



# STAFF HANDBOOK

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NB: This Staff Handbook is for **Sorted Staff and Volunteers**, Employees of The Church Army, Anglican Diocese of Leeds, or any other partner, will follow their organisations relevant policies.

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Sorted

## Our Code of Conduct

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Everyone who works/volunteers for Sorted and all who access Sorted sessions have the right to be treated with dignity, courtesy and respect at all times. This framework applies to all paid staff and volunteers working for Sorted Community.

### **Sorted staff and volunteers should:**

- Promote and work within the values of Sorted at all times
- Maintain the integrity of the organisation at all times
- Listen to others
- Ensure colleagues and Sorted Members feel welcome and valued
- Support Sorted Members and colleagues who have experienced or are experiencing harassment or discrimination
- Not tolerate racist, sexist or other offensive jokes, insults, derogatory remarks or comments. Challenge offensive behaviour appropriately.
- Show respect for others differing backgrounds and experiences
- Care about how language, dress and manner may cause offence
- Create an atmosphere where people feel able to express their views or disagree
- Enable Sorted Staff/volunteers and members to contribute
- Use language sensitively
- Be approachable
- Be confident and assertive but not aggressive
- Dress and behave in a manner that promotes professional and safe working practices
- Maintain the confidentiality of personal information at all times in line with the Sorted confidentiality policy
- As a representative of Sorted, you must maintain the positive reputation of Sorted at all times.
- Participate in regular line-management and Annual Appraisals.





**Sorted staff and volunteers will:**

Display Professional integrity, have a balanced personality and approach, lead by example, be empathic, compassionate, accountable and trust worthy.

**Relationships and Boundaries:**

Staff have a responsibility to maintain professional boundaries. Staff must immediately inform their line manager if a relationship with a colleague, volunteer or member of Sorted oversteps the boundaries of professionalism. Examples of this include (but is not limited to):

A personal relationship between a member of staff/volunteer and a member of Sorted.

Any personal relationships between members of staff and or volunteers.

If a relationship develops beyond professional boundaries Sorted reserve the right to make appropriate changes to individuals job role.

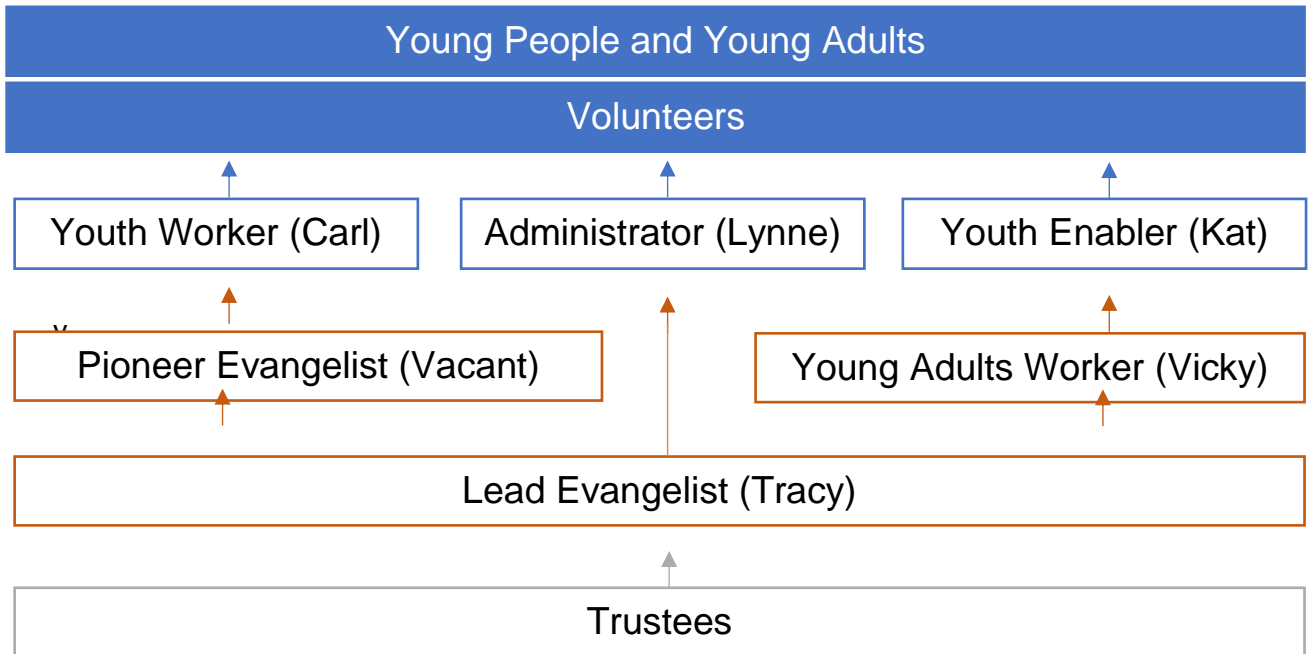
**External Interests**

Staff are normally required to seek permission to undertake any work that is in addition to your role with Sorted prior to commencing employment or as soon as possible thereafter. Any external activities that could be deemed a conflict of interest should be discussed with your line manager.

As a representative of Sorted Community you should act, dress and behave in a responsible manner at all times.

## Staff Structure

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## **ADOPTION LEAVE AND PAY**

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### **Purpose and scope**

This policy and procedure applies to all current employees, whether full or part-time, temporary or fixed-term.

The purpose of this policy and procedure is to provide staff with clear information about our adoption provisions. This document sets out our policy on adoption leave, pay, and arrangements surrounding returning to work after adoption leave. It also sets out the procedures that the charity and employees need to follow at various stages, before, during and after adoption leave.

### **Policy**

Our policy is to comply with both the spirit and the letter of the law on adoption leave and pay rights. To this end its aim is to inform all employees of their adoption rights and to ensure those rights are understood.

### **Qualifying criteria**

To qualify for adoption leave, you must be newly matched with a child for adoption by an adoption agency. There is no length of service requirement for adoption leave. Adoption leave and pay is not available in circumstances where a child is not newly matched for adoption, for example when a step parent is adopting a partner's children.

### **Procedure**

#### **Telling your manager that you are adopting a child**

You must inform your manager in writing of your intention to take adoption leave within seven days of being notified by your adoption agency that you have been matched with a child for adoption, unless this is not reasonably practicable. You need to tell your manager when the child is expected to be placed with you and when you want your adoption leave to start.

You can change your mind about the date on which you want your leave to start, providing you tell your manager at least 28 days in advance (unless this is not reasonably practicable).

Within 28 days of receiving your notice of intention to take adoption leave, we will write to you confirming the latest date on which you must return to work after adoption leave.

### **Matching certificate**

You must give your manager documentary evidence from your adoption agency as evidence of your entitlement to statutory adoption pay. Employers can also ask for this as evidence of entitlement for adoption leave. You should ask your adoption agency for this documentary evidence, which may be provided in the form of a matching certificate that includes basic information on matching and expected placement dates.

### **Adoption appointments**

The primary adopter is entitled to take paid time off to attend up to five pre-adoption appointments. The co-adopter will be entitled to take unpaid time off to attend up to two pre-adoption appointments. The time off is capped at six and a half hours' time off work on each occasion. You should give your manager as much notice as possible of your appointments and, after the first one, should show them the appointment letter/card. The appointment must have been arranged by or at the request of the adoption agency. The time off must be taken before the date of the child's placement for adoption.

### **Timing of adoption leave**

Please discuss the timing of your adoption leave with your manager as early as possible. Adoption leave can start on the day the child is placed for adoption or up to 14 days earlier.

### **Contact during adoption leave**

We may need to contact you during adoption leave. This may be to discuss plans for return to work, to discuss any special arrangements to be made or training to be given to ease your return to work, or to update you on developments at work during their absence.

### **Keep-in-touch days**

You may work for the charity for up to 10 'keep-in-touch' (KIT) days during your adoption leave without bringing your adoption leave to an end and without loss of a week's statutory adoption pay. You are not required to work a KIT day; it must be a mutual agreement between the charity and you. If you do work a KIT day, you should agree the salary in advance because this may be a different from your usual pay. A partial day's work will be counted as a complete day's work for these purposes.

## **Entitlements**

Your entitlements to the following all mirror the rights and entitlements set out in the maternity policy, which includes:

- adoption pay and contractual adoption pay
- the length of time that you can take as adoption leave
- the entitlement to pay awards
- the arrangements regarding keeping in touch with the office during your adoption leave
- the right to transfer some of your adoption leave, under the shared parental leave provisions
- the effect of adoption leave on contractual benefits
- your entitlement to annual leave.

## **Shared parental leave**

You may be entitled to curtail your adoption leave and pay, and instead take shared parental leave (SPL) and pay in conjunction with the co-adopter, subject to meeting the eligibility criteria. SPL enables parents to choose how to share the care of their child during the first year of placement. Its purpose is to give parents more flexibility in considering how to best care for, and bond with, their child. See the shared parental leave policy.

## **Returning to work**

You have the right to return to work to the same job if you return following ordinary adoption leave. If you return to work after additional adoption leave, you may return either to the same job or, if this is not possible, another suitable job that is on no less favourable terms and conditions.

If you decide you do not wish to return to work, you should give written notice in accordance with your contract of employment. If you do not return to work at the end of additional adoption leave and do not contact us to notify of sickness or request other authorised leave, the absence will be treated as an unauthorised.

We will assume that you will take your full adoption leave entitlement and intend to return to work doing the same job, with the same hours, unless you notify us, in writing, or request otherwise. If you want to return to work before the end of your adoption leave, you will

need to notify your manager in writing, giving at least eight weeks' notice of your intended return date. If you do not give at least eight weeks' notice, your manager may delay your return to work by up to a further eight weeks where there is good reason.

### **Requesting a change to your pattern of work**

You have the right to request that the organisation considers changing your pattern of work (subject to eligibility criteria). See the flexible working policy.

