



# Holy Trinity Church and Community Centre (HTCCC)

## Suggested Documents available on the website

### Draft documents Jan 2015

- Employment document - checklist
- Application Form
- Equal Opportunities Monitoring Form
- Recruitment Background Information
- Job Description
- Person Specification
- Advertisement
- Interview Questions
- Unsuccessful applicant letter
- Invitation to interview letter
- Unsuccessful interviewee letter
- Job Offer letter
- Reference Request Form
- Contract of Employment
- Sessional Worker / Zero Hours Contract of Employment
- Amendment to Contract of Employment letter
- **Expenses Claim Form**
- **Payroll Information Form**
- Review / Appraisal documents
- **Holiday record card**
- **Return to Work after sickness absence Interview Form**
- **Sickness record card**
- At risk of redundancy letter
- Notice of redundancy letter
- Statutory Redundancy Calculation statement
- Disciplinary Hearing letters
- Capability Policy & Procedure
- Complaints Policy & Procedure
- Disciplinary and Appeal Policy & Procedure
- **Equal Opportunities Policy**
- Grievance and Appeal Policy & Procedure
- **Health & Safety Policy**
- Absence Management Policy
- Letters acknowledging maternity / adoption leave
- **Lone Worker Policy**
- Protection of Children and Adults who are Vulnerable Policy
- Whistleblowing Policy
- Volunteer Agreement

- Volunteer Expenses Claim Form
- Frequently asked questions

## Recruitment Documents

### A Checklist for Churches/Trustees/Management Committees Employing Workers

#### Employment and Management

Is there:

- A Job Description and Person Specification?
- A Contract of Employment (including Policies & Procedures)?
- A Supervisor for the worker from the Management Committee/Church Council?
- A planned induction process?
- Provision for support from a person outside the Management Committee? (Workers are often in isolated and vulnerable positions.)?
- A plan to meet the worker's training needs?

#### Policies

Are the following key policies in place:

- Disciplinary & Grievance?
- Health and Safety?
- Equal Opportunities?
- Protection of Children and Vulnerable Adults?
- Complaints?
- Volunteers?
- Lone workers?
- Whistle Blowing?

#### Finance and Records

- Are the following systems set up:
- Arrangements for paying the salary and pension?
- Financial accountability and management: budgeting, reports, audit, accounts?
- Data Protection?
- Insurance: Employers liability/public liability?
- Record keeping: personnel, finance, users, committee meetings?
- Fundraising strategy?

- Office and Work Space

**Has the worker:**

- A work space?
- Appropriate equipment?
- Mobile phone (if necessary)?
- Keys?
- Diary?
- Notification of arrangements for sickness, claiming expenses etc?

**More Good Practice**

- Are users and volunteers represented on the Steering Group/Management Committee?
- Have you identified the training needs of trustees/Management Committee/Church Council in relation to management and good employment practice?
- How will you seek the views of users about the quality of your activities?
- Have you monitoring and evaluation systems in place?
- Is your worker linked into local networks?

**Application Form**

Application for the post of [ ]

Please complete and post this form to: [ ],

Completed application forms must be returned by: [date]

Please write or type clearly using black pen, in order that this form can be photocopied

Where did you hear about this vacancy? \_\_\_\_\_

**NAME:** .....

**ADDRESS:** .....

.....

.....

Email:.....

**PHONE NUMBER** (daytime): .....

**PHONE NUMBER** (evening): .....

Please provide the names, organisations, job titles, addresses and phone numbers of three referees. At least one must be your current or most recent employer.

Please indicate the capacity in which you know the referees.

<b>1</b>	<b>2</b>	<b>3</b>

**1** May we approach this referee for a reference now? **YES/NO**

**2** May we approach this referee for a reference now? **YES/NO**

**3** May we approach this referee for reference now? **YES/NO**

Beginning with your current or most recent employer and working backwards in chronological order, please give details of your career to date.

Dates		Name and address of employer	Job title and summary of duties	Reason for leaving
From	To			

Dates		Place of study	Qualifications attained
From	To		

Membership of Professional Bodies (if applicable)

Do you possess a car?    YES/NO    Do you possess a full driving licence?    YES/NO

Please give your reasons for applying for this post. You should outline your interest in the post and describe your relevant skills and experience. You should also use this space to tell us anything not covered elsewhere, which you feel is relevant. Please check the job description and person specification before completing this section. You may use up to two sides of A4 but should not feel obliged to fill the space.

Please continue overleaf  
Continued from previous page

Rehabilitation of Offenders Act

Under the provisions of the Rehabilitation of Offenders Act, you do not have to disclose information on certain convictions after a set period of time, as they become 'spent'. [However, this post is **exempt** from the above Act, therefore, **ALL** convictions and any cautions or bind-overs must be declared and cannot be regarded as 'spent'.]

Have you ever been convicted of a criminal offence? Yes / No

Health: Please specify any special access requirements you may have in order to attend interview.

I confirm that the information contained on this application form is, to the best of my knowledge, correct and accurate. I agree to the information being processed in accordance with the Data Protection Act.

Signed : .....

Dated : .....

# CONFIDENTIAL

## MONITORING SHEET



### Equal Opportunities Monitoring Sheet

**POST : [name of post]**

The [project name] aims to be an equal opportunities employer and service provider, irrespective of race, gender, age, disability, sexuality, etc.. In order to monitor the effectiveness of our equal opportunities policy, we ask all job applicants to provide the information below.

This information will be used solely for effective evaluation purposes. It is held confidentially and separately from all other material.

1. Gender

Male

Female

2. Age

Less than  
35

35-49

50+

3. Disability

Do you consider yourself to have a disability?

Yes

No

4. Ethnic Origin

What do you regard as your ethnic origin?

White

Asian Indian

Black Caribbean

Asian Pakistani

Black African

Asian Bangladeshi

Mixed Heritage

Asian Chinese

Other  
(please specify)

**Holy Trinity Church and Community Center**

## HOLY TRINITY CHURCH AND COMMUNITY CENTRE

On 1<sup>st</sup> September 2013 Holy Trinity Church, in the Parish of the Good Shepherd, Ashton-under-Lyne held its final Sunday Eucharist, the small congregation having decided that it could no longer meet the demands of an “active” church. However the church remains open and evening prayer is said each Thursday because the Manchester Diocese recognises the invaluable work that is done in and out of the community centre. Holy Trinity is seen as a flagship church in the Diocese,

We have formed links with various local groups:

- **AGE CONCERN** would like to run a Lunch Club. They also expressed a need for a private meeting room where older people recovering from psychological illnesses can run their own self support group.
- **SIXTH FORM COLLEGE** need additional space locally for outreach classes, aimed particularly at the unemployed. These classes will include ‘Skills for Life’ and IT tuition.
- **ACTION ON SUBSTANCE MISUSE** provides school-based education and advice on drug and alcohol abuse to children and young people, parents and teachers. They would like to use St Anne’s for training sessions and meetings.
- **SCOUTS and GUIDES** are keen to make use of better facilities. The Hall is already used by Beavers and Brownies.
- **HEALTHYHEARTS**, a local charity which provides recuperative exercise classes for those recovering from illness, wishes to expand their service provision in the area by setting up a ‘Look After Yourself’ group at the Hall.

We have raised nearly £250,000 through grants, fund-raising and the sale of a property. A local firm is redeveloping the building. It will provide access for disabled users into the building, a new kitchen and toilets (including facilities for disabled users), a new meeting room, store rooms, a new heating system, and improvements to the front entrance to make it more attractive and welcoming. We hope to develop the building further as funds become available.

We believe that for the new Community Centre to be successful, we need to employ a **COMMUNITY CENTRE COORDINATOR**, initially on a part-time basis. Working closely with the St Anne’s Management Committee, the Coordinator will have a varied role in promoting and coordinating the use of the Centre as a bridge between our church and community.

