



PARISH OF CIRENCESTER
St John Baptist | Holy Trinity | St Lawrence

Employee Handbook

Version 1.2 – 20 October 2023

BACKGROUND AND CONTEXT

The Parish of Cirencester with Watermoor and Chesterton, with its three churches, is part of the Church of England, serving the community in Cirencester. As an employer the PCC of Cirencester ('PCC') has clear legal responsibilities, both in terms of employment law, and good practice. Additionally, our Christian ethos and identity requires us to ensure that we support and approach our secular responsibilities with distinctive quality pastoral care and sensitivity, and our work and that of others, with a true sense of vocation.

This handbook, also available online, is applicable for all the employed staff within our parish. Staff are kept up to date with information about decisions through formal and informal mechanisms; by email, regular updates, and team and staff meetings, and individual consultation as appropriate. In particular attention is drawn to our vision and values statement which underpins our work and with which all staff should be familiar. www.cirenparish.co.uk

We therefore will strive to ensure that all our employment responsibilities are applied fairly, equitably and consistently: avoiding discriminatory acts or attitudes of any kind. In this way we reflect the values of the Kingdom.

The PCC undertakes to follow appropriate formal responsibilities, in times of conflict we will always seek to work for true reconciliation and understanding, and we will work to ensure that no one suffers harassment or inappropriate discrimination.

To help implement the above our PCC undertake responsibilities designated by the PCC and to work closely with the Line Managers and employees and make recommendations to the PCC as the employing body.

For each employee the Line Manager will be set out in the individual employee's Statement of Main Terms of Employment.

The Revd. Canon Graham Morris
Incumbent and Chair of Parochial Church Council
May 2023

Section	Policies – index	Reviewed
Section 1 Respect and equality	1. Diversity, Respect, and Equality statement 2. Bullying and Harassment policy	Sep 22
Section 2 Starting and ending employment	1. Safer/Recruitment policy and guidance 2. Fixed Term and Temporary Contracts policy (including the use of Agency workers) 3. Probationary Periods policy 4. Retirement and Flexible Retirement policy 5. Redundancy policy 6. Ending Employment policy (termination of employment by employee, by employer, or by mutual agreement)	Nov 22
Section 3 Day-to-day general working practices	1. Changes in personnel details 2. No smoking policy 3. Salaries and payments 4. Attendance at work 5. Holidays and leave 6. Parking 7. Post/mail 8. Telephone calls 9. Health and safety responsibilities 10. Personal property 11. Expenses 12. Public duties 13. Buying or selling goods 14. Use of own vehicle 15. Accepting gifts 16. Security arrangements 17. Confidentiality and discretion 18. Respect 19. Lone working 20. Health and safety 21. Safeguards 22. Standards	Feb 23

	23. Home working policy (formal and informal) 24. Flexitime policy and log 25. Wellbeing and support guidance (a) PCC Domestic Abuse policy (b) PCC Menopause policy 26. Anti-corruption and Anti-bribery policy	
Section 4 IT-related policies	1. IT and Communications Systems policy 2. Email and Internet policy 3. Social Media policy 4. Secure Storage, Handling, Use, Retention and Disposal of Disclosures and Disclosure Information policy (including GDPR and data protection) 5. Employee Privacy Notice (TBC) 6. Data Privacy Notice (TBC)	Feb 23
Section 5 Family-friendly policies	1. Maternity Leave policy 2. Shared Parental Leave policy 3. Adoption Leave policy 4. Parental (Unpaid) Leave policy 5. Dependants' Leave policy 6. Flexible Working policy	Initial
Section 6 Performance, personal and career development	1. Personal and Career Development policy (including job evaluation) 2. Capability policy and procedures	Initial
Section 7 Holidays and absence	1. Sickness and management absence 2. Special leave 3. Holiday and Annual Leave 4. Extreme weather and Emergency absence policy	Initial
Section 8 Disciplinary, grievance and whistleblowing	1. Disciplinary procedure and appeal 2. Grievance procedure and appeal 3. Whistleblowing policy	Initial

RESPECT AND EQUALITY

- ☐ 1. **Diversity, Respect and Equality statement**
- ☐ 2. **Bullying and Harassment policy**

I. DIVERSITY, RESPECT AND EQUALITY STATEMENT

It is our intention that recruitment, selection, training, consideration for promotion and general treatment for those who are employed by the PCC are available to all without unfair discrimination, and to ensure that no-one is disadvantaged in any of these matters by conditions or requirements that cannot be shown to be justifiable.

We will work to ensure that there is a culture of respect for each other and our diversity, and that no discrimination takes place on grounds of race, colour, nationality or ethnic or national origins, faith, religion, belief, disability, age, sex, gender reassignment, sexual orientation, pregnancy and/or maternity or marital status, where any of these cannot be shown to be a requirement of the job or office concerned.

It is also our intention to take positive action to ensure equality of opportunity and of treatment on the matters specified above throughout our sphere of influence, in so far as it lies within our power.

It is the responsibility of all employees, volunteers, and PCC members, to abide by and to promote this statement, and any grievance, or other matter relating to it, should be discussed in the first instance with the Incumbent or appropriate line manager.

2. BULLYING AND HARASSMENT POLICY

1. Introduction

- 1.1 Many people in our society may be victimised and harassed and bullied as a result of, for example, their race, colour, ethnic or national origin, religious belief, political opinion or affiliation, sex, marital status, pregnancy or maternity, sexual orientation, gender reassignment, age or disability.
- 1.2 Personal harassment and bullying can exist in the workplace, as well as outside, and this can seriously affect employees' working lives by interfering with their job performance or by creating a stressful, intimidating, unpleasant working environment.
- 1.3 The PCC is committed to providing a working environment free from harassment and bullying, and ensuring everyone is treated and treats others with dignity and respect. Whatever form it takes, personal harassment or bullying behaviour is always taken seriously and is unacceptable, and the PCC will seek to ensure that the working environment is sympathetic to all its employees and job applicants.

2. Policy

- 2.1 These procedures have been included in this Handbook to reinforce to all staff the type of behaviour that is unacceptable and provide employees who are the victims of personal harassment and bullying with a means of redress.
- 2.2 This policy covers harassment or bullying which occurs at work and out of the workplace, such as on work trips or at work-related events or social functions. It covers bullying and harassment by staff (which may include consultants, contractors and agency workers) and also by third parties such as customers, suppliers or visitors to our premises. The PCC has an explicit duty to implement this policy and all staff are expected to comply with it.
- 2.3 This policy does not form part of any employee's contract of employment, and the PCC may amend it at any time.

3 Examples of personal harassment and bullying

- 3.1 Personal harassment and bullying may take many forms, including physical, verbal and non-verbal conduct (such as mail, email, telephone conversations, etc.), and employees may not always realise that their behaviour constitutes harassment or bullying. Personal harassment is unwanted behaviour that has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. It also includes treating someone less favourably because they have submitted or refused to submit to such behaviour in the past.
- 3.2 Unlawful harassment may involve conduct of a sexual nature (sexual harassment), or it may be related to age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation. Harassment is unacceptable even if it does not fall within any of these categories.
- 3.3 Examples of harassment include, for example:
- being made to feel frightened or intimidated
 - insensitive jokes and pranks
 - lewd or abusive comments about appearance
 - deliberate exclusion from conversations
 - displaying abusive or offensive writing or material
 - unwelcome touching and/or attention
 - abusive, threatening or insulting words or behaviour.
- 3.4 A person may be harassed even if they were not the intended 'target'. For example, a person may be harassed by racist jokes about a different ethnic group if the jokes create an offensive environment.
- 3.5 Bullying is a form of psychological harassment. It is offensive, intimidating, malicious or insulting behaviour which can undermine self-esteem, confidence, competence, effectiveness and integrity or make a person feel vulnerable, upset, humiliated or threatened. Bullying can take the form of physical, verbal and non-verbal conduct. Examples of bullying may include:
- continual, undeserved criticism
 - undermining or disrespectful behaviour in person or in communications
 - arbitrary and inconsistent demands
 - being disrespected or put down ('degraded')
 - imposition of unreasonable deadlines
 - shouting, swearing and offensive language
 - displaying overbearing or intrusive behaviour
 - physical or psychological threats.

These examples are not exhaustive, and staff should be aware that where harassment or bullying takes place, disciplinary action at the appropriate level will be taken.

3.6 Personal harassment and/or bullying might form:

- a regular pattern of behaviour
- be a one-off incident
- happen face to face, on social media, in emails or phone calls
- not always be obvious to, or noticed by, others.

For the avoidance of doubt, personal harassment or bullying behaviour of any form is not acceptable and will be taken seriously by PCC.

4. **Complaining about personal harassment and bullying**

4.1 **An informal complaint**

- 4.1.1 Complaints of personal harassment, and particularly of sexual harassment, and bullying can sometimes be of a sensitive or intimate nature and an employee may not feel able to raise the issue through the normal Grievance Procedure.
- 4.1.2 In these circumstances, an employee is encouraged to raise such issues with a senior colleague of their choice (whether or not that person has a direct supervisory responsibility) as a confidential helper. This person should not be the one who will be responsible for investigating the matter if it becomes a formal complaint later on.
- 4.1.3 If an employee is the victim of harassment or bullying behaviour they can (on their own or with the assistance of a confidential helper) make it clear to the harasser on an informal verbal basis that their behaviour is unwelcome and they are being asked to stop.
- 4.1.4 If this is not possible, a written request to the harasser may be appropriate and their confidential helper can assist with this also.

4.2 **A formal complaint**

- 4.2.1 If you do not feel able to raise the problem informally with the person responsible, or where the informal approach fails or if the harassment or bullying is more serious, the employee should bring the matter to the attention of the line manager or other appropriate person as soon as possible in a formal written complaint (the confidential helper can assist with this).

- 4.2.2 If possible, keep notes or a diary of the harassment or bullying so that the written complaint can include:
- the name of the alleged harasser or bully
 - the nature of the alleged harassment or bullying
 - the dates and times when the alleged harassment or bullying occurred
 - the names of any witnesses
 - any action already taken by you to stop the alleged harassment or bullying.
- 4.2.3 On receipt of a formal complaint, arrangements will be made in order to separate an employee from the alleged harasser/bully to enable an uninterrupted investigation to take place and advice should be sought from the Human Resources at the Diocese of Gloucester as soon as possible.
- 4.2.4 We will investigate complaints in a timely, respectful and confidential matter. Individuals not involved in the complaint or the investigation should not be told about it.
- 4.2.5 Within the processes it may be appropriate to put in place a temporary transfer of the alleged harasser/bully to another work area or suspension with pay until the matter has been resolved.
- 4.2.6 The PCC will ensure that the complainant and the alleged perpetrator have the right at all times during the complaint/investigation process to be accompanied by a confidential helper or another work colleague. Both parties must take all reasonable steps to attend the arranged meetings.
- 4.2.7 Those involved in the investigation will be expected to act in confidence and any breach of confidence will be a disciplinary matter.
- 4.2.8 On conclusion of the investigation, which will normally be within 10 working days of the initial meeting, a draft report of the findings and of the investigator's proposed decision will be sent, in writing, to the complainant and to the alleged harasser/bully.
- 4.2.9 If the complainant or the alleged harasser/bully are dissatisfied with the draft report or with the proposed decision, this should be raised with the investigator within five working days of receiving the draft.
- 4.2.10 Any points of concern will be considered by the investigator before a final report is sent, in writing, to the appropriate manager, the complainant and to the alleged harasser/bully. Employees have the right to appeal against the findings of the investigator in accordance with the appeal provisions of the Grievance Procedure.

5. Follow up

- 5.1 If the report concludes that the allegation is well founded, the harasser/bully will be liable to disciplinary action in accordance with the disciplinary and disciplinary dismissal procedure as a case of possible misconduct of gross misconduct. If the harasser or bully is a third party, such as a visitor, we will always consider what action could be most appropriate to deal with the problem according to the situation.
- 5.2 An employee who receives a formal warning or who is dismissed for harassment or bullying may appeal by using the disciplinary appeal procedure.
- 5.3 Whether or not a complaint is upheld, we will consider how best to manage any ongoing working relationship between those concerned.
- 5.3 Staff who bring a complaint of harassment/bullying in good faith or who participate in any investigation in good faith will not be victimised or suffer any retaliation for having brought the complaint. Anyone found to have retaliated against or victimised someone in this way will be subject to disciplinary action in accordance with the Disciplinary Procedure.
- 5.4 If the report concludes that the complaint is both untrue and has been brought with malicious intent, disciplinary action may be taken against them.

6. Confidentiality and record-keeping

- 6.1 Confidentiality is an important part of the procedures provided under this policy. Details of the investigation and the names of the person making the complaint and the person accused must only be disclosed on a 'need to know' basis. Breach of confidentiality may give rise to disciplinary action under our Disciplinary Procedure.
- 6.2 Information about a complaint by or about an employee may be placed on the employee's personnel file, along with a record of the outcome and of any notes or other documents compiled during the process.

SECTION 2

STARTING AND ENDING EMPLOYMENT

☐ **Safer/Recruitment Guide**

☐ **Fixed Term and Temporary Contracts policy (including the use of Agency workers)**

☐ **Probationary Periods policy**

☐ **Retirement and Flexible Retirement policy**

☐ **Redundancy policy**

☐ **Ending Employment policy (termination of employment by employee, by employer, or by mutual agreement)**

I. SAFER RECRUITMENT GUIDE

I Introduction

- I.1 Government resource: www.gov.uk/browse/employing-people/recruiting-hiring
- I.2 Church of England resource: www.churchofengland.org/sites/default/files/2017-11/safeguarding%20safer_recruitment_practice_guidance_2016.pdf. It is a requirement of any recruitment process that the national safeguarding policy and practice guidance (the National Guidance) is followed.
- I.3 Those responsible for the recruitment of a PCC employee need to reflect on current and future needs for employees and make plans to ensure that they can recruit, train and retain the employees that they need. Sometimes it can be about changing skills in current employees, or in the way that a job is required to be done. Planning the recruitment and selection processes is the key to successful recruitment and helps maintain continuity.
- I.4 The PCC will ensure that all those on an appointment panel have completed the Church of England's safer recruitment training.
- I.4 The PCC is required to carry out the pre-appointment checks detailed in this guide and in the National Guidance. Staff and prospective staff will be required to provide certain information to the PCC to enable it to carry out the checks that are applicable to their role. The PCC will also be required to provide certain information to third parties in some circumstances, such as the Disclosure and Barring Service. Failure to provide requested information may result in the PCC not being able to meet its employment, safeguarding or legal obligations. The PCC will process personal information in accordance with its data privacy notice.
- I.5 All adverts should be clear where a Disclosure and Barring Service (DBS) is required and at what level, and that the PCC follows national church safer recruitment guidance.

2. Shortlisting and interviews

- 2.1 All applicants for employment will be required to complete an **application form** containing questions about their academic and employment history and their suitability for the role. Incomplete application forms will be returned to the applicant where the deadline for completed application forms has not passed.

- Should there be any gaps in academic or employment history, a satisfactory explanation must be provided. A curriculum vitae will not be accepted in place of the completed application form.
- 2.2 Shortlisted applicants will be invited to attend a **formal interview** at which their skills and experience will be discussed in more detail.
- 2.3 Unsuccessful candidates may ask for feedback as to why they were not shortlisted. Cases are sometimes legally challenged so the panel are advised to keep a clear scoring record.
- 2.4 In order to structure the interview professionally, a set of questions to be asked should be prepared and shared among the panel. Again, candidates who are not successful may legally challenge the decision not to appoint them – or at least ask for detailed feedback – so it is very important at this stage of the process that each question is scored by each panel member using a consistent scoring system. The panel Chair should compile the scoring at the end of the interviews when the panel's decision to appoint is made.
- 2.5 Questions should be designed to help the candidate give of their best, and show examples of potential. Closed questions (i.e. Yes/No answers should be avoided).
- 2.6 The PCC may require that specific posts be designated occupational requirement (OR) posts – these are posts which carry a specific requirement for example, gender or Anglican/Christian. However, there are very strict legal criteria for these. A PCC should always seek some external advice to ensure they have things correct! A requirement such as 'would be nice if ...' would not reach an OR threshold.
- In most recruitment processes, questions panels should avoid asking any questions that could lead to a candidate believing they have been discriminated against.
- 2.7 Appropriate questions should always be asked where a role has responsibilities/remit for working with children, vulnerable adults, or other vulnerable groups.
- 2.8 Appropriate questions may be asked about a person's disability only if this has been declared – and only around the reasonable adjustments that they may need to support them in the post. An employer is legally required to consider making reasonable adjustments for people with a disability applying for jobs and for those in employment who subsequently acquire a disability.

3. **Job offers, references and checks**

- 3.1 If it is decided to make an offer of employment following the formal interview, any such offer will be conditional on the following:
- the agreement of a mutually acceptable start date and the signing of a contract incorporating the PCC's standard terms and conditions of employment
 - verification of the applicant's identity (where that has not previously been verified)
 - verification of qualifications, whether professional or otherwise, which the PCC takes into account in making the appointment decision, or which are referred to in the application form, whether a requirement for the role or not
 - the receipt of two references (one of which must be from the applicant's most recent employer) which the PCC considers to be satisfactory
 - where the position amounts to 'regulated activity', the receipt of an enhanced disclosure from the DBS which the PCC considers to be satisfactory
 - verification of the applicant's right to work in the UK.
- 3.2 The starting salary at any point within the stated salary band for the post.
- 3.3 It is usual for unsuccessful candidates to seek feedback as to why they weren't successful on the day. This is important as constructive feedback will help them in their professional development – however, care must be taken here to ensure that feedback isn't subjective.
- 3.4 References will always be taken up in writing – if telephone references are taken notes must be made as these will all be put on the employee's personnel file. (Under legislation, employees have a right to ask to see their files.)
- 3.5 Successful candidates will be asked to provide paperwork for a DBS check where this is required.
- 3.6 An Offer Letter will be sent to the successful candidate which will include:
- confirmation of the conditions of the offer
 - a request for any other documentary evidence required, e.g. driving licence, work permits, etc.
 - details of any probationary period
 - the official start date can be negotiated between the candidate and the manager of the post.

4. Volunteers

- 4.1 The PCC will request an enhanced DBS disclosure and Children and/or Adult's Barred List information on all volunteers undertaking 'regulated activity' with children and/or adults at or on behalf of the PCC.

5. Policy on recruitment of ex-offenders

- 5.1 The PCC will not unfairly discriminate against any applicant for employment on the basis of conviction or other details disclosed. The PCC makes appointment decisions on the basis of merit and ability. If an applicant has a criminal record this will not automatically bar them from employment with the PCC. Each case will be decided on its merits in accordance with objective assessment criteria.
- 5.2 A failure to disclose a previous conviction (which should be declared) may lead to an application being rejected or, if the failure to disclose is discovered after employment has started, may lead to summary dismissal on the grounds of gross misconduct. A failure to disclose a previous conviction may also amount to a criminal offence.
- 5.3 It is unlawful for the PCC to employ anyone in a position involving 'regulated activity' who is barred from working with vulnerable groups. It is a criminal offence for any person who is barred from working with vulnerable groups to apply for a position involving 'regulated activity' for the PCC. The PCC will make a report to the Police and/or the DBS if it receives an application for a role involving 'regulated activity' from a barred person.

6. Criminal records checks

- 6.1 The National Guidance (www.churchofengland.org/sites/default/files/2017-11/safeguarding%20safer_recruitment_practice_guidance_2016.pdf) contains further information on the obtaining of criminal records checks.

7. References

- 7.1 Where the PCC is asked to provide a reference for employees applying for posts either internally or externally, it has a duty to ensure that any details given are true, accurate and fair and do not give misleading impressions (in order to avoid a legal challenge – negligence (or even libel) by the ex-employee or new employer).
- 7.3 Open references are not normally given, except in exceptional corporate circumstances.

2. FIXED TERM AND TEMPORARY CONTRACTS POLICY

1. Introduction

- 1.1 Government resource: www.gov.uk/fixed-term-contracts
- 1.2 Government resource: www.gov.uk/agency-workers-your-rights
- 1.3 This policy applies to fixed term employees and certain agency workers supplied to the PCC through a temporary work agency.
- 1.4 Managers may decide that a post is only required for a fixed period of time. The decision for this must be justified. For example, managers might wish to consider use of fixed term contracts due to:
 - the short-term nature of the work (a particular short-term project or piece of work) which will come to a natural end
 - grant funding that will come to an end at a given period of time
 - cover for an absence (e.g. long-term sick leave, maternity leave, sabbatical etc).

2. Contractual status

- 2.1 Under the Fixed Term Employees (prevention of less favourable treatment) Regulations (2002) (in this policy referred to as the 'Regulations') all employees on fixed term contracts are included in this policy. Fixed term employees must not be treated less favourably than comparable permanent employees on the grounds that they are only employed on a fixed term basis, unless this can be objectively justified.
- 2.2 It is therefore important that fixed term contracts are used appropriately. Fixed term contracts will always have a specific end date.
- 2.3 No notice period is required for a fixed term appointment when it is running to the specific end date. However, if an appointment is to be terminated prior to the specific end date, statutory notice will be given.
- 2.4 An offer letter will clarify that there should be no expectation of the renewal of a contract at the end of the fixed term period.
- 2.5 From a legal perspective, expiry of a fixed term contract (even on its stated end date) will amount to a dismissal.