## **ADVERSE WEATHER AND TRAVEL DISRUPTION**

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### **Purpose and scope**

This policy summarises our approach to disruption caused by extreme weather and transport disruption, for example due to strikes or extreme weather conditions. It does not cover transport difficulties experienced as part of the usual day-to-day commute. It applies to all employees.

### **Reasonable efforts to attend work**

This policy aims to protect the health and safety of all staff, while ensuring that disruption caused to the charity remains minimal. In practice this means that all staff are expected to use every effort to report for work at their normal workplace at their usual start time, which could entail having to make special arrangements to ensure that they can attend each day. However, it is not our intention that staff put themselves at unnecessary risk or take unreasonable action when trying to attend work.

### **Attendance at work**

#### Procedure if you are unable to reach your normal place of work

If you expect to be late or cannot safely reach work due to adverse weather or experience problems on public transport due to adverse weather or strike action, you must telephone your manager as soon as possible. If you are unable to reach your manager directly, you must report your absence to another manager, or the Lead Evangelist, by 09.00. Unless your manager tells you otherwise, you should telephone to notify them on each and every day that you are unable to get to work. Failure to notify that you are unable to attend work without a reasonable explanation will count as unauthorised absence.

If you are unable to attend your normal workplace, your manager may ask you to work from home. If this is not possible, you will be required to either:

- take holiday
- take unpaid leave
- at your manager's discretion, make the time up within a reasonable and agreed time scale.

## Lateness

If you are delayed because of adverse weather conditions or extreme public transport delays (caused by strike or adverse weather conditions) you may be able to make up this time at a later date. However, it is open to your manager to waive this requirement if the lateness is negligible. If the lateness is more than negligible you may be required to either take holiday or unpaid leave, as detailed above.

## Deterioration of weather while at work

If you wish to leave work early because the weather is becoming worse and you wish to get home before it becomes too bad to travel, you must discuss this with your manager, who will decide on a case-by-case basis whether it is appropriate for staff to leave work early. When making this decision, they will take into account your circumstances (eg distance from home to work, mode of transport), your views and the needs of the charity.

If your manager agrees that you can leave early, you must also agree with your manager whether you should take the time as annual or unpaid leave or whether you can make the time up within a reasonable and agreed time scale.

If we decide to close your normal workplace when you are ready, willing and available for work, and you are unable to work from home, you will be paid for your normal working hours.

## School/nursery closure impacting on your ability to work

If your child's school or nursery has closed due to bad weather and this impacts on your ability to come to work, please use our time off for dependant's policy.

## Possible disciplinary action

Where it is suspected that an individual is using adverse weather conditions or travel disruption due to strikes as an excuse not to attend work or there is unauthorised absence on your part, we may take action under our disciplinary procedure.

## **Sensible precautions**

If severe weather is expected, you should do the following.

- Think carefully before attending external meetings. Is it possible to hold a telephone conference instead? Check with your manager if you are unsure.



- If you do travel on business make sure that someone knows where you are going, the route you plan to take and when you expect to be back. If the situation changes, keep your manager informed.
- Always make sure that you leave with a fully charged mobile phone.

If you need to drive in severe weather conditions then we advise you to follow the advice given by the AA. Further advice regarding the maintenance of your car can be found on their website.

## **ANTI-HARASSMENT AND BULLYING**

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### **Introduction**

We are committed to having a workplace which is free from harassment and bullying, and to ensuring that all employees, contractors and others who come into contact with us in the course of our work are treated with dignity and respect, regardless of gender, sexual orientation, transgender status, marital or family status, colour, race, nationality, ethnic or national origins, creed, culture, religion or belief, age or disability. Striving to ensure that the work environment is free of harassment and bullying and that everyone is treated with dignity and respect is central to ensuring equal opportunities in employment.

This policy and procedure is intended to support this commitment in practice and to provide guidance to staff on how to deal with concerns of bullying or harassment.

### **Policy**

We will not tolerate bullying or harassment in our workplace or at work-related events outside of the workplace, whether the conduct is a one-off act or repeated course of conduct, and whether done purposefully or not. Neither will we tolerate retaliation against, or victimisation of, any person involved in bringing a complaint of harassment or bullying. Retaliation or victimisation will also constitute a disciplinary offence, which may in appropriate circumstances lead to dismissal. You should also be aware that if a court or tribunal finds that you have bullied or harassed someone, in some circumstances the treatment may amount to a crime punishable by a fine or imprisonment.

We will take appropriate action if any of our employees or contractors are bullied or harassed by our stakeholders or suppliers.

Allegations of bullying and harassment will be treated seriously. Investigations will be carried out promptly, sensitively and, as far as possible, confidentially. If, after an investigation, we decide that an employee has harassed or bullied another employee or contractor, then the employee may be subject to disciplinary action, up to and including dismissal.

Employees and others who make allegations of bullying or harassment in good faith will not be treated less favourably as a result. False accusations of harassment or bullying can have a serious effect on innocent individuals. Staff and others have a responsibility not to make

false allegations. False allegations made in bad faith will be dealt with under our disciplinary procedure.

## **What type of treatment amounts to bullying or harassment?**

Bullying or harassment is something that has happened that is unwelcome, unwarranted and causes a detrimental effect. If employees complain they are being bullied or harassed, then they have a grievance which must be dealt with regardless of whether or not their complaint accords with a standard definition. For further information, please refer to [ACAS guidance](#).

It is important to recognise that conduct which one person may find acceptable, another may find totally unacceptable. All employees must therefore treat their colleagues with respect and appropriate sensitivity.

Bullying does not include appropriate criticism of an employee's behaviour or proper performance management.

## **Reporting concerns**

### What you should do if you witness an incident you believe to harassment or bullying

If you witness such behaviour you should report the incident in confidence to your manager. Such reports will be taken seriously and will be treated in strict confidence as far as it is possible to do so.

### What you should do if you feel you are being bullied or harassed by a stakeholder or supplier (as opposed to a colleague)

If you are being bullied or harassed by someone with whom you come into contact at work, please raise this with your manager in the first instance or with the Lead Evangelist. We will then decide how best to deal with the situation, in consultation with you.

### What you should do if you are being bullied or harassed by a colleague

If you are being bullied or harassed by another employee or contractor, there are two possible avenues for you, informal or formal.

#### *Informal Resolution*

If you are being bullied or harassed by another employee or contractor, you may be able to resolve the situation yourself by explaining clearly to the perpetrator(s) that their behaviour

is unacceptable, contrary to our policy and must stop. Alternatively, you may wish to ask your manager or a colleague to put this on your behalf or to be with you when confronting the perpetrator(s).

If the above approach does not work or if you do not want to try to resolve the situation in this way, or if you are being bullied by your own manager, you should raise the issue with the Lead Evangelist. The Lead Evangelist will discuss with you the option of trying to resolve the situation informally by:

- telling the alleged perpetrator(s), without prejudging the matter, that there has been a complaint that their behaviour is having an adverse effect on a fellow employee
- that such behaviour is contrary to our policy
- that the continuation of such behaviour could amount to a serious disciplinary offence.

It may be possible for the Lead Evangelist to have this conversation with the alleged perpetrator without revealing your name, if this is what you want. They will also stress that the conversation is confidential.

In certain circumstances we may be able to involve a neutral third party (a mediator) to facilitate a resolution of the problem. The Lead Evangelist will discuss this with you if it is appropriate.

If your complaint is resolved informally, the alleged perpetrator(s) will not usually be subject to disciplinary sanctions. However, in exceptional circumstances (such as a serious allegation of sexual or racial harassment or in cases where a problem has happened before) we may decide to investigate further and take more formal action notwithstanding that you raised the matter informally. We will consult with you before taking this step.

### **Raising a formal complaint**

If informal resolution is unsuccessful or inappropriate, you can make a formal complaint about the harassment or bullying to your manager or the Lead Evangelist. A formal complaint may ultimately lead to disciplinary action against the perpetrator(s).

We will first investigate the complaint. You will need to co-operate with the investigation and provide the following details (if not already provided).

- The name of the alleged perpetrator(s)

- The nature of the harassment or bullying
- The dates and times the harassment or bullying occurred
- The names of any witnesses
- Any action taken by you to resolve the matter informally

The alleged perpetrator(s) would need to be told your name and the details of your complaint in order for the issue to be investigated properly. However, we will carry out the investigation as confidentially and sensitively as possible. Where you and the alleged perpetrator(s) work in proximity to each other, we will consider whether it is appropriate to separate you while the matter is being investigated.

After the investigation, we will meet with you to consider the complaint and the findings of the investigation. At the meeting, you may be accompanied by a fellow worker or a trade union official.

After the meeting (and normally within five working days) we will write to you to inform you of our decision and to notify you of your right to appeal to a more senior manager if you are dissatisfied with the outcome. You should put your appeal in writing explaining the reasons why you are dissatisfied with our decision. You should submit your appeal within five working days of receiving written confirmation of our decision. If you submit an appeal, you will be invited to attend a meeting to consider it. Once again you may be accompanied by a fellow worker or a trade union official. We will write to you afterwards to confirm our final decision.

### **Use of the disciplinary procedure**

Harassment and bullying constitute serious misconduct. If, at any stage from the point at which a complaint is raised, we believe there is a case to answer and a disciplinary offence might have been committed, we will instigate our disciplinary procedure. Any employee found to have harassed or bullied a colleague will be liable to disciplinary action up to and including summary dismissal.

## TAKING COMPASSIONATE LEAVE

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### **Purpose and scope**

The primary purpose of compassionate leave is to help employees to come to terms with the death of a loved one.

This policy does not apply to dependant leave where you would be entitled to take time off when unforeseen matters arise with the care for dependants. For full details please refer to the emergency leave policy. Time off granted as compassionate leave is separate to the time off available under the statutory right.