## Job Description Template



Job Title:

Reports to:

Salary: [Grade or salary range]

Hours of Work: Full / part time – x hours per week  
[Some flexibility will be required]

Normal Place of Work:

Job profile:

Principal duties:

- One
- Two
- Three
- Etc
- To undertake training as required
- Such other duties as the management may from time to time require

Date:

Note – this Job Description does not form part of your Contract of Employment

# St Anne's Church and Centre Community Centre Co-ordinator

## Job Description

Job Title – Community Centre Co-ordinator

Accountable to - St Anne's Parochial Church Council

Reports to – the Vicar

Salary – NJC Pts. 22 – 25 (pro rata)

Hours of work – Part time – 17.5 hours per week (some flexibility for evening meetings will be required)

Location – St Anne's Church and Community Centre

### **Overall purpose of the post:**

To promote and co-ordinate the use of the Centre as a bridge between the church and community.

### **Principal duties:**

- To strengthen links between our church and local community.
- To promote activities in the Centre.
- To build up and support a team of volunteer helpers.
- To oversee the day-to-day running of the Centre. This will include organising bookings; liaising with user groups and collecting rent; maintaining a diary, accident log book and other records; supervising cleaning and routine maintenance.
- To report regularly to the St Anne's Management Committee
- To monitor the use of the Centre by user and other groups
- To follow Centre policies and procedures, particularly health and safety within the building
- To undertake training as required
- Such other tasks as the Management Committee may from time to time require.

An Enhanced Disclosure from the Criminal Records Bureau will be required for the post-holder.

**NOTE - THIS JOB DESCRIPTION DOES NOT FORM PART OF YOUR CONTRACT OF EMPLOYMENT**

Date:

**St Anne's Church and Centre**

**Community Centre Co-ordinator**

## **Person Specification**

### **Essential**

These experiences, skills and qualities are essential requirements of the post:

- Experience of running church and/or community groups
- Experience of working with volunteers
- Ability to communicate well - verbally and in promoting activities
- Ability to relate to a range of people and situations
- Ability to motivate others and self
- Administrative and organisational skills
- High degree of enthusiasm, honesty and reliability
- Sympathetic to the aims of the church and centre

### **Desirable**

- Ability to monitor and evaluate
- IT skills
- Understanding of and commitment to community development

## **Advert**

**PART TIME COMMUNITY CENTRE CO-ORDINATOR**  
17.5 hours a week    NJC Pts. 22-25 (pro rata)

to promote and coordinate the use of this newly refurbished Centre as a bridge between church and community.

We are looking for a self motivated person with experience of working with church and/or community groups to oversee the day to day running of the Centre. Communication and 'people' skills essential. The Co-ordinator will work closely with the St Anne's Management Committee.

Closing date for applications:

Interview date:

For further information and an application pack, please contact xx on xx or email.

An Enhanced CRB Disclosure will be required for the post-holder.

<b>St. Anne's Community Centre Co-ordinator Post</b> <b>Interview Questions and Scoring</b>	<b>Comments</b>	<b>Score</b>
<p><b>1. What is it about this post that interests you?</b></p> <p>(What are we looking for in an answer, that meets the Person Specification?)</p> <ul style="list-style-type: none"> <li>▪ enthusiasm</li> <li>▪ initiative</li> <li>▪ understanding of the purpose of the post</li> <li>▪ understanding of community development</li> </ul>		
<p><b>2. Think about a church or community group that you have belonged to or worked with - How have you helped to organise and co-ordinate their activities?</b></p> <p>We're looking for:</p> <ul style="list-style-type: none"> <li>▪ experience of running groups/activities</li> <li>▪ organisational skills eg bookings etc</li> <li>▪ multi tasking</li> <li>▪ planning of daily tasks</li> <li>▪ IT skills</li> </ul>		
<p><b>3. How would you promote the Centre to groups and individuals in order to strengthen links with the community?</b></p> <p>We 're looking for:</p> <ul style="list-style-type: none"> <li>▪ confident communicator with ideas</li> <li>▪ person to person contact</li> <li>▪ utilising church members/volunteers/networks</li> </ul>		
<p><b>4. The success of the Centre will depend on the goodwill of volunteers. Can you give us an example of how you have motivated volunteers or other people in a project?</b></p> <p>We're looking for:</p> <ul style="list-style-type: none"> <li>▪ experience of working with volunteers</li> <li>▪ understanding of the need to support volunteers</li> <li>▪ encouragement and working alongside</li> </ul>		

Interview questions	Comments	Score
<p><b>5. Can you give us a practical example of how you have used your own initiative in a church/community project?</b></p> <p>We're looking for:</p> <ul style="list-style-type: none"> <li>▪ self motivated</li> <li>▪ accountable</li> <li>▪ understands boundaries</li> <li>▪ ideas</li> <li>▪ confidence</li> </ul>		
<p><b>6. What do you see as the opportunities and limitations of working for a faith based organisation?</b></p> <p>We're looking for:</p> <ul style="list-style-type: none"> <li>▪ sympathy to the aims of the church</li> <li>▪ understanding and support for the Centre vision</li> <li>▪ understanding of the context</li> <li>▪ thinking things through</li> </ul>		
<p><b>7. How would you handle a complaint about noise from the Centre from a nearby resident?</b></p> <p>We're looking for:</p> <ul style="list-style-type: none"> <li>▪ ability to listen</li> <li>▪ calm presence</li> <li>▪ people skills in a range of situations</li> <li>▪ understanding of policies and procedures</li> </ul>		
<p><b>8. How would you make sure that the development of the Centre was informed by feedback from user groups?</b></p> <p>We're looking for:</p> <ul style="list-style-type: none"> <li>▪ understanding of monitoring/evaluation</li> <li>▪ knows about hard /soft ways to collect feedback</li> <li>▪ relationship building with users/groups</li> </ul>		
<p><b>9. Finally, have you any questions to ask of us?</b></p>		

## Draft Letter - Unsuccessful Applicant

[Name]  
[Address]  
[Address]  
[Address]  
[Postcode]

[Date]

Re: Application for the position of [job title]

Dear [name]

Thank you for your application for the position of [job title].

The response to this position has been great and unfortunately you have not been invited to an interview. There were other candidates whose qualifications, experience and attributes more closely matched the person specification.

Thank you for your interest in this position and I wish you every success in the future.

Yours sincerely

[name of person signing letter]

## Invitation to Interview Letter

[Name]  
[Address]  
[Address]  
[Address]  
[Postcode]

[Date]

Re: Application for the position of [name of position]

Dear [name]

Thank you for your application for the position of [name of position].

We would like to invite you to an interview on [day and date] at [time]. The interview will take place at [place and address of interview].

The interviewing panel will be [names and position of people on panel].

It is expected that the interview will last for approximately 45 minutes. [The interview will be followed a short administrative test which will last no longer than 15 minutes]. Should you require any special arrangements to be made please let me know.

We look forward to meeting you on [date].

Yours sincerely

[Name of person signing letter]

## Draft Letter - Unsuccessful Interviewee

[Name]  
[Address]  
[Address]  
[Address]  
[Postcode]

[Date]

Re: Application for the position of [job title]

Dear [name]

Thank you for attending the interview for the position of [job title].

The response to this position has been great and unfortunately you have not been successful on this occasion. There were other candidates whose qualifications and experience more closely matched the person specification.

I am sorry to disappoint you. Thank you for your interest in this position and I wish you every success in the future.

Yours sincerely

[name of person signing letter]

# Employment Documents

## Letter - Offer of Employment

[Name]  
[Address]  
[Address]  
[Address]  
[Postcode]

[Date]

Re: Position of [job title]

Dear [name]

Further to our telephone conversation, I have pleasure in offering you the position of [job title] subject to our receipt of references which are satisfactory to the organisation.

Two copies of this letter are enclosed. I should be grateful if you could sign and return one copy to accept the offer. The second copy is for your records.

The terms and conditions of employment will be as follows:

1. You will be employed by the [name of project] as a [job title].
2. Your normal place of work will be the offices of the [name of project], which is currently at [address of project].
3. You will be paid a salary of £[amount] per annum directly into your bank account on the [date] day of each month (or the nearest working day).
4. You will be employed on a full time [part time] basis working 35 [number] hours each week.
5. A probationary period of [number] months will be applicable to this employment.
6. You are eligible to become a member of the [details of pension scheme].
7. You are entitled to [number of days] days holiday per year [pro rata]. In addition you are entitled to public holidays [calculated on a pro rata basis].
8. You are usually entitled to contractual sick pay at your normal salary for [length of period in weeks]. Thereafter you will be entitled to Statutory Sick Pay.
9. You will be required to give [4] weeks' notice to terminate your contract.