3. Recruiting to a fixed term post

- 3.1 Following the processes set out in Recruitment Guidelines, candidates must be made aware of, and show that they understand, that the post is a fixed term post, for how long, the reason(s) why along with any arrangements in place where a post is covering for a permanent member of staff.
- 3.2 The Regulations require employers to offer access to the occupational pension scheme on the same basis as permanent employees.
- 3.3 Any cost of living increases applied to PCC permanent employees will be applied to all employees on fixed term contracts.

4. Reviewing, extending, authorising – fixed term contracts

- 4.1 Under the Regulations, staff who have been continuously employed for four years or more on a series of successive fixed term contracts are automatically deemed to be permanent employees unless the continued use of a fixed term contract can be objectively justified. This includes circumstances where the original contract has been extended or renewed.
- 4.2 Where a fixed term contract is to be extended, this will be for a further defined period, with the reasons and new specific end date explained and agreed.
- 4.3 The Regulations also include provision to prevent abuse arising from the use of successive fixed term contracts. The PCC has adopted the statutory scheme which provides for no limit on the length of the first fixed term contract. However, where the employee is re-engaged on a successive contract, their post will be deemed a permanent contract once the employee has completed four years' continuous service. Line managers/PCCs should be aware that once a contract has run for a minimum of two years, the employee has automatic access to statutory redundancy rights and will be entitled to claim for unfair dismissal.
- 4.4 Where funding for a post has been made permanent and the employee in the current fixed term post has proved satisfactory for a minimum of two years – they may be made permanent.
- 4.5 Only the PCC may authorise additional permanent posts which fall outside of the current complement unless specific delegation has been agreed.
- 4.6 The PCC may authorise the appointment of a temporary member of staff for up to a maximum of 12 months where funding is available, e.g. through a permanent member of staff leaving, a specific piece of work, interim role/project, or to cover an authorised absence.

- 4.7 Where a specific fund for an employee is made available through the diocese or through the diocese in partnership with another organisation for example, this will be made clear on the employee's subsequent statement of main terms and other contractual documentation.

5. Ending a fixed term contract

- 5.1 While a fixed term contract can be ended at the end of its original set date, all expiries or non-renewals for fixed term contracts are regarded in law as dismissal and so in order to end the contract (either at the specified end date, or otherwise) it is necessary for there to be a clear and justifiable reason for the non-renewal of the contract, e.g., where work comes to an end, or where someone on maternity leave is to return to work. The fact that the contract provides for expiry on a certain date or on completion of a particular task or occurrence of an event should not be conflated with the reason for dismissal.

Caution should be taken to ensure that an appropriate process is followed. In good time before the expiry of the contract, consideration should be given as to whether there is a continued need and, if the contract will not be renewed, the reason for this. This should be clearly documented and clearly communicated to the member of staff.

- 5.2 The PCC has an obligation to both inform fixed term employees of any permanent employee vacancies as their contract progresses, and to inform of any 'suitable alternative employment' available as an alternative to dismissal. If there is genuinely none available and there is a clear and justifiable reason to do so, the contract will terminate.

6. Where an employee on a fixed term contract is on maternity leave

- 6.1 The procedure for ending a fixed term contract where the employee is on maternity leave is no different for a person who is at work (the decision here to terminate must not be for reasons linked to the maternity as this would amount to direct sex discrimination).
- 6.2 N.B. there is no entitlement for redundancy payments for those covering maternity leave if the work will continue.

7. Notice periods

- 7.1 If the contract is to terminate on the specified date, the process for notification/consultation and decision/appeal should begin one month before the end of the contract.
- 7.2 If the contract is to terminate earlier than the specified date in the agreement, then the appropriate statutory or contractual notice must be given, provided that the contract permits early termination.

8. Redundancy

- 8.1 The employee will only be entitled to a redundancy payment at the expiry/non-renewal of a fixed term contract if:
- they have 2 years' continuous service;
 - they meet the statutory definition of redundancy (i.e., where there has been a business or workplace closure, or requirements to carry out work of a particular kind has ceased or diminished); and
 - they are not excluded from entitlement (e.g., due to their conduct).
- 8.2 If the reason for dismissal is redundancy, consideration should be given to whether there is suitable alternative employment for the employee. The PCC should refer to the redundancy policy.

9. Rights for the employee

- 9.1 In line with the Regulations, any employee who believes they are being less favourably treated has the right to ask for a written statement setting out the reasons for the treatment they believe has occurred and the manager must reply within 21 days.

3. PROBATIONARY PERIODS

1. Introduction

- 1.1 Useful resource: www.citizensadvice.org.uk/work/rights-at-work/basic-rights-and-contracts/contracts-of-employment/
- 1.2 Probationary periods exist to support the organisation and the employee in a new post.
- 1.3 This policy does not form part of any employee's contract of employment and the PCC may amend it at any time.

2. Working arrangements

- 2.1 On joining the PCC employees may serve a probationary period which will be stipulated in their employee Statement of Particulars/Main Terms. During this time, employees will be making up their own minds about whether they wish to remain, and managers will be assessing capabilities, attitude, suitability to the role and potential.
- 2.2 If an employee experiences any problems during this time, it is important that they talk these through with their manager so that appropriate support such as further training etc can be discussed and planned.
- 2.3 Where problems exist, such as where an employee has not been able to complete the period for an acceptable reason, or where work performance is not up to the required standard, action may be taken. This action may include:
 - an extension of the probationary period (no probationary period should normally be extended for more than a further 12 weeks in total from the probationary period as set out in the offer letter/statement of main terms) should be agreed and planned carefully.
 - revised time-limited targets.
- 2.4 The PCC reserves the right to terminate the employment at any time during the probationary period giving one week's notice which may be, either worked, or paid in lieu.
- 2.5 The PCC reserves the right not to apply the full contractual capability and disciplinary procedures during a probationary period.

4. RETIREMENT POLICY

1. Introduction

- 1.1 Government resource: www.gov.uk/working-retirement-pension-age
- 1.2 There is no statutory default age for retirement and no employee may be dismissed on the grounds of their age.
- 1.3 This policy does not form part of any employee's contract of employment and the PCC may amend it at any time.

2. Pension

- 2.1 Any pension provision by the PCC will be set out in the Offer Letter and Statement of Main Terms.

5. REDUNDANCY POLICY

1. Introduction

- 1.1 Government resource: www.gov.uk/redundancy-your-rights
- 1.2 The need to review structures and/or reorganise within the PCC will occur from time to time. The PCC will seek to minimise the need for redundancies by responsible and careful planning measures.
- 1.3 The policy of the PCC is to make every effort to ensure that, whenever reduction in employee numbers may become necessary:
 - it communicates clearly with all affected staff and ensure that they are treated fairly;
 - it tries to find ways of avoiding compulsory redundancies;
 - it consults as appropriate; and
 - any selection for compulsory redundancy is undertaken fairly, reasonably and without discrimination.
- 1.4 If the selection of employees for redundancy becomes necessary, consultation will take place on the selection criteria to be used based on legislation, good practice guidelines and business need.
- 1.5 This policy does not form part of any employee's contract of employment or other contract to provide services, and the PCC may amend it at any time.
- 1.6 This policy applies to employees only. It does not apply to agency workers, consultants, self-employed contractors, volunteers or interns.

2. Consultation processes

- 2.1 Whenever the need for reorganisation occurs and where posts may become at risk of redundancy, a line manager will discuss processes and timelines with a representative group of the PCC who have been delegated to oversee employment matters.
- 2.2 Affected employees will be consulted with on an individual basis at the earliest opportunity and, where appropriate, consultations will take place with recognised trade unions or employee representatives. Where applicable, the PCC will:

comply with legal obligations in connection with the statutory processes for consultation/decision/appeal;

- allow staff the right to be accompanied at each stage of the process by a workplace colleague;
- provide appropriate notice periods;
- provide reasonable paid time off to prepare for/attend other interviews; and
- consider whether there are possible ways to avoid dismissals and suitable alternative employment.

3. Suitable alternative employment/redeployment

- 3.1 The PCC will work with any person at risk of, or under notice of redundancy, to maintain, where possible, permanent job security through a suitable alternative post. It will continue to look for suitable alternative employment for redundant employees until their termination date. Alternative posts must recognise skills, knowledge and experience or offer appropriate training and development opportunities to enable an employee to realistically and quickly take up the post to a reasonable standard.
- 3.2 A post may be deemed suitable for offer if it carries a substantially similar range of responsibilities, and is the same grade, and no more than one grade lower, then the current salary (it will be protected for a period no longer than one year). During this time, any cost-of-living increases and available increments will be received in the usual way. At the end of the period, the salary will then move to the top of the lower graded post.
- 3.3 Alternative employment may be offered subject to a trial period where appropriate. The trial period will be from a minimum of one month to a maximum of three months depending on the employee's circumstances. Those not willing to take up an offer of a suitable alternative post should seek advice as a refusal may jeopardise any redundancy payment. Appeals should be made in writing to the PCC Secretary and the PCC will delegate an appropriate person to hear the appeal.
- 3.4 An employee offered a trial period in a redeployed post which may not fulfil the 'suitable alternative' criteria will have the opportunity to take up the trial period or decide not to in which case their full redundancy payments, notice and rights remain unaltered.
- 3.5 If a trial period is undertaken, the employee will have the opportunity to meet with the line manager during this time and discuss if they feel that post is suitable for them. If it is deemed not suitable, there will be no further period of consultation and their full redundancy payments, notice and rights will be revisited and will remain unaltered.

- 3.6 In the event of an employee wishing to appeal against a decision about their redeployment into a deemed 'suitable alternative post', they should write formally. Appeals should be made in writing to the PCC Secretary and the PCC will delegate an appropriate person to hear the appeal.

After the appeal meeting, the employee will be informed of the final decision. There is no further right of appeal.

- 3.7 A higher graded post is not deemed an automatically suitable alternative. For promotional posts, employees must apply appropriately and will be guaranteed an interview (in a potentially competitive process).

4. Redundancy payments

- 4.1 The PCC policy is that the current statutory redundancy payments will be made where applicable should a redundancy situation be unfortunately unavoidable.

- 5.2 A week's pay for the purposes of statutory redundancy pay calculations is capped according to government regulations.

- 5.3 Employees will be entitled to:

- their contractual notice period or statutory notice period whichever is the greater (where it is agreed that this is not worked, this period may be paid in lieu);
- a tax-free redundancy payment in line with statutory minimums; and
- taxable pay for any accrued untaken leave.

6. ENDING EMPLOYMENT POLICY

1. Introduction

1.1 Government resource: <https://www.gov.uk/dismissal>

1.2 Employees will leave the employment of the PCC for a variety of reasons e.g. to progress their careers, because of sickness or retirement, redundancy etc.

1.3 A contractual notice period can be found in the employee's Statement of Particulars and employees should discuss their notice periods with their manager as it may be appropriate/possible to negotiate an earlier end date by mutual consent.

2 Terminating employment by the employee

2.1 Employees will leave the employment of the PCC for a variety of reasons e.g. to progress their careers, because of sickness or retirement, redundancy etc.

2.2 Notice periods can be waived or flexible with mutual consent – specifically agreed by the senior line manager.

2.3 If an employee terminates their employment without giving notice, they will be paid up to their date of leaving and have an amount equal to the cost of leave taken over what has been accrued on a monthly basis deducted from any termination pay due to them. This is an express written term of an employee's contract of employment.

2.4 If an employee terminates their employment without giving notice, they will have an amount equal to the cost of any outstanding loan due deducted from any termination pay due to them. This is an express written term of an employee's contract of employment.

3 Terminating employment by the employer (PCC)

3.1 The PCC will only terminate employment having followed appropriate policy and practice guidance and for a fair reason as set out within the provisions of employment law. (This includes for capability, disciplinary, redundancy, legal provision, some other substantial reason.)

4. Termination of employment by mutual consent

4.1 The law provides for specific negotiations to end employment using the provisions of a Settlement Agreement or Compromise Agreement

4.2 Government resource: <https://www.gov.uk/guidance/statutory-payments-and-compromise-agreements>

4.3 Any employee wishing to discuss this should contact the Chair of the Personnel Committee or line manager in confidence in the first instance so that the law provisions can be explained and any further steps agreed/undertaken.

5. Returning PCC property

5.1 On the termination of employment employees must return all property which belongs to the PCC. Failure to return such items will result in the cost of the items being deducted from any monies outstanding to the employee – this is an express term of the contract of employment.

6. References

6.1 References are usually sought by new employers. The PCC is under a duty to ensure that references given are true, accurate and fair and do not give any misleading impressions.

6.2 Open references are not normally given, except in exceptional circumstances. Advice should be sought from the Chair of the Personnel Committee or line manager.

6.3 References can only be provided by the employee's immediate or senior line manager. References should be approved by the Chair of the Personnel Committee before they are sent out or communicated externally.

SECTION 3

DAY-TO-DAY WORKING ARRANGEMENTS

- ☐ 1. Changes in personnel details
- ☐ 2. No Smoking policy
- ☐ 3. Salaries and payment
- ☐ 4. Attendance at work
- ☐ 5. Holidays and leave
- ☐ 6. Parking
- ☐ 7. Post/mail
- ☐ 8. Telephone calls
- ☐ 9. Health and Safety responsibilities
- ☐ 10. Personal property
- ☐ 11. Expenses
- ☐ 12. Public Duties
- ☐ 13. Buying or Selling Goods
- ☐ 14. Use of own vehicle
- ☐ 15. Accepting gifts
- ☐ 16. Security arrangements
- ☐ 17. Confidentiality and discretion
- ☐ 18. Respect
- ☐

- 19. Lone Working policy
- ☐ 20. Health and Safety policy
- ☐ 21. Safeguards
- ☐ 22. Standards
- ☐ 23. Home working policy and flexible working requests
- ☐ 24. Flexi-time policy and log
- 25. Wellbeing and support guidance
- ☐
- ☐ Anti-corruption and Anti-bribery policy

GENERAL DAY-TO-DAY WORKING ARRANGEMENTS

Introduction

- 1.1 As well as specific employment policies, there are a range of general day-to-day arrangements with which all staff should be familiar as set out in the table below.
- 1.2 These policies and procedures do not form part of the terms of your contract with the PCC, and the PCC may amend any of them at any time.

No	Issue	Details
1	Changes in personnel details	Changes in address, contact details etc must be given to your line manager as soon as possible in order for records and emergency contact details to be updated and current.
2	No Smoking policy	Smoking is not permitted anywhere in the church environment or in people's homes where an employee is working. N.B. this specifically includes Vaping, which is also not permitted. Failure to comply with this rule will result in disciplinary action being taken.
3	Salaries and payment	Contractual payment is usually made directly into an employee's bank account on 28th day of the month or 2 working days before the end of the month based on 1/12th of the annual salary. The payroll is out outsourced to the Diocese and is run by Hazlewoods. Any adjustments for over/underpayments including additional hours are made in the following month's payroll. (Where overpayments are made for any reason, the total amount of the overpayment will be made the following month – in cases where this could cause hardship other arrangements can be discussed/agreed.) Payslips show gross and net payments, along with itemised deductions such as tax and NI. P60s will be issued at the end of each tax year which

		show total income and deductions. There may also be PIIIDs issued which show any non-salary benefits.
4	Attendance	Staff are expected to attend work punctually at the specific times detailed in their contract or employee statement of main terms of employment (statement of particulars) as applicable. Or working through the PCCs Flexi-time policy agreed with their line manager. Where staff are unable to attend work, they must notify their line manager or other designated contact as soon as possible. Lateness, unauthorised absence or persistent absence may result in disciplinary action being taken.
5	Holidays and leave	The PCC offers a range of leave entitlements – annual leave, public bank holidays, and other forms of leave (special, compassionate etc) which must be authorised by the appropriate line manager.
6	Parking	Parking may/not be provided. No liability is accepted for damage to private vehicles however it may have been caused.
7	Post/mail	Unless marked Private and Confidential, all mail received will be opened – including that addressed to an employee. Private mail should not normally be sent to employees addressed c/o the PCC or church offices.
8	Telephone calls/mobile phones	Telephones are essential for church business and for certain roles. Incoming and outgoing personal telephone calls should be kept to a minimum and used only for practical or domestic or other emergency arrangements. Personal mobile phones should be on silent during working hours unless required for work or with the express permission has been given by the line manager. Where appropriate for the role, employees may be able to purchase a simple pay as you go phone for work business only as approved by the PCC and be

		reimbursed through staff expenses.
9	Health and safety responsibilities	Everyone has their part to play in ensuring the working environment is safe for themselves and for others. These responsibilities also include general health and safety awareness, training requirements including fire awareness, lone working, access to, and use of, kitchen facilities where these are provided for staff.
10	Personal property	The PCC does not accept liability for any loss of or damage to employee's personal property that is brought on to the PCC's premises. Employees are asked not to bring items of value onto the PCC's premises and, in particular, not to leave them overnight.
11	Expenses	The PCC will reimburse employees for any authorised expenses incurred while travelling or staying away overnight on PCC-related business e.g. on training or conferences etc.
12	Public duties	There may be times when employees are required or volunteer to take up public duty roles, e.g. Jury Service, Reservists, School Governors, JPs etc. Employees should consult their line manager on how these should be managed.
13	Buying or selling of goods	Employees may not buy or sell goods for their own profit/on their own behalf on the PCC's premises or during working hours. This includes either in person, or using the Internet (eBay etc).
14	Use of own vehicle	Staff who hold a current full driving licence may use their own vehicle for PCC business as appropriate and/or authorised by their line manager. It is the responsibility of the employee to ensure that their vehicle is legally roadworthy and appropriately insured (business use) for this purpose.
15	Accepting gifts	Unless of relatively small intrinsic value (such as an office diary, chocolates, small hamper/wine, or flowers) employees may not accept business-related gifts unless authorised by their line manager. Any employee unsure about a gift sent or offered should consult their line manager. Employees should also read the Anti-Bribery policy.

16	Security arrangements	If an employee is designated a keyholder it is their responsibility to ensure that keys are kept safely at all times and to ensure that the building, doors, windows etc are locked securely if they are the last person to leave the building, and that the electronic alarm system is activated. Failure to comply with these expectations and therefore which potentially places PCC assets, interests and security at risk will result in disciplinary action being taken. <u>Anyone</u> seen acting suspiciously on the premises should be reported immediately.
17	Confidentiality and discretion	The PCC expects high standards of discretion and confidentiality of all staff at all times. Failure to comply with these expectations will result in disciplinary action being taken.
18	Respect	The PCC expects all employees to treat each other, visitors and callers, and other members of the public with respect at all times during the office working hours, and in the 'course of employment'. Etiquette for IT, telephone and social media communications specifically include: ▪ being aware that capital letters in an email comes across as shouting or a raised voice; and ▪ no email should be sent to an employee or volunteer that is rude, or has the potential to cause offence or undermine. Failure to comply with these expectations will result in disciplinary action being taken.

19. LONE WORKING POLICY AND GUIDELINES

1. Introduction

- 1.1 An employee may, because of their roles and responsibilities on occasions; work late or early in the PCC's premises, work from home on their own, travel to external meetings at night and at weekends, or possibly be out in an area in which they are unfamiliar. All these examples can lead to a feeling of isolation, and which can present some risk.
- 1.2 The employee and either the relevant line manager or the PCC must work closely together to share the responsibility of identifying concerns and issues of risk and taking appropriate steps to minimise risks.
- 1.3 Within the national legislative framework there are broad duties set out to provide a safe working environment, safe equipment, and safe systems of working for all employees. In order to do this, the PCC needs to identify issues, assess risk and put measures in place to avoid or control risks.
- 1.4 It is the PCC's responsibility to provide clear guidelines which offer support and practical advice. This policy and its guidelines are not intended to be restrictive or provide definitive guidance for every employee situation or set of circumstances.
- 1.5 The PCC takes its responsibilities for its employees very seriously and will put in place appropriate measures, such as guidelines, training, supervision, any equipment and/or protective clothing etc that may be required for a particular situation or set of circumstances where risk has been identified.
- 1.6 What is key throughout this policy and its guidelines is the need for employees to remain alert at all times to their own security, not to take unnecessary risks, and to take personal responsibility not to put themselves or others at risk.

2. Identifying risk, identifying issues

- 2.1 In the first instance where an issue of lone working which may pose a risk has been identified by an employee or for the role generally, this should be discussed with the appropriate manager, as soon as possible, as there may be some employee practical steps that can be taken.

- 2.2 The PCC expects employees to take every general precaution to look after themselves when they are out and about in the line of their role. Under no circumstances will an employee be required to attend an event/travel where there are known high risks to personal safety and security.

3. Potential risks

- Working alone in the office/church or other PCC premises early in the morning, late at night, and at weekends.
- Travelling to unfamiliar areas within the working day, late at night and/or at weekends.
- Working in an unfamiliar area during the working day, late at night and/or at weekends.

