the settling in and performance, the recruit is likely to stay. It's also crucial if things are not going so well. Either way, the new employee is unlikely to be the finished article, so in both cases the Council and line manager will need to look at where the recruit is doing well and where they need to improve or develop. Also, the Council and line manager need to address whether the recruit is meeting targets

and deadlines, and re-affirm or adjust them if circumstances are changing. This is the time for Council, line manager and the new employee to work together to pinpoint any further training, coaching or development needs.

19 Final review meeting

At 26 weeks there should be a final probation review. See Appendix 4. The review should be formal, structured and constructive. If the employee has passed their probation period the line manager should:

- review their performance, the difference training or coaching is making, and give feedback look ahead at the next six months, reviewing the employee's work objectives and possibly set some new ones in line with their role.
- assess whether the employee will need any further experience, training or coaching in new areas
- The employee who has passed their probation period will be eligible to have a yearly appraisal.
- The employee should be written to by the Town Clerk/Corporate Services Manager to confirm that they have passed their probation period.
- If the Council/Line Manager is unsure whether the employee is suitable for the job, it could extend the probationary period, see section 5 Extension of probationary period.
- If it becomes apparent that dismissal is a likely outcome see sections 6-8.

20 Other considerations School, college and university leavers

School, college and university leavers: This may be their first job, or the first time they are seeking a certain type of job, or employment in a specific industry. It will help if the induction makes it clear:

- what is expected of new employees at work
- where they fit into the organisation
- where there are opportunities to train and develop their skills
- that the Council understands new recruits may be nervous and that it will work with them to allay any worries
- about existing and potential hazards in the workplace.

21 Returning to the workplace

Employees might have taken a break from employment, or who needed or wanted a change from their last working arrangement – and their needs will differ. The most important thing for an employer to be mindful of is that there will be different general considerations for each situation, and different specific considerations for each individual. Rather than try to make assumptions, employers should talk to the employees and ask them what, if anything, ought to be taken into account when planning an induction.

Appendix 1: Preparation prior to start date checklist

Name of starter:
Job title:
Start date:
Inductor:

	Task	Completed
1.	Source laptop, arrange set up on first day. (Uniserve).	
2.	Prepare keys/security access to the buildings (Corporate Services Officer).	
3.	Prepare desk set up. (Line Manager/ Corporate Services Officer)	
4.	Start DBS process if appropriate. (Youth Service Manager/Corporate Services Manager)	
5.	Prepare a 4 week induction, contacting appropriate colleagues to book in introduction meetings. Arrange time within the induction for employee to complete any mandatory corporate and directorate/service specific related training. (Line Manager)	
6.	Make sure the Council and Staff have received information about the new starter and are aware of the start date. (Line Manager)	
7.	Prepare HR file for employee. (RFO/Corporate Services Manager)	
8.	Ensure RFO is copied into offer letter outlining salary point scale. (Line Manager)	
9.	Arrange for any uniform, protective clothing/equipment if applicable. (Operations & Facilities Manager/ Youth Service Manager).	
10.	If employee under 18 or new/ expectant mother a risk assessment should be completed BEFORE work commences to discuss any special arrangements, i.e. supervision requirement, prohibition (Line Manager/ Corporate Services Manager)	
11.	Send the following before employee starts: <ul style="list-style-type: none"> Draft induction timetable DRAFT POLICY HTC Occupational Health and Wellbeing including post offer health 	

	<p>questionnaire Sep 24.docx ask them to fill out the questionnaire and either return it before they start or bring when they start.</p> <ul style="list-style-type: none"> • Personal details form • Ask them to bring P45/P46, photo ID for Right to Work check, Qualification certificates and/or current driving licence (if requested as part of essential criteria in the job description) • Let them know about any car parking arrangements • Let them know about any particular dress code • Let them know that there is tea/coffee making facilities but if they like a special kind of tea/coffee to bring that in <p>(Corporate Services Manager)</p>	
12.	Create electronic welcome pack with links to relevant policies/procedures/protocols (Corporate Services Officer)	

Appendix 2: Induction checklist

Name of starter:
Job title:
Start date:
Inductor:

Aim to complete all tasks by the Interim Induction Review (8 weeks from start date)

	Task	Completed
1.	Welcome and introduction, and overview of induction (Line Manager). Ask how employee prefers to receive information/training e.g. through written instruction/or by doing a task? What is their learning style? Ask them if they have any stationery requirements, e.g. notepad.	
2.	Personal Details Questionnaire/Bank details (explain pay date)/Pension/ P45 (or P46 if you do not have P45)/Emergency Contract details (forms to Corporate Services Manager/RFO)	
3.	Take copies of qualifications (if requested as part of essential criteria in the job description) / photo id (for Right to Work check) (Line Manager or delegated employee, copies to Corporate Services Manager/RFO)	
4.	Complete DBS process if appropriate. (Youth Service Manager/Corporate Services Manager)	
5.	Go through probation policy and induction toolkit and probation requirements	
6.	Tour of facilities including kitchen facilities and fire exits, assembly points and fire aid kits/know who the first aiders are/first aid procedures (Line Manager or delegated employee).	
7.	Tour of sites. For the Youth Service this will include tour of all centres.	
8.	Given keys/security access to the buildings (Corporate Services Officer)	
9.	Organisational structure and Committee Calendar (Line Manager)	
10.	Set up with laptop and phone (Uniserve/ Corporate Services Officer for introduction to the phone)	
11.	ID badge for Staff pass (Communications Officer)	
12.	Booking annual leave/sickness absence policy/time in lieu/overtime/start and finish times (Line Manager)	