A full Contract of Employment will be issued to you once you have accepted this offer and satisfactory references have been received.

I should be grateful if you could contact me to confirm a suitable start date for your employment.

This offer is valid for a period of 4 weeks.

Yours sincerely

[Manager's name]  
[Manager's job title]

I hereby accept the offer of employment on the terms detailed above:

Name: \_\_\_\_\_

Date: \_\_\_\_\_

## Reference Request Form

Name of Candidate: .....

Position applied for: .....

Name of Referee: .....

Company / Capacity known: .....

Address: .....

.....

.....

Telephone number: .....

If employer:      Date started work:

Date work ended: .....

Reason for employment ending: .....

Would you re-employ? ..... Yes / No

Suitability for job role: .....

Details of sickness record: .....

If personal reference:

Known applicant since: .....

In what capacity? .....

Suitability for job role: .....

Any other information?

# Contract of Employment



## 1. **Employer**

Your are employed by the Parochial Church Council of [name of Parish]  
[Address of parish office / PCC secretary]  
[Address]  
[Address]  
[Postcode]

## 2. **Employee**

[Name]  
[Address]  
[Address]  
[Address]  
[Postcode]

## 3. **Job Title**

Your job title is [job title].  
You are accountable to [Manager's job title].  
The duties which this job entails are set out in the job description attached to this statement. The job description may from time to time be amended by the employer and in addition to the duties set out you may be required to undertake additional or other duties as may be necessary, from time to time.

## 4. **Date of Commencement**

The date that your employment began was [date]

[This is a fixed term contract for a period of [number] months [years]. Notice is hereby given that this contract will terminate on [date] and no further notice will be given].

The date that your continuous employment began was [date].

## 5. **Probationary period**

You will have a probationary period of [three / six] months from the date of the commencement of your employment. During this probationary period your employment may be terminated by either the [project manager] or yourself by giving one / two weeks' written notice or pay in lieu of notice. The probationary period may be extended if you are absent during the probationary period or if your performance is not satisfactory. Once the appointment is confirmed you will need to give [one / three] month's written notice to terminate this contract.

6. **Place of Work**

Your usual place of work is [place].

However, the right is reserved to change the location of this work base within a reasonable distance. You will be given a month's notice of this change where it is possible to do so.

Although on occasions you may be required to work elsewhere, you will not be required to work overseas.

7. **Remuneration**

Your basic gross salary will be £[amount] per hour.

You will be paid monthly, in arrears, by credit transfer into your bank or building society account. Payment will normally be made on the [day of month] day of each month (or the nearest working day).

8. **Hours of Work**

You are employed to work [full / part] time.

Your working hours are [35] hours per week, normally between the hours of [9.00am and 5.00pm Monday to Friday].

You may be required to work outside your normal working hours from time to time, including in the evenings and at weekends. The employer will give you as much notice as is reasonably possible. You will normally be given time off in lieu, with the prior agreement of your manager in respect of such additional hours worked.

9. **Holiday Entitlement**

You are entitled to [20] days holiday per year [pro rata].

In addition you are entitled to public holidays [calculated on a pro rata basis].

The holiday year runs from [1<sup>st</sup> January to 31<sup>st</sup> December].

Where you are employed for part of a holiday year only - either on commencement or termination of your employment - you will be entitled to paid holiday pro rata to the number of complete calendar months worked by you in the relevant holiday year. On the termination of your employment, where you have taken more or less than your holiday entitlement an adjustment based on your normal rate of pay will be made to your final pay. The adjustment will be either by way of an additional payment where you have taken less than your entitlement or a deduction if you have taken more than your entitlement.

[Part time employees receive their holiday entitlement on a pro rata basis.]

10. **Sickness Absence**

If you are absent from work because of illness, you must inform your manager by 9-30am on the first day, specifying the reason for your absence.

Self-certification [in the form provided] is required for absences lasting a maximum of 5 working days after which a Doctor's Certificate must be provided.

You are usually entitled to contractual sick pay at your normal salary for a period of time as follows:

[(If you have more than one years' service,) you are entitled to receive your normal salary for four weeks in any 12 month period.]

Such payments will include any statutory sick pay you may be entitled to.

Thereafter, you may be entitled to statutory sick pay.

Payment of sick pay is conditional upon full compliance with the above procedures. Non-compliance with these rules may lead to the withdrawal of sick pay and may constitute a serious disciplinary offence.

Holiday entitlement continues to accrue during the first four weeks of any sickness absence, but does not accrue thereafter.

In cases of prolonged or intermittent sickness, the PCC reserves the right to take independent medical advice and to require you to be examined by an independent medical practitioner of the employer's choice at any time (whether or not you are absent by reason of sickness or injury) and you agree that the doctor carrying out the examination may disclose to you and discuss with the employer the results of the examination.

## 11. **Absence due to Injury**

In the unfortunate event that you shall be incapable of attending to your duties by reason of injury sustained wholly or in part as a result of actionable negligence, nuisance or breach of statutory duty on the part of a third party, all payments made to you by the PCC under the sickness absence clause, shall to the extent that compensation is recoverable from the third party, constitute loans by the PCC to yourself which shall be repaid when and to the extent that you recover compensation for loss of earnings from the third party by action or otherwise.

## 12. **Pension**

[A stakeholder pension scheme is available to process your contributions should you so wish.]

[There is no pension provision associated with this contract due to the temporary nature of the employment].

## 13. **Termination of Employment**

The amount of notice you are required to give to terminate this contract is four weeks.

The amount of notice of termination of your employment you are entitled to receive is:

Service of less than five years	-	4 weeks
Over Five years, but less than 12 years	-	1 week for each completed year of service
Twelve years or more		-12 weeks

During the probationary period you or the Employer can terminate the contract giving one / two weeks' written notice.

14. **Collective Agreements**

There are no collective agreements with trade unions or other employee groups affecting this employment. You will be informed of any changes to your terms and conditions in writing.

15. **Disciplinary and Grievance Procedures**

The disciplinary and grievance rules and procedures are enclosed with this Contract.

The disciplinary and grievance rules and procedures do not form part of your contract of employment.

The [name of project] reserves the right to suspend you on full pay for a reasonable period of time in order to investigate any allegation of misconduct or other disciplinary matter.

16. **Data Protection**

The [name of project] and its agents hold information relating to you which is subject to the Data Protection Act 1998. By signing this Contract you consent to them processing, both manually and by electronic means, your personal and sensitive personal data for the purposes of the administration and management of your employment and/or the PCC's business.

17. **Deductions from Pay**

You hereby authorise the [name of project] and its agents to deduct from your pay (including holiday pay, sick pay and pay in lieu of notice) any amounts which are owed by you to the PCC.

18. **Return of property on Leaving**

On request, and in any event on termination of your employment for any reason, you are required to return to the [name of project] any property, including any keys, computer hard and software including discs and all documents in whatever form together with all copies (irrespective of by whom and in what circumstances such copies were made) which are in your possession or under your control.

19. **Garden Leave**

The PCC reserves the right to place any Employee on Garden Leave for a reasonable period of time whilst suspended from duty in order that an investigation takes place, or alternatively during a notice period. During this time the PCC may require the

Employee to stay away from their place of work and to refrain from some or all of their duties or other employment.

20. **Rules, Policies and Procedures**

You must comply at all times with the project's rules policies and procedures as amended from time to time

I accept the terms and conditions of this employment as stated above.

Signed by Employee:

Date:

Signed by Employer:

Date:

# Contract of Employment (zero hours for sessional workers)

Insert your logo here!