4. Assessing risk and determining precautions

- 4.1 Identified potential risk situations should be discussed with the relevant line manager, and thought should be given as to what level of risk is posed. Regular reviews should take place concerning any issues of risks identified and decide what are high risk, medium risk and low risk. This assessment will help decide what realistic, reasonable and appropriate precautions should be put in place.
- 4.2 Appendix I sets out some of the identified risk and precautionary steps that can be taken.
- 4.3 Where staff are lone workers or undertake periods of lone work as a result of their role, consideration should be given to whether they would benefit from additional training to understand the risks in their work and how to control them.
- 4.4 Consideration should also be given to whether additional supervision would be of assistance or whether supervision can be adapted to support the lone worker.
- 4.5 Lone workers will be monitored and additional steps will be taken to keep in touch with lone workers. Line managers must explain monitoring systems that are being used and the procedures in place. Arrangements need to be put in place to ensure line managers know where lone workers are and there are pre-agreed intervals for regular contact. The systems and procedures used should be tested regularly.

5. Emergency services

- 5.1 Emergency handbook with emergency codes for resetting alarm codes etc should be accessible within the church/office/and other PCC premises and training given as required.

6. Travelling to unfamiliar areas within the working day

- 6.1 Where an employee is travelling during the working day, they should ensure that details of where they are going, the person who they are meeting, and a contact number and the time of the meeting are made available to a colleague. Where there is an electronic diary system in operation, it is the responsibility of the employee to ensure this is fully up to date at all times. The online calendar should be accessible by all members of the team/department.
- 6.2 When travelling on work business, employees should always park sensibly where there are people about and in well-lit areas.

7. Travelling to unfamiliar areas outside office hours, at night and at weekends – by agreement with the line manager

- 7.1 Where an employee is travelling out of office hours, they should ensure that details and directions of where they are going, the person who they are meeting and a contact number and the time of the meeting are made available to a colleague.
- 7.2 Employees should ensure that anyone waiting for them at home is aware of who to contact from the church should they not arrive back and that emergency contact details are shared as appropriate.
- 7.3 It may be advisable, if the venue is new to call or text to reassure a colleague/family member they have arrived/are home safely – if they felt this would give further personal safety reassurance.
- 7.4 The colleague/family member should be aware that they will call in at around a particular time – and if this hasn't happened within the hour that they were expecting the call, they should call them themselves to check all is well.
- 7.5 If the colleague to whom the call should have been made is concerned that they haven't been able to contact their colleague, they should contact their line manager as soon as possible.

- 7.6 It is possible therefore that these sorts of calls may happen late at night, so it is important that calls are made as soon as possible.
- 7.7 The PCC should maintain a complete up-to-date set of phone and mobile numbers for each employee and it is the employees' responsibility to ensure that any changes are passed on to line manager and the office manager.

8. Working in an unfamiliar area during the working day

- 8.1 Where an employee is working in an unfamiliar venue during the day, they are likely to have people around them. However, they should ensure that they are clear about their contact person for the day should there be a problem, where emergency exits etc are in a building, and any routines or codes etc that they should be aware of.

9. Working in an unfamiliar area during the working day late at night and/or at weekends

- 9.1 Where an employee is working out of office hours in an unfamiliar venue they are also likely to have people around. They should ensure that:
- they have researched local parking, parking restrictions and whether they need cash or mobile app for parking costs;
 - they are clear about their contact person for the session should there be a problem;
 - where emergency exits etc are in a building;
 - any routines or codes;
 - times the venue should be empty and closed by; and
 - details of any caretaker etc – especially if the venue/building is used by others at the same time.
- 9.2 Should something occur which gives rise to concerns, worry or anxiety, please talk to a trusted colleague and/or feel able to call a manager, or any colleague as soon as possible.

10. Homeworking

- 10.1 Where employees are designated homeworkers, the PCC has responsibility to ensure that lone working implications have been considered; that the employee will have a suitable space/office base in which to work, and that they are aware of the general health and safety requirements.

10.1.1 Homeworking provisions for designated (contractual) roles:

- Practically, for designated (contractual) home workers, the PCC should supply IT needs (laptop, or other computer, mouse and mouse mat; phone, access to appropriate electronic drives etc); a desk and office chair with protective carpet mat; desk lamp; basic stationery supplies that can be topped up regularly.
- All equipment provided by or paid for by the PCC will remain the asset of the PCC.
- All employees will be asked to confirm they have read the PCC IT policy if there is one in place.
- Reimbursement of any expenses and/or a contribution to home working expenses will be agreed at the outset of a contract of employment or a change of working circumstances.

10.1.2 Homeworking provisions for temporary (non-contractual) arrangements:

- Practically, for where temporary (non-contractual) reasons require employees to work from home for a period of time the PCC will ensure that the employee has access to temporary appropriate IT needs (laptop, or other computer, mouse and mouse mat; access to appropriate electronic drives etc); an appropriate office chair with protective carpet mat if required; a desk lamp (if required); and basic stationery supplies that can be topped up regularly.
- All equipment provided by or paid for by the PCC will remain the asset of the PCC.
- All employees will be asked to confirm they have read the PCC IT policy if one exists.
- Reimbursement of expenses will be set out within the temporary arrangements.

- 10.2 In terms of lone working, employees should be aware of their own personal risk, and any issues which might include adjusting to periods of working alone, isolation, and discuss any concerns with their line manager. They should stay in contact with their line manager and other colleagues at agreed regular times during the working week, so it isn't possible for too much time to pass without any contact being made.

- 10.3 Where employees are in standalone, lone working posts, they should ensure that a trusted colleague/family member has their up-to-date diary and contact details.
- 10.4 Employees should ensure that they are aware of their own domestic risks and are advised to have to hand appropriate emergency contact numbers.
- 10.5 Employees should also ensure that:
 - 10.5.1 they maintain full diary and contact details of where they are during the week and update this regularly as appropriate; and
 - 10.5.2 when travelling or working from unfamiliar venues, they are included in, and should be mindful of, the general guidelines set out in this policy and guidance above.
- 10.6 When working at home, employees have the same health and safety duties as other staff. They must take reasonable care of their own health and safety and that of anyone else who might be affected by their actions and omissions. They must complete any PCC required health and safety training, read the Health and Safety policy, which is in this Employment Handbook, and use all equipment safely.
- 10.7 To identify any potential health and safety hazards in the home and take appropriate steps to minimise risk, the PCC retains the right to carry out a health and safety risk assessment (either remotely or by arranging a home visit). The need for these inspections will depend on the circumstances, including the nature of the work the employee undertakes.
- 10.8 Employees must ensure that their working patterns and levels of work when working at home are not detrimental to their health and wellbeing. If they have concerns about their health or wellbeing arising as a result of their workload or working pattern, employees should inform their line manager without delay so that discussions/measures to deal with this can take place.
- 10.9 Employees must use their knowledge, experience and training to identify and report any health and safety concerns to their line manager.

20. HEALTH AND SAFETY (H&S) POLICY

1. Introduction

- 1.1 Government resource: www.hse.gov.uk/guidance/index.htm
- 1.2 This policy sets out our arrangements for ensuring we meet our H&S obligations to staff and anyone visiting our premises or affected by our work.
- 1.3 This policy does not form part of any employee's contract of employment and the PCC may amend it at any time.
- 1.4 All staff should make themselves familiar with this H&S policy and the arrangements for its implementation, and their own H&S duties and responsibilities.
- 1.5 All staff should be aware that failure to comply with this policy or any H&S requests may result in disciplinary action being taken.

2. Staff responsibilities

- 2.1 All staff share responsibility for achieving safe working conditions and have the responsibility to be mindful of their own safety and that of their colleagues and all visitors to the PCC's church, offices and other premises at all times. Any concerns should be raised as soon as possible. If a member of staff has serious concerns about any breach of H&S that have not been acted upon or resolved, they should raise these under the Whistleblowing policy procedures.
- 2.2 Staff should not take any action that could threaten the health or safety of self or others including other employees, staff, visitors or members of the public.
- 2.3 All staff should ensure they are aware of fire and evacuation procedures and the action that should be taken in the event of such an emergency are understood.
- 2.4 Protective clothing and other equipment (PPE), which may be issued for protection where the nature of the job requires it, should be worn at all times. Failure to do so could be a contravention of H&S responsibilities. Once issued, this protective wear/equipment is the responsibility of the member of staff. Staff should discuss their needs with their line manager.
- 2.5 All accidents and injuries at work, no matter how minor, should be reported and recorded in the Accident Book.

- 2.6 All staff should make themselves familiar with first aid arrangements which are displayed on all main noticeboards, and of the facilities and procedures to follow in the case of emergency.
- 2.7 With regard to office cleaning and other products required, chemicals and solvents should only be stored in their original containers which must be clearly labelled. COSH H&S should be followed. If it is necessary to decant fluids into smaller containers, these containers must be properly labelled with the name of the product.

3. Kitchen refreshments and facilities

- 3.1 Where kitchen and/or refreshment facilities are available for use, all staff share the responsibility for ensuring that they are kept clean and tidy at all times.

4. Smoking policy

- 4.1 Staff are NOT permitted to smoke anywhere in the course of their employment or in our workplace at any time (this includes ALL the PCC's church, offices and other premises).
- 4.2 This ban applies to anything that can be smoked and includes but is not limited to cigarettes, electronic cigarettes, pipes and cigars. This ban also specifically applies to vaping, which is not permitted.

5. Alcohol and drugs policy

- 5.1 Under legislation, the PCC as employer has a duty to ensure so far as is reasonably practicable the health and safety and welfare at work of all employees. Similarly, staff have a responsibility to themselves and colleagues.
- 5.2 The effects of alcohol and drugs can be numerous. The following are examples only and not an exhaustive list:
- absenteeism (e.g. unauthorised absence, lateness, excessive levels of sickness, etc.);
 - higher accident levels (e.g. at work, elsewhere, driving to and from work);
 - work performance (e.g. difficulty in concentrating, tasks taking more time, making mistakes, etc.).

- 5.3 If a person's performance or attendance at work is affected as a result of alcohol or drugs, or where there is a belief that staff have been involved in any drug-related action/offence, these may be subject to follow-up actions, and disciplinary action which, dependent on the circumstances, may lead to dismissal.

6. Personal hygiene

- 6.1 Employees are expected to maintain a high standard of personal hygiene at all times.

7. Working temperatures

- 7.1 Government resource: www.hse.gov.uk/workplace-temperatures

8. Working environments

- 8.1 All staff should do their best to reduce the amount of clutter under their desks, between desks and in offices/premises in general. Walkways between desks should be clear. Any Reception areas should be as clutter free as possible.

9. Accidents, first aid and stewards

- 9.1 Accidents should be recorded in an Accident Book.
- 9.2 If there are/is a named first aider(s) a sign should give details of them and where first aid kit(s) is located.
- 9.3 First aid kits are examined regularly – if you use anything from a kit, please do ensure it is replaced.
- 9.4 All staff should familiarise themselves with the fire safety instructions which are displayed on noticeboards and near fire exits in the PCC's church, offices and other premises.
- 9.5 If you hear a fire alarm, leave the building immediately by the nearest fire exit and go to the fire assembly point shown on the fire safety notices.
- 9.6 Fire drills will be held regularly and must be taken seriously. We also carry out regular fire risk assessments and regular checks of fire extinguishers, fire alarms, escape routes and emergency lighting.

21. SAFEGUARDS POLICY

1. Introduction

- 1.1 The PCC expects a high standard of professionalism, confidentiality and discretion from all employees at all times – and failure to comply with these expectations may result in disciplinary action being taken.

2. Confidentiality

- 2.1 All information, including that held on paper, electronically or otherwise that:
- is or has been acquired by you during, or in the course of your employment and is at the time of disclosure marked or stated to be confidential; or
 - has otherwise been acquired by you in confidence;
 -
- shall be confidential, and (save as authorised by the owner of the confidential information or as required by law) not be disclosed to any person without prior written consent.
- 2.2 Reasonable care must be made to keep safe all documentary or other material containing confidential information, and shall at the time of termination of employment or at any other time upon demand be returned to the employee's line manager or the PCC.
- 2.3 Care should be taken by all PCC employees when discussing confidential information so that it may not be overheard by an unauthorised person(s).
- 2.4 Care must be taken when accessing papers, records etc which may contain confidential information so that these may not be found or accessed by an unauthorised person. This responsibility also applies to employees carrying information on memory-sticks, laptops, etc.

3. Copyright

- 3.1 All written material relating to the PCC and any of its related boards, committees or working groups, whether held on paper, electronically or magnetically, which was made by an employee during the course of employment is the property of the PCC and its copyright belongs to the PCC. At the time of

termination of employment or at any other time upon demand, all requested material belonging to the PCC should be returned.

4. Statements to the media

- 4.1 Any statements to reporters from newspapers, radio, television, etc. in relation to PCC activities may only be given with permission of the line manager.

5. Articles and publications

- 5.1 Unless within the remit of their post, employees should not normally write letters or make statements to the press, accept invitations to appear on television or radio, give lectures, write articles or other material related to their work without the permission of their line manager.

22. STANDARDS AT WORK

1. Introduction

- 1.1 All employees are expected to take due care within a policy of 'minimum waste', which is essential to the cost-effective and efficient running of church activities.

2. Good practice

- Employees are asked to take extra care of resources at all times;
- Avoid unnecessary or extravagant use of services, time, energy, etc.;
- Handle office equipment and stock with care;
- Recycle office sundries, e.g. paper etc, and only order stationery requirements that are essential;
- Turn off any unnecessary lighting and heating;
- Keep doors closed whenever possible/where appropriate;
- Ask for other work or to be of assistance to others if their job has temporarily come to a standstill or they have some spare capacity – and to generally be aware of the pressures others are working under; and
- Start with the minimum of delay after arriving for work and after breaks.

3. Express terms of contract

- 3.1 The following provision is an express written term of every employees' contract of employment:
- any damage to equipment, stock or property (including non-statutory safety equipment) belonging to the PCC that is the result of carelessness, negligence or deliberate vandalism of an employee will render that employee liable to pay the full or part of the cost of repair or replacement; and
 - any loss to the PCC that is the result of a failure by an employee to observe rules, procedures or instruction, or is as a result of an employee's negligent behaviour or unsatisfactory standards of work will render an employee liable to refund to the PCC the full or part of the cost of the loss.

4. Behaviour at work

- 4.1 Employees should behave with civility towards fellow employees, and no inappropriate behaviour will be permitted towards persons in other

organisations, visitors or members of the public with whom we have dealings. The use of objectionable, insulting behaviour, or bad language will render any employee liable to disciplinary action.

- 4.2 Any involvement in activities which could be construed as being in competition with the PCC is not allowed.
- 4.3 All reasonable work-related requests from line managers are to be carried out.

5. Dress code

- 5.1 All employees are expected to attend work displaying an appropriate professional image with regard to appearance and standards of dress. Employees should therefore wear clothes appropriate to their job responsibilities, and they should be kept clean and tidy at all times. Attention may be drawn to any failure to comply with appropriate requirements.

23. HOME WORKING POLICY and FLEXIBLE WORKING REQUESTS

1. Introduction

- 1.1 Government resource: www.gov.uk/flexible-working
- 1.2 The PCC recognises that flexible working arrangements such as home working can be beneficial to both the organisation and employees – enabling employees to work more flexibly and effectively, reducing frequent long-distance travel and reducing organisational costs.
- 1.3 All employees working under such arrangements will not be advantaged or disadvantaged financially in terms of H&S, career progression, development, support or access to information when compared to other office-based employees of the PCC.
- 1.4 This policy does not form part of any contract of employment or other contract to provide services and the PCC may amend it at any time.

2. Home working definition

- 2.1 Home workers – are those employees specifically contractually based at their home address and all travel claims are calculated from there.
- 2.2 Working at home – is where office-based employees (with express consent from their line manager) work from home on an irregular or temporary basis. Again, these employees are simply working flexibly and there is no contractual change to their terms and conditions so they will be expected to comply with all organisational policies and practices.

3. Terms and conditions

- 3.1 Employees who are home workers have as their designated place of work their home address with its appropriate contact details.
- 3.2 If employees want to vary their working arrangements so that, either permanently or temporarily they work from home for either all or part of their working week, they will need to make a flexible working request in accordance

with the Flexible Working policy. It may be appropriate for a trial period to take place before an arrangement is made permanent in order to assess its suitability.

4. Requesting to become a designated homeworker

- 4.1 Not all roles and not all jobs are suitable for homeworking. However all applications will be considered against business case, personal need and flexibility.

An employee wishing to be considered for permanent homeworking will need to be able to demonstrate that they:

- have a suitable working environment at their home that enables them to carry out their role effectively;
- can continue to work the hours required by their contract of employment;
- can work independently, motivate themselves and use their own initiative;
- can manage their workload effectively and complete work to set deadlines;
- can maintain contact and their working relationships with the team/office and vice versa; and
- can determine any resulting tax implications for themselves.

5. Trial periods

- 5.1 It may be appropriate for a line manager to agree to a trial period of homeworking to assess its benefits to the team and employee.
- 5.2 Agreements for trial periods will be discussed with each employee to confirm the temporary working arrangements and the fact that these will revert to being office-based (as per the employee's contractual details) if the line manager considers them not to have been successful/beneficial at the end of the trial period.

6. Setting-up arrangements

- 6.1 Where a line manager agrees to a homeworking request, or designates a new post to be based from home, appropriate H&S arrangements will be discussed as will the appropriate office equipment needs. All equipment supplied or paid for by the PCC will remain the property of the PCC.

- 6.2 Appropriate workspace at home is a prerequisite of any homeworking request or decision. The appropriateness of the space must ensure security and safety,

and avoid encroaching on the home environment.

- 6.3 It is the employee homeworker's responsibility to take reasonable care of all equipment supplied or paid for by the PCC and use it in accordance with any operating instructions – on NO ACCOUNT may employees load unauthorised software onto any PCC-owned IT equipment.
- 6.4 A 'standard kit' for home working safely will include (but not exclusively): IT provision; phone arrangements; chair and carpet protective mat; a desk lamp; and stationery that will be reimbursed within the normal expenses processes. Where replacements are required these will be supplied by the PCC at basic office quality and standard. There will be provision of/or contribution towards an appropriate desk.
- 6.5 Laptops (with Docking Stations in the office) will usually be supplied so that employees have access to internal IT. All electronic documents should be backed up appropriately in line with normal policies and procedures.
- 6.6 Appropriate telephone line access will be installed for contracted homeworkers – to ensure adequate access to the Internet and for fax/telephone access.

7. Requesting to work from home on a regular/occasional basis

- 7.1 From time to time it will be necessary for managers to ask employees to work from home or for employees to request this to concentrate on a specific piece of work – during this time employees should keep a careful note of any out-of-pocket expenses incurred (e.g. telephone calls made on account of the PCC) and provide copies of bills/receipts for reimbursement. All periods of working from home on this occasional basis must have the express agreement of an appropriate line manager.
- 7.2 Employees working these ad hoc flexible arrangements remain entitled to work as safely as possible within their home set up.

6. Notification of changing circumstances

- 6.1 Homeworkers must inform their manager if they move house or if there is any other change of circumstance that may reduce their ability to work from home.
- 6.2 Homeworkers must understand that where their home is their contractual designated place of work, any request to cease working from home will need to be managed through the Flexible Working policy.

7. Allowances, expenses and office arrangements

- 7.1 Homeworkers are entitled to claim travel expenses for all work journeys from their home address.
- 7.2 Telephone calls will be reimbursed (homeworkers should provide copies of bills).
- 7.3 Homeworkers may receive, but are not entitled to, a reasonable contribution towards their homeworking expenses (heating, lighting etc) on the presentation of receipts as agreed with their line manager.
- 7.4 Reimbursement for supplies/sundries will be authorised on the presentation of appropriate records and receipts.

8. Management of homeworkers

- 8.1 Any new employees who is a homeworker will have a broad induction programme that comprises sufficient and compulsory office-based training and support to enable the employee to gain insight into the broad context in which their role operates, and the homeworking skills required.
- 8.2 Homeworkers and their line managers must build up good working relationships, as remote working/working from home relies heavily on trust.
- 8.3 All homeworkers will be expected to agree – and be available for contact during – working hours.
- 8.4 Homeworkers will be expected to keep an up-to-date diary – and share this with their line manager. Failure to do so may result in disciplinary action being taken.
- 8.5 Homeworkers will be expected to comply with all relevant PCC employment policies, e.g. reporting sickness absence.
- 8.6 A line manager will arrange regular support/supervision meetings to review targets and objectives, annual appraisals, and other general contact with homeworkers and team colleagues.
- 8.7 Video calls are regularly used to conduct internal and external meetings. The PCCs usual standards of professionalism continue to apply during video calls. In particular, if you are participating in a video calls from a homeworking basis, you are required to:
 - 8.7.1 conduct all video calls with the same courtesy, respect and decorum as if you were face to face with the other person(s) on the call;
 - 8.7.2 dress appropriately for the video call; and

- 8.7.3 consider the appropriateness of the background visible on your call, for example you should avoid conducting calls from personal spaces such as bedrooms, and conduct the call from a private area of your home where the chance of interruptions will be minimised.
- 8.8 If you are hosting a video call, you are required to comply with the requirements set out in 8.7 above, and in addition it is also sensible to:
 - 8.8.1 circulate relevant documents in good time ahead of the call;
 - 8.8.2 consider the timing of the call to accommodate all participants' availability and commitments (e.g. it may be preferable to avoid early mornings, lunchtimes and evenings); and
 - 8.8.3 log onto the call ahead of time in order to test functionality such as screen sharing, microphones and audio quality.
- 8.9 Contractual obligations, duties and responsibilities remain in place during your agreed working hours and the PCC expects you to be available during those times to respond to calls, emails and video calls as required.