### **Bereavement**

In the event of the death of a member of your immediate family, you should contact your manager to request compassionate leave. You should inform your manager of the need to take compassionate leave as soon as reasonably practicable. Each case will be viewed sympathetically and the amount of leave granted will depend on the circumstances. Your manager will take into account matters such as your relationship with the deceased, domestic responsibilities and travel requirements, but will not normally grant more than five days' unpaid leave.

In the case of death of another close relative (who is not your dependant), for example an aunt, uncle, cousin or parent-in-law, or a close friend, you may request unpaid leave to attend the funeral.

## DISCIPLINARY PROCEDURE

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### Purpose and scope

This procedure is designed to help and encourage all employees to achieve and maintain standards of conduct, attendance and job performance. The company rules (a copy of which is displayed in the office) and this procedure apply to all employees. The aim is to ensure consistent and fair treatment for all in the organisation.

### Principles

- Informal action will be considered, where appropriate, to resolve problems.
- No disciplinary action will be taken against an employee until the case has been fully investigated.
- For formal action the employee will be advised of the nature of the complaint against him or her and will be given the opportunity to state his or her case before any decision is made at a disciplinary meeting.
- Employees will be provided, where appropriate, with written copies of evidence and relevant witness statements in advance of a disciplinary meeting.
- At all stages of the procedure the employee will have the right to be accompanied by a trade union representative or work colleague.
- No employee will be dismissed for first breach of discipline except in the case of gross misconduct, when the penalty will be dismissal without notice or payment in lieu of notice.
- An employee will have the right to appeal against any disciplinary action.
- The procedure may be implemented at any stage if the employee's alleged misconduct warrants this.

### Procedure

#### First stage of formal procedure

This will normally be either an improvement note for unsatisfactory performance or a first warning for misconduct.

An improvement note for unsatisfactory performance will be given if performance does not meet acceptable standards. This will set out:

- the performance problem
- the improvement that is required
- the timescale
- any help that may be given and the right of appeal
- the individual will be advised that it constitutes the first stage of the formal procedure.

A record of the improvement note will be kept for six months, but will then be considered spent – subject to achieving and sustaining satisfactory performance.

A first warning for misconduct will be given if conduct does not meet acceptable standards. This will be in writing and set out:

- the nature of the misconduct
- the change in behaviour required
- the right of appeal.

The warning will also inform the employee that a final written warning may be considered if there is no sustained satisfactory improvement or change.

A record of the warning will be kept, but it will be disregarded for disciplinary purposes after a specified period (eg six months).

### Final written warning

If the offence is sufficiently serious, or if there is further misconduct or a failure to improve performance during the currency of a prior warning, a final written warning may be given to the employee. This will:

- give details of the complaint
- give details of the improvement required and the timescale
- warn that failure to improve may lead to dismissal (or some other action short of dismissal)
- will refer to the right of appeal.



A copy of this written warning will be kept by the supervisor but will be disregarded for disciplinary purposes after 12 months, subject to achieving and sustaining satisfactory conduct or performance.

### Dismissal or other sanction

If there is still further misconduct or failure to improve performance, the final step in the procedure may be dismissal or some other action short of dismissal, such as demotion, disciplinary suspension or transfer (as allowed in the contract of employment).

Dismissal decisions can only be taken by the appropriate senior manager, and the employee will be provided in writing with:

- reasons for dismissal
- the date on which the employment will terminate
- the right of appeal.

If some sanction short of dismissal is imposed, the employee will:

- receive details of the complaint
- be warned that dismissal could result if there is no satisfactory improvement
- be advised of the right of appeal.

A copy of the written warning will be kept by the manager but will be disregarded for disciplinary purposes after 12 months, subject to achievement and sustainment of satisfactory conduct or performance.

The following list provides some examples of offences which are normally regarded as gross misconduct.

- Theft or fraud
- Physical violence or bullying
- Deliberate and serious damage to property
- Serious misuse of an organisation's property or name

- Deliberately accessing internet sites containing pornographic, offensive or obscene material
- Serious insubordination
- Unlawful discrimination
- Harassment
- Bringing the organisation into serious disrepute
- Serious incapability at work brought on by alcohol or illegal drugs
- Causing loss, damage or injury through serious negligence
- A serious breach of health and safety rules
- A serious breach of confidence

If you are accused of an act of gross misconduct, you may be suspended from work on full pay, normally for no more than five working days, while the alleged offence is investigated. If, on completion of the investigation and the full disciplinary procedure, the organisation is satisfied that gross misconduct has occurred, the result will normally be summary dismissal without notice or payment in lieu of notice.

### Appeals

An employee who wishes to appeal against a disciplinary decision must do so within five working days. The Chair of Trustees will hear all appeals and his/her decision is final. At the appeal any disciplinary penalty imposed will be reviewed.

## TAKING EMERGENCY/DEPENDANTS LEAVE

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### **Purpose and scope**

All employees with dependants can take reasonable unpaid time off to deal with unforeseen emergencies. This is unlikely to amount to more than a day or two a year.

This policy covers all instances where you may need to take unplanned absence to attend to urgent or serious situations affecting your dependants and where no alternative provision is available.

Emergency leave is designed to provide carers with the opportunity to make alternative arrangements for the care of dependants. The emergency leave policy is not intended to be used to allow carers to look after dependants on an ongoing basis.

### **Taking emergency leave**

Dependants include parents, husband, wife, partner, civil partner, children or individuals living as part of the family for whom you are the main carer, or an individual who depends on you for care, eg an elderly neighbour.

Emergency leave is only intended to cover unplanned absence to attend to urgent or serious situations affecting your immediate family or dependants. It is impossible to provide a complete list of circumstances that are covered under the policy. However, the most common circumstances are as follows.

- To provide assistance on an occasion when a dependant falls ill, gives birth or is injured or assaulted
- To make arrangements for the provision of care for a dependant who is ill or injured
- As a result of the death of a dependant
- Because of the unexpected disruption or termination of arrangements for the care of a dependant
- To deal with an incident which involves a child of the employee and which occurs unexpectedly when the child is at school
- For advice and enquiries on an ad hoc basis

As soon as is reasonably practicable in the circumstances, contact your manager by telephone to explain the circumstances and, if possible, an indication of the length of time off you are likely to need in order to make alternative arrangements. If your manager is unavailable you must contact another senior manager instead.

If you need to stay and care for a dependant on an ongoing basis, you can agree with your manager to take annual leave or, where you have insufficient annual leave, to take a period of unpaid leave. Alternatively you may be able to take parental leave where the care is for your child.

## EQUAL OPPORTUNITIES

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### **Our commitment**

We are committed to providing equal opportunities in employment and to avoiding unlawful discrimination. This policy is intended to assist putting this commitment into practice. Our aim is that the work environment is free of harassment and bullying and that everyone is treated with dignity and respect, which is an important aspect of ensuring equal opportunities in employment. We have a separate anti-harassment and bullying policy, which deals with these issues.

### **The law**

It is unlawful to discriminate directly or indirectly in recruitment or employment because of a 'protected characteristic'. The Equality Act defines the protected characteristics as being age, disability, sex, gender reassignment, pregnancy, maternity, race (which includes colour, nationality, caste and ethnic or national origins), sexual orientation, religion or belief, or because someone is married or in a civil partnership.

Discrimination after employment may also be unlawful, eg refusing to give a reference for a reason related to one of the protected characteristics.

It is also unlawful to discriminate against or harass a member of the public or service user in the provision of services or goods or to fail to make reasonable adjustments to overcome barriers to using services caused by disability.

The duty to make reasonable adjustments includes the removal, adaptation or alteration of physical features, if the physical features make it impossible or unreasonably difficult for disabled people to make use of services. In addition, service providers have an obligation to think ahead and address any barriers that may impede disabled people from accessing a service.

### **Types of unlawful discrimination**

- **Direct discrimination** is where a person is treated less favourably than another because of a protected characteristic. However, discrimination may be lawful if there is an occupational requirement which is core to a job role and a proportionate means of achieving a legitimate aim.

- **Indirect discrimination** means putting in place, a rule or policy or way of doing things that has a worse impact on someone with a protected characteristic than someone without one, when this cannot be objectively justified.
- **Harassment** is where there is unwanted behaviour related to a protected characteristic (other than marriage and civil partnership, and pregnancy and maternity) which has the purpose or effect of violating someone's dignity or which creates a hostile, degrading, humiliating or offensive environment. It does not matter whether or not this effect was intended by the person responsible for the conduct.
- **Associative discrimination** is where the individual treated less favourably does not have a protected characteristic but is discriminated against because of their association with someone who does, eg the parent of a disabled child.
- **Perceptive discrimination** is where the individual discriminated against or harassed does not have a protected characteristic but they are perceived to have a protected characteristic.
- **Third-party harassment** occurs where an employee is harassed by third parties such as service users, due to a protected characteristic.
- **Victimisation** is treating someone unfavourably because they have taken some form of action relating to the Equality Act, ie because they have supported a complaint or raised a grievance under the Equality Act 2010, or because they are suspected of doing so. However, an employee is not protected from victimisation if they acted maliciously or made or supported an untrue complaint.
- **Failure to make reasonable adjustments** is where a rule or policy or way of doing things has a worse impact on someone with a protected characteristic compared with someone who does not have that protected characteristic and the employer has failed to make reasonable adjustments to enable the disabled person to overcome the disadvantage.

## **Equal opportunities in employment**

We will avoid unlawful discrimination in all aspects of employment including recruitment, promotion, opportunities for training, pay and benefits, discipline and selection for redundancy. Job descriptions will avoid any unnecessary requirements (those unrelated to effective performance) that may otherwise have deterred applicants. We will base decisions on objective criteria. We will consider making reasonable adjustments in recruitment as well as in day-to-day employment.