## 1. Employer

Your are employed by the Parochial Church Council of [name of Parish]  
[Address of parish office / PCC secretary]  
[Address]  
[Address]  
[Postcode]

## 2. Employee

[Name]  
[Address]  
[Address]  
[Address]  
[Postcode]

## 3. Job Title

Your job title is [job title].  
You are accountable to [Manager's job title].  
The duties which this job entails are set out in the job description attached to this statement. The job description may from time to time be amended by the employer and in addition to the duties set out you may be required to undertake additional or other duties as may be necessary, from time to time.

## 4. Date of Commencement

The date that your employment began was [date]  
The date that your continuous employment began was [date]  
[You will be employed in this job for an initial fixed period of 12 months. Notice is hereby given of the termination of this Contract on [date contract will end] and no further notice will be given.

## 5. Probationary period

You will have a probationary period of [three / six] months from the date of the commencement of your employment. During this probationary period your employment may be terminated by either the PCC or yourself by giving [one / two] weeks' written notice or pay in lieu of notice. The probationary period may be extended if you are absent during the probationary period or if your performance is not satisfactory. Once the appointment is confirmed you will need to give [one / three] month's written notice to terminate this contract.

## 6. Place of Work

Your usual place of work is [place].

However, the right is reserved to change the location of this work base within a reasonable distance. You will be given a month's notice of this change where it is possible to do so.

Although on occasions you may be required to work elsewhere, you will not be required to work overseas.

## **7. Remuneration**

Your basic gross salary will be £[amount] per hour.

You will be paid monthly, in arrears, by credit transfer into your bank or building society account. Payment will normally be made on the [day of month] day of each month (or the nearest working day).

## **8. Hours of Work**

You are employed to work [full / part] time.

Your working hours will vary according to the workload but are not expected to exceed [x] hours per week, normally between the hours of [9-00am and 5-00pm Monday to Friday].

You will be expected to be available for work within these hours, although the employer cannot guarantee the number of hours of work that will be offered.

## **9. Holiday Entitlement**

You are entitled to [20] days holiday per year [pro rata].

In addition you are entitled to public holidays [calculated on a pro rata basis].

The holiday year runs from [1<sup>st</sup> January to 31<sup>st</sup> December].

Where you are employed for part of a holiday year only - either on commencement or termination of your employment - you will be entitled to paid holiday pro rata to the number of complete calendar months worked by you in the relevant holiday year. On the termination of your employment, where you have taken more or less than your holiday entitlement an adjustment based on your normal rate of pay will be made to your final pay. The adjustment will be either by way of an additional payment where you have taken less than your entitlement or a deduction if you have taken more than your entitlement.

[Part time employees receive their holiday entitlement on a pro rata basis.]

## **10. Sickness Absence**

If you are absent from work because of illness, you must inform your manager by 9-30am on the first day, specifying the reason for your absence.

Self-certification [in the form provided] is required for absences lasting a maximum of 5 working days after which a Doctor's Certificate must be provided.

You are usually entitled to contractual sick pay at your normal salary for a period of time as follows:

[(If you have more than one years' service,) you are entitled to receive your normal salary for four weeks in any 12 month period.]

Such payments will include any statutory sick pay you may be entitled to.

Thereafter, you may be entitled to statutory sick pay.

Payment of sick pay is conditional upon full compliance with the above procedures. Non-compliance with these rules may lead to the withdrawal of sick pay and may constitute a serious disciplinary offence.

Holiday entitlement continues to accrue during the first four weeks of any sickness absence, but does not accrue thereafter.

In cases of prolonged or intermittent sickness, the PCC reserves the right to take independent medical advice and to require you to be examined by an independent medical practitioner of the employer's choice at any time (whether or not you are absent by reason of sickness or injury) and you agree that the doctor carrying out the examination may disclose to you and discuss with the employer the results of the examination.

## **11. Absence due to Injury**

In the unfortunate event that you shall be incapable of attending to your duties by reason of injury sustained wholly or in part as a result of actionable negligence, nuisance or breach of statutory duty on the part of a third party, all payments made to you by the PCC under the sickness absence clause, shall to the extent that compensation is recoverable from the third party, constitute loans by the PCC to yourself which shall be repaid when and to the extent that you recover compensation for loss of earnings from the third party by action or otherwise.

## **12. Pension**

[A stakeholder pension scheme is available to process your contributions should you so wish.]

[There is no pension provision associated with this contract due to the temporary nature of the employment].

## **13. Termination of Employment**

The amount of notice you are required to give to terminate this contract is four weeks.

The amount of notice of termination of your employment you are entitled to receive is:

Service of less than five years	-	4 weeks
Five years, but less than 12 years	-	1 week for each completed year of service
Twelve years or more	-	12 weeks

During the probationary period you or the Employer can terminate the contract giving [one / two] weeks' written notice.

#### **14. Collective Agreements**

There are no collective agreements with trade unions or other employee groups affecting this employment. You will be informed of any changes to your terms and conditions in writing.

#### **15. Disciplinary and Grievance Procedures**

The disciplinary and grievance rules and procedures are enclosed with this Contract.

The disciplinary and grievance rules and procedures do not form part of your contract of employment.

The PCC reserves the right to suspend you on full pay for a reasonable period of time in order to investigate any allegation of misconduct or other disciplinary matter.

#### **16. Data Protection**

The PCC and its agents hold information relating to you which is subject to the Data Protection Act 1998. By signing this Contract you consent to them processing, both manually and by electronic means, your personal and sensitive personal data for the purposes of the administration and management of your employment and/or the PCC's business.

#### **17. Deductions from Pay**

You hereby authorise the PCC and its agents to deduct from your pay (including holiday pay, sick pay and pay in lieu of notice) any amounts which are owed by you to the PCC.

#### **18. Return of property on Leaving**

On request, and in any event on termination of your employment for any reason, you are required to return to the PCC any property, including any keys, computer hard and software including discs and all documents in whatever form together with all copies (irrespective of by whom and in what circumstances such copies were made) which are in your possession or under your control.

#### **19. Garden Leave**

The PCC reserves the right to place any Employee on Garden Leave for a reasonable period of time whilst suspended from duty in order that an investigation takes place, or alternatively during a notice period. During this time the PCC may require the Employee to stay away from their place of work and to refrain from some or all of their duties or other employment.

**20. Rules, Policies and Procedures**

You must comply at all times with the PCC's rules policies and procedures as amended from time to time

I accept the terms and conditions of this employment as stated above.

Signed by Employee:

Date:

Signed by Employer:

Date:

## Letter re Varying a Contract of Employment

[Name]  
[Address]  
[Address]  
[Address]  
[Postcode]

[Date]

Re: Your Contract of Employment

Dear [Name]

Further to your recent request, I am writing to confirm that your contractual hours of work will reduce [increase] from [number] to [number] hours per week with effect from [date].

Your salary will be amended on a pro rata basis, giving a new actual salary of £[amount].

All other terms and conditions of your Contract remain the same.

This letter forms a codicil to your Contract of Employment and should be attached to it.

Yours sincerely

**Expenses Claim Form for HTCCC**

You can place your logo here!

Name of employee: \_\_\_\_\_

Address: \_\_\_\_\_

Expenses for the month of \_\_\_\_\_

Date	Expense details	Miles claimed	Amount £
Signature of employee: _____		Total	
Authorised by: _____			

## Payroll Information Form

You can place your logo  
here!

Name of employee

Title

Address

Date of Birth

Marital status      Single / Married / Widowed / Divorced / Other

National Insurance Number

Telephone Number

Bank Details

Name and Address of Bank

Sort Code

Account number

Name of account

Do you have a P45? Yes / No

If yes, please enclose with this form

If applicable, do you wish to join the pension scheme? Yes / No

# Performance Review

You can place your logo here!

## **Introduction**

The purpose of the performance review is to benefit staff and the [name of project] alike. It reviews staff performance, helps to develop and monitor staff, and gives two way feedback on how the work is progressing and where improvements could be made by both the employee and in the working practices of the [name of project]. The scheme aims to provide those being reviewed with a formal opportunity to present what they feel have been their main achievements over the past year, to discuss their performance in general and to make plans for the year ahead. The scheme is a highly participative one, with a great deal of emphasis on self-appraisal, ensuring that staff have a major role in determining their own development. It is also concerned with the future – setting objectives and improving performance.