9. H&S and security

- 9.1 Under the Management of H&S at Work Regulations 1999, employers are required to undertake a risk assessment of the work activities carried out by Homeworkers.
- 9.2 The PCC understands home working can be challenging and you may have been required to adapt your living space in order to accommodate home working arrangements. Please do ensure your working environment is comfortable, clear of hazards, with sufficient lighting, and that you are sitting comfortably with good posture at a safe distance from your screen. If you have any concerns in respect of your remote working environment, please talk to your line manager.
- 9.3 Where staff are required to use display screen equipment (DSE) at home, they are required to complete a home workstation assessment which will be kept under review. Information on carrying out a home workstation assessment can be found [here](#) and the results should be shared with the line manager.
- 9.4 For those working at home on a more informal basis they will be asked to undertake a self-assessment of their working space.
- 9.5 The homeworker must ensure that they are aware of and keep to safe working practices; they should monitor the safety of their equipment and report all faults.
- 9.6 All staff should take regular rest breaks or changes in activity away from their screens (where possible at least five minutes every hour).

- 9.7 A homeworker's work may contain information that is sensitive and confidential. The same security standards should be adhered to and maintained at home as in the office and computer data should be backed up and stored securely.
- 9.8 Staff are responsible for taking appropriate measures to protect confidential information and personal data. All equipment and data must be kept securely and you should take all necessary steps to ensure PCC/work related material is kept secure and confidential at all times. In particular, you are required to:
- 9.8.1 act in accordance with the PCC's policy and guidelines on data protection, acceptable use of IT equipment, information security, and confidentiality.
 - 9.8.2 only use systems and platforms that have been provided by or pre-approved e.g. a PCC intranet, PCC email, Zoom, and Microsoft Teams. For the avoidance of doubt no personal email addresses or personal cloud based storage may be used to retain or process PCC data;
 - 9.8.3 only use PCC equipment to do your work, unless you have been given express permission by your line manager to use a personal device;
 - 9.8.4 ensure the computer you are using for work has up-to-date security and that you have appropriate anti-virus software installed and that you have a firewall switched on. Ensure that computer and account settings are such that no-one else can access PCC or your work data;
 - 9.8.5 keep passwords secret;
 - 9.8.6 lock computer screens when you are away from your computer;
 - 9.8.7 conduct confidential conversations about work matters where you cannot be overheard; and
 - 9.8.8 store hard copy and electronic documents securely. Where documents are to be destroyed you are required to shred them using a cross cut shredder and dispose of them securely.
- 9.9 If you discover or suspect there has been an incident involving the security of information relating to the PCC/your role, you must report it immediately.
- 9.10 The PCC will undertake to complete a safety inspection of the IT and electrical equipment (PAT testing) that it is responsible for having installed.
- 9.11 It is important that homeworkers check their own home insurance arrangements. They should inform their insurers that they are working from home and ensure that they are properly covered.

24. FLEXI-TIME POLICY

1. Introduction

- 1.1 Employees may work 'flexible' office hours depending on their role, contract, and the business needs of the office/role, and with the express permission of their line manager.
- 1.2 Flexi-time is helpful during busy work periods, working additional hours for particular pieces of work such as attending evening or weekend meetings, and when needing time off for occasional medical and other appointments.
- 1.3 Flexi-time differs from flexible working, which is the statutory arrangement for parents and carers.
- 1.4 Flexi-time arrangements may differ slightly depending on the nature of the work and can only be accrued during appropriate/busy work periods, but not with the intent of accruing additional leave.

2. Usual working arrangements

- 2.1 For all employees their usual working arrangements will be set out as defined by the Job Description and contract of employment or in any subsequent updating/changes that have been mutually agreed and for which file notes have been made.
- 2.2 For all roles working at home, core hours will be determined by the line manager when an employee should be available for work contact.
- 2.3 With the permission of their line manager or within the scope of a role employees may need to work over the working week and thus will accumulate flexi-time. Usually a maximum of 14 additional hours may be worked over a 4-week period – those who find that from time to time they may be accruing more than this should have discussions with their line manager so that work can be reviewed.
- 2.4 It is the nature of our work that some roles require a series of evening or weekend meetings etc. which may result in a significant number of additional hours worked. These should be planned for and discussed and agreed with the line manager in advance during team meetings/1:1 supervision so that time off in lieu of the additional hours worked can be agreed at the outset.
- 2.5 Where employees are likely to be in deficit of core hours, this must be agreed with the line manager.

- 2.6 Employees should keep a weekly record of their hours worked and these should be agreed and signed off by the line manager on a monthly basis (a form for keeping track of hours is attached below).
- 2.7 Where employees wish to book off some flexi-time leave, this must be agreed in advance with the line manager. A manager has the right not to agree to a request but to postpone/defer it based on reasonable office needs, e.g. cover. In these cases, alternative dates will be discussed.
- 2.8 Flexi-time should not be abused and taken appropriately and taken during the following month.

3. Part-time employees

- 3.1 In some cases it may be appropriate for part-time employees to work on a flexi-time basis for a short period of time (e.g., linked to a particular event, or during periods of high workload etc). This may only be agreed with the express permission of the line manager and a flexi-time log must be completed appropriately.

FLEXI-TIME LOG

Name
Log for week commencing:

	AM hours worked	PM hours worked	+/-	Any comments
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				
Saturday				
Sunday				
		<u>TOTAL</u>		

Total hours worked	
Standard hours	35
+/- flexi hours carried forward from previous month/week	
Flexi-time Total (+/-)	

Employee Signature	
Line Manager Signature	

25. Wellbeing and support

Introduction

- I.1 The PCC has a range of policies and guidance to enable employees and managers ways to support and encourage wellbeing, including:
- Family-friendly policies (including adoption, maternity, parental and other leave, flexible working, recognising caring responsibilities etc.);
 - H&S policies;
 - Career, professional development opportunities and support;
 - Annual Appraisals and other review opportunities;
 - Sickness and other absence policies;
 - Support and advice for those living with Domestic Abuse or concerned about colleagues who may be experiencing this; and
 - Support and advice for those experiencing the Menopause.
- I.2 The PCC strives to be a Mental Health Aware employer.

25a. Wellbeing and Support

DOMESTIC ABUSE support and information policy

I. Introduction

- I.1 Government resource: <https://www.gov.uk/government/publications/domestic-abuse-open-letter-to-employers-on-how-to-help-workers-find-the-right-support/domestic-abuse-open-letter-from-the-business-minister-to-employers>
- I.2 Whilst this is a policy relates to those employed directly by the PCC; it can be read alongside wider national Church of England policy developments, fact sheet and information. <https://www.churchofengland.org/sites/default/files/2017-11/responding-well-to-domestic-abuse-practice-guidance-appendix-1-domestic-abuse-fact-sheet.pdf>
- I.3 This policy also covers the approach we will take where there are concerns that an employee may be the perpetrator of domestic abuse.

I. Policy statement

- 2.1 The PCC:
 - Recognises that employees can be affected by domestic abuse in a range of different contexts; for example as a survivor of domestic abuse; currently living with domestic abuse; as someone who has been impacted upon by domestic abuse; or as an individual who has perpetrated domestic abuse;
 - Is committed to a 'zero tolerance' position on domestic abuse and ensuring that in our workplaces, people feel valued, respected and safe from abuse; and
 - Encourages people to come forward with the reassurances that they will be listened to; and the commitment that we will always do what we can to offer practical, pragmatic, and informed support.

Whilst conversations will always be handled sensitively, it is important to say that we cannot always guarantee confidentiality if we become aware that there may be children or vulnerable adults in danger.

2. Who to talk to?

- 3.1 Often a colleague or line manager be the first time a victim of abuse may have talked about their experience and it is recognised that it can take courage to come forward.
- 3.2 It may be that someone becomes concerned about a colleague and asks them if they are ok or follows up a concern with them.
- 3.3 Either way, ask to speak to them in a quiet and safe place (and in or out of the office environment is fine) to give them time and space to gently encourage them to talk about anything.

In addition there are a number of organisations, apps, and information website pages that may offer further information, or encouragement to encourage someone to come forward – the list below is not exhaustive and are just a few to highlight the range of support that may be a helpful resource:

The [Bright Sky App](#) promoted by the government provides a service directory for survivors of abuse;

GDASS (Gloucester domestic abuse support service) <https://www.gdass.org.uk/>;

Restored – is a Christian charity that has supported our central diocesan training and awareness raising: <https://www.restored-uk.org/>; and

The Hollie App - <https://hollieguard.com/>

4 Practical and informed support

- 4.1 Every situation and context will be very different and the PCC may be able to offer a range of practical support within the workplace. These are an initial (and non exhaustive list) of what the PCC as an employer may be able to offer:
 - Adjustments in the workplace (such as diverting phones, different entry and leaving times);
 - Time off for appointments that may help to secure a safer future;
 - Private space in order to make personal calls and arrangements;
 - Flexibility around working hours and patterns;
 - Emergency leave; and/or
 - Salary advances.

5 What happens when an allegation of domestic abuse is made about a PCC employee?

- 5.1 All those directly employed by the PCC are deemed Church Officers under national Church of England safeguarding policy and practice guidance.
- 5.2 If an allegation is made about a Church Officer relating to domestic abuse the Diocesan Safeguarding Officer/Adviser should be informed and HR advice sought as part of safeguarding parish measures along with any statutory body that may be involved to ensure that employment rights are followed and that fair and due processes are put in place. These largely follow national church guidance for safeguarding along with diocesan provisions for example where someone may need to be suspended from work pending an investigation process.

25b. Wellbeing and support MENOPAUSE POLICY

I Background and introduction

- I.1 The purpose of this policy is to assist with creating an open and honest workplace within a culture of trust and confidence, where individuals are able to talk openly and honestly about the impact of the menopause on them, and where their experiences, worries and concerns will be responded to positively and respectfully.
- I.2 The PCC recognises that the menopause can be a significant issue for those affected, and we seek to actively support and/or share information about the help and assistance that we can provide.
- I.3 In our responses to any menopause related needs, we are committed to exploring a wide range of flexible supportive options and arrangements to allow all to flourish in their role.
- I.4 In addition:
 - The Equality Act 2010 outlines that individuals must not be discriminated against due to any form of disability and we recognise that the symptoms of the menopause may, for some when severe, constitute a disability; and
 - That we have a duty to ensure the health, safety and welfare of all of our employees under the Health and Safety at Work Act 1974.
- I.5 If you feel you have been poorly treated in any way by a colleague because of matters related to the menopause, please feel able to discuss your concerns with your line manager.
- I.6 We welcome suggestions on how our workplace environment in relation to menopause symptoms could be potentially improved.

2. Speaking out – employee responsibilities

- 2.1 The PCC encourages everyone to prioritise their personal health and wellbeing. If you find yourself struggling with any aspect of your role as a result of symptoms associated with the menopause (see appendix one for examples) you should report any concerns you may have to your line manager who will discuss

things with you in confidence. The PCC will always urge you to seek professional medical advice and support.

3. Definition

- 3.1 There are clear medical definitions of the menopause (see <https://www.nhs.uk/conditions/menopause/>) and its associated stages – and it is important to note that stages can occur at different times for different people, such as post surgery; or through other medical intervention, linked to age etc.
- 3.2 Menopause, also referred to as ‘the change of life’, can cause a chain reaction of physical and psychological side effects to a woman’s body. It is the time during a woman’s life when menstruation periods permanently stop. It is defined as occurring when the individual has experienced no periods for 12 consecutive months and no other biological or psychological cause can be identified.

4. Making practical and pragmatic adjustments

- 4.1 Where it is possible the PCC will explore making adjustments to your role or working environment with the aim of reducing the effect that the menopause is having on you, and no adjustment will be made without fully discussing it with you first.
- 4.2 Examples of possible adjustments that may be considered as initial temporary changes and reviewed regularly to help monitor/assess a situation:
 - Conducting an individual risk assessment (e.g. identifying any particular areas of the work/ing environment that are a potentially challenging);
 - Flexible working (with later/earlier start or end days/weeks);
 - Desk top fans;
 - Locality to toilet facilities;
 - Reviewing rest breaks;
 - Flexible working patterns and working from home; and/or
 - Reviewing support for additional sickness absence or to attend medical appointments in work time.

5. Support and sites for information and guidance

NHS

<https://www.nhs.uk/conditions/menopause/>

<https://www.nhs.uk/conditions/menopause/help-and-support/>

<https://www.nhs.uk/conditions/menopause/treatment/>

Menopause support - Over the bloody moon

<https://www.overthebloodymoon.com/>

Menopause charity

<https://www.themenopausecharity.org/menopause/>

World Menopause Day (October annually)

<https://thebms.org.uk/publications/world-menopause-day-2022/>

Appendix I

Physical symptoms

Every woman will experience the menopause in different ways to others. There are however some symptoms and challenges that have been well researched and documented by medical specialists. These include (in a non-exhaustive list):

- hot flushes
- insomnia
- fatigue
- poor concentration
- joint pain
- headaches
- skin irritation
- heavy bleeding
- urinary problems.

Psychological difficulties

As a result of the symptoms above, or as an extension of the hormone imbalance, individuals going through the menopause may also experience (a non-exhaustive list):

- depression
- anxiety
- panic attacks
- mood swings
- irritability
- problems with concentration or memory
- loss of confidence.
- Seeking professional medical advice and support will always be encouraged.

26. ANTI-CORRUPTION AND ANTI-BRIBERY POLICY

1. Introduction

- 1.1. The purposes of this policy developed in line with The Bribery Act 2010 (the 'Act') is to promote best practice, anti-bribery practices and to monitor and eliminate the risks of the facilitation of tax evasion across the range of work undertaken in the name of the PCC.
- 1.2. The PCC takes a zero-tolerance approach to bribery, corruption and the facilitation of tax evasion and is committed to acting professionally, fairly and with integrity in all its business dealings and relationships.
- 1.3. Any employee who breaches this policy will face disciplinary action, which could result in dismissal for gross misconduct. Any non-employee who breaches this policy may have their contract terminated with immediate effect. The PCC expects the highest of standards from all its employees.
- 1.4. Underpinning this policy is the general requirement to keep accurate financial records, so all transactions are easily auditable, and demonstratively completed fairly and legally.

2. Policy and process

- 2.1 **Bribe** means a financial or other inducement or reward for action which is illegal, unethical, a breach of trust or improper in any other way. Bribes can take the form of money, gifts, loans, fees, hospitality, services, discounts, the award of a contract or any other advantage or benefit.
- 2.2 **Bribery** includes offering, promising, giving, accepting or seeking a bribe.
- 2.3 All forms of bribery are strictly prohibited. If you are unsure about whether a particular act constitutes bribery, you should raise it with your line manager. In line with the Act, it may amount to a criminal offence to give, promise or offer any sort of bribe, agree to receive or accept a bribe, either at home or abroad.
- 2.4 Specifically, you must not:
 - give or offer a payment, gift, hospitality or other benefit in the expectation that a business advantage will be received in return, or to reward any business advantage received;

- accept any offer from a third party that you know or suspect is made with the expectation that we will provide a business advantage for them or anyone else; or
 - give or offer any payment (sometimes a facilitation payment) to a government official in any country to facilitate or speed up a routine or necessary procedure.
- 2.5 You must not threaten or retaliate against another person who has refused to offer or accept a bribe or who has raised concerns about possible bribery or corruption.
- 2.6 Any employee or staff member aware of a potential situation that may give rise to bribery-related concerns should raise their concerns promptly.

3. Gifts and hospitality

- 3.1. This policy does not prohibit the giving or accepting of reasonable and appropriate hospitality for legitimate purposes such as building relationships. A gift or hospitality will not be appropriate if it is unduly lavish or extravagant or could be seen as an inducement or reward for any preferential treatment (for example, during contractual negotiations or a tender process).
- 3.2. Gifts must be of an appropriate type and value depending on the circumstances and taking account of the reason for the gift. Gifts must not include cash or cash equivalent (such as vouchers), or be given in secret. Gifts must be agreed in advance by the PCC . Gifts should be given openly and not in secret.

4. Record-keeping

- 4.1 You must declare and keep a written record of all hospitality or given or received. You must also submit all expenses claims relating to hospitality, gifts or payments to third parties in accordance with our expenses policy and record the reason for the expenditure.
- 4.2 All accounts, invoices and other records relating to dealings with third parties including suppliers and customers should be prepared with strict accuracy and completeness. Accounts must not be kept 'off-book' to facilitate or conceal improper payments.

5. Tax evasion and the facilitation of tax evasion

- 5.1 In this policy, tax evasion means avoiding, reducing, or delaying payment of tax in a criminal way. It includes: fraudulent conduct intended to prejudice HM Revenue & Customs or the Department for Work and Pensions; taking steps with a view to the fraudulent evasion of tax; and being knowingly concerned in the fraudulent evasion of tax. In this policy, the facilitation of tax evasion refers

to facilitating it in a criminal way. This includes aiding and abetting a tax evasion offence or being knowingly concerned in or taking steps with a view to the evasion of tax by another person. In this policy tax evasion and the facilitation of tax evasion include conduct which is criminal under foreign law and which would have been criminal had it been carried out against UK tax authorities or in the UK.

- 5.2 The PCC evaluates the risk of staff facilitating tax evasion by considering the motive, opportunity and means.
- 5.3 This section sets out key steps which may involve risk. Staff must not take any of the steps set out in this section without the prior approval of their line manager. Staff must inform their line manager in the event any of these events happen or steps are attempted or are requested to make them happen:
- accepting payment of substantial sums in cash;
 - accepting payment from parties with no clear legitimate reason for meeting their liabilities to the PCC;
 - accepting payment from accounts in jurisdictions lacking sound anti-fraud, corruption, terrorism or anti-money laundering control;
 - entering into side-letters which materially vary key terms in the main agreement like performance and price;
 - entering into commercial arrangements involving steps, terms or parties for which there is no clear, legitimate commercial need;
 - making payment in cash except for petty cash payments where it is usual legitimate commercial practice;
 - being asked to pay an invoice which appears to be non-standard or customised, for example with non-standard allocations for the goods and services supplied or which does not include VAT or VAT registration details when it should; or
 - issuing or being asked to issue customised or non-standard invoices, re-issuing invoices or issuing invoices for example which do not reflect sums payable or their proper apportionment to services and cost centres in accordance with usual PCC practice.
- 5.4 Staff may only make payment into a UK-based bank account of a person or organisation (e.g. for payroll purposes) whose identity and ownership of the account has been verified by PCC.
- 5.5 If staff become aware of any situation which may amount either at the present or in the future to the facilitation of tax evasion, should bring their concerns to the PCC.

SECTION 4

IT, ELECTRONIC DATA AND INFORMATION POLICIES

- ☐ 1. IT and Communications Systems policy
- ☐ 2. Email and Internet policy
- ☐ 3. Social Media policy
- ☐ 4. Secure Storage (handling, use, retention and disposal of disclosures and disclosures including GDPR and data protection) policy
- ☐ 5. PCC Employee Privacy Notice and data requirements
- ☐ 6. PCC Privacy Notice

I. IT AND COMMUNICATIONS SYSTEMS POLICY

I. Introduction

- 1.1 This policy applies to all staff and sets out the requirements staff must comply with when using PCC IT and when otherwise using IT and computers in connection with your job.
- 1.2 Failure to comply with this policy may be dealt with under the Disciplinary Procedure and, in serious cases, may be treated as gross misconduct leading to summary dismissal.

2 IT equipment

- 2.1 You should not use personal IT equipment for work purposes without explicit permission and with appropriate safeguards recorded and in place.
- 2.2 You are responsible for the security of the PCC equipment allocated to or used by you, and you must not allow it to be used by anyone other than in accordance with this policy.

3. No expectation of privacy

- 3.1 The PCC reserve the right to retrieve the contents of email messages or check internal usage (including pages visited and searches made) as reasonably necessary in the interests of the business for the following purposes (this list is not exhaustive):
 - to monitor whether the use of the email system or the Internet is legitimate and in accordance with this policy;
 - to find lost messages or to retrieve messages lost due to computer failure;
 - to assist in the investigation of alleged wrongdoing; or
 - to comply with any legal obligations.

4. Passwords

- 4.1 You should use passwords on all IT equipment, particularly items that you take outside of PCC church, offices and other premises/out of the office.

5. Installation of unauthorised software on PCC IT

- 5.1 Staff should be aware of the potential damage that can be caused by computer viruses and other malicious code. Staff are prohibited from loading unauthorised discs or software on to computers/devices, introducing any hardware, programs or data, downloading or installing software from external sources, opening suspicious emails, or attaching any devices or equipment (including but not limited to mobile phones, tablet computers or USB storage devices) to PCC equipment without the prior permission. This includes, but is not limited to, the loading of games and other 'personal' software, including screensavers. The PCC reserves the right to remove all such software at its discretion and without warning.