### **Service users, suppliers and others**

We will not discriminate unlawfully against service users using or seeking to use the services we provide. If you are bullied or harassed by a service user, suppliers, contractor, visitor or others, or if you witness someone else being bullied or harassed, you are asked to report this to your manager who will take appropriate action.

### **Training**

We will provide information and guidance to those involved in recruitment or other decision making where equal opportunities issues are likely to arise to help them understand their responsibilities and to avoid the risk of discrimination.

### **Your responsibilities**

All staff are responsible to support the organisation to meet its commitment and avoid unlawful discrimination. If you believe that you have been discriminated against you should report this to your line manager or the Lead Evangelist under the grievance procedure. If your complaint involves bullying or harassment, the grievance procedure is modified as set out in the dignity at work policy. We take any complaint seriously and you will not be penalised for raising a grievance, even if your grievance is not upheld, unless your complaint is both untrue and made in bad faith.

If you witness what you believe to be discrimination you should report this to your line manager or the Lead Evangelist as soon as possible.

Employees can be held personally liable as well as, or instead of, the organisation for any act of unlawful discrimination. Employees who commit serious acts of harassment may be guilty of a criminal offence. Acts of discrimination, harassment, bullying or victimisation against employees or customers are disciplinary offences and will be dealt with under our disciplinary procedure. Discrimination, harassment, bullying or victimisation may constitute gross misconduct and could lead to dismissal without notice.

### **Monitoring and review**

This policy will be monitored periodically to judge its effectiveness and will be updated in accordance with changes in the law. We will report to the board of trustees on any actions or activities undertaken to improve equality of opportunity. Any information provided by job applicants and employees for monitoring purposes will be used only for these purposes and will be dealt with in accordance with the Data Protection Act 1998.

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## **FLEXIBLE WORKING**

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### **Purpose and scope**

In recent years there has been a growing demand for flexible working, both from individuals who want to achieve a better balance between their work and home life and from employers wanting to align their business needs with the way their employees work and service users /clients' needs.

This policy has been written to explain the process, which we will use to respond to requests by staff to vary hours, pattern or place of work. It applies to all eligible staff, regardless of whether you work full or part time, or have a temporary contract of employment. It does not apply to agency staff and office holders.

You have a statutory right to request a change to your contractual terms and conditions of employment to work flexibly provided you have been continuously employed with us for at least 26 weeks at the date the application is made.

### **Policy**

Our policy is to comply with both the spirit and the letter of the law on the right to request flexible working. To this end its aim is to inform all staff of their right to request flexible working and to ensure those rights are understood and that staff feel confident any decisions regarding their requests will be handled objectively, fairly, free from discrimination, and that staff will not be treated detrimentally because they have asked for flexible working arrangements.

### **Making the request**

To apply for flexible working, please provide the following information in writing and submit this to your manager.

- The date
- A statement that this is a statutory request
- Details of how you would like to work flexibly and when you want to start
- An explanation of how you think flexible working might affect the charity and how this could be dealt with, eg if you're not at work on certain days
- A statement saying if and when you've made a previous application



You can only make one statutory request in any 12-month period. You are asked to let us know if you are making the request because you consider the change could be a reasonable adjustment to support a disability. In such a case some of the requirements of this policy would not apply (ie the minimum period of service, one request per annum).

## **Responding to your request**

Once we receive your written request, we will arrange a discussion with you as soon as possible, unless we agree immediately to your request. It may be that we need to ask you to supply further details before the meeting. If there is likely to be a delay in discussing your request we will inform you. You may be accompanied at the meeting by a work colleague.

Your request will be fully discussed at the meeting. We will carefully consider your request looking at the benefits of the requested changes on working conditions for you as an employee and the charity, and weighing these against any adverse impact of implementing the changes.

Having considered the changes you are requesting and weighing up the advantages, possible costs and potential logistical implications of granting the request, we will write to you with the decision. The decision will be either:

- to accept the request and establish a start date, with or without a trial period and review date. Where the request is granted we will set out what changes will be made to your terms and conditions of employment, or
- to propose an alternative, which may require further discussion, or
- to confirm a compromise agreed at the discussion, or
- to reject the request, setting out the reasons, how these apply to the application and the appeal process.

Requests to work flexibly will be considered objectively; however, we may not always be able to grant a request to work flexibly if it cannot be accommodated. If we turn down your request, it will be because of one, or a combination, of the following reasons, and we will explain why.

- The burden of additional costs is unacceptable to the charity
- Detrimental effect on ability to meet service user / customer demand
- Inability to re-organise work among existing staff

- Inability to recruit additional staff
- Detrimental impact on quality
- Detrimental impact on performance
- Insufficiency of work during the periods the employee proposes to work
- Planned structural changes to the charity

If you are only looking for an informal change for a short period to your working hours or conditions, for instance to pursue a short course of study, we may consider allowing you to revert back to your previous conditions after a specified period, eg three months, or after the occurrence of a specific event, such as the end of a course of study.

You must be aware that if your request is approved you do not have a statutory right to make a further request for a period of 12 months, although you may still ask without the statutory right.

### **Timeframe for dealing with requests**

We will do what we can to deal with requests in a timely manner, although the law requires the consideration process to be complete within three months of first receiving a request, including any appeal. If the request cannot be dealt with within three months, we may ask to extend the consideration process, provided you agree to the extension.

### **Handling requests in a fair way**

We may receive more than one request to work flexibly closely together from different employees and it may or may not be possible to accept all requests. If we agree to a request for flexible working arrangements this does not mean that we can also agree to a similar change for another employee. Each case will be considered on its merits looking at the business case in the order they have been received. We may need to take others' contractual terms into account and we may ask you if there is any room for adjustment or compromise before coming to a decision.

### **Appealing the decision**

If we decline your request and you wish to appeal, you must do so, in writing, within five days of receiving the letter informing you of the outcome. We will then write to you to arrange a meeting to discuss your appeal. This meeting will be held as soon as reasonably

possible and will normally be with the Lead Evangelist. You have the right to be accompanied at that meeting by a work colleague.

There may be circumstances when the Lead Evangelist is unable to meet within the required timeframes, in which case a meeting will be held as soon as is practically possible.

### **The effect on your contract of employment**

Any change in your hours or pattern of work will normally be a permanent change to your contractual terms and conditions. This means that you will not automatically be able to revert back to the previous working pattern (unless otherwise agreed). So, for example, if your new flexible working pattern involves working reduced hours, you will not automatically be able to revert to working full time hours.

Changes to your working pattern may affect other terms and conditions of employment. For example, reducing your hours of work will mean that your pay and leave will be pro-rated accordingly. Your pension may also be affected.

Any changes to your terms and conditions as a result of a change to your working pattern will be confirmed in your decision letter; however, if you have further queries about how a proposed change to your pattern of work might affect your terms and conditions please speak to your line manager.

## **GRIEVANCE PROCEDURE**

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### **Dealing with grievances informally**

If you have a grievance or complaint to do with your work or the people you work with you should, wherever possible, start by talking it over with your manager. You may be able to agree a solution informally between you.

### **Formal grievance**

If the matter is serious and/or you wish to raise the matter formally you should set out the grievance in writing to your manager. You should stick to the facts and avoid language that is insulting or abusive.

Where your grievance is against your manager and you feel unable to approach him or her you should talk to another manager (or Chair of Trustees if appropriate).

### **Grievance hearing**

Your manager will call you to a meeting, normally within five days, to discuss your grievance. You have the right to be accompanied by a colleague or trade union representative at this meeting if you make a reasonable request. After the meeting the manager will give you a decision in writing, normally within 2 working days.

### **Appeal**

If you are unhappy with your manager's decision and you wish to appeal you should let your manager know. You will be invited to an appeal meeting, normally within five days, and your appeal will be heard by a more senior manager (or the Chair of Trustees). You have the right to be accompanied by a colleague or trade union representative at this meeting if you make a reasonable request.

After the meeting the manager will give you a decision, normally within 24 hours. The manager's decision is final.

## MATERNITY LEAVE AND PAY

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### **Purpose and scope**

This policy and procedure applies to all current employees, whether full or part-time, temporary or fixed-term.

The purpose of this policy and procedure is to provide managers and staff with clear information about our maternity provisions. This document sets out our policy on maternity leave, pay, and arrangements surrounding returning to work after maternity leave. It also sets out the procedures which we need to follow at various stages, before, during and after maternity leave.

This document provides basic guidance on the health and safety aspects of working whilst pregnant, although further specific information can be obtained from your line manager.

### **Procedure**

#### Telling your manager that you are pregnant

As soon as you know that you are pregnant, you are encouraged to tell your manager. This is in your own interests, and ensures that we can take any necessary steps to look after your health and safety and that of your baby.

As soon as you tell us that you are pregnant, we will conduct an assessment of any health and safety risks to you or your baby. Early notice also allows us to let you know what your rights will be to maternity leave and pay. However, you do have the right to wait until the 15th week before you expect the baby before telling us that you are pregnant. Either way, you are required to confirm in writing the fact that you are pregnant, attaching a copy of your MAT B1 and indicating when you expect to start your maternity leave. You should note that you have the right to change the start date of your maternity leave provided that you give at least 28 days written notice of the change.

#### Note on the MAT B1 certificate

The MAT B1 is a form signed by a doctor/midwife confirming your expected week of childbirth (EWC). Hospitals and GP surgeries have different policies regarding when the MAT B1 should be signed and by whom. The MAT B1 is not always issued automatically and you may have to ask your doctor/midwife for a copy.

## **Entitlements**

### Ante-natal Care

During your pregnancy, your doctor/midwife will make regular appointments with you for ante-natal checks, scans, tests etc. You are entitled to take reasonable time off work to attend these appointments, regardless of your length of service or the hours that you work. This time off will be paid and you will not be expected to make up the time. You should, however, give your manager as much notice as possible of your appointments and, after the first one, should show them the appointment card from the hospital or clinic.