Performance reviews are undertaken for all staff by their Supervisor or Manager in order to review their individual performance and development needs.

Reviews will normally be carried out for staff at the end of their probationary period and annually thereafter. Reviews may be carried out at more frequent intervals if, in the opinion of the Supervisor or Manager this would be beneficial. In addition, an objective setting meeting should be held by the Supervisor or Manager for all new recruits within the first four weeks of starting work.

Reviews will be made in accordance with these guidelines using the documents in the standard format provided. This documentation may be updated and amended as required from time to time.

## **Defining Performance and Development Review**

A review is made on a staff member's performance, and needs for training and development considered on the basis of a job description and objectives previously agreed. Without an up-to-date job description and defined objectives, the Employee has no clear idea of the job and what is expected, and neither has the Supervisor or Manager. In this case the review cannot be carried out until the job description has been up dated and agreed. The job description can be altered as needed from time to time as the job varies in order to meet the objectives set.

A review is an objective discussion of an individual's performance against a job description and the agreed objectives set at the previous review or at informal coaching sessions. It will consider an individual's strengths and achievements as well as any areas there may be for improvement and personal development. It should recognise above average performance, and where performance is below the expected standard, any discussion should focus on reasons and

solutions. The review will include both the Supervisor or Manager's assessment of performance and the individual's self assessment. During the review the reviewer and reviewee will agree objectives for the next 12 months as well as recording any training needs. There should not be any surprises at a formal review; these should be avoided by having a continuous monitoring of performance throughout the year by including regular (monthly) coaching sessions for all staff members. This will ensure that the formal review meeting is a summary of the past 12 month's discussions and actions taken, which can be reviewed before considering the future. There should be time to consider the employee's aspirations and opportunities for development.

The objectives agreed for the coming 12 months should be recorded formally on the review form and the signatures of the employee and the Supervisor or Manager obtained. A copy of this document will be placed on the employee's personnel file. It should also be kept and regarded as a working document by both the employee and the Supervisor or Manager.

The [name of project] will use the Review Procedures to increase effectiveness, to improve communication, to enhance job satisfaction and identify training and development needs where this may be appropriate.

Subjects that should be part of the Disciplinary, Grievance or Appeals Procedures are not appropriate for discussion or inclusion in a Performance Review. A Performance Review must not be seen as an opportunity for addressing disciplinary behavioural issues.

### **Documentation**

Each employee is to complete a Self-Review form prior to their Review interview. The Supervisor or Manager will complete a Reviewer's Assessment Form prior to the interview. These documents will form the primary discussion points during the interview.

The agreed objectives will be written onto the Review Form which will be signed by both the employee and the Supervisor or Manager. Three copies will be made: one for the employee to keep for their personal record; one for the Supervisor or Manager to keep to monitor the level of progress; and the final copy will be placed on the employee's personnel file.

### **Evaluation**

The review process will be evaluated to ensure that relevant on-going training can be provided as well as any teething troubles resolved.

### **Summary**

Review of every member of [name of project] staff should be seen as a valuable tool for the development and motivation of employees to achieve their maximum potential and to highlight methods of working which could be improved.

## Review Form

You can place your logo here!

Name of employee: \_\_\_\_\_

Name of reviewer: \_\_\_\_\_

Department: \_\_\_\_\_

Date of Review interview: \_\_\_\_\_

### 1. Review of past objectives:

Objective	Extent Achieved	Measures / Evidence
1.		
2.		
3.		
4.		
5.		

2. Action to be taken by:

*a. the reviewee?*

*b. the reviewer?*

*c. others in the organisation?*

3. Objectives for the year ahead?

*Objective*

*Priority*

*Form of Measurement*

1.

2.

3.

4.

5.

4. What training and other steps of development have been agreed?

5. What are your aspirations for the next five years?

6. Any other comments?

Signed as an agreed record:

Signed by employee: \_\_\_\_\_ Date: \_\_\_\_\_

Signed by Reviewer: \_\_\_\_\_ Date: \_\_\_\_\_

## Letter - Annual Review Notification

[Name]  
[Address]  
[Address]  
[Address]  
[Postcode]

[Date]

Dear [name]

Your annual Review is due during [month].

I have made an appointment for your Review interview to take place on [date] at [time] in [room]. Please let me know as soon as possible if this appointment is not convenient for you.

I have enclosed a self-review form which I would be grateful if you could complete and return to me by [date - one week prior to interview]. I will complete the Reviewer Assessment form and give you a copy by the same date. We will use these forms as the basis for our discussion during the Review interview.

I look forward to meeting with you. In the meantime if you have any queries, please do not hesitate to contact me.

Yours sincerely

[Reviewer's name]

You can place your logo here!

## Reviewer's Assessment Form

Name of employee: \_\_\_\_\_

Name of Reviewer: \_\_\_\_\_

Department: \_\_\_\_\_

1. Briefly list the main responsibilities of the job.

2. Looking back to the objectives agreed at the last review, which ones have been exceeded, met and not achieved? Give information of the evidence you have based these assessments on.

Objective 1.

Objective 2.

Objective 3.

Objective 4.

Objective 5.

3. What do you feel the reviewee has done particularly well over the last twelve months?

4. What do you feel the reviewee has done least well over the past twelve months?

5. To help improve the reviewee's performance in the job still further what additional steps could be taken by:

a. the reviewee?

b. the reviewer?

c. others in the organisation?

6. What are the principal objectives for the year ahead? List four or five.

7. What changes, if any, in the employee's responsibilities would you like to see in the near future?

8. What training and other steps could be taken to further the reviewee's job / career development?

9. Is there anything else you wish to raise in the review?

Signed by Reviewer: \_\_\_\_\_

Date: \_\_\_\_\_

## Self Review Form

You can place your logo here!

Name: \_\_\_\_\_

Department: \_\_\_\_\_

1. Briefly list the main responsibilities of your job, and roughly what percentage of your time is spent on each.

2. Looking back to the objectives agreed at the last review, which ones have been exceeded, met and not achieved? Give information of the evidence you have based these assessments on.

Objective 1.

Objective 2.

Objective 3.

Objective 4.

Objective 5.

3. What do you feel you have done particularly well over the last twelve months?

4. What do you feel you have done least well over the past twelve months?

5. To help improve your performance in the job still further what additional steps could be taken by:

a. you?

b. your manager?

c. others in the organisation?

6. What are your principal objectives for the year ahead? List four or five.

7. What changes, if any, in your responsibilities would you like to see in the near future?

8. What training and other steps could be taken to further your job / career development?

9. Is there anything else you wish to raise in the review?

Signed by employee: \_\_\_\_\_

Date: \_\_\_\_\_

# Holiday and Sickness

## Holiday Record Card

2013

Name of Employee: \_\_\_\_\_

Department: \_\_\_\_\_

Number of days of holiday for the year: \_\_\_\_\_ days / hours

First date of holiday	Last date of holiday	Number of days	Employee's initials	Manager's initials	Number of days of holiday remaining

Total number of days of holiday taken during 2013: \_\_\_\_\_

## Return To Work Interview

You can put your logo here!

Name	
Department	
Date(s) of absence	
Is a Doctor's certificate required? If so, has it been received?	
Reason for absence	
Has the illness / problem been recurrent?	
Is there any indication that the absence is work related?	
Is there anything that the employer can do to prevent (further) recurrence?	
Specify the effects of the person's absence e.g. cover required, work not completed, pressure on others etc	
Have all the procedures been followed e.g. correct notification, progress notification, doctors certificate etc	
Any other comments	

Employee's signature \_\_\_\_\_

Interview conducted by (print name) \_\_\_\_\_

(signed) \_\_\_\_\_

Date \_\_\_\_\_

# Sickness Record Card

2013

Name of Employee: \_\_\_\_\_

Department: \_\_\_\_\_

Date absence started	Date returned to work	Number of days	Reason (if stated)	Were notification procedures followed?	Manager's initials	Employee's initials

Total number of days of absence during 2013: \_\_\_\_\_

# Dismissal and Redundancy

## Letter - Risk of Redundancy

[Name]  
[Address]  
[Address]  
[Address]  
[Postcode]

[Date]

Re: Position of [job title]

Dear [name]

Further to our meetings on [date, date and date] I am writing to confirm that the [name of project] will [reason for possible redundancy e.g. close / undergo a restructure] on [expected date if known] due to economic reasons.