6. Virus detection

- 6.1 Files obtained from sources outside may contain dangerous computer viruses.
- 6.2 You should exercise particular caution when opening unsolicited emails from unknown sources. If an email looks suspicious, do not reply to it, open any attachments or click any links in it. Suspicious emails should be reported.

7. Email

- 7.1 Staff are expected to adopt a professional tone and observe appropriate etiquette when communicating by email. Staff must not send abusive, obscene, discriminatory, racist, harassing, derogatory, defamatory, pornographic or otherwise inappropriate emails.
- 7.2 Staff should not use their own personal email account to send or receive email for the purposes of their work for the PCC unless specific permission has been given and agreed safeguards are in place.

8. Using the Internet

- 8.1 Internet access is provided primarily for business purposes. Occasional personal use may be permitted as set out below.
- 8.2 Staff should not access any web page or download any image or other file from the Internet which could be regarded as illegal, offensive, in bad taste or immoral. Even web content that is legal in the UK may be in sufficient bad taste to fall within this prohibition. As a general rule, if any person (whether intended to view the page or not) might be offended by the contents of a page, or it might be a source of embarrassment if made public, then viewing it will be a breach of this policy.

- 8.3 The PCC may block or restrict access to some websites at its discretion to its owned IT provisions.

9. Private use of PCC provided IT facilities

- 9.1 The PCC permits the incidental use of its systems to send personal email, browse the Internet and make personal telephone calls subject to certain conditions. Private use is a privilege and not a right. It must not be overused or abused. The PCC may withdraw permission for it at any time or restrict access at our discretion.

10. Prohibited use of PCC provided IT systems

- 10.1 Use of PCC computer resources for any of the following activities is strictly prohibited and failure to comply may result in disciplinary action being taken (this list is not exhaustive):

10.1.1 knowingly disseminating or storing commercial advertisements, solicitations, promotions, destructive programs (that is, viruses or self-replicating code), political information, or any other unauthorised material;

10.1.2 wasting computer resources by, among other things, sending mass mailings or chain letters, spending excessive amounts of time on the Internet, playing games during working hours, engaging in online chat groups, printing multiple copies of personal documents, or otherwise creating unnecessary network traffic; or

10.1.3 violating any British, European, or International law.

- 10.2 Accessing, viewing, creating, broadcasting or distributing any of the following material will usually amount to gross misconduct (this list is not exhaustive):

- pornographic material (that is, writing, pictures, films and video clips of a sexually explicit or arousing nature);
- offensive, obscene, or criminal material or material which is liable to cause embarrassment to us or to our clients;
- a false and defamatory statement about any person or organisation;
- material which is discriminatory, offensive, derogatory or may cause embarrassment to others (including material which breaches our Anti-harassment and Bullying Policy);
- confidential information about us or any of our staff or clients (except as authorised in the proper performance of your duties);
- unauthorised software;

- any other statement which is likely to create any criminal or civil liability (for you or us); or
- music or video files or other material in breach of copyright.

Any such action will be treated very seriously and is likely to result in summary dismissal.

II. Violations

- II.1 Violations to this policy may result in disciplinary action and may result in summary dismissal.

2. EMAIL AND USE OF THE INTERNET POLICY

1. Introduction

- 1.1 Issues affecting the use of the Internet for/at work will also apply to staff working from home on a permanent or temporary basis who have a PC, or other IT equipment, provided or purchased by the PCC to support their work.
- 1.2 Many churches/PCCs will not have their own office suite, IT system and email set up etc; but some will. This section applies where this is the case, but the spirit of using email effectively and respectfully runs throughout.

2. Internet

- 2.1 Where appropriate, staff are encouraged to make use of the Internet as part of their official and professional activities. Attention must be paid to ensuring that published information has relevance to normal professional activities before material is released onto the Internet in the PCCs name. Where personal views are expressed, a disclaimer stating that this is the case should be clearly added.
- 2.2 The intellectual property right and copyright must not be compromised when publishing on the Internet. The availability and variety of information on the Internet has meant that it can be used to obtain material reasonably considered to be offensive.
- 2.3 Unless related to their working role, staff are expressly prohibited from using social networking sites while at work. (Roles which may use social networking as part of their role may include youth work, communications and promoting the work of a particular nature.)

3. Email

- 3.1 **General Data Protection Regulations** – Staff may not use personal email accounts/addresses for the sending or receiving of work without specific authority and with specific safeguards in place. This is to ensure that the PCC is able to manage data privacy, data protection, and the sharing of data appropriately e.g. name@email.org email addresses..

4. Usage

- Email should not be used as a substitute for face-to-face communication or telephone contact.
- Flame mails (i.e. emails that are abusive) must not be sent nor should hasty messages which can be sent without proper consideration and can cause upset concern or misunderstanding; if email is confidential the user must ensure that the necessary steps are taken to protect confidentiality.
- The PCC could be liable for: infringing copyright or any defamatory information that is circulated either within its IT system or to external users of the system; and any offers or contracts transmitted through the PCC's IT system.

4.1 Any email message or other technology-based communication which is abusive, discriminatory on grounds of sex, marital or civil partnership status, age, race, disability, sexual orientation or religious belief (or otherwise contrary to our equal opportunities policy), or defamatory is not permitted. Use of the PCC's email system or equipment in this way constitutes gross misconduct.

4.2 The PCC will not tolerate the use of its email system for unofficial or inappropriate purposes, including:

- any messages that could constitute bullying, harassment or other detriment;
- personal use (e.g. social invitations, personal messages, jokes, cartoons;
- chain letters or other private matters);
- online gambling;
- accessing or transmitting pornography;
- transmitting copyright information and/or any software available to the user;
- or
- posting confidential information about other employees, the PCC or its customers or suppliers.

This list is not exhaustive.

3. SOCIAL MEDIA GUIDELINES

1. Introduction

- 1.1 The purpose of this social media policy is to minimise the risks to the PCC through the use of social media.
- 1.2 This policy deals with the use of all forms of social media, including Facebook, LinkedIn, Twitter, Google+, Wikipedia, TikTok, Instagram and all other social networking sites, Internet postings and blogs. It applies to use of social media for church /PCC purposes as well as personal use that may affect the church in any way.
- 1.3 This policy should be read in conjunction with/cross-referenced to the following PCC policies and guidelines available within the Employment Handbook:
 - IT and Communications Systems policy;
 - Email and Use of the Internet policy;
 - Bullying and Harassment, and Respect; and
 - Grievance, Discipline and Whistleblowing.

2. Personal use of social media

- 2.1 While you may have and maintain your own personal sites/social media accounts, you should remain aware that personal use of social media is never permitted during work time on any PCC systems, networks, computers and devices, or other IT resources and communications systems, or on personal phones or devices unless with specific permission due to role etc..

3. Prohibited use

- 3.1 You must avoid making any social media communications that could damage the interests or reputation of the PCC, its churches, our staff or any third party, even indirectly.
- 3.2 You must not use social media to defame or disparage the PCC, its churches, our staff or any third party; to harass, bully or unlawfully discriminate against staff or third parties; to make false or misleading statements; or to impersonate colleagues or third parties.
- 3.3 You must not express opinions on behalf of the PCC via social media, unless expressly authorised to do so by your manager.
- 3.5 Any misuse of social media should be reported.

4. Guidelines for responsible use of social media

- 4.1 Where a communication tool such as blogging and tweeting is used and maintained as mechanisms for representing the PCC or where staff have their own accounts they should remain vigilant about the information or range of opinions they are 'disclosing' be it about an organisation or member of staff, and should also be mindful of relevant legislation on copyright.
- 4.2 You should make it clear in social media postings, or in your personal profile, that you are speaking on your own behalf. Write in the first person and use a personal email address.
- 4.3 Be respectful to others when making any statement on social media and be aware that you are personally responsible for all communications which will be published on the Internet for anyone to see.
- 4.4 If you disclose your affiliation with us on your profile or in any social media postings, you must state that your views do not represent those of your employer (unless you have been authorised to speak on our behalf as set out above). You should also ensure that your profile and any content you post are consistent with the professional image you present to clients and colleagues.
- 4.5 If you are uncertain or concerned about the appropriateness of any statement or posting, refrain from posting it until you have discussed it with your manager.
- 4.6 If you see social media content that disparages or reflects poorly on us, you should report it as soon as possible.

4. SECURE STORAGE, HANDLING, USE, RETENTION AND DISPOSAL OF DISCLOSURES AND DISCLOSURE INFORMATION POLICY

1. Introduction

- 1.1 Government resource: www.gov.uk/data-protection
- 1.2 The PCC seeks to always comply with obligations set within the provisions of the data protection and GDPR requirements.
- 1.3 As an organisation, the PCC's safe recruitment practices uses the Disclosure and Barring Service (DBS) to help assess the suitability of applicants for some specific positions. The PCC complies fully with the DBS Code of Practice regarding the correct handling, use, storage, retention and disposal of disclosures and disclosure information.

2. Safe employment arrangements

- 2.1 Appropriate disclosure information is a requirement within the provisions of the General Data Protection Regulations and the Church of England's general safeguarding requirements.
- 2.2 Records are maintained of all those to whom disclosures and disclosure information has been revealed and it is recognised that it is a criminal offence to pass the information to anyone who is not entitled to receive it.
- 2.3 Disclosure information is only used for the specific purpose for which it was requested and for which the applicant's full consent has been given.

SECTION 5

FAMILY-FRIENDLY POLICIES

Maternity, Paternity, and Adoption policies should be read in conjunction with the Shared Parental Leave policy.

- ☐ 1. Maternity Leave policy
- ☐ 2. Shared Parental Leave policy
- ☐ 3. Adoption Leave policy
- ☐ 4. Paternity Leave policy
- ☐ 5. Parental (Unpaid) Leave policy
- ☐ 6. Dependants Leave policy
- ☐ 7. Flexible Working policy

I. MATERNITY LEAVE POLICY

I. Introduction

- I.1 Government resource: www.gov.uk/maternity-pay-leave
- I.2 This policy outlines the statutory rights and responsibilities of employees who are pregnant or have recently given birth, and sets out the arrangements for pregnancy-related sickness, H&S, and maternity leave. This policy also outlines the statutory right to take time off to attend ante-natal appointments.
- I.3 This policy only applies to employees and does not apply to agency workers or self-employed contractors. Although, please be aware that provisions of this policy around ante-natal care (paragraph 3 below) may apply to certain agency workers.
- I.4 In some cases, an employee and their spouse or partner may be eligible to opt into the shared parental leave (**SPL**) scheme which gives more flexibility to share the leave and pay available in the first year. Employees will need to give the PCC at least eight weeks' notice to opt into SPL, and the employee must remain on maternity leave until at least two weeks after birth. For information about SPL, see the Shared Parental Leave policy.
- I.5 This policy does not form part of any employee's contract of employment and the PCC may amend it at any time.

2. Notification

- 2.1 A pregnant employee should inform their line manager as soon as possible of their pregnancy in order to receive information/advice regarding their entitlement to maternity leave and pay, and in order for appropriate H&S assessments to be undertaken and appropriate advice given.
- 2.2 In any event, before the end of the 15th week before the week that the employee expects to give birth (this is known as Qualifying Week), or as soon as practical afterwards, the employee must notify their line manager of the following:
 - 2.2.1 the week in which the employee's doctor or midwife expects the employee to give birth (this is known as the Expected Week of Childbirth (**EWOC**)); and

- 2.2.2 the date on which the employee would like to start their maternity leave (**Intended Start Date**).
- 2.3 Once the employee receives a certificate from a doctor or midwife confirming their Expected Week of Childbirth (known as a MATBI form), the employee must provide this to the Treasurer or the person running the parish payroll.
- 3. Ante-natal care**
- 3.1 The statutory right to paid time off for ante-natal care applies to employees and certain agency workers.
- 3.1.1. This right applies to employees regardless of the length of service or the number of hours that they work.
- 3.1.2 This right only applies to agency workers once they have worked in the same role with the PCC for at least 12 continuous weeks (which may include more than one assignment).
- 3.2 Eligibility for paid time off: If you are pregnant you are entitled to take reasonable paid time off during working hours for ante-natal appointments.
- 3.3 Time off to accompany a pregnant woman: You may take unpaid time off to accompany a pregnant woman to up to two ante-natal appointments if you have a 'qualifying relationship' with the mother or the unborn baby. This means that either:
- 3.3.1 you are the baby's father;
- 3.3.2 you are the pregnant woman's spouse, civil partner or cohabiting partner;
or
- 3.3.3 you are one of the intended parents in a surrogacy arrangement and expect to obtain a parental order in respect of the child.
- 3.4 Where time off is taken to accompany a pregnant woman, you may:
- 3.4.1 take time off to accompany a pregnant woman to up to two ante-natal appointments in relation to each pregnancy;
- 3.4.2 not take more than six and a half hours off for each appointment, including travel and waiting time.
- 3.5 You need to confirm with your line manager when such appointments are, and may be asked to provide evidence of your ante-natal appointments, and where appropriate confirmation that you meet one of the eligibility criteria in paragraph 3.3 above.

4. Ordinary and Additional Maternity Leave entitlements

- 4.1 All employees, regardless of their length of service will be entitled to 52 weeks' maternity leave consisting of:
- 26 weeks' ordinary maternity leave (**OML**), and
 - 26 weeks' additional maternity leave (**AML**).

5. Claiming entitlements

- 5.1 The earliest an employee can start maternity leave is 11 weeks before the Expected Week of Childbirth (unless the child is born prematurely before that date).
- 5.2 If an employee has decided that they wish to change their Intended Start Date for maternity leave, they should give as much notice as possible, but wherever possible they must give a minimum of 28 days' notice, in writing. That is 28 days' notice before the original Intended Start Date or 28 days' notice before the new start date if the employee is bringing the start date forward. If this is not reasonably practicable they should discuss options with their line manager. The employee must confirm the following details discussed with their line manager with a copy of the letter for their personnel file:
- their full name and place of work
 - the expected date of childbirth
 - the date the employee is intending to commence maternity leave (the Intended Start Date).

6. Maternity Pay – general. The PCC pays the statutory provisions/thresholds.

- 6.1 There are two sorts of maternity pay:
- 6.1.1 Statutory maternity pay (**SMP**) – this is payable for up to 39 weeks provided that the employee has completed at least 26 weeks' continuous service with the PCC by the end of the Qualifying Week (15th week before their baby is due) and provided that the employee's average earnings are not less than the lower earnings limit set by the government each tax year. The first six weeks of SMP are paid at 90% of the employee's average earnings and the remaining 33 weeks are at a rate set by the government each year.
- 6.1.2 Additional maternity pay – The remaining 13 weeks in this AML period is taken unpaid.

- 6.2 If an employee has **less than 26 weeks' continuous service** with the PCC by the end of the 15th week before their baby is due, they will not be entitled to SMP. The employee will need to seek advice from the Department of Work and Pensions to identify whether they qualify for maternity allowance <http://www.dwp.gov.uk/>.

The Treasurer/payroll provider will issue an SMP 1 form to confirm that no payment will be made from the employer.

7. Starting maternity leave and pay

- 7.1 Maternity leave/pay can start on any day of the week but not before the beginning of the 11th week before the Expected Week of Childbirth. Maternity leave should normally start on the Intended Start Date, but it may start earlier in certain circumstances:

7.1.1. If the employee gives birth before the Intended Start Date. If an employee gives birth before the start of their maternity leave, then their maternity leave/pay will start the day after the birth.

7.1.2. Pregnancy-related-illness before maternity leave commences. If an employee is absent from work, due to a pregnancy-related illness as confirmed by a GP/hospital, at the beginning of the 4th week before the Expected Week of Childbirth, this absence will trigger the start of the employee's maternity leave. In this case, the employee's maternity leave will commence on the day after the first day of absence after the beginning of the 4th week before the Expected Week of Childbirth.

- 7.2 Employees must inform their line manager if their baby arrives before they commence maternity leave so that the manager can arrange for the PCC to write to the employee again to confirm the revised date for their return to work from maternity leave.

8. Maternity Pay – deductions and contributions

- 8.1 **Income Tax** – Payments of SMP is subject to income tax in the same way as normal earnings.

- 8.2 **National Insurance** – Payments of SMP are subject to National Insurance contributions in the same way as normal earnings.

- 8.3 **Pension** – Where an employee is within the pension scheme offered by the PCC, the PCC will ensure that both it's and the employees' contributions continue to be paid during paid maternity leave absence. If an employee contributes Additional Voluntary Contributions (AVCs) these will also be paid from normal salary arrangements.

- 8.4 If an employee on their return to work wishes to pay contributions for the unpaid part of their maternity leave, they must confirm this with the Treasurer/payroll provider.

9. Details of maternity pay

- 9.1 An employee will receive a letter which will confirm details of:

- the date the maternity pay starts
- the rates of maternity pay an employee will receive
- the period over which the maternity pay will be paid
- other leave and entitlements that have been discussed.

10. During maternity leave

- 10.1 With the exception of terms relating to pay, an employee's terms and conditions of employment remain in force during OML and AML.
- 10.2 We may make reasonable contact with you from time to time during your maternity leave although we will keep this to a minimum.

11. Working During Maternity Leave (Keeping in Touch days)

- 11.1 Keeping in Touch (KIT) days allow an employee to work up to 10 days during maternity leave without losing the right to maternity pay or bringing the leave to an end.
- 11.2 Both employee and manager must agree to KIT days being worked. However, there is no obligation for the employee to attend work or any obligation for the PCC to offer KIT days.
- 11.3 Whether a whole day has been worked or only part, one whole KIT day will be deducted from the 10 days' entitlement.
- 11.4 A KIT day cannot take place during the first two weeks following the birth of a child.
- 11.5 KIT days are not an extension to ordinary or additional maternity pay period, i.e. they cannot be used at the end of maternity leave to extend the period.
- 11.6 An employee who chooses to work a KIT day will be paid at their normal basic rate of pay for time spent working on a KIT day and this will be inclusive of any maternity pay entitlement.

12. Returning to work after maternity leave

- 12.1 Under current regulations, the PCC will assume that an employee will return to work at the end of their maternity leave and will notify the employee of their return date. An employee must return to work on their expected return date unless they tell the PCC otherwise.
- 12.2 If an employee wishes to return to work before their official return date, then they must give the PCC the appropriate notice of 8 weeks of their early return.
- 12.3 An employee may write to their line manager/the PCC to request flexible working and/or a change in their contractual working for example to part-time hours. This request will be considered by the PCC in discussion with the line manager.
- 12.4 An employee normally has the right to return to the job in which they were employed prior to the maternity leave period. However, if the employee has taken AML and it is not practical for the PCC to permit the return to an employee's original job (for example, because of redundancy or other exceptional circumstance, e.g. reorganisation), they may be offered a suitable alternative job where one exists. The offer of suitable alternative employment should be on terms and conditions that are no less favourable had the employee not have been on maternity leave.
- 12.5 If an employee decides not to return to work after the maternity leave period, they must write to their line manager informing them of their decision to resign from their post, giving the necessary contractual notice period.

13. Maternity leave and annual leave

- 13.1 The period of absence on maternity leave is counted as continuous service for the purposes of annual leave.
- 13.2 Holiday entitlement will continue to accrue during maternity leave.
- 13.3 An employee must take their annual leave in the current year before the commencement of their maternity leave as far as is practically possible. Where it is not possible to take the annual leave entitlement before the commencement of the maternity leave period, for example where the baby arrives early, then this leave can be taken after the maternity leave period.
- 13.4 If the employee decides to return to work in the current leave year then they may take their annual leave entitlement once they have returned to work.

14. Health & Safety

Resources:

www.gov.uk/working-when-pregnant-your-rights

- 14.1 The PCC has a general duty to take care of the health and safety of all employees. The PCC is also required to carry out a risk assessment of the workplace risks to pregnant women, those who have given birth within the last six months and those who are still breastfeeding. The line manager will assess the risks to which employees may be exposed in the course of their work, and will bear in mind the risks both to new and expectant mothers and their unborn child. Employees are reminded that they also have a responsibility to identify any areas of work and work practices, which might adversely affect their work health and safety.
- 14.2 Where a risk cannot be avoided, the line manager will discuss with the employee what measures can be taken to minimise the risks. Following the appropriate risk assessment, in exceptional cases and where suitable alternative work cannot be found, it may be necessary to consider alternatives.

2. SHARED PARENTAL LEAVE POLICY

1. Introduction

- 1.1 Government resource: www.gov.uk/shared-parental-leave-and-pay-employer-guide
- 1.2 This policy outlines the arrangements for shared parental leave and pay in relation to the birth or adoption of a child. Eligible mothers, fathers, partners and adopters can choose how to share time off work after their child is born or placed. This could mean that the mother or adopter shares some of the leave with her partner, perhaps returning to work for part of the time and then resuming leave at a later date.
- 1.3 This policy applies to employees. It does not apply to agency workers or self-employed contractors.
- 1.4 This policy does not form part of any employee's contract of employment and we may amend it at any time.