### Maternity leave

You are entitled to take up to 52 weeks' maternity leave. This is made up of 26 weeks of ordinary maternity leave (OML) plus 26 weeks' additional maternity leave (AML). You also have the right to return to work after the end of your OML or AML. This right applies to all female employees regardless of length of service or the number of hours worked per week.

You can choose when to start your maternity leave. This can be any date from the beginning of the 11th week before the week the baby is due. The law requires that an employee take a minimum of two weeks maternity leave immediately following the birth.

### Sick leave during your pregnancy or maternity leave

If you are off sick due to a pregnancy-related illness any time after the beginning of the fourth week before the start of the expected week of childbirth (EWC), then your maternity leave period will begin straight away.

If you are off sick due to a non pregnancy-related illness any time after the beginning of the fourth week before the start of the expected week of childbirth (EWC), it will be treated as sick leave in the usual way.

Any pregnancy-related sick leave taken before the start of the fourth week will be treated as sick leave in the usual way.

### Early births

If the birth of your baby occurs before the 11th week before the EWC or your planned date of leaving, your maternity leave will commence the day after your baby is born.

## Maternity pay

You are eligible to receive 39 weeks statutory maternity pay (SMP) if:

- you have at least 26 weeks' continuous service by the end of the 15th week before the expected week of childbirth (EWC) ('the qualifying week')
- you have average weekly earnings in the eight weeks up to and including the qualifying week of at least the lower earnings limit for Class 1 National Insurance contributions.

If you qualify for SMP, it will usually be paid for a period of up to 39 weeks. Rates are fixed by law and are subject to tax and National Insurance deductions. During the first six weeks of this 39 week period, SMP is paid at 90% of your average weekly earnings; thereafter you will receive the weekly lower statutory maternity rate or 90% of your weekly earnings, whichever is the lesser amount. Your average weekly earnings are calculated over the eight weeks prior to the end of your qualifying week (15th week before the EWC). (See here for details of statutory rates: [www.gov.uk/maternity-pay-leave/pay](http://www.gov.uk/maternity-pay-leave/pay).)

If you do not qualify for SMP you may be eligible to receive maternity allowance. You should contact your local Job Centre for details of this benefit.

## Shared parental leave (SPL)

You are entitled to curtail your maternity leave and pay and instead take SPL and pay with your partner/the father of the child, subject to meeting the eligibility criteria. SPL enables parents to choose how to share the care of their child during the first year of birth. Its purpose is to give parents more flexibility in considering how to best care for, and bond with, their child. See the shared parental leave policy.

## The effect of maternity leave on contractual benefits

During your maternity leave you will be entitled to receive the contractual benefits that you would normally receive if you were at work with the exception of cash benefits (eg remuneration and allowances).

On return to work following OML and AML you are entitled to benefit from any general improvements to the rate of pay (or other terms and conditions) that you would have received had you been at work. This may also lead to a re-calculation of your SMP entitlements.

## Annual Leave

Your contractual annual leave entitlement continues to accrue during your maternity leave. You can choose to take any leave accrued, as a block, either before you commence maternity leave, immediately upon your return to work or a combination of the two. You should be aware that if you take the annual leave before starting maternity leave and then leave employment mid-way through the maternity leave, the usual deductions will apply from your final salary or we may ask for an appropriate refund.

## Pension scheme

Occupational pension contributions continue during OML and during any period of paid maternity absence.

## **Maintaining contact during maternity leave**

Some people choose to have little if any contact with work during their maternity leave while others want to maintain a high level of contact. Before you start your maternity leave, your manager will meet with you to discuss reasonable contact arrangements during your maternity leave. Below is a list of the sorts of information you may want to be kept informed about.

- Notes of team and other important meetings
- Details of internal vacancies which arise
- Details of important announcements given in the team meeting
- Details of significant developments to working practices
- Details of changes to the team structure
- Details of any training courses which are offered to the team

There may be occasions when we need to contact you even if you have indicated that you do not wish to be contacted. In these circumstances contact will only be made when there is significant information which might affect you. For example, where there are changes proposed to the job you are expected to return to.

## **Keep in touch (KIT) days**

You may work for up to 10 days during your maternity leave. KIT days can only be worked by mutual agreement; that is to say both you and the employer must agree to the



work/training taking place. When agreeing KIT days you and your manager should agree the type of work to be carried out and the duration in advance. Particular care should be taken when agreeing a rate of pay because payment for KIT days is off-set against statutory maternity pay and not in addition to it. Therefore you and your manager should agree a rate that is acceptable to both for that week which must be equal to or in excess of the rate of SMP.

## **Returning to work**

We will assume that you will take your full maternity leave entitlement and intend to return to work doing the same job (see paragraph below regarding entitlement to return to the same job after maternity leave), with the same hours, unless you notify us, in writing, or request otherwise. In other words, you do not have to notify us if you intend to return to work at the end of your AML.

If you want to return to work before the end of your maternity leave, you will need to notify your manager in writing giving at least eight weeks' notice of your intended return date. If you do not give at least eight weeks' notice, your manager may delay your return to work by up to a further eight weeks where there is good reason.

You have the right to resume working in the same job if returning to work from OML. If you return to work after a period of AML, you are entitled to return either to the same job or, if this is not reasonably practicable, to another suitable job that is on terms and conditions not less favourable.

If you decide not to return to work after your maternity leave, you will need to resign giving the appropriate notice as specified in your contract of employment.

## **Requesting a change to your pattern of work**

You have the right to request that we consider changing your pattern of work (subject to eligibility criteria). See the flexible working policy.

## **Your health and safety**

### Risk assessment

While most women are able to work normally during pregnancy, there are some duties which are best avoided or minimised. Your manager may be able to reorganise your work to avoid/minimise such duties or may arrange different work for you within your capability, for

health and safety reasons. Only in exceptional cases would other action be required, eg suspension on medical grounds or other appropriate action.

Once you tell your manager of your pregnancy, your manager will hold a meeting with you to discuss health and safety issues. In consultation with you, your manager will complete a risk assessment, agreeing with you any measures to be taken. Your manager will hold regular meetings with you throughout your pregnancy in order to review the initial assessment. If you have any concerns please raise these directly with your manager.

#### Note rest facilities

There should be somewhere at each work place where a pregnant or nursing mother can rest. This may be a staff room, first aid room or if space does not permit, a comfortable chair away from the work area may have to suffice.

## **PATERNITY LEAVE AND PAY**

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### **Purpose and scope**

We are committed to encouraging family friendly policies where practicable. Detailed below is an outline of entitlement to paternity leave and pay. Immediately you discover your spouse/partner is pregnant, you should contact your manager so that you can be briefed on your entitlements. Ordinary paternity leave is also available to adoptive parents (either the adoptive father or the adoptive mother) where a child is matched or newly placed with them for adoption.

### **Eligibility**

To qualify for ordinary paternity leave and pay, you will need to have at least 26 weeks service by the end of the 15th week before the expected week of childbirth (EWC) or ending with the week in which you were notified of having been matched with the child. You must also have, or expect to have, responsibility for the upbringing of the child.

### **Ante-natal appointments**

An expectant father or the partner (including same sex) of a pregnant woman is entitled to take unpaid time off work to accompany the woman to up to two of her ante-natal appointments. The time off is capped at six and a half hours for each appointment. 'Partner' includes the spouse or civil partner of the pregnant woman and a person (of either sex) in a long-term relationship with her. The right applies whether the child is conceived naturally or through donor insemination. It also extends to those who will become parents through a surrogacy arrangement if they expect to satisfy the conditions, and intend to apply, for a parental order for the child born through that arrangement.

Employees who are adopting a child are entitled to take time off to attend adoption appointments. Please see the adoption policy for full details.

You should endeavour to give your manager as much notice as possible of when you need the time off for the antenatal appointment. We may ask you for a declaration stating the date and time of the appointment and that you qualify for the unpaid time off through your relationship with the mother or child, and that the time off is for the purpose of attending an ante-natal appointment with the expectant mother that has been made on the advice of a registered medical practitioner, nurse or midwife.

## **Ordinary paternity leave (OPL)**

An employee whose wife, civil partner or partner gives birth to a child, or who is the biological father or either adoptive parent of the child, is entitled to two weeks' ordinary paternity leave. OPL can commence from the date of the child's birth, or child's placement with the adopter, or within 56 days of the birth or date of placement. If the child is born early, OPL may be taken between the date of birth and up to the 56th day after the EWC.

Ordinary paternity leave must be taken in a single block of one or two weeks within eight weeks of the birth or adoption of the child. Only one period of leave is available to employees irrespective of whether more than one child is born as the result of the same pregnancy.

If you choose to start your OPL on a fixed and predetermined date and the child is not born or placed for adoption by that date, you must change the date you want to start your leave and notify us in writing as soon as you reasonably can. If you take both OPL and shared parental leave you must take ordinary paternity leave first.

### Notification of ordinary paternity leave

You must inform your manager in writing of your intention to take OPL by the end of the qualifying week, unless this is not reasonably practicable. You must tell your manager:

- the week the baby is due
- whether you wish to take one or two weeks' leave
- when you want your leave to start.

In the case of an adopted child, you must give notice of your intention to take ordinary paternity leave no later than seven days after the date on which notification of the match with the child was given by the adoption agency. The notice must specify the date the child is expected to be placed for adoption, the date you intend to start ordinary paternity leave, the length of the intended ordinary paternity leave period and the date on which the adopter was notified of having been matched with the child.

You can change your mind about the date on which you want the leave to start providing you tell your manager at least 28 days in advance (unless this is not reasonably practicable).

### **Ordinary statutory paternity pay (OSPP)**

You will qualify for OSPP if your weekly earnings in the eight weeks up to and including the Qualifying Week (QW) are not less than the lower earnings limit for the payment of National Insurance contributions. The QW is 15 weeks before the baby is due or the week during which you are notified of being matched with a child for adoption.