13.	Post offer health questionnaire reasonable adjustments required. Does employee require a PEEP? (Line Manager/Corporate Services Manager). Explain the importance of maintaining wellbeing and good occupational health.	
14.	DSE self-assessment (employee/Line Manager) <u>POLICY-HTC-Display-screen-equipment-and-workstation-assessment-procedure-Sep-24.pdf</u>	
15.	Read welcome pack <u>Global - Welcome pack - All Documents</u> (employee/Line Manager)	
16.	Read policies/procedures/protocols: <u>Council Policy Documents - Hailsham Town Council</u> – for finalised/published policies: <u>Global - Current policies - All Documents</u> - for Draft policies that are awaiting Council sign off (Employee)	
17.	Go through JD/contract and terms of conditions (Line Manager/Corporate Services Manager)	
18.	Start looking at training required (employee/Line Manager) For Youth Service see appendix 5.	
19.	Set up regular 1:1s with manager (employee/Line Manager)	
20.	Dates for interim (8 weeks) and final review meetings (26 weeks) (employee/Line Manager)	
21.	Use of IT systems including MS Teams and file sharing (employee/Line Manager)	
22.	Explanation of the Appraisal, Supervision and Training Policy	

I confirm that I have received information on the above listed items.	
Signature of member of staff:	Date:
I confirm that the above named employee received information on the above listed items.	
Signature of line manager:	Date:

Return completed form to Corporate Services Manager either before or just after the Interim Probation Review.

Appendix 3: Interim Probation Review Report

Name of new starter	Start date	Interim Probation Review meeting date (8 weeks after start)	End date of probation period (26 weeks after start)

Summary of strengths, achievements and areas for further development:

Progress with respect to all selection criteria and meeting general standards is **satisfactory/unsatisfactory** (delete as appropriate).

If progress is unsatisfactory, please enclose/attach an Action Plan that you have agreed with the new starter.

Manager's name: _____ Signature: _____ Date: _____

THIS SECTION TO BE COMPLETED BY THE MEMBER OF STAFF

The objectives of my role and general standards have been clearly explained to me. I have met frequently with my manager to discuss my progress in the job. I have read the above summary and agree that it is a fair reflection of my progress to date.

Additional comments:

New starter's name: _____ Signature: _____ Date: _____

THIS SECTION TO BE COMPLETED BY TOWN CLERK

Signature: _____ Date: _____

Return completed form to Corporate Services Manager with induction checklist.

Appendix 4: Final Probation Review Report

Name of new starter	Start date	Interim Probation Review meeting date (8 weeks after start)	End date of probation period (26 weeks after start)

Summary of strengths, achievements and areas for further development:

Progress with respect to all selection criteria and meeting general standards is **satisfactory/unsatisfactory** (delete as appropriate).

If progress is unsatisfactory, please enclose/attach an Action Plan that you have agreed with the new starter.

The appointment should be confirmed **YES / NO** (delete as appropriate)

The probation period should be extended **YES / NO** (delete as appropriate)

End date for the extended probation period _____ (insert a date as agreed with Town Clerk and Corporate Services Manager)

Manager's name: _____ Signature: _____ Date: _____

THIS SECTION TO BE COMPLETED BY THE MEMBER OF STAFF

The objectives of my role and general standards have been clearly explained to me. I have met frequently with my manager to discuss my progress in the job. I have read the above summary and agree that it is a fair reflection of my progress to date.

Additional comments:

New starter's name: _____ Signature: _____ Date: _____

THIS SECTION TO BE COMPLETED BY TOWN CLERK

Signature: _____ Date: _____

Return completed form to Corporate Services Manager

Appendix 5: Youth Service Induction Training and Development

Name of new starter	Start date	Interim Probation Review meeting date (8 weeks after start)	End date of probation period (26 weeks after start)

Learning and Development

ACTIONS	NOTES	(Tick when completed)
What Is a Youth Worker		
Safeguarding eLearning	(Available Through NYA Online) https://training.nya.org.uk/local/accipio/one/shop/product.php?id=176	
Safer Environments and Activities	(Available Through NYA Online) https://training.nya.org.uk/local/accipio/one/shop/product.php?id=200	
Participation: Developing Authentic and Effective Practice - Intermediate	(Available Through NYA Online) https://training.nya.org.uk/local/accipio/one/shop/product.php?id=225	
Conflict and Challenging Behaviour Training		
Food Hygiene		
Self-Reflection Program		

Health, Safety and Wellbeing

ACTIONS	NOTES	(Tick when completed)
COSHH		
Risk assessments		
Manual Handling		
Lone Working		
SFBB Manual		
First Aid		

Policies and Procedures

ACTIONS	NOTES	(Tick when completed)
Safeguarding Safeguarding Policy		

Safeguarding Incident report form		
Working with Young People Levels of Engagement with Young People Behaviour Management		
Code of Ethics		
Drug and Alcohol Policy		
Detached Youth Work		
Data Protection		
Health and Safety Risk Assessment Form Incident & Near Miss Form First Aid Procedure Alarm Procedure		
Annual Leave Policy Annual Leave Request Process		
Sickness Absenteeism Procedure Self-Certification Form		

Supervision Record

ACTIONS	NOTES	(Tick when completed)
Supervision 1		
Supervision 2		
Supervision 3		
Supervision 4		
Supervision 5		
Supervision 6		

Probation Review

ACTIONS	NOTES	(Tick when completed)