2. Policy and practice

- 2.1 The PCC will follow the ACAS guidelines and template policy, which can be found through this link.

www.gov.uk/shared-parental-leave-and-pay/overview

www.acas.org.uk/shared-parental-leave-and-pay

3. ADOPTION LEAVE POLICY

1. Introduction

- 1.1 Government resource: www.gov.uk/adoption-pay-leave
- 1.2 This policy is intended to provide guidance on employees' statutory entitlement to adoption leave and pay. This policy also outlines the statutory right to take time off to attend adoption appointments.
- 1.3 This policy only applies to employees and does not apply to agency workers or self-employed contractors.
- 1.4 In some cases, an employee and their spouse or partner may be eligible to opt into the shared parental leave (**SPL**) scheme which gives more flexibility to share the leave and pay available in the first year. Employees will need to give the PCC at least eight weeks' notice to opt into SPL, and one of you must take at least two weeks' adoption leave. For information about SPL, see the Shared Parental Leave policy.
- 1.5 Adoption leave is open to single people adopting, or to couples. Where a couple is adopting they need to decide which takes the adoption leave and which takes paternity leave and pay.
- 1.7 An employee should inform their line manager as soon as possible of their intention to adopt a child in order to receive information/advice regarding their entitlement to adoption leave and pay, and time off to attend adoption appointments. It is recognised that some employees may not wish to announce their intentions at an early stage of being assessed for adoption. The PCC recognises that this can be a time of great joy and expectation, but that the process for adoptions can be lengthy and stressful at times, and will seek to offer appropriate practical support or pastoral care throughout the process.

2. Time off for adoption appointments

- 2.1 The statutory right to paid time off for adoption appointments applies to all employees.
 - 2.1.1 This right applies to employees regardless of the length of service or the number of hours that they work.
 - 2.1.2 This right only applies to agency workers once they have worked in the same role with the PCC for at least 12 continuous weeks (which may include more than one assignment).

- 2.2 An adoption appointment is an appointment arranged by an adoption agency (or at the agency's request) for you to have contact with a child who is to be placed with you for adoption, or for any other purpose related to the adoption.
- 2.3 Eligibility for paid time off for adoption appointments: If you are adopting a child on your own or have elected to be the primary adopter, you may take paid time off to attend an adoption appointment on up to five occasions in relation to any particular adoption once the agency has notified you that a child is to be placed with you for adoption but before the child is actually placed with you.
- 2.4 Eligibility for unpaid time off: If you are the secondary adopter, you may take unpaid time off to attend an adoption appointment on up to two occasions only.
- 2.5 You must not take more than six and a half hours off for each adoption appointment, including travel and waiting time.
- 2.6 Staff need to obtain their line manager's authorisation to take the time off and provide evidence of any such appointment.
- 2.7 If the agency is placing more than one child with you as part of the same arrangement, this will not increase the number of appointments you can take time off to attend. Any time off for adoption appointments must be taken before the first child is placed with you.

3. Adoption leave entitlements

- 3.1 An employee is entitled to adoption leave if they meet all of the following conditions:
- they are adopting a child through a UK or overseas adoption agency
 - the adoption agency has given the employee written notice that it has matched the employee with a child for adoption and tells them the date the child is expected to be placed into the employee's care with a view to adoption (**Expected Placement Date**). Or, in the case of overseas adoption, the employee has received notification that the adoption has been approved by the relevant UK authority (**Official Notification**)
 - the employee has notified the agency that they agree to the child being placed with them on the Expected Placement Date
 - the employee's spouse or partner will not be taking adoption leave with their employer (although they may be entitled to take paternity leave).

- 3.2 Subject to the above conditions being met (see paragraph 3.1), all employees, regardless of their length of service will be entitled to a maximum of 52 weeks' adoption leave consisting of:

- Ordinary Adoption Leave (**OAL**) (26 weeks)
- Additional Adoption Leave (**AAL**) (a further 26 weeks) begins the day after the Ordinary Leave ends.

4. Notification requirements

- 4.1 The employee must notify the PCC of the Expected Placement Date within seven days of receiving notification from the agency that they have matched the employee with a child (or where that is not reasonably practicable, as soon as reasonably practicable).

- 4.2 In the case of overseas adoption, the employee must notify the PCC of:

- their intention to take adoption leave;
- the date they received Official Notification; and
- the date the child is expected to arrive in Great Britain.

This notice should be given as early as possible, but in any case within 28 days of receiving Official Notification (or, if you have less than 26 weeks' employment with the PCC at the date of Official Notification, within 30 weeks of starting employment).

- 4.3 Where an overseas adoption is taking place, you must give the GPCC at least 28 days' notice in writing of the Intended Start Date, this can be the date of the child's arrival in Great Britain a predetermined date up to 28 days after that. You must also notify the PCC of the date the child arrives in Great Britain within 28 days of that date. The PCC may ask for a copy of the Official Notification and evidence of the date the child arrived in Great Britain.

5. Claiming entitlements - The PCC pays the statutory provisions/thresholds.

- 5.1 Ordinary Adoption Leave may commence from a predetermined date up to 14 days before the Expected Date of Placement (within the UK for UK related adoptions). In the case of overseas adoptions, OAL may commence from the date of the child's arrival in Great Britain or a predetermined date no more than 28 days after that.

- 5.2 If an employee has decided that they wish to change the date on which they wish to commence their Ordinary Adoption Leave (their Intended Start Date), they must give notice, in writing. The employee should give as much notice as

possible, but wherever possible, they must give a minimum of 28 days' notice. That is 28 days' notice before the original Intended Start Date or 28 days' notice before the new start date if the employee is bringing the start date forward. If this is not reasonably practicable, they should discuss options with their line manager.

5.3 They must confirm the following details discussed for their personnel file.

- their full name and place of work
- the expected date of the child being matched.

6. Claiming adoption pay

There are two sorts of adoption pay:

6.1.1 Statutory adoption pay (**SAP**) – this is payable for up to 39 weeks provided that the employee has completed at least 26 weeks' continuous service with PCC at the week in which they are notified of having been matched with a child (the relevant week) and provided that the employee's average earnings are not less than the lower earnings limit set by the government each tax year. The first six weeks of SAP are paid at 90% of the employee's average earnings and the remaining 33 weeks are at a rate set by the government each year.

6.1.2 Additional Adoption Pay – an employee will qualify for PCC adoption pay where they have completed 26 weeks' continuous service at the week in which they are notified of having been matched with a child (the relevant week) The remaining 13 weeks in this AAL period is taken unpaid.

- 6.1 Statutory Adoption Pay is paid by the PCC via the normal payroll arrangements and is paid for 39 weeks in total.
- 6.3 After the 39 weeks, the employee is entitled to a further 13 weeks' unpaid leave. Which makes the leave up to the 52 weeks available through adoption leave provision.
- 6.4 In summary, Statutory Adoption Pay (SAP) is paid to employees who:
- have completed **at least 26 weeks' continuous service** at the PCC at the Qualifying Week
 - have given notice confirming the commencement date of their being matched with a child/children
 - have average earnings above the lower earnings limit for National Insurance contributions.
- 6.5 If an employee has **less than** 26 weeks' continuous service with the PCC they will not be entitled to Statutory Adoption Pay. The employee will need to seek advice from the Department of Work and Pensions to identify whether they qualify for maternity allowance. The Payroll Officer will issue an SAP 1 form to confirm that that no payment will be made from the employer.

7. Pay

- 7.1 **Income Tax** – Payments of SAP are subject to income tax in the same way as normal earnings.

- 7.2 **National Insurance** – Payments of SAP are subject to National Insurance contributions in the same way as normal earnings.
- 7.3 **Pension** – the PCC ensures that all pension scheme payments are paid during paid adoption leave absence. An employee on their return to work may wish to pay contributions for the unpaid part of their adoption leave.

8. **Details of leave and pay**

- 8.1 Along with the first payment, an employee will receive a letter which will confirm details of:
- the date the adoption pay starts
 - the rates of adoption pay an employee will receive
 - the period over which the adoption pay will be paid.
- 8.2 Should employees have any queries about the figures, they should contact the Payroll Officer for further information.

9. **During adoption leave**

- 9.1 With the exception of terms relating to pay, an employee's terms and conditions of employment remain in force during OAL and AAL.
- 9.2 The PCC may make reasonable contact with an employee from time to time during their adoption leave, although we will keep this to a minimum.

10. **Working during adoption leave (Keeping in Touch days)**

- 10.1 Keeping in Touch (KIT) days allow an employee to work up to 10 days during adoption leave without losing the right to adoption pay or bringing the adoption leave to an end.
- 10.2 Both employee and manager must agree to KIT days being worked. However, there is no obligation for the employee to attend work or any obligation for the PCC to offer KIT days.
- 10.3 In the case of part-time employees, pay will be calculated, based on the employees average weekly contracted hours over 5 days, to ascertain an average day's hours/pay, rather than a reflection of the actual weekly working pattern, i.e. specific days worked each week prior to maternity leave.

- 10.4 Regardless of whether someone is full time or part-time, the principle remains that if the maternity pay already equates to or exceeds the pay the employee would normally have received for working a KIT day, no further remuneration would be payable. If, however, the work completed during the KIT day equates to more than the pay received, they will be paid the difference.
- 10.5 Whether a whole day has been worked or only part, one whole KIT day will be deducted from the 10 days' entitlement.
- 10.6 A KIT day will not take place during the first two weeks following the placement of a child.
- 10.7 KIT days are not an extension to ordinary or AAL or pay period, i.e. they cannot be used at the end of leave to extend the period.
- 10.8 An employee who chooses to work a KIT day will be paid at their normal basic rate of pay for time spent working on a KIT day and this will be inclusive of any adoption pay entitlement.

11. Returning to work after adoption leave

- 11.1 Under current regulations, the PCC will assume that an employee will return to work at the end of their adoption leave and will notify the employee of their return date. An employee must return to work on their expected return date unless they tell the PCC otherwise.
- 11.2 If an employee wishes to return to work before their official return date, then they must give the PCC the appropriate notice of 8 weeks of their early return. An employee may write and request flexible working and/or a change in their contractual working for example to part-time hours. This request will be considered by the line manager and confirmed with the PCC.
- 11.3 An employee normally has the right to return to the job in which they were employed prior to the adoption leave period. However, where the employee has taken AAL and it is not practical for the PCC to permit the return to an employee's original job (for example because of redundancy or other exceptional circumstance, e.g. reorganisation), they may be offered a suitable alternative job where one exists. The offer of suitable alternative employment should be on terms and conditions that are no less favourable had the employee not have been on maternity leave.
- 11.4 If an employee decides not to return to work after the adoption leave period, they must write to their line manager informing them of their decision to resign from their post, giving the necessary contractual notice period.

12. Adoption leave and annual leave

- 12.1 The period of absence on adoption leave is counted as continuous service for the purposes of annual leave. An employee must take their annual leave in the current year before the commencement of their leave as far as is practically possible.
- 12.2 Holiday entitlement will continue to accrue during adoption leave.
- 12.3 If the employee decides to return to work in the current leave year then they may take their annual leave entitlement once they have returned to work.

4. PATERNITY LEAVE POLICY

1. Introduction

- 1.1 Government resource: www.gov.uk/paternity-pay-leave
- 1.3 Employees should inform their line manager as possible of their partner's pregnancy or of an adoption process.

2. Qualifying criteria

- 2.1 On the birth of a child, an employee who:
 - 2.1.1 is the biological father of the child and will have some responsibility for the child's upbringing; or
 - 2.1.2 is the partner (that is, spouse, civil partner or cohabiting partner) of the child's mother, and will have the main responsibility (with the mother) for the child's upbringing; or
 - 2.1.3 (where the child is born to a surrogate mother) is, or their partner is, one of the child's biological parents, and the employee expects to obtain a parental order giving them and their partner legal responsibility for the child;may be entitled to paternity leave.
- 2.2 To qualify for paternity leave, in addition to satisfying one of the above criteria (at paragraph 2.1), the employee must have been continuously employed by the PCC for at least 26 weeks ending with the 15th week before the Expected Week of Childbirth.
- 2.3 There is a right to paternity leave even if the child has died or was stillborn after 24 weeks of pregnancy.
- 2.4 Paternity leave is also available where a child is placed with an employee for adoption by an adoption agency, if the employee has been continuously employed by the PCC for at least 26 weeks ending with the week in which the agency notifies the employee that they have been matched with a child.

3. Paternity leave arrangements

- 3.1 Paternity leave is a period of one or two weeks' consecutive leave taken when a child is born or placed with you for adoption. The employee is entitled to take either one week or two consecutive weeks paid leave, but not two separate weeks and not employee days. The paternity leave must be taken within 56 days of a child's birth or of an adoption placement.
- 3.2 To take paternity leave, notice must be given by the employee to the PCC of the intention to take paternity leave in writing, by the end of the 15th week before the Expected Week of Childbirth (or no more than seven days after the adoption agency has notified the employee that they have been matched with a child), or as soon as reasonably practicable. The notice should set out the following information:
 - 3.2.1 the Expected Week of Childbirth (if applicable)
 - 3.2.2 the length of the leave to be taken (i.e. one week or two weeks' leave) and
 - 3.2.3 the Intended Start Date of the leave. This Intended Start Date can be varied with 28 days' notice or, if this is not possible, as much notice as is reasonably practicable for the employee to provide.

4. Paternity pay

- 4.1 During paternity leave, employees are entitled to their usual weekly rate of pay for up to 2 weeks of paternity leave. That will be subject to tax, National Insurance Contribution and pension deductions. For the avoidance of doubt, this includes any SPP that may be due for that period.

5. During paternity leave

- 5.1 All the usual terms and conditions of your employment continue to remain in force during paternity leave, except for the terms relating to pay.

6. Leave for antenatal appointments

- 6.1 Fathers, partners, spouses and civil partners, and intended parents in a surrogacy arrangement who expect to obtain a parental order in respect of the child, may be entitled to time off from work during working hours to attend ante-natal appointments. Further details are set out in the maternity leave policy.

7. Leave for adoption appointments

- 7.1 Primary and secondary adopters may be entitled to take time off from work during working hours to attend adoption appointments. Further details are set out in the adoption leave policy.

5. (UNPAID) PARENTAL LEAVE POLICY

1. Introduction

- 1.1 Government resource: www.gov.uk/parental-leave
- 1.2 Employees who meet the qualifying criteria as set out in this policy are entitled in law to a period(s) of time to assist in the arrangements for their child(ren)s welfare.
- 1.3 ALL parental leave is unpaid (whether for father/mother/other carer).
- 1.4 Parental leave is calculated based on the child not the employment so parents are only eligible for one set of leave and if for example they have six weeks' leave with one employer they are only entitled to 12 weeks' leave with another employer.
- 1.5 This policy does not form part of any employee's contract of employment and the PCC may amend it at any time.

2. Qualifying criteria

- 2.1 An employee who has been in the continuous employment of the PCC for at least one year and who has or expects to have parental responsibility for a child and is taking the leave to spend time with or otherwise care for the child, is eligible for parental leave.
- 2.2 An employee has responsibility for a child if they are the biological or adoptive parent, or they have legal parental responsibility in some other way, for example under a court order.

3. Parental Leave Entitlements (see leave arrangements in 4 below)

- 3.1 The eligible employee is entitled to take up to 18 weeks' unpaid parental leave in respect of each child up to their 18th birthday.
- 3.2 The employee must tell the PCC of any parental leave they have taken while working for another employer as this counts towards their 18 weeks' entitlement.

4. Parental leave arrangements

- 4.1 Employees cannot take in excess of 4 weeks' parental leave in respect of each child during a particular year.
- 4.2 Employees must take leave in blocks of one working week (i.e. not single days), unless the leave is taken in respect of an employee's child who is disabled, in which case, an employee can take parental leave in respect of that child in blocks of less than one week. However, there is still a limit of 4 weeks a year for each child and 18 weeks in total for each child. For this purpose, 'disabled child' means that they are entitled to a disability living allowance.
- 4.3 Notice for requesting parental leave must be at least 21 days' notice.
- 4.4 Although the PCC/line manager will try to accommodate an employee's request for parental leave, they may give notice for a request to be postponed if it is considered that the work would be unduly disrupted by the requested leave and new dates will be given for the leave to be taken within a six-month period. The decision for deferring leave may be made **ONLY** up to 7 days after the initial request is received.

5. Evidence of entitlement

- 5.1 The PCC may ask to see evidence of your entitlement to take parental leave.

6. DEPENDANTS LEAVE POLICY

1. Introduction

- 1.1 Government resource: www.gov.uk/time-off-for-dependants
- 1.2 The PCC offers short period(s) of paid leave (usually no more than one or two days) to assist in dealing with emergency situations or to make alternative arrangements which is necessary:
- providing assistance on an occasion when a dependant is injured, assaulted, falls ill (e.g. a child at school) or gives birth
 - to make arrangements for the provision of care for a dependant who is ill or injured
 - in consequence of the death of a dependant
 - due to the unexpected disruption or termination of current care arrangements for a dependant
 - to deal with an incident which involves a child of the employee and which occurs unexpectedly in a period during which an education establishment which the child attends is responsible for them.
- 1.3 No-one who takes time off in accordance with this policy will be subjected to any detriment.
- 1.4 This policy does not form part of any employee's contract of employment and the PCC may amend it at any time.

2. Dependants

- 2.1 For the purpose of this policy a dependant means:
- a spouse or civil partner
 - child
 - parent
 - co-habitee who is not the employee's tenant, lodger, boarder or employee and who reasonably relies on the employee to make arrangements for the provision of care
 - anyone who reasonably relies on the employee for the following:
 - for assistance in cases where the person falls ill and/or is injured or assaulted, or
 - to make arrangements for the provision of care in the event of illness or injury.

3. Dependants' leave arrangements

- 3.1 Employees must let their line manager know as soon as reasonably practicable of their need to be absent from work and an idea of how long they will need to be absent, so that PCC can make suitable arrangements for cover, particularly if this is likely to be longer than one or two days.
- 3.2 Where prolonged absence is required employees should talk to their line manager. It may be possible, depending on the situation, for them to agree a period of special leave, compassionate leave, unpaid leave, or to make up time lost through a short-term flexible working arrangement.

4. 'Planned' emergencies and appointments

- 4.1 Where a breakdown in care is known – e.g. through planned and notified strike action, employees are expected to make alternative care arrangements wherever possible. Where alternative arrangements are not possible they should discuss their situation with their line manager. As a general rule for consistency across the PCC a maximum of 2 (of the employee's working) days' leave will be agreed. Any further absence must be taken in line with 3.2 above.
- 4.2 For carers needing time off to take dependents to planned doctor, medical and other appointments, parents' events etc – except in an emergency situation – paid leave will not be granted. Leave must be made up through flexi-time arrangements or taken as unpaid leave.

7. FLEXIBLE WORKING POLICY

1. Introduction

- 1.1 Government resource: www.gov.uk/flexible-working
- 1.2 This policy is intended to provide guidance on the statutory entitlement to request flexible working. The PCC will consider all requests in a reasonable manner.
- 1.3 Requests will be considered and a decision reached within three months from receipt of the request, unless mutually agreed otherwise. The timeframes set out in this policy are otherwise indicative only and may be extended or varied at the PCC's discretion.
- 1.4 The PCC will consider each flexible working request on a case-by-case basis. The fact that the PCC has been able to agree one request does not necessarily mean that it will be able to agree future requests.
- 1.5 The PCC has the duty to properly consider any request and to give reasons where a request is not upheld.
- 1.6 Flexible working should not be confused with flexi-time (see Flexi-time policy which is more about time off in lieu of additional hours or other flexible day-to-day working where employees work their contractual hours on a flexible working week/month basis).

2. Qualifying criteria

- 2.1 To be eligible to make a flexible working request you must:
 - be an employee
 - with at least 26 weeks' continuous service with PCC at the date the request is made; and
 - not have made a flexible working request within the last 12 months (even if the request was withdrawn).

3. Flexible working request arrangements

- 3.1 A flexible working request under this policy means a request by an employee to do any of the following:
- reduce their working hours;
 - reduce or vary the days they work; and/or
 - work from a different location (for example from home).
- 3.2 The employee should write formally to the line manager detailing:
- the date of the flexible working application and details of any previous application;
 - a statement that the request is being made under the statutory right to request a flexible working arrangement;
 - the nature of the flexible pattern requested and when they would wish the new arrangement to start; and
 - an explanation of any effect that they think the proposed change will have and suggestions as to how these may be dealt with/mitigated.
- 3.3 The employee should hear within 28 days a decision either agreeing the request, or inviting the employee to a meeting to discuss the request further. The employee will be given the right to be accompanied to the meeting by a colleague. The PCC will inform the employee in writing of its decision as soon as possible after the meeting.
- 3.4 The PCC/line manager will consider flexible working requests carefully and consider the benefits of the requested change(s) and weigh these against the adverse impact of implementing the changes.
- 3.5 An employee's request may be refused by the PCC for one or more of the following business reasons:
- the burden of additional costs;
 - detrimental effect on ability to meet customer demand;
 - inability to reorganise work among existing staff;
 - inability to recruit additional staff;
 - detrimental impact on quality;
 - detrimental impact on performance;
 - insufficiency of work during the periods that you propose to work; or
 - planned changes.
- 3.6 If the PCC is unable to agree to an employee's request, this will be confirmed in writing together with which of the above reasons applies in the employee's case. This letter will also set out the appeal procedure.

- 3.7 Where the request is agreed, the PCC will write to the employee with details of the new working arrangements and the date on which they will commence. The employee will be asked to sign and return a copy of the letter. Unless otherwise agreed, changes to your terms of employment will be permanent and you may be issued with an updated Job Description if appropriate.