Paternity leave will be paid at the prevailing rate of SPP or 90% of average weekly earnings if this figure is less than OSPP.

### **Shared parental leave (SPL)**

The birth mother or primary adopter is entitled to curtail their maternity/adoption leave and pay and instead take SPL and pay in conjunction with the child's father (in the case of birth) or the spouse, civil partner or partner of the child's mother/adopter, subject to meeting the eligibility criteria. SPL enables parents to choose how to share the care of their child during the first year of birth. Its purpose is to give parents more flexibility in considering how to best care for, and bond with, their child. See the shared parental leave policy.

### **Pay increases awarded during paternity leave**

We will ensure that while you are on PL you are not left out of a pay award which you would ordinarily have been entitled to. This means that if we make a pay award which takes effect during your PL, then when you return to work, you will return to the 'new' rate of pay that applies to the job you are returning to.

### **Returning to work**

On resuming work after PL, you are entitled to return to the same job as you occupied before commencing paternity leave on the same terms and conditions of employment as if you had not been absent.

### **Requesting a change to your pattern of work**

You have the right to request that the organisation considers changing your pattern of work (subject to eligibility criteria). See the flexible working policy.

**Additional paternity leave**

Additional paternity leave is available to eligible employees who may take up to 26 weeks' unpaid additional paternity leave within the first year of their child's life provided that the mother has returned to work.

## Pay

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### **Purpose and scope**

As a small employer with limited resources, it is very important that we effectively use the money we have available for remuneration. This policy describes the broad principles that we will follow as an employer when setting and reviewing pay.

This policy applies to all staff working for us either on a casual, fixed term or permanent basis. The organisation does not usually employ agency workers. In the event that we do, we will ensure that pay for longer term agency workers (who are with us for a continuous period of over 12 weeks) is comparable to the pay offered for directly employed staff who carry out comparable work.

### **Pay policy principles**

#### Pay equality

The organisation strives to be an equal opportunity employer. This means our intention is to treat all staff equitably with regards to the terms and conditions of employment offered, including pay. The board will review pay levels from time to time to identify and address any anomaly.

#### The living wage (as set by the Living Wage Foundation)

The organisation fully supports the living wage and will aim to pay at this level, subject to affordability. Living wage figures are usually announced annually in November and we will take the figure into account when reviewing pay.

#### Pay reviews

Pay will be reviewed annually (in March) following a performance appraisal conducted by the relevant line manager. In deciding on whether to increase pay, we will first consider whether we have the funds to do so. Some years we may not have the funds to increase your pay.

If we do increase pay, we will decide on the level of pay rise taking a number of factors into account, including the living wage, the retail price index (RPI) and the consumer price index (CPI), and the level of other pay settlements. Any pay review will be recommended by the Lead Evangelist and will be subject to the approval of the board.

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## New staff

New staff will be offered a salary that takes into account the skills and experience they bring to the role, pay equality, and affordability.

## Exclusions

Any member of staff subject to poor performance or misconduct procedures would not be eligible for a review until the expiry of any warning.

## **Written terms and conditions**

All staff will be given a written statement of their individual terms and conditions with regards to salary and arrangements for working hours, deductions, holiday, any overtime payable or time off in lieu. Any changes to these terms and conditions will be notified to the individual in writing.

If you have any queries on your pay level or any pay review, you are asked to raise this with your manager in the first instance.

## **Policy review**

The overall responsibility for this policy lies with the Lead Evangelist and board.



## REDUNDANCY

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### **Purpose and scope**

The aim of this policy is to set out the principles and processes in the event that we need to consider making redundancies. This policy is not contractual which means that and we may alter this policy at any time. If we do make changes we will let you know what they are.

### **Introduction**

We place a high priority on maintaining job security for all our staff. However financial constraints, funding shortages, re-organisation, changes in working methods and other circumstances may result in the requirement to reduce the number of staff. This in turn may lead to a redundancy.

A redundancy situation occurs where there is a reduction (or ending) of work that leads to a reduction in the number of staff employed at a place of work. Redundancy can also occur when an employer needs to make changes in the way work is organised.

If the work that we are commissioned to deliver is transferred to another employer then you may be transferred to the new provider under the Transfer of Undertakings (Protection of Employment) regulations (TUPE) in which case you would not be redundant.

### **Principles**

Wherever there is a risk of redundancy, we aim to:

- reduce, avoid or limit the effects of compulsory redundancies
- follow a genuine and meaningful consultation process
- actively consider alternative employment
- ensure that if redundancy occurs, we handled it in accordance with the law
- follow a transparent, fair and reasonable process.

### **Selection for redundancy**

If we need to contemplate a potential redundancy, we will identify the posts that are potentially affected and consider whether redundancy can be avoided. Where appropriate

we will consider voluntary redundancies although we reserve the right to decline a request where we need to retain particular skills, knowledge or experience.

If we need to reduce the numbers of posts in a particular role and there are more staff than available posts, we will use specific criteria on which to select. Such criteria will be designed to ensure that we retain the knowledge, skills, experience and flexibility that we need for the future. Selection criteria will not be relevant where a single post is identified at risk of redundancy.

## **Consultation**

In the event of a risk of redundancy identified by management and trustees, we will consult with staff to discuss proposals, answer questions and gather views and suggestions before a final decision is made.

- Where fewer than 20 staff are at risk of redundancy, we will consult with staff on an individual basis.
- Where 20 or more staff are at risk of redundancy, we will consult with staff representatives for a minimum of 30 days before the first dismissal takes effect.

## **Statutory redundancy pay**

If you are made redundant you will be entitled to statutory redundancy pay if you are an employee and have over two years' service. Statutory redundancy pay is calculated dependent on your salary, length of service and age (both salary and service are capped) as follows.

- ½ week's pay for each full year of service where your age was under 22
- 1 week's pay for each full year of service where your age was 22 or above, but under 41
- 1½ week's pay for each full year of service where your age was 41 or above

Length of service is capped at 20 years and weekly pay is capped at rate set by the government in April of each year. See [DirectGov](#) for further information on qualifying rules and statutory rates.

## **Notice**

If you are made redundant you will be entitled to notice. The period of notice will be stated in your employment contract. If statutory notice exceeds what is stated in your contract then you would be entitled to statutory notice. Statutory notice is at least one week's notice if employed between one month and two years, one week's notice for each year if employed between two and 12 years, and 12 weeks' notice if employed for 12 years or more.

In most cases you will be required to work out your notice period. However, in some cases we may decide it is more appropriate to give a payment in lieu of notice. This will be at our discretion and will depend on the circumstances at the time.

Formal notice of redundancy will be confirmed in writing and will include the calculation for any payments due on termination, including any statutory redundancy pay entitlement.

During the notice period, you will be entitled to reasonable paid time off for alternative job search, eg to attend interviews. This time off must be agreed in advance.

## **Redeployment**

If we have a suitable alternative role you may be offered that role. The new role would begin immediately after the notice period for the redundant role comes to an end. Offers of alternative employment which are made in this way will include a statutory trial period of four weeks.

If at any stage during the trial period either party concludes the role is not suitable, then your right to redundancy payment is preserved. If we believe that you have unreasonably refused a suitable alternative employment, you will lose your right to a redundancy pay.

## **Appeals**

You will be given an opportunity to appeal against your redundancy dismissal. The redundancy notice letter will confirm who the appeal should be lodged to and the timescales to appeal. The appeal would normally be heard by a member of the board of trustees. There is no further right of appeal.

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## RETIREMENT

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### **Purpose and scope**

The purpose of this policy is to set out our approach to the retirement of employees.

### **Policy**

We do not operate a compulsory retirement age, but are committed to equal opportunities for all employees and recognise the contributions of a diverse workforce, including the skills and experience of older employees. We believe that employees should, wherever possible, be permitted to continue working for as long as they wish to do so. We operate a flexible retirement policy and staff may voluntarily retire at a time of their choosing.

### **Procedure**

If you have decided that you wish to retire, you should inform your manager in writing as far in advance as possible and, in any event, no later than the notice period as set out in your contract of employment. This will assist us with succession planning.

We will write to you acknowledging your notice to retire. Your manager will arrange a meeting with you to discuss the arrangements for your retirement, including the intended retirement date, succession and handover plans, pension details and phased retirement, if applicable.

You are advised to consider your pension provision and take independent financial advice before making any decision in relation to retirement.

### Workplace discussions

We invite all staff to regular workplace discussions. During those discussions, your manager will discuss your performance, developmental or training needs and as well as any future plans and expectations in the short-, medium- and long-term. During those meetings, you may discuss your future plans or proposals for retirement.

If you raise the possibility of retirement we will not make any assumptions about your commitment to your job or the charity. We want to retain the best talent, including older employees and workplace discussions are an opportunity for both you and us to plan jointly for the future.

## Succession planning

An employee who is shortly to retire will often have considerable knowledge in relation to their role and responsibilities and therefore it is likely that we will need your assistance and cooperation for succession planning. Prior to retirement, you may therefore be asked to:

- provide full written details of the status of work projects and future steps
- develop a job description, including key competencies and skills required for the role
- ensure a smooth handover of work
- assist in training any successor.

## **Phased retirement**

If you have notified us that you wish to retire, we will consider and, if appropriate, discuss the option of phased retirement with you. Alternatively, you may decide that you do not wish to retire in the near future but would benefit from alternative working arrangements in the short or medium term, in which case you may make a request for a different pattern of work.

Phased retirement allows a change of working pattern so that you can reduce your hours gradually (for example, move to part-time working) prior to retirement. It may, for example, involve changes to your responsibilities to help us with succession planning, and help you adjust to, and prepare for, retirement.

We will consider all requests for changes to their working patterns and will not make any changes to your working pattern without your written consent.

A reduction in working hours may result in a reduction in salary and other benefits. You should check any pension arrangements before making any decision on this. You are under no obligation to participate in phased retirement.