Therefore, it is with regret that I must advise you that your post is at risk of redundancy.

In the meantime, I would like to thank you for the work that you have done and continue to do here in the [name of project]. Please do not hesitate to contact me should you feel I can be of any help or support to you or if you require any further information.

Yours sincerely

[Name of person signing letter]

## **Letter - Notice of Redundancy**

[Name]

[Address]

[Address]

[Postcode]

[Date]

Dear [name]

Further to our previous meetings and correspondence, I am writing to confirm that we are unable to offer you any suitable alternative employment within the new structure of the [name of project].

Therefore, it is with regret that I must give you notice that your Contract of Employment will be terminated by reason of redundancy. Should you wish to appeal against this decision, please inform me, in writing, within the next 7 days.

In accordance with statutory requirements, you are entitled to [number] number of weeks notice to end your contract. [However, we would like to give you more notice than the statutory minimum in order to give you every opportunity to seek alternative employment]. Therefore, we are giving you notice that your Contract of Employment will end on [last date of employment].

[As you have [x number which is 2 years and over] years of completed service, you are entitled to a statutory redundancy payment which is based on your length of service, age and the amount of your usual weekly pay (capped at £[current rate] per week). The payment will be made by cheque and is not taxable. The amount of this payment will be calculated shortly and you will be informed of the amount due. If you would like any further information about this payment at this stage, please contact me.

[Unfortunately, as you have less than 2 complete years of service, you are not entitled to a statutory redundancy payment].

On behalf of the [name of employer], I would like to take this opportunity to thank you for the valued service that you have given to the [name of project] and am sorry that your employment must be terminated in this way. [However, we would be pleased for our details to be given to a new employer for reference purposes. Additionally, we would like to offer you the service of assistance in preparing an up to date CV in order that you may seek new employment.]

Please do not hesitate to contact me if I can be of any help and support to you, or if you require any clarification on this matter.

We would like to wish you every success in the future.

Yours sincerely

[name of person signing letter]

## Statutory Redundancy Payment Calculation

[Name]  
[Address]  
[Address]  
[Address]  
[Postcode]

[Date]

Date employment started:  
Date employment terminated:  
Number of completed years of service:  
Age at termination of Contract:  
Number of weeks' pay due:  
Amount of weekly pay (capped at £[current rate])

Redundancy payment due:

[x] weeks' pay due x [amount of weekly pay – if variable average over last 12 weeks] = £

A cheque will be provided for this amount on the final day of your employment.

## Letter - Appointment to Attend a Disciplinary Meeting

[Name]  
[Address]  
[Address]  
[Address]  
[Postcode]

[Date]

Re: Disciplinary meeting

Dear [name]

I am writing to tell you that you are required to attend a disciplinary meeting on [day and date] at [time] at [place of meeting]. At this meeting the question of disciplinary action against you, in accordance with the policy, will be considered in regard to [details of problem].

You have the right to be accompanied at the meeting by another work colleague or trade union representative. Should you wish to be accompanied please let me know the name of the person who will be accompanying you at least 24 hours before the meeting is to take place.

Yours sincerely

[Name of person signing letter]

## Letter - Notice of Disciplinary Action

[Name]  
[Address]  
[Address]  
[Address]  
[Postcode]

[Date]

Re: Disciplinary meeting

Dear [name]

I am writing to tell you that [name of project] is considering dismissing you / taking disciplinary action against you.

The action is being considered with regard to [details of reason for action].

You are invited to attend a disciplinary meeting on [day and date] at [time] at [place of meeting] where this will be discussed.

You have the right to be accompanied at the meeting by another work colleague or trade union representative. Should you wish to be accompanied please let me know the name of the person who will be accompanying you at least 24 hours before the meeting is to take place.

Yours sincerely

[Name of person signing letter]

## Letter - Acknowledgement of Appeal Against Written Warning

[Name]  
[Address]  
[Address]  
[Address]  
[Postcode]

[Date]

Re: Appeal meeting

Dear [name]

You have appealed against the [written warning / final written warning] confirmed to you in writing on [date].

The appeal will be heard by [names of those on panel] on [day and date] at [time] at [place of meeting].

You are entitled to be accompanied by a work colleague or trade union representative.

The decision of this appeal hearing is final and is the final stage in the disciplinary process.

Yours sincerely

[Name of person signing letter]

## Letter - Notice of Result of Appeal Against Dismissal

[Name]  
[Address]  
[Address]  
[Address]  
[Postcode]

[Date]

Re: Notice of result of appeal against dismissal

Dear [name]

You appealed against the decision of the disciplinary hearing that you be [dismissed / subject to disciplinary action]. The appeal hearing was held on [date].

I am writing to confirm the decision of the panel who conducted the appeal hearing. The decision to [details of sanction] stands / the decision to [details of sanction] has been revoked [include details of any new disciplinary action].

You have now exercised your right of appeal under the disciplinary procedure and this decision is final.

Yours sincerely

[Name of person signing letter]

## Letter - Disciplinary Warning

[Name]  
[Address]  
[Address]  
[Address]  
[Postcode]

[Date]

Re: Disciplinary warning

Dear [name]

You attended a disciplinary meeting on [day and date]. I am writing to confirm the decision taken that you be given a [written warning / final written warning] under the [first / second] stage on the disciplinary policy.

This warning will be placed on your personnel file but will be disregarded for disciplinary purposes after a period of {number of months} months, provided that your performance reaches a satisfactory level / conduct improves.

The nature of the unsatisfactory performance or conduct was [details].

The performance or conduct improvement expected is [details].

The timescale within which the improvement is required is {details}.

The likely consequence of further misconduct or insufficient improvement is [final written warning / dismissal].

You have the right to appeal against this decision in writing to [name of person] within 7 [or other number] days of receiving this disciplinary decision.

Yours sincerely

[Name of person signing letter]

## Letter - Result of Disciplinary Meeting

[Name]  
[Address]  
[Address]  
[Address]  
[Postcode]

[Date]

Re: Disciplinary meeting

Dear [name]

I wrote to you on [date of letter] to tell you that [name of project] was considering dismissing you / taking disciplinary action against you.

This was discussed at the meeting on [date of meeting]. The decision of this meeting was that [your conduct / performance was still unsatisfactory and that you be dismissed] [your conduct / performance was still unsatisfactory and that you would be given a {insert details of disciplinary action} warning] [no further action would be taken against you].

[The reasons for your dismissal are [insert reasons].]

[I am, therefore, writing to confirm the decision that you be dismissed and your last day of service with [name of project] will be [date].]

[I am, therefore, writing to confirm the decision that disciplinary action will be taken against you. The action will be [details of action]. The reason for this action is [reason for action].]

You have the right to appeal against this decision. Should you wish to appeal please write to [name of person] within 7 [or other number] days of receiving this disciplinary decision.

Yours sincerely

[Name of person signing letter]

## Letter - Notice of Disciplinary Action

[Name]  
[Address]  
[Address]  
[Address]  
[Postcode]

[Date]

Re: Disciplinary meeting

Dear [name]

I wrote to you on [date of letter] to tell you that [name of project] was considering dismissing you / taking disciplinary action against you.

This was discussed at the meeting on [date of meeting]. The decision of this meeting was that [your conduct / performance was still unsatisfactory and that you be dismissed] [your conduct / performance was still unsatisfactory and that you would be given a {insert details of disciplinary action} warning] [no further action would be taken against you].

[The reasons for your dismissal are [insert reasons].]

[I am, therefore, writing to confirm the decision that you be dismissed and your last day of service with [name of project] will be [date].]

[I am, therefore, writing to confirm the decision that disciplinary action will be taken against you. The action will be [details of action]. The reason for this action is [reason for action].]