4. Appeal

- 4.1 The employee may appeal in writing within 14 days of receiving the PCC's written decision.
- 4.2 The employee's appeal must be dated and must set out the grounds on which they are appealing.
- 4.3 The line manager will arrange for a meeting with them or a nominated PCC representative the employee to discuss their appeal. The employee may bring a colleague to the meeting.
- 4.4 The line manager/PCC representative will tell the employee in writing of their final decision as soon as possible after the appeal meeting, including reasons. There is no further right of appeal.

SECTION 6

PERFORMANCE MANAGEMENT, PERSONAL AND CAREER DEVELOPMENT



1. Personal and Career Development policy



2. Capability policy

3.

I. PERSONAL DEVELOPMENT

I. Introduction

- 1.1 Each employee will have been provided with a Job Description for the position to which they have been recruited. However, it is inevitable that over time jobs and roles will evolve and develop for a wide variety of reasons, and so it is important that jobs are reviewed and changes (which are likely to be long term) are incorporated into job descriptions at regular intervals. The most suitable and appropriate time for this is during an annual appraisal discussion.
- 1.2 All employees are encouraged to actively seek to develop their own skills, knowledge, experience, and professional accreditation as appropriate.

2. Support, supervision and annual appraisals

- 2.1 Appraisals should be conducted annually by an appropriate line manager and written up by them.
- 2.2 The purpose of an appraisal is to review the previous year, its highs and lows and the reasons for them; to focus on the year ahead, set new targets and discuss training needs, as well as updating and reviewing a Job Description. It is rare that something in an appraisal should be a surprise. Regular supervision/catch up and support from line managers should provide employees with clear objectives and targets, and also opportunities for appropriate training can be identified.
- 2.3 Progression through increments in a particular salary band is conditional upon the employee having completed a satisfactory appraisal or other review (e.g. probationary review). Therefore ongoing support, supervision and clarity of objectives are essential.

3. Employees and development opportunities

- 3.1 Training or development needs which are identified as part of ongoing supervision support – especially crucial for roles with a safeguarding remit; and appraisals and should be discussed and appropriate courses/learning opportunities identified.

3.2 Learning opportunities may include:

- coaching/mentoring;
- books/journals/e-learning;
- formal training course;
- secondments;
- transfers; and/or
- career breaks/sabbaticals.

4. Funding and support for training interventions

4.1 Funding and support for appropriate training may be agreed by the line manager's discretion based on need, national church requirement, professional requirement, budget and resources.

4.2 Where appropriate, short courses may be identified by the line manager/required by the PCC which will benefit the employee e.g. first aid courses, soft skill courses, specific IT training etc.

2. CAPABILITY PROCEDURE

1. Introduction

- 1.1 The purpose of this procedure is to provide a framework within which managers can work with employees to maintain satisfactory performance standards and to encourage improvement where necessary. It is recognised that during the course of employment there may be changes which affect an employee's ability to carry out their duties. This can be for a number of reasons which include (but are not limited to) sickness or disability, attitude, or if a job changes over a period of time.
- 1.2 The PCC will make every effort to ensure that an employee understands the requirements of their role and receives appropriate support and training in order to undertake the post to a satisfactory standard. The PCC will deal with concerns over performance fairly and take steps to establish the facts and to give the employees the opportunity to respond at a hearing before any formal action is taken.
- 1.3 This procedure does not apply to cases involving genuine sickness absence, proposed redundancies or misconduct. In those cases reference should be made to the appropriate policy or procedure in this Handbook.
- 1.4 This procedure applies to employees. However, the PCC may depart from this procedure where appropriate.

2. Capability procedure

Useful resource: <https://archive.acas.org.uk/performancemanagement>

2.1 Stage one

In the first instance, performance concerns should normally be dealt with informally between the employee and their line manager as part of day-to-day management. Where appropriate these will be discussed in an informal 'Setting of Standards' meeting between the line manager and the employee and the line manager will agree an initial period of time for improvement. A note of this informal discussion may be placed on the employee's personnel file but will be ignored for the purpose of any future capability hearings.

- 2.1.1 At the end of this period if there has been an appreciable improvement in the employees' performance they will be notified informally and continue in the post.
- 2.1.2 Employees will not normally be dismissed for performance reasons without previous warnings. However, in serious cases of gross negligence or in any case involving an employee who has not yet completed their probationary period, dismissal without previous warnings may be appropriate.
- 2.1.3 If there are still concerns about the employee's performance, an assessment will be undertaken to decide if there are grounds for taking formal action under this procedure. The procedure involved will depend on the circumstances but may involve reviewing the employee's personal file including any appraisal records, gathering any relevant documents, monitoring the employee's work and, if appropriate, interviewing the employee and other individuals confidentially regarding the employee's work.

2.2 Stage two

If after the initial informal Setting Standards the standard of performance has not improved the employee will be invited to attend a formal capability meeting. The employee will be notified in writing of what the performance concerns are, the reasons for those concerns and the likely outcome if it is decided after the hearing that the employee's performance continues to be unsatisfactory. The employee will also be informed of their right to be accompanied by a workplace colleague or a trade union representative. The employee must tell the line manager or PCC representative conducting the meeting who their chosen companion is, in good time before the hearing. The employee will also be provided with a summary of relevant information gathered as part of any investigation and any relevant documents which will be used at the capability hearing.

- 2.2.1 At this meeting the line manager or PCC representative will clarify the required standards, set out and discuss the areas of concern, try to establish the likely cause of poor performance and identify any training needs, and/or set realistic and fair targets, and the date(s) by which improvement must be achieved. Full notes of this meeting will be taken and a copy given to the employee with the formal warning letter.

- 2.3 Following the first formal capability meeting, if it is concluded that the employee's performance is unsatisfactory, the employee will be issued with a first written warning setting out:

- a) the areas in which the employee has not met the required performance standards;

- b) target areas for improvement;
- c) any measures, such as additional training or supervision, which will be taken with a view to improving performance;
- d) a period for review; and
- e) the consequences of failing to improve within the review period, or of further unsatisfactory performance.

During the period set for improvement, the line manager or PCC representative should arrange to meet the employee to review and track progress and ensure appropriate support is in place will assist the employee to achieve the goals set.

- 2.4 At the end of the period set for improvement, the line manager or PCC representative will arrange a formal meeting with the employee (again, the employee has the right to be accompanied by a workplace colleague). At this meeting, issues, targets and achievements will be reviewed. A formal notice warning will normally remain active for six months.
- 2.5 If the person has successfully achieved improvement, they will receive a formal letter notifying of them of their success and they will continue in the post with agreed arrangements for regular supervision/support meetings.
- 2.6 **Stage Three:** If the employee has not successfully achieved the required improvements the line manager or PCC representative may in appropriate circumstances set an extension period for improvement (e.g. if the person has been off sick during the initial improvement time).
- 2.7 Where appropriate, if the employee's performance does not improve within the review period set out in the first written warning, or if there is evidence of poor performance while the first written warning is still active, a Stage 3 capability hearing may be held. Written notification will be sent to the employee as set out in clause 2.2 of this policy.
- 2.8 Following a Stage 3 capability hearing, if the employee's performance remains unsatisfactory, they will be issued with a final written warning, setting out the information as set out in clause 2.3 of this policy. A final written warning will normally remain active for 6 months.
- 2.9 **Stage Four:** If the employee's performance has not improved sufficiently in the review period set out in the final written warning, a Stage Four capability meeting may be held. Written notification will be sent to the employee as set out in clause 2.2.

- 2.10 Following the capability meeting, the line manager or PCC representative may consider a range of options including dismissal, redeployment to another suitable job (if the employee's contract permits) or extending an active final written warning where it is considered that a substantial improvement is likely within the review period.
- 2.11 Dismissal will usually be with full notice or payment in lieu of notice unless the employee's performance has been so negligent as to amount to gross misconduct, in which case the employee may be dismissed without notice or payment in lieu.

3. Appeals

- 3.1 If an employee feels a decision about poor performance under this procedure is wrong or unfair, they may appeal in writing within one week of being told the decision.
- 3.2 The appeal hearing will, where possible, be held by someone senior to the person who held the original hearing. The employee may bring a colleague or trade union representative with them to the appeal hearing.
- 3.3 There is no further right of appeal.

4. The responsibilities of the employee

- 1.1 The employee has a responsibility to discuss with their line manager any issues which may affect their ability to maintain a role so that appropriate support and other actions can be reviewed.
- 1.2 Where there is a long-term condition, personal circumstance or disability, employees are encouraged to meet their line manager as soon as possible so that appropriate advice and support can be discussed, planned and reviewed. The employee should be assured that the PCC will want to offer appropriate support.

5. Disabilities

- 5.1 Consideration will be given to whether poor performance may be related to a disability and, if so, whether there are reasonable adjustments that could be made to the employee's working arrangements, including changing their duties or providing additional equipment or training. The PCC may also consider making adjustments to this procedure in appropriate cases.

SECTION 7

HOLIDAYS AND ABSENCE

- ☐ 1. Sickness and managing absence
- ☐ 2. Special leave
- ☐ 3. Holidays & Annual Leave
- ☐ 4. Extreme weather and emergency absence policy

1. SICKNESS AND MANAGING ABSENCE POLICY

1. Introduction

- 1.1 Government resource: www.gov.uk/statutory-sick-pay/overview
- 1.2 Managers should take an active role in managing absences. In general, short-term absences may indicate little – however, recurrent periods of absence and longer-term absence may be indicative of anything from a serious medical condition, a disciplinary problem, poor morale, a team problem, or a misunderstanding of the rules.
- 1.3 Employees should feel able to discuss concerns about their absence in confidence with their line manager.
- 1.4 We are aware that sickness absence may result from a disability and PCC is committed to supporting disabled staff in accordance with its obligations under the Equality Act 2010.
- 1.5 If you consider that you are affected by a disability or any medical condition which affects your ability to undertake your work, you should inform your line manager. Employees are encouraged to suggest any steps which the PCC could reasonably put in place to support them in the fulfilment of their duties.
- 1.6 If you are absent on sick leave, you should expect to be contacted from time to time by your line manager in order to discuss your state of health and expected length of continued absence from work. Such contact is intended to provide reassurance and will be kept to a reasonable minimum. If you have a preferred method of communication, you should let your line manager know and, where reasonably practicable, this will be taken into account.

2. Reporting arrangements

- 2.1 Employees must notify their line manager at the earliest opportunity and, other than in exceptional circumstances, no later than 10 a.m. on the first day of absence.
- 2.2 Notification must be made in person or by a delegated person – this can be done by telephone or other electronic communication as appropriate and an indication given as to how long the absence may last. Any messages made by email or text should be followed up in person as soon as possible to ensure it arrived safely.

2.3 If an absence is likely to be more than seven calendar days, the employee must notify their appropriate line manager and send in authorised GP's sickness certificates at regular intervals.

2.4 For periods of up to seven calendar days, employees must complete a self-certification absence form.

3. Returning to work

3.1 On any return to work, a line manager may hold an appropriate 'Return to Work' meeting with the employee. This is important as there may be discussions about particular reasonable adjustments the line manager/PCC may need to make to support the employee in the long term.

3.2 Where appropriate, a line manager may work to design a phased return to work where this would be helpful to assist the employee to take up their role in managed and supported ways.

4. Payments during absence

4.1 The PCC offers both Statutory Sick Pay and Occupational Sick Pay arrangements during periods of certificated absence. The scheme supplements Statutory Sick Pay and Incapacity Benefit so as to maintain normal pay during a defined period of sickness absence.

4.2 Under the PCC's occupational sick pay arrangements employees receive their pay for a maximum of 4 calendar weeks within any rolling 12-month period (i.e. not in a calendar year), which will be monitored by the line manager. Longer may be considered by the PCC for exceptional circumstances.

5. Calculating sick leave

5.1 Sick leave is calculated on a rolling year basis, i.e. cumulative within any 12-month period. (For example, if an employee was sick for three months from April to June and then sick again the following March, the rolling year goes back to the previous 12-month period and so the April to June absence is included.)

6 Long-term sickness

6.1 Long-term sickness is defined as a period of absence, which continues for a number of consecutive weeks/months (e.g. greater than 4 weeks).

- 6.2 During a period of prolonged sickness absence, the appropriate line manager will arrange to visit the employee to discuss progress and/or to keep them informed of news.

7 Procedure

- 7.1 If the line manager is concerned with a level of sickness absence as a first step this will be investigated. An investigation may (depending on the circumstances) involve:
- 7.1.1 a review of your sickness record;
 - 7.1.2 meeting with you to obtain your views on your health, including any medical report, any steps which could reasonably be put in place to support you in the performance of your duties and, where relevant, a likely date for a return to work and any steps which could be put in place to facilitate a return to work; and/or
 - 7.1.3 reviewing any entitlement to insurance or ill-health retirement benefits.
- 7.2 The PCC is committed to supporting all staff with long-term health conditions. Where the medical evidence indicates that there is a long-term condition which falls within the definition of a disability within the meaning of the Equality Act 2010 which is contributing to sickness absence considerations may include:
- 7.2.1 making reasonable adjustments where possible to support a member of staff in fulfilling their duties and maintaining a satisfactory level of attendance;
 - 7.2.2 providing a phased return to work;
 - 7.2.3 redeployment to a suitable alternative vacancy;
 - 7.2.4 making reasonable adjustments to this process; and/or
 - 7.2.5 only taking action under this procedure where it is justified.
- 7.3 If, after investigating the matter, it appears that there are no reasonable grounds for concern, you will be informed of this in writing. Alternatively, a decision may be made to address the matter informally. Where it is considered necessary to address this formally, you will be invited to a formal sickness absence meeting to discuss the matter further in accordance with the procedure below. Where it reasonably appears that you are not fit to return to work or to perform your duties at the required level (which may include maintaining a satisfactory level of attendance) it is likely to be appropriate to move directly to a Stage 3 final sickness absence meeting.

- 7.4 You will be given reasonable advance notice of the timing and location of any sickness absence meeting and will be told, in writing, the purpose of it and the basis of the concern. You will be provided with a copy of any documents which may be referred to at the sickness absence meeting and invited to submit any relevant documents. You will be given a reasonable opportunity to consider your response to this information.
- 7.5 You may be accompanied to a sickness absence meeting by a colleague or trade union official. The PCC may at its discretion, permit a companion who is not a member of staff or union representative (for example, a family member) where this will help overcome particular difficulties caused by a medical condition.
- 7.6 The sickness absence meetings will be conducted by your line manager and/or an appropriate PCC representative who may determine any of the outcomes up to and including dismissal on the grounds of ill health.
- 7.7 **Stage 1: sickness absence meeting:** the meeting will address:
- 7.7.1 The PCC's concerns about your sickness absence, the impact of this, and the respects in which your performance has fallen short of the required standards;
 - 7.7.2 where you have been absent on a number of occasions, determining the likelihood of further absences;
 - 7.7.3 discussing the reasons for your absence and any points in response;
 - 7.7.4 suggestions as to any appropriate measures or support which could improve your attendance or support you in the workplace;
 - 7.7.5 whether it would be helpful to obtain any medical advice or further medical advice;
 - 7.7.6 the likely consequence of further absences or a failure to return to work and maintain satisfactory attendance levels; and
 - 7.7.7 the time in which attendance must improve and the method by which this will be monitored.
- 7.8 On completion of the sickness absence meeting any outcome will be confirmed in writing which may include a formal written warning that your attendance is not meeting the required standard and setting out the required improvement and any time period for improvement. You will be advised of your right to appeal the outcome.

- 7.9 **Stage 2: further sickness absence meeting:** In the event of a more serious failing, or if you fail to improve your attendance as required, you will be invited to a further sickness absence meeting. The meeting will address the points set out above including the reasons for and impact of your ongoing absence.
- 7.10 On completion of the further sickness absence meeting any outcome will be confirmed in writing which may include a final written warning that your attendance is not meeting the required standard and setting out the required improvement and any time period for improvement. This will include a warning that failure to meet and sustain the required level of attendance is likely to result in your dismissal. You will be advised of your right to appeal the outcome.
- 7.11 **Stage 3: final sickness absence meeting:** Where you have been warned that you are at risk of dismissal following a prior warning, or where it reasonably appears that you are unfit to perform your duties, or unlikely to return to work, we may invite you to a final sickness absence meeting. The purposes of the meeting will be:
- 7.11.1 to review the meetings that have taken place and matters discussed with you;
 - 7.11.2 if it has not been obtained, consider whether medical advice is required. If it has been obtained, consider the advice that has been given and whether further advice is required;
 - 7.11.3 where you are on long-term sickness absence, discussing how long the absence is likely to last and whether there is a reasonable likelihood of you returning to work;
 - 7.11.4 where you have been absent on a number of occasions, discussing the likelihood of further absences and to consider whether there is a reasonable likelihood of you achieving the desired level of attendance in a reasonable time;
 - 7.11.5 considering your ability to return to / remain in your job in view both of your capabilities and PCC's needs and any adjustments that can reasonably be made to your job to enable you to do so;
 - 7.11.6 considering possible redeployment opportunities and whether any adjustments can reasonably be made to assist in redeploying you; and
 - 7.11.7 to consider the possible termination of your employment.
- 7.12 On completion of the final sickness absence meeting, any outcome will be confirmed in writing which may include giving notice to terminate your employment. You will be advised of your right to appeal the outcome.

- 7.13 A warning requiring improvement which is issued following a sickness absence meeting will remain in effect for a period of 12 months from the date of issue unless otherwise advised to you. A final written warning will remain in effect for a period of 24 months from the date of issue unless you are otherwise advised. Copies will be placed on your personnel file.
- 7.14 You have the right to appeal to Appeal against any decision made following a sickness absence meeting if you are dissatisfied with it. You should notify the PCC in writing within five working days of being notified of a decision, giving full details of why you wish to appeal.
- 7.15 An appeal hearing will arrange an appeal meeting as soon as reasonably practicable and you will be informed in advance of its timing and location. You must take all reasonable steps to attend the appeal meeting. There shall be no right to appeal the decision. The Appeal hearing will be entitled to reach a different conclusion and impose a different outcome (although not greater) than that imposed after the sickness absence meeting.
- 7.16 The appeal hearing shall not include anyone involved in the sickness absence meeting and may comprise one or more persons. As far as reasonably practicable, the person chairing/hearing the Appeal will be someone holding a more senior position than the person chairing the sickness absence meeting. You will be informed in writing of the Appeal decision as soon as reasonably practicable.
- 7.17 You may be accompanied to the appeal hearing by a colleague or trade union official. The PCC may at its discretion, permit a companion who is not a member of staff or union representative (for example, a family member) where this will help overcome particular difficulties caused by a medical condition.
- 7.18 If an appeal is made against a dismissal decision, that dismissal decision will have immediate effect so that the period of notice began at the date given in the dismissal decision. If having been dismissed you are reinstated on appeal, your continuity of employment will be unaffected.

2. SPECIAL LEAVE POLICY

1. Introduction

- 1.1 Government resource:
www.gov.uk/browse/employing-people/time-off
www.gov.uk/handling-in-your-notice/gardening-leave
- 1.2 From time to time, employees may be required to take time off from work for specific reasons or require time off for particular reasons.
- 1.3 Special leave may include:
 - compassionate leave – for example for reasons of bereavement;
 - personal medical appointments; or
 - 'gardening' leave.

2. Special leave arrangements

2.1 Medical appointments

These should be made as far as possible outside working hours. Where this is not possible, managers are encouraged to apply flexible working arrangements to accommodate appointments so that work can be completed. (For dependent appointments, see Section 5 of this Handbook – Family-friendly policies.)

2.2 Compassionate leave

Individuals react to a bereavement or major personal or family circumstance in a variety of ways and therefore setting fixed rules would be insensitive and inappropriate. A line manager has the discretion to agree appropriate paid time off in discussion with the particular employee and based on their set of personal circumstances.

3 Garden/special leave

- 3.1 A line manager may require an employee not to attend work for a set period of time for a variety of reasons, including, but not limited to:
 - due to office refurbishment or forced closure;

- during an (employment) investigation process;
- during a redundancy consultation process;
- during a period of official notice; or
- for a period to enable wider pastoral support (agreed on an ad hoc basis).

3.2 During these absences, employees will remain on full pay throughout the period set.

3.3 During some absences it may be appropriate for alternative working arrangements such as short-term project work at home during a period of refurbishment, or for employees to work from another location for this period.

3. HOLIDAYS AND ANNUAL LEAVE POLICY

1. Introduction

- 1.1 Government resource: www.gov.uk/holiday-entitlement-rights
- 1.2 All employees are entitled to both annual leave (as set out in individual terms and conditions) and UK bank/public holidays.
- 1.3 Line managers must authorise all leave requests before any period of leave is taken.
- 1.4 Line managers will review all requests for holiday and take into account office cover arrangements, workload, busy times etc before agreeing to a request.
- 1.5 Where a request cannot be agreed for reasonable office/business reasons a line manager may suggest alternative dates.
- 1.6 The PCC may apply the statutory provisions for confirming when annual leave must be taken.

2 Leave entitlement

- 2.1 All full time employees are entitled to leave based on 25 days' annual leave and eight bank/public holidays. This equates to 6.6 working weeks (to enable part-time employee leave to be calculated on a pro-rata basis and regardless of days worked in a week).