## SHARED PARENTAL LEAVE

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### **Purpose and scope**

This policy and procedure applies to all current employees, whether full or part-time, temporary or fixed-term. It does not apply to agency workers or to self-employed contractors.

The purpose of this policy and procedure is to provide managers and staff with clear information about our shared parental leave (SPL) provisions. This document sets out our policy on SPL, shared parental pay (ShPP) and arrangements surrounding returning to work after SPL. It also sets out the procedures which we need to follow at various stages, before, during and after SPL.

SPL also applies where a child is placed for adoption. The arrangements in relation to adoption are very similar to those that apply in relation to the birth of a child. If you are considering taking SPL in relation to the adoption of a child you should contact the Lead Evangelist, who will provide you with further information regarding eligibility and notice requirements.

### **Policy**

Our policy is to comply with both the spirit and the letter of the law on SPL rights. To this end our aim is to inform you of your rights and provide clear procedures.

### **Summary of SPL**

SPL allows working parents to share periods of leave and/or pay entitlement following the birth or adoption of a child. Up to 50 weeks statutory maternity leave (SML) and up to 37 weeks statutory maternity pay (SMP) may be available to be shared. The leave can be shared so that it is taken at the same time as your partner or at different times.

How much leave or pay can be shared will depend upon how much maternity leave and maternity pay has been used by the child's mother/primary adopter. It is only the untaken balance that can be taken. If for example the child's mother/primary adopter is entitled to 52 weeks maternity leave and 39 weeks maternity pay and has taken 16 weeks leave and pay, the balance of 36 weeks leave and 23 weeks' pay can be shared.

In order for SPL to be taken the child's mother or main parent must meet the eligibility criteria and bring her/his entitlement to maternity leave or maternity pay or maternity allowance (MA) to an end. However, if you are the child's birth mother you must take the compulsory two weeks maternity leave following birth.

If you are the child's father or mother's partner, you must also meet eligibility criteria to take SPL. If the mother/primary adopter and you are not going to take SPL but stay with maternity or adoption leave you may still have an entitlement to statutory paternity leave and pay.

### **Eligibility criteria**

SPL can only be used by two people:

- the mother/main adopter
- the father of the child, or, the spouse, civil partner or partner of the child's mother/adopter.

Both parents must share the main responsibility for the care of the child at the time of the birth/placement for adoption. The eligibility criteria are outlined in the forms contained as appendices to this policy.

### **Evidence of entitlement**

Within 14 days of the SPL entitlement notification being given, we will request you to confirm in writing:

- the name and business address of your partner's employer (where your partner is no longer employed or is self-employed their contact details must be given instead)
- in the case of biological parents, a copy of the child's birth certificate (or, where one has not been issued, a declaration as to the time and place of the birth)
- in the case of an adopted child, documentary evidence of the name and address of the adoption agency, the date on which they were notified of having been matched with the child and the date on which the agency expects to place the child for adoption.

To be entitled to SPL, you must produce this information within 14 days of our request.



## Forms to be completed

### Mothers opting to take SPL

Please refer to the ACAS website for [shared parental leave forms](#).

Any mother who wants to take SPL will need to give us three notices/declarations.

- **Leave curtailment notice:** this gives us written notice that you will end your maternity leave in favour of taking SPL.
- **Opt-in notice:** this explains that you are entitled to take SPL and that you intend to take it.
- **Period of leave notice:** this sets out the start and end dates of your SPL and if you intend to claim ShPP, if applicable.

NOTE: These notices must be received by the organisation at least EIGHT WEEKS BEFORE YOU INTEND TO TAKE SPL.

### Fathers (or partners of mothers) opting to take SPL

You must give us, no later than eight weeks before you want the SPL to start:

- an opt-in notice
- a period of leave notice.

## Booking shared parental leave

SPL can only be taken in complete weeks but may begin on any day of the week. For example, if a week of SPL began on a Tuesday it would finish on a Monday. If you return to work between periods of SPL, the next period of SPL can start on any day of the week. SPL can be taken at any time until 12 months after the baby is born. It cannot start until two weeks after the birth.

You can choose to take SPL at the same time as your partner or at different times to your partner. You can also choose to take a continuous block of time or you can ask to take it as discontinuous periods.

## Continuous leave notifications (known as 'notices')

A notification can be for a period of continuous leave, which means a notification of a number of weeks taken in a single unbroken period of leave (for example, six weeks in a row).

You have the right to take a continuous block of leave notified in a single notification, so long as it does not exceed the total number of weeks of SPL available to you and you have given us at least eight weeks' notice. You may submit up to three separate notifications for continuous periods of leave.

## Discontinuous leave notifications ('notices')

A single notification may also contain a request for two or more periods of discontinuous leave, which means asking for a set number of weeks of leave over a period of time, with breaks between the leave where you return to work (for example, an arrangement where an employee will take six weeks of SPL by working every other week for a period of three months).

Where there is concern over accommodating the notification, we may request a meeting with a view to agreeing an arrangement that meets the needs of both parties (see 'Discussions regarding SPL').

We will consider a discontinuous leave notification but we have the right to refuse it. If the leave pattern is refused, you can either withdraw your request within 15 days of giving it, or you can take the leave in a single continuous block.

You have the right to submit up to three notices specifying leave periods you are intending to take. Remember that if you want to change your mind over a period of SPL and submit a variation notice, this will count as another of the three notices. If you withdraw a notice for discontinuous leave within 15 days of submitting it, it won't count as one of the three notices.

## **Maximum number of blocks of leave**

The total number of periods of leave which you will be able to take is three.

## **Responding to a SPL notification**

Once we receive the leave booking notice, we will deal with it as soon as possible, but a response will be provided no later than the 14th day after the leave request was made. All eligible notices for continuous leave will be acknowledged in writing.

All requests for discontinuous leave will be carefully considered, weighing up the potential benefits to both parties against any adverse impact to the charity.

If we believe that it will be difficult to accommodate a request for discontinuous leave you will be invited to discuss this at a formal meeting. At the meeting you may, if you wish, be accompanied by a workplace colleague or a trade union representative. The purpose of the meeting is to discuss:

- the leave proposed
- what will happen while you are away from work
- how the leave proposal could be agreed
- whether a modified arrangement would be agreeable
- what the outcome may be if no agreement is reached.

Each request for discontinuous leave will be considered on a case-by-case basis. Agreeing to one request will not set a precedent or create the right for another employee to be granted a similar pattern of SPL.

You will be informed in writing of the decision as soon as is reasonably practicable, but no later than the 14th day after the leave notification was made. The request may be granted in full or in part: for example, the organisation may propose a modified version of the request.

## **Variations to arranged SPL**

You have the right to vary or cancel an agreed and booked period of SPL, provided that you advise us in writing at least eight weeks before the date of any variation. Any new start date cannot be sooner than eight weeks from the date of the variation request.

A change as a result of a child being born early, or as a result of the charity requesting it be changed, and provided you are agreeable to the change, will not count as one of the three notifications. Any variation will be confirmed in writing by the organisation.

### **Shared parental pay (ShPP)**

Statutory ShPP of up to 39 weeks (less any weeks of statutory maternity pay claimed by you or the other parent) may be available provided you have at least 26 weeks' continuous employment with us at the end of the qualifying week and your average earnings are not less than the lower earnings limit set by the government each tax year. ShPP is paid at a rate set by the government each year.

### **The effect of SPL on contractual benefits**

Your terms and conditions of employment remain in force during SPL, except for the terms relating to pay.

#### Annual leave

Annual leave entitlement will continue to accrue at the rate provided under your contract. If your SPL will continue into the next holiday year, any holiday entitlement that cannot reasonably be taken before starting your leave can be carried over. Please discuss your holiday plans with your manager in good time before starting SPL. All holiday dates are subject to approval by your manager.

#### Pension scheme

If you are a member of the pension scheme, we will continue to make the employer pension contributions during any period of paid SPL, based on your normal salary, in accordance with the pension scheme rules. Any employee contributions you make will be based on the actual amount of any ShPP you are receiving. You must inform the charity in writing if you wish to make up any shortfall in employee contributions.

### **Maintaining contact during SPL**

Some people will choose to have little, if any, contact with work during their SPL while others want to maintain a high level of contact. Before you start your SPL, your manager will meet with you to discuss reasonable contact arrangements during your SPL. Below is a list of the sorts of information you may want to be kept informed about:

- notes of team and other important meetings
- details of internal vacancies which arise
- details of important announcements given in the team meeting

- details of significant developments to working practices
- details of changes to the team structure
- details of any training courses which are offered to the team.

There may be occasions when we need to contact you even if you have indicated that you do not wish to be contacted. In these circumstances contact will only be made when there is significant information which might affect you. For example where there are changes proposed to the job you are expected to return to.

### **Shared parental leave in touch (SPLIT) days**

You may ask or be asked to work (including attending training) on up to 20 'keeping-in-touch' days during your SPL (SPLIT days). This is in addition to any KIT days that you may have taken during maternity leave. SPLIT days are not compulsory and must be discussed and agreed with your manager. You will be paid at your normal basic rate of pay for time spent working on a SPLIT day, which will be inclusive of any ShPP entitlement.

### **Returning to work**

If you want to end a period of SPL early, you must give us eight weeks' prior notice of the return date. It is helpful if you give this notice in writing. If you have already used your three notifications to book and/or vary leave then we do not have to accept the notice to return early but may do if it is considered to be reasonably practicable to do so.

If you want to extend your SPL you must submit a new period of leave notice at least eight weeks before the date you were due to return to work, assuming you still have SPL entitlement remaining and have not already submitted three periods of leave notices. If you are unable to request more SPL you may be able to request annual leave or ordinary parental leave, which will be subject to business need.

You will have been formally advised in writing by us of the end date of any period of SPL. You are expected to return on the next working day after this date, unless you notify us otherwise. If you are unable to attend work due to sickness or injury, the normal arrangements for sickness absence will apply. In any other case, late return without prior authorisation will be treated as unauthorised absence.