You have the right to appeal against this decision. Should you wish to appeal please write to [name of person] within 7 [or other number] days of receiving this disciplinary decision.

Yours sincerely

[Name of person signing letter]

# Capability Policy and Procedure

You can place your  
logo here!

## Introduction and Purpose

The [name of project] aims to provide the highest possible standards of service and support to its users within the resources available. The contribution and performance of each individual is crucial in achieving this aim. The [NAME OF PROJECT] will, therefore, encourage the attainment of the highest possible standards of performance by all its staff and will give appropriate attention to address areas of unsatisfactory performance.

The aim of this policy and procedure is to resolve areas relating to the recurring lack of capability of an employee to perform the role at the level for which they were employed. The procedure aims to provide a fair, reasonable and consistent method of addressing issues arising in relation to an inability to perform at the required standard due to a lack of competency, skill, knowledge, understanding and effort.

It is acknowledged that capability issues arising in relation to personal competence may result from shortfalls in skill or knowledge which could be addressed through further training and development. However, the capability issues may relate to a fundamental inability to perform the scope and range of duties within a post.

The [NAME OF PROJECT] is committed to ensuring that appropriate training and development is made available to ensure individuals can competently perform their role. This may include the provision of training courses, supervised practice, mentoring, coaching and personal development plans.

## Principles of the Procedure

- The primary objective of this procedure is to help an employee attain the standard of achievement required.
- Managers should promote an open and supportive culture in which they are accessible and understand individual roles within their department.
- It is the responsibility of all managers to ensure that staff are recruited with the necessary level of competence and skill to perform the role.
- Identification of training and development needs is a continuous process and managers should put measures in place to ensure that this occurs.
- Performance appraisals should be undertaken on an annual basis to identify development needs to enable the individual to perform their role to the best of their ability. This is a two-way process to allow for both the manager and the individual to identify objectives, standards and training and development needs. Clear timescales for reviewing performance

should be agreed between the manager and the individual. It is the duty of the manager to ensure that all staff, including those new to the department, understand their role, objectives and the standards required of them by their manager.

- The manager should speak to the individual regarding performance issues at an early opportunity in order to seek to identify any underlying reason for poor performance.
- This procedure is not intended to replace individual guidance and supervision on a day to day basis, but to be applied to recurring instances of poor performance.

### **Identifying Poor Performance**

It is the responsibility of managers and those in a supervisory role to identify instances of poor performance as part of their day to day duties. Problems should be raised by the manager as close to the time of occurrence as is reasonably practicable, to allow the individual to respond and improve performance.

Unsatisfactory work performance may become apparent in a number of ways which may include:

- Through formal objective setting and the appraisal process;
- Through informal discussions with the individual;
- Poor recurring standards of work, e.g. recurring mistakes, not completing tasks, unable to cope with reasonable instructions given;
- Attitude to work, e.g. poor interpersonal skills;
- Complaints through other members of staff or user of the project;
- Team concerns;
- High absence.

### **Procedure**

When the performance of an individual member of staff becomes unacceptable due to a lack of capability, the primary objective is to help him / her to improve their performance and achieve the standard of performance required. The following procedure should be used.

#### **Informal Stage**

It is expected that managers will raise concerns regarding capability at the earliest opportunity and raise these with the individual in a one to one meeting, explaining the area in which he / she is failing to achieve the required standard / expectations. Through discussion, they will agree actions and objectives to help to rectify the concerns raised. These objectives should be realistic, achievable and measurable.

A reasonable period should be given to achieve these objectives. It is not intended that this period will be more than 3 months but this will depend on the individual issue and need assessed in each

case. If, after this reasonable period, with appropriate support (where necessary) the individual does not improve, poor performance continues, and there is a failure to achieve the expectation and agreed objectives, the matter should proceed through the formal procedure.

The manager should make a record of the informal meeting, summarising the agreed main points and objectives, a copy of which should be sent to the employee within ten days of the meeting. A copy should also be kept on the employee's personnel file.

## **Formal Procedure**

### **First Review Meeting**

Where the informal procedure has failed to rectify the poor performance issues, the manager will arrange to meet the individual to discuss his / her concerns.

A letter should be sent to the individual asking them to attend a first review meeting in accordance with the Capability Policy. The letter should be sent to the individual at least 7 calendar days before the meeting with a copy placed on the individual's personnel file. The employee should be informed that they have a right to be accompanied by a colleague, friend or Trade Union representative.

At the meeting the manager should state clearly the areas of performance considered unacceptable and the standards expected. The meeting should include:

- The opportunity for both the manager and employee to identify any underlying reason for poor performance. This may arise from either work or personal concerns and it is important that the manager offers appropriate help.
- The identification of how these factors may be overcome, e.g. additional training and development, a change in working arrangements, role clarification, closer supervision.
- The setting of agreed, realistic and achievable targets for improvement and timescales in which these are to be monitored and achieved. It is not envisaged that the timescale will be in excess of 3 months which will give the individual ample time to demonstrate improvements.
- The manager should make a record of the meeting, summarising the agreed main points, a copy of which should be sent to the employee within ten days of the meeting and a further copy placed on the employee's personnel file.
- A further review meeting should be set at this stage to follow up progress. If the required improvement is achieved it should be communicated to the individual and no further action is necessary.

## **Second Review Meeting**

If targets for improvement are not met or there is a failure to make reasonable progress towards them following the first review meeting, the manager should communicate this to the employee.

A letter should be sent to the employee asking them to attend a meeting in accordance with the Capability Policy. Again, the employee should be given at least 7 calendar days notice, be informed of their right to be accompanied and a copy placed on their personnel file.

At the meeting the issues raised in the first stage should be reviewed, any factors continuing to hinder acceptable performance identified and action determined to overcome them. Further timescales for the achievement of these targets should be set, but again, they should not exceed a three month period, thus allowing the individual to demonstrate improvements.

The manager should make the employee aware that a continued failure to meet the required standards as outlined at the first review meeting could lead to formal action being taken which may result in the termination of their contract of employment.

The details and agreed actions of the meeting should be summarised in a letter and sent to the employee within ten days of the meeting, with a copy placed on the individual's personnel file.

A further meeting should be arranged to follow up progress, again advising the employee of their right to be accompanied.

## **Final Review**

The final review should be conducted by the manager with the [job title of person in charge of project / chair of trustees].

If the employee has not met the required standards but has made significant progress, the setting of a further review period may be appropriate.

If no improvement has been made or the progress has not been significant, the final review meeting should be arranged.

The employee should be informed by letter giving at least 7 calendar days notice and informing of the right to be accompanied. The letter should state that the outcome of the meeting could include the termination of the employee's contract of employment on the grounds of capability. A copy of the letter should be placed on the personnel file.

At the meeting the action taken to date will be reviewed and any outstanding concerns explained. The manager and the individual will both be given the opportunity to speak and give any mitigating circumstances. The [person in charge of the project] will make a decision as to whether to continue with a further review period or to terminate the employee's contract of employment on the grounds of capability. A summary of the discussion and agreed action to be taken will be

confirmed in writing to the employee within 7 calendar days of the meeting. A copy of the letter should be placed on the personnel file.

Where the decision is made to terminate the contract of employment on the grounds of capability the individual will be given appropriate notice or pay in lieu of notice together with any outstanding holiday entitlement.

### **Right of Appeal**

The employee should be informed of his / her right to appeal and should use the process outlined in the Appeals policy.

## Complaints Policy & Procedure

You can place your logo here!

Where someone, whether a service user or visitor, wishes to complain about the service that they have received from a member of staff at [name of project], then they can contact the [job title of project manager].

If the complaint is against the [job title of project manager] or they feel that their complaint has not been dealt with satisfactorily then they may contact the [name of person in charge – chair of board of trustees?].

The process for complaints should follow the following stages:

- Informal, which can be verbal
- Formal, which may involve verbal and or written complaints
- Review or appeal panel

### 1. Informal stage

Whenever a complaint is received either by telephone, verbally or in writing it should be recorded immediately in a book. A book for complaints should be kept and employees and volunteers should know where it is. The complaint should be acknowledged and the complainant kept informed at all stages. Each complaint will be investigated within seven days by two of the following staff:

[details of those staff / management committee members authorised to deal with complaints].