3. Bank holiday arrangements

- 3.1 As set out in 2 above, all employees are entitled to paid leave for the following public/bank holidays (pro-rated as appropriate for part-time employees).
 - New Year's Day
 - Good Friday
 - Easter Monday
 - Christmas Day
 - Boxing Day
 - May bank holidays (first and last Monday)
 - August bank holiday

4. Leave details

- 4.1 For all employees, the leave year is annually from 1 January to 31 December.
- 4.2 If the appointment commences or terminates partway through a leave year, your entitlement during that leave year shall be calculated on a pro-rata basis.
- 4.3 Up to 5 days' holiday may be carried over each year with the express agreement of the line manager.
- 4.4 Part-time workers are entitled to the same holidays as full time worker, calculated on a pro-rata basis (see 5 below).

5. Calculating leave for part-time employees

- 5.1 Under The Part-time Workers (Prevention of Less Favourable Treatment Regulations) 2000, part-time workers must receive the same annual leave and bank holiday arrangements as for full time employee. For PCC employees this includes ordinary annual leave, bank holiday leave and these must be calculated on a pro-rata basis depending on their hours worked in a week but regardless of actual days worked in a week.
- 5.2 Example – Calculating annual leave
As an example, a part-time employee working 14 hours per week their leave is calculated at $14\text{hrs} \times 6.6$ (the number of full time holiday weeks in a year) = 93 hours and every time a bank holiday falls when that would be one of their normal working days the number of hours that would normally be worked on that day are deducted from the annual leave total.

6. Authorisation of leave

- 6.1 All leave requests must be made to the appropriate line manager and will be considered on a first come, first served basis.
- 6.2 Every effort will be made to agree requests. Where in exceptional cases leave cannot be granted, the manager will meet with the employee to explain the situation and reasons. Reasons must be fair (e.g. the ability to cover the office, the number of people on leave at the same time, cover at busy times etc).
- 6.3 A reasonable notice period for leave is required. Usually this would be about a week for odd days, or at least four weeks for periods of a week or more.
- 6.4 Employees may not normally take more than 3 weeks' paid holiday in one leave period without the express permission/authorisation of the line manager.

4. EXTREME WEATHER AND EMERGENCY ABSENCE POLICY

1. Introduction

- 1.1 Government resource: www.gov.uk/travel-disruption-your-rights-at-work
- 1.2 From time to time there will be extreme or emergency circumstances that may potentially prevent employees from attending work.
- 1.3 Extreme/emergency absence may potentially include:
 - extreme weather conditions (flood, snow, ice)
 - unacceptable working conditions at work sites (e.g. where there are health and safety concerns).
- 1.4 It is crucial for any organisation to have business contingency and recovery plans in place to ensure business continuity. The PCC, in having a range of criteria in place to assess the need for emergency contingency planning, will always, at the starting point for any planning process, begin each with a thorough risk assessment.

2. Absence arrangements

- 2.1 Any absence arrangements will be communicated to any employee via their line manager (through team emergency contact details)

3. Health and safety

- 3.1 The health and safety of all employees is paramount and while every employee should make every effort to attend work, each must take responsibility for their own personal safety.
- 3.2 Under H&S national guidelines, the PCC will not encourage employees to travel into work in extreme weather conditions where it is unsafe to do so. Nor should employee take unreasonable risks to reach work.
- 3.3 Under most circumstances it will be possible for the offices to remain open with skeleton employees on duty (e.g. those who live most locally).
- 3.4 Any personal accident which happens in the course of work (e.g. slipping over on the way to a meeting etc.), during an emergency/extreme set of circumstances should be reported to the line manager.

4. Alternatives

For parents and carers

- 4.1 Where an emergency alert has been emailed to all employees line managers must liaise with their employee to ensure alternative arrangements for them attending work are in place.
- 4.2 Where children's schools have been closed and children are of an age not to be left alone, or where there are dependent caring responsibilities, a parent/carer should first try to make arrangements for alternative care for their child(ren)/dependent.
- 4.3 Where the extreme/emergency situation may continue for a length of time the line manager will be in touch to communicate alternative guidance.

For those able to work from home

- 4.4 For employees who are able to work from home on particular pieces of work/projects, they should ensure that they have taken home all necessary documents and paperwork and that they have access to suitable IT arrangements.
- 4.5 Employees should liaise with their line manager to discuss/agree the pieces of work they will work on at home and discuss ongoing arrangements for them to remain working from home until the emergency/extreme conditions have passed.
- 4.6 Where employees are working from home, where possible they should also forward their work phone to their mobile/home phone and recoup itemised costs through the normal expenses processes.

SECTION 8

GRIEVANCE, DISCIPLINE, APPEALS AND WHISTLEBLOWING

- ☐ Disciplinary procedure and appeals
- ☐ Grievance procedure and appeals
- ☐ Whistleblowing policy

I. DISCIPLINARY PROCEDURE AND APPEALS

Background

- Government resource: www.gov.uk/disciplinary-procedures-and-action-at-work
- The PCC processes follow the ACAS statutory Code of Practice on discipline and grievance. The PCC will comply with this Code in all formal disciplinary circumstances. www.acas.org.uk/acas-code-of-practice-on-disciplinary-and-grievance-procedures
- It should be noted that, where at all possible, both the PCC and the ACAS Code seek to ensure that, as far as is possible, all issues are resolved in the workplace – with a clear emphasis on mediation where appropriate.
- All employees (and their representatives) should feel comfortable with this approach which should sit well with our distinctive context. As we work to develop our guidelines and policies, we will not lose sight of our core values which set the highest standards of expected behaviour and integrity, including the principles of fairness and transparency, hope and respect, forgiveness and reconciliation.

I. Introduction

- I.1 Disciplinary policies, procedures and standards are necessary to ensure consistency in behaviour and attitude within an organisation.
- I.2 This policy should be used as a means to encourage high standards and not simply to impose sanctions.
- I.3 All disciplinary-related issues must be dealt with fairly, consistently and reasonably, with the individual afforded every opportunity to state their case or appeal against any decision made which they consider unjust.
- I.4 Where some form of action is needed, what is reasonable or justified will depend on the circumstances of the particular case. Employees and managers should raise and deal with issues promptly and not unreasonably delay meetings or decisions.
- I.5 This policy applies to all employees regardless of length of service.
- I.6 This policy does not form part of any employee's contract of employment and the PCC may amend it at any time.

2. A pre-formal process

- 2.1 Many minor conduct issues can be resolved informally. Often a quiet word is all that is required to resolve an issue.
- 2.2 A line manager should be mindful of required standards of behaviour and performance, so they are consistent in their approach, and in their ways of seeking to resolve an issue as quickly, quietly and effectively as possible.
- 2.3 A line manager is well advised within a one-off/pre-formal process to write a brief file-note setting out an overview of the situation, and how it was resolved. This should be sent to the individual concerned, and placed on the personnel file.

3. Formal process – the stages

- 3.1 A matter concerning an individual is reported or discovered.

3.2 Establishing the facts

- 3.2.1 The matter is investigated by the line manager to establish the facts.
- 3.2.2 In some cases this will require the holding of an investigatory meeting with the individual concerned before proceeding to any disciplinary hearing. Or in other cases it may require a collection of evidence. Any meetings and discussions as part of an investigation are solely for the purpose of fact-finding.

3.3 Informing the employee of the problem

- 3.3.1 An employee is informed of the problem in writing and will be given notice of a disciplinary meeting where this is required. The letter will set out the current circumstances, reflect on what has occurred, and possible consequences to enable the employee to prepare. Where it is appropriate, if it is concluded that formal disciplinary action is not required, it can set out any clear expectations for moving forward. The employee will always be given an opportunity to put their case in response, before any formal decisions are made.
- 3.3.2 The employee will normally be given copies of the relevant documents prior to the meeting,

3.4 Holding the meeting

- 3.4.1 The employee has the right to be accompanied at the meeting by an appropriate workplace colleague of their choice or a trade union representative.
 - 3.4.2 This meeting will be formally minuted by an appropriate person e.g. the PCC Secretary or other PCC representative and minutes will be shared appropriately.
 - 3.4.3 A decision will be made as to the outcome of the matter after the meeting, and the employee will be informed of this in writing without undue delay, and of their right to appeal as the final stage of the process.
 - 3.4.4 Where an employee is persistently unable or unwilling to attend a disciplinary meeting without good cause, the PCC has the right make a decision on the evidence available.
- 3.5 Deciding on what action is appropriate in the circumstances**
- 3.5.1 Where misconduct is confirmed in the first instance it is usual to give a **written warning**.
 - 3.5.2 Where the matter is a further act of misconduct or failure to improve within a set period of time, then a **final written warning** will be issued with clear details of expected changes in behaviour/improvement in work, any training and support that will be given, and a clear timeline (along with the warning of potential dismissal should this recur/not improve).
 - 3.5.3 If the matter is of sufficient seriousness it may be appropriate to move directly to a final written warning.
 - 3.5.4 Where a final written warning has already been given, following this process, the **decision to dismiss** may be made following further misconduct where there is an active final warning on your record. The employee should be notified as soon as possible of the reasons for the dismissal, the date on which their contract will end, the appropriate notice period, and of their right of appeal.
 - 3.5.5 Only in the most serious – gross misconduct – situations will a **decision to summarily dismiss** be made. [You may also be dismissed without a warning for any act of misconduct during your probationary period.]
 - 3.5.6 The line manager will normally undertake all written correspondence to the employee.

- 3.5.7 In exceptional cases it may be appropriate to consider demotion as an alternative to dismissal (except in cases of gross misconduct), and/or extension of a final written warning with a further review period.

3.6 Right of appeal

- 3.6.1 Employees have the right to appeal against any disciplinary decision that is taken against them.
- 3.6.2 Appeals will be heard without unreasonable delay at an agreed time and place.
- 3.6.3 An employee must inform of their wish to appeal against a decision that has been taken, and the grounds on which they wish to appeal and should put these in writing, within one week of being told the decision.
- 3.6.4 The line manager/PCC will arrange for appeals to be considered.
- 3.6.5 At the first, and the final, written warning stages, appeals will be considered where possible by the line manager.
- 3.6.6 Where the individual is appealing against a decision to dismiss, the appeal will be considered where possible by the Chair of the PCC or a nominated panel e.g. the churchwardens.
- 3.6.7 There is no further right of appeal.

4. Rules and standards

- 4.1 Examples of where disciplinary action may be taken (N.B. these are examples only):
- unsatisfactory attitude;
 - misuse of company facilities (for example email and Internet);
 - poor timekeeping;
 - unauthorised absences; or
 - repeated failure to follow instructions.
- 4.2 Gross misconduct will usually result in dismissal following a period of immediate suspension and disciplinary investigation/ hearing. Payment will be made until the final date of employment but there will be no notice or payment in lieu of notice (summary dismissal). Gross misconduct is a serious breach of contract and includes misconduct which, in our opinion, is likely to prejudice the PCC or the wider reputation of the church, or irreparably damage the working relationship and trust between us. This may include misconduct committed outside of work. The following are examples of matters that are normally regarded as gross misconduct where disciplinary action will usually be taken (N.B. these are intended as a guide and the list is not exhaustive):

- theft or fraud;
- physical violence or bullying;
- abuse of the protected disclosure procedures;
- deliberate and serious damage to property;
- serious misuse of PCC/church property or name;
- deliberately accessing Internet sites containing pornographic, offensive or obscene material;
- serious insubordination;
- unlawful discrimination or 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; or
- a serious breach of health and safety.

5. Suspension on full pay

- 5.1 In some circumstances, a line manager may decide it is appropriate to suspend an individual member of staff on full pay for a period of time to enable an independent investigation and Disciplinary Procedure to take place. The period of suspension will be for no longer than is strictly necessary and will be kept under review.
- 5.2 During this period of time the suspended employee will receive full pay and benefits without prejudice and will be expected to remain available to participate in the investigation and Disciplinary Procedure where required (e.g. to meet with the investigating line manager or PCC representative). Suspension is not considered to be disciplinary action.

6. Management authority and record-keeping

- 6.1 All records of disciplinary matters will be filed on the employee's personnel file.
- 6.2 A first written warning will usually be disregarded after six months.
- 6.3 A final written warning will usually be disregarded after one year.

7. Special cases

- 7.1 If an employee is charged with, or convicted of, a criminal offence this is NOT necessarily in itself a reason for disciplinary action – much will depend on the circumstances.
- 7.2 Consideration will be given to each case on its merits – and will also be given to what effect any charge or conviction has on the employee's suitability to continue to do the job, their relationship with the diocese/PCC, and their work colleagues.

2. GRIEVANCE PROCEDURE AND APPEALS

Background

- The PCC processes follows the ACAS statutory Code of Practice on discipline and grievance. The PCC will comply with this Code in all formal disciplinary circumstances. www.acas.org.uk/acas-code-of-practice-on-disciplinary-and-grievance-procedures

www.acas.org.uk/acas-code-of-practice-on-disciplinary-and-grievance-procedures
- It should be noted that, where at all possible, both the PCC and the Code seek to ensure that, as far as is possible, all issues are resolved in the workplace.
- All employees (and their representatives) should feel comfortable with this approach which should sit well with our distinctive context. As we work to develop our guidelines and policies, we will not lose sight of our core values which set the highest standards of expected behaviour and integrity, including the principles of fairness and transparency, hope and respect, forgiveness and reconciliation.
- This policy applies to all staff members regardless of length of service.
- This policy does not form part of any staff member's contract of employment. It may be amended at any time and the PCC may depart from it depending on the circumstances of any case.
- **Setting standards of dignity and respect at work**
 - Valuing colleagues
 - Effectively and appropriately communicating with colleagues and 'customers'
 - Respecting difference and diversity
 - Behaving professionally and with integrity
 - Not letting things get 'out of control'
 - Knowing what to do when things go wrong and who to go to for support
 - Sharing responsibility for getting things right
 - Seeking positive ways forward – being prepared to apologise
 - Sharing information together
 - Seeking compromise

1. Introduction

- 1.1 Grievance policies, procedures and standards are necessary to ensure consistency in behaviour and attitude within an organisation.
- 1.2 This procedure should be used as a means to encourage high standards and not simply to impose sanctions.
- 1.3 All grievance-related issues must be dealt with fairly, consistently and reasonably, with the individual afforded every opportunity to state their case or appeal against any decision where appropriate.
- 1.4 Where some form of action is needed, what is reasonable or justified will depend on the circumstances of the particular case. Staff and managers should raise and deal with issues promptly and not unreasonably delay meetings or decisions.

2. A pre-formal process

- 2.1 Many potential grievance issues can be resolved informally. Often a quiet word is all that is required with an employee to resolve an issue.
- 2.2 Line managers should be mindful of required standards of behaviour and performance, so they are consistent in their approach, and in their ways of seeking to resolve an issue as quickly, quietly, and effectively as possible.

3. Formal process – the stages

3.1 Informal resolution

- 3.1.1 Staff are encouraged to seek resolution to their issues informally – and if they require some assistance, or advice to do this, they should talk things through with their line manager.

3.2 Formal grievance

- 3.2.1 If it is not possible to resolve a grievance informally, an employee should put their grievance in writing formally and submit it to their line manager.
- 3.2.2 Where a line manager is the subject of the grievance, the matter should be referred to an appropriate other; this could be another manager if the structure has that, or a Churchwarden, or member of the PCC (Trustee body).

3.3 Holding the meeting

- 3.3.1 The staff member has the right to be accompanied at the meeting by an appropriate workplace colleague or a trade union representative of their choice. The staff member should inform the line manager or PCC representative in advance the name of their chosen companion.
- 3.3.2 This meeting will be formally minuted and minutes will be shared appropriately.
- 3.3.3 The meeting may be adjourned if further investigations are needed, after which the meeting will usually be reconvened.
- 3.3.4 A decision will be made as to what steps will be put in place to resolve the grievance and this will be put in writing to the staff member. The employee will also be informed of their right to appeal if they are not content with the action proposed/taken.

3.4 Right of appeal

- 3.4.1 Staff have the right to appeal against any decision taken on how to resolve a grievance they have brought.
- 3.4.2 Appeals will be heard without unreasonable delay at an agreed time and place.
- 3.4.3 An employee must inform of their wish to appeal against a decision that has been taken, and the grounds on which they wish to appeal and should put these in writing within one week of the date that the decision was sent or given to you.
- 3.4.5 All appeals are considered by the line manager or a representative of the PCC.
- 3.4.6 The decision will be confirmed in writing without unreasonable delay and usually within one week of the appeal hearing. There is no further right of appeal.

4. Overlapping grievance and disciplinary cases

- 4.1 Where a staff member raises a grievance during a disciplinary process, the process *may* be temporarily suspended in order to consider the grievance.

- 4.2 Where the two cases are related, it *may* be appropriate to deal with both processes concurrently.

5. Informal and formal mechanisms for resolving grievances

- 5.1 In order to promote the prompt and effective resolution of grievances, there is an expectation that all parties will approach a problem with a clear commitment to engage constructively and adopt a positive and problem-solving approach.
- 5.2 The line manager will work to resolve issues for example by team meetings, team building, personality awareness and facilitated meetings which may all be ways in which differences can be resolved collectively.
- 5.3 Where there are individual problems, where it is appropriate, the appropriate line manager will do what they can to bring people together to resolve an issue, and to set out a framework of dignity and respect at work and to communicate what standards of behaviour are acceptable, and what are not.

3. WHISTLEBLOWING POLICY

1. Introduction and legislation

- 1.1 Government resource: www.gov.uk/whistleblowing
- 1.2 Under certain circumstances, employees have legal protection if they make protected disclosures about an organisation for whom they work. We are committed to conducting all activities with honesty and integrity and we expect all staff to maintain high standards. Any suspected wrongdoing should be reported as soon as possible.
- 1.5 This policy covers all staff members, consultants, contractors, volunteers, casual workers and agency workers.
- 1.6 This policy does not form part of any employee's contract of employment and the PCC may amend it at any time.

2. Qualifying disclosures

- 2.1 Whistleblowing is the reported of suspected wrongdoing or dangers in relation to our activities. This includes bribery, facilitation of tax evasion, fraud or other criminal activity, miscarriages of justice, health and safety risks, damage to the environment and any breach of legal or professional obligations.
- 2.2 This policy should not be used for complaints relating to your own personal circumstances, such as the way you have been treated at work. In those cases you should use the Grievance Procedure.
- 2.3 If you are uncertain whether something is within the scope of this policy you should seek advice from a person on the list of contact details at the end of this policy.

3. The procedure

- 3.1 In the first instance concerns may be reported to the line manager. Completely anonymous disclosures are difficult to investigate. If you want to raise your concern confidentially, we will make every effort to keep your identity secret and only reveal it where necessary to those involved with investigating your concern.

- 3.2 We will arrange a meeting with you as soon as possible to discuss your concern. You may bring a colleague or union representative to any meetings under this policy. Your companion must respect the confidentiality of your disclosure and any subsequent investigation.
- 3.3 Once you have raised a concern, we will carry out an initial assessment to determine the scope of any investigation. We will inform you of the outcome of our assessment. You may be required to attend additional meetings in order to provide further information.
- 3.4 We will aim to keep you informed of the progress of the investigation and its likely timescale. However, sometimes the need for confidentiality may prevent us giving you specific details of the investigation or any disciplinary action taken as a result. You should treat any information about the investigation as confidential.

4. External disclosures

- 4.1 The aim of this policy is to provide an internal mechanism for reporting, investigating and remedying any wrongdoing in the workplace. In most cases you should not find it necessary to alert anyone externally.
- 4.2 While we cannot always guarantee the outcome you are seeking, we will try to deal with your concern fairly and in an appropriate way. By using this policy, you can help us to achieve this.
- 4.3 The law recognises that in some circumstances it may be appropriate for you to report your concerns to an external body such as a regulator. We strongly encourage you to seek advice before reporting a concern to anyone external. 'Protect' offers a confidential helpline. Their contact details are at the end of this policy.

5. Protection and support for whistleblowers

- 5.1 We aim to encourage openness and will support whistleblowers who raise genuine concerns under this policy, even if they turn out to be mistaken. The PCC takes very seriously any concerns which may be raised.
- 5.2 Whistleblowers must not suffer any detrimental treatment as a result of raising a genuine concern. If you believe you have suffered any such treatment, you should inform your line manager immediately. If the matter is not remedied, you should raise it formally using our Grievance Procedure.
- 5.3 You must not retaliate against whistleblowers in any way. If you are involved in such conduct, you may be subject to disciplinary action.

- 5.4 Employees are encouraged to use the procedure if they are concerned about any wrongdoing at work. However, if the procedure has not been invoked in good faith (e.g. for malicious reasons or in pursuit of a personal grudge), the whistleblower may be subject to disciplinary action.
- 5.5 'Protect' operates a confidential helpline. Their contract details are at the end of this policy.

6. **Contacts**

Revd Canon Graham Morris (Chair of PCC) Revd Alison Love Chair of PCC Personnel Committee	vicar@cirenparish.co.uk revalison@cirenparish.co.uk
Protect (Independent whistleblowing charity)	Helpline: 020 3117 2520 Website: https://protect-advice.org.uk/