On returning to work after SPL, you are entitled to return to the same job if your aggregated total statutory maternity/paternity/adoption leave and SPL amounts to 26 weeks or less.

The same job is the one you occupied immediately before commencing maternity/paternity/adoption leave and the most recent period of SPL, on the same terms and conditions of employment as if you had not been absent.

If your maternity/paternity/adoption leave and SPL amounts to 26 weeks or more in aggregate, you are entitled to return to the same job you held before commencing the last period of leave or, if this is not reasonably practicable, to another job which is both suitable and appropriate and on terms and conditions no less favourable.

### **Fraudulent claims**

Where there is a suspicion that fraudulent information may have been provided or where we have been informed by the HMRC that a fraudulent claim was made, we will investigate the matter further in accordance with the usual disciplinary procedures.

## WELLBEING AND MANAGING STRESS AT WORK

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### Introduction

Sorted are committed to supporting the positive wellbeing of all staff and volunteers.

We recognise that managing stress plays a significant role in managing wellbeing.

The Health and Safety Executive (HSE) defines stress as ‘...the adverse reaction people have to excessive pressures or other types of demand placed on them at work’. It highlights that stress is not an illness – it is a state. However, if stress becomes excessive and prolonged, mental and physical illness may develop.

The HSE make a distinction between being under pressure, which it states can often improve performance and be a good thing, and stress which results from excessive demands and pressures.

### Policy

In a world of constant change, we recognise that we experience pressure to perform and conflicting demands, therefore stress will be experienced by all of us at some point. Since stress is a human perception, what might be stressful for one person may not be for another. We are all different, have different life experiences, different genes and different states of health and levels of coping skills.

Stress can arise in any job and we will take reasonable steps to identify and deal with stress through the use of risk assessments, good management practices and staff involvement. Stress caused by factors outside of the workplace can also have a detrimental impact on individuals and the charity.

### Stress caused by personal life

Where all or part of the causes of stress are related to home or personal factors, we will take what steps we can to support you to manage or resolve the cause of stress. This may involve, for example, responding positively to requests for flexible working, temporarily reducing workload or responsibilities, allowing time off to attend doctors, counsellor or solicitor appointments, and so on.

## **Stress caused by employment**

Regular staff supervision, annual appraisal, team meetings and an 'open door' policy should provide the opportunity for staff and managers to discuss any concerns about stress. Our policies and procedures provide guidance on expectations to ensure good staff relations and clarity.

If you feel there are pressures building up in your job you are encouraged to talk to your line manager. This will enable your manager to discuss the causes of stress and to take steps to reduce levels of anxiety.

Your manager (in some situations an alternative person may be more appropriate) will meet with you to identify the nature of the problem, discuss the causes of stress and discuss what can be done to alleviate or manage the stress. Your manager may need to make enquiries to decide what help could be offered. Consideration will be given to a stress risk assessment. Your manager will agree an action plan with you, and will organise a date on which the plan will be reviewed.

If these steps do not help reduce stress, then you should talk to your manager as soon as possible (without waiting for the review date) with a view to considering what further steps could be put in place to reduce levels of anxiety either on a temporary or permanent basis.

## **The role of management in preventing/managing stress**

We will take the following actions to assist in preventing and managing stress.

- Providing opportunities for staff to contribute ideas, especially in planning and organising their jobs
- Allowing staff to plan work and make decisions over how their work should be tackled
- Helping staff prioritise work
- Having clear objectives linked to the job
- Talking regularly to staff to ensure people know what their job requires them to do
- Providing staff with the necessary training to do their jobs
- Using techniques such as job rotation and job enrichment where appropriate
- Making sure other hazards, such as the threat of violence, are identified and controlled



- Avoiding encouraging excessive hours
- Ensuring there are effective systems for preventing or dealing promptly with bullying and harassment
- Considering flexible working solutions to work/life balance problems
- Having good communication structures with staff

Actions should be considered in conjunction with the Five Ways to Wellbeing.

- Connect – Strengthening relationships with others and feeling close to and valued by others, including at work, is critical to boosting wellbeing.
- Keep Learning – Being curious and seeking out new experiences at work and in life.
- Be Active – Being physically active, including at work improves physical health, mood and wellbeing, and decreased stress.
- Give – Carrying out acts of kindness, whether small or large, can increase happiness, life satisfaction and general sense of wellbeing.
- Take Notice – Paying more attention to the present moment, thoughts and feelings, and to the world around, boosts our wellbeing.

### **Further information**

The NHS provides some helpful information on recognising and dealing with stress.

## TIME OFF FOR PUBLIC DUTIES

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### **Taking time off for public duties**

If you hold a public position outside of your work with us, you are able to take a reasonable amount of unpaid time off work over and above your normal [holiday entitlement](#). Common examples of public positions include being a [magistrate](#) (Justice of the Peace), a local councillor or a school governor.

If you want to take time off for public duties you should make a request to your manager with as much notice as possible giving any dates you wish to take, stating the expected length of your absence. The amount of time must be reasonable and will normally be agreed between you and your manager. We will consider your request and will take into account the amount of time you have previously taken off for public duties and how the request will impact on the charity. If the time off is agreed you will not be required to make up the time.

Where the amount of time off you require for public duties becomes excessive, or begins to cause operational difficulties, we may need to decline further time off in the immediate future. Alternatively, you may be permitted to take your annual holiday entitlement for this purpose.

### **Time off for jury service**

You will also be provided with time off work if you have been called for jury service, unless the time off may have a significant detrimental impact on the charity, in which case we may ask you to delay your jury service.

Time off for jury service will be unpaid. However, you can claim a loss of earning allowance from the court. You will be provided with a certificate of loss of earnings form with confirmation of your jury service. You should pass this form to your manager for completion.

## PROTECTED DISCLOSURES

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### Policy

It is important that any fraud, misconduct or wrongdoing by staff or others working on behalf of the charity is reported and properly dealt with. We therefore require all individuals to raise any concerns that they may have about the conduct of others in the charity or the way in which the organisation is run. This policy sets out the way in which individuals may raise any concerns that they have and how those concerns will be dealt with.

### Background

The Public Interest Disclosure Act 1998 amended the Employment Rights Act 1996 to provide protection for workers who raise legitimate concerns about specified matters in the public interest. These are known as 'protected disclosures'. These protected disclosures must follow certain qualifying characteristics, known as; 'qualifying disclosures'. A qualifying disclosure is one made by an employee who has a reasonable belief that any of the following is being, has been or is likely to be, committed:

- A criminal offence
- A miscarriage of justice
- An act creating risk to health and safety
- An act causing damage to the environment
- A breach of any other legal obligation
- Concealment of any of the above

It is not necessary for you to have proof that such an act is being, has been, or is likely to be, committed – a reasonable belief is sufficient. You have no responsibility for investigating the matter – it is the charity's responsibility to ensure that an investigation takes place.

If you make a protected disclosure you have the right not to be dismissed, subjected to any other detriment or victimised because you have made a disclosure. We encourage you to raise your concerns under this procedure in the first instance.

### Principles

- Everyone should be aware of the importance of preventing and eliminating wrongdoing at work. Staff and others working on behalf of the charity should be

watchful for illegal or unethical conduct and report anything of that nature that they become aware of.

- Any matter raised under this procedure will be investigated thoroughly, promptly and confidentially, and the outcome of the investigation reported back to the person who raised the issue.
- No employee or other person working on behalf of the charity will be victimised for raising a matter under this procedure. This means that the continued employment and opportunities for future promotion or training of the worker will not be prejudiced because they have raised a legitimate concern.
- Victimisation of an individual for raising a qualified disclosure will be a disciplinary offence.
- If misconduct is discovered as a result of any investigation under this procedure, our disciplinary procedure will be used, in addition to any appropriate external measures. Maliciously making a false allegation is a disciplinary offence.
- An instruction to cover up wrongdoing is itself a disciplinary offence. If told not to raise or pursue any concern, even by a person in authority such as a manager, you should not agree to remain silent. You should report the matter to the Lead Evangelist or the chair of the board of trustees.

## **Procedure**

This procedure is for disclosures about matters other than a breach of your own contract of employment, which should be raised via the grievance procedure.

### Stage 1

In the first instance, any concerns should be raised with the Lead Evangelist, who will arrange an investigation of the matter. The investigation may involve you and other individuals involved giving a written statement. Any investigation will be carried out in accordance with the principles set out above. Your statement will be taken into account and you will be asked to comment on any additional evidence obtained. The Lead Evangelist will take any necessary action, including reporting the matter to the chair of the board of trustees and any appropriate government department or regulatory agency. The Lead Evangelist will also invoke any disciplinary action required. On conclusion of any investigation, you will be told the outcome and what the charity has done, or proposes to do, about it. If no action is to be taken, the reason for this will be explained.

## Stage 2

If you are concerned that the Lead Evangelist is involved in the wrongdoing, has failed to make a proper investigation or has failed to report the outcome of the investigations to the relevant person, you should escalate the matter to the chair of the board of trustees. The chair will arrange for a review of the investigation to be carried out, make any necessary enquiries and make their own report to the board.

## Stage 3

If on conclusion of stages 1 and 2 you reasonably believe that the appropriate action has not been taken, you should report the matter to the relevant body. This includes:

- HM Revenue & Customs
- the Health and Safety Executive
- the Environment Agency
- the Serious Fraud Office
- the Charity Commission
- the Pensions Regulator
- the Information Commissioner
- the Financial Conduct Authority.

You can find the full list in The Public Interest Disclosure (Prescribed Persons) Order 2014: [www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/496899/BIS-16-79-blowing-the-whistle-to-a-prescribed-person.pdf](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/496899/BIS-16-79-blowing-the-whistle-to-a-prescribed-person.pdf)