Following this the complainant will receive a written response within two weeks of the complaint being lodged. At this stage negotiation should take place with the complainant to attempt to redress the complaint. If this is possible the staff member / volunteer and appropriate management committee member, along with the complainant should record the outcome of the informal stage.

### 2. Formal stage

If the complainant is not satisfied with the explanation and decision made or if the complainant wishes to involve a more senior person they may use the more formal approach and write within 28 days directly to the Chair person of the project. The complainant may use another person to write the complaint. The Chair will respond within 28 days of receipt of the complaint informing the complainant of the decision made.

If the complainant is not satisfied with the response/decision made they may elect to have a review panel established to investigate the matter further.

### **3. Review Panel**

The review panel should consist of one Committee Member, one Volunteer / staff member of the project and one independent person who shall act as chair. The complainant will be invited to attend the review panel, with a friend/representative if required. The meeting shall be held as informally as possible. The Chair should explain the purpose of the meeting, introduce the members and emphasise confidentiality. All members may make a written and verbal presentation to the panel. Proceedings should be minuted. People making presentations can be asked questions.

The panel should make recommendations on the complaint to the chair person within 7 days. The chair person will then consult with the panel and a decision made. This decision will be made known in writing within 28 days of the panel meeting, outlining the reasons for the decision and any action proposed as a result of the panels review.

You can put your logo here!

## **Disciplinary and Appeal Policy & Procedure**

### **Disciplinary Procedure**

#### **Purpose and Scope**

The project's aim is to encourage improvement in individual conduct or performance. This procedure sets out the action which will be taken when disciplinary rules are breached.

#### **Principles**

The procedure is designed to establish the facts quickly and deal consistently with disciplinary issues. No disciplinary action will be taken until the matter has been fully investigated.

At every stage employees will have the opportunity to state their case and be accompanied, if they wish, at the hearings by a trade union representative or work colleague.

An employee has the right to appeal against any disciplinary penalty.

#### **Procedure**

##### **Stage 1 – first warning**

If conduct or performance is unsatisfactory, the employee will be given a written warning. Such warnings will be recorded but disregarded after [number of months, usually 6] months of satisfactory service. The employee will also be informed that a final written warning may be considered if there is no sustained satisfactory improvement or change. (When the first offence is sufficiently serious it may be justifiable to move directly to a final written warning).

##### **Stage 2 – final written warning**

If the offence is serious, or there is no improvement in standards, or if a further offence of a similar kind occurs, a final written warning will be given which will include the reason for the warning and a note that if no improvement results within [number of months, usually 6] months, action at Stage 3 will be taken.

### **Stage 3 – dismissal or action short of dismissal**

If the conduct or performance has failed to improve, the employee may suffer demotion, disciplinary transfer, loss of seniority or dismissal.

### **Gross misconduct**

If, after investigation, it is confirmed that an employee has committed an offence of the following nature (the list is not exhaustive) the normal consequence will be dismissal without notice or payment in lieu of notice:

- Theft
- Damage to property
- Fraud
- Incapacity for work due to being under the influence of alcohol or illegal drugs
- Physical violence
- Bullying
- Gross insubordination

While the alleged gross misconduct is being investigated, the employee may be suspended, during which time he or she will be paid their normal pay rate. Any decision to dismiss will be taken by the employer only after full investigation.

### **Appeals**

An employee who wishes to appeal against any disciplinary decision must do so to the named person in the organisation within five working days. The employer will hear the appeal and decide the case as impartially as possible.

# Equal Opportunities Policy

You can place your logo here!

## Policy Document

The HTCCC PROJECT] celebrates and welcomes rather than tolerates diversity in our organisation and in society as a whole. Thus it is therefore committed to proactive equal opportunities and welcomes all people, with a positive view of age, caring responsibilities, gender, disability, racial/ethnic origin, religion, HIV status or other health-related reason, sexual orientation or socio-economic background, as Employees, Committee Members and Volunteers.

However where there is a genuine occupational reason for a specific post it may require the postholder to be a practising Christian of a recognised denomination.]

[All staff must understand and express sympathy with the Christian ethos of the Board and do nothing that would be seen to undermine it.]

- The HTCCC will not tolerate any breaches of this Policy and will endeavour to ensure that all its activities and other policies are in accordance with this policy.
- The HTCCC PROJECT] recognises and accepts its obligations under current discrimination legislation.
- The HTCCC PROJECT] accepts that there is a need to understand what discrimination is, admit it exists and be able to recognise it in all its forms. It accepts that it is possible for individuals, policies and structures to be unintentionally discriminatory or offensive and accepts that such attitudes and structures must be challenged.
- The HTCCC PROJECT will proactively promote an environment that treats all people with dignity and respect and provides equality of opportunity to people of any gender, age, religious beliefs, caring responsibilities, racial/ethnic origins, disability, sexual orientation or socio-economic status. [The HTCCC PROJECT expects its employees and volunteers to be sensitive to its Christian basis.]
- The HTCCC PROJECT aims to nurture an environment of equality of opportunity in employment. Interviews for employment and voluntary work will take place in accordance with Equal Opportunities. Internal and external job applications and appointments and staff retention will be monitored.
- In order to make physical environments and services accessible to all, the HTCCC PROJECT will strive to make relevant adaptations and provide appropriate resources.

- The HTCCC PROJECT aims to ensure that all its staff and volunteers understand and are committed to the promotion of Equal Opportunities from the time of appointment. The [NAME OF PROJECT] will ensure employees understand their responsibilities under legislation and government guidelines, by providing on going training and development opportunities.
- The HTCCC PROJECT will undertake Equal Opportunities monitoring. This will assist in measuring the effectiveness of the Policy as well as identify training needs, gaps in service and review of practices.
- The HTCCC PROJECT recognises the need to have support mechanisms for those who have been or may be subjected to discrimination or harassment and will endeavour to provide such services.
- The HTCCC PROJECT will avoid entering into contracts, partnerships or agreements with individuals, groups or organisations when it is aware that any of their policies or practices contravenes the Equal Opportunities policy of the project.

### **Responsibilities of the project**

The HTCCC PROJECT accepts responsibility under legislation for the actions of employees and responsibility for any practices, policies or procedures that may be found to be unintentionally discriminatory and will strive to ensure that this is eradicated. It welcomes the input of staff, volunteers, committee members and users to bring this to the attention of the project.

# Grievance and Appeal Policy & Procedure

You can put your logo here!

## Grievance Procedure

### Purpose and Scope

It is the project's policy to ensure that employees with a grievance relating to their employment can use a procedure which can help to resolve grievances as quickly and fairly as possible.

### Informal discussions

If you have a grievance about your employment you should discuss it informally with your immediate supervisor. We hope that the majority of concerns will be resolved at this stage.

### Procedure

#### Stage 1

If you feel that the matter has not been resolved through informal discussions, you should put your grievance in writing to your immediate supervisor. The supervisor must give a response within five working days in an endeavour to resolve the matter.

#### Stage 2

If the matter is not resolved, you may raise the matter, in writing, with your manager, who must give a response within five working days. You may be accompanied at this meeting by a fellow worker of your choice or by a trade union official.

#### Stage 3

If the matter is not resolved to your satisfaction, you may appeal against the decision.

### Appeals

An employee who wishes to appeal against any grievance decision must do so to the named person in the organisation within five working days. The employer will hear the appeal and decide the case as impartially as possible.

# Health & Safety Policy

## General statement of policy

**The Holy Trinity church and community centre (HTCCC) has legal responsibility for Health and Safety matters has been devolved to John Leslie Smith for practicality.**

1. Our policy is to provide and maintain safe and healthy working conditions, equipment and systems of work for all our employees, and to provide such information, training and supervision as they need for this purpose. We also accept our responsibility for the health and safety of other people who may be affected by our activities.
2. The allocation of duties for safety matters and the particular arrangements, which we will make to implement the policy, are set out below.
3. The policy will be kept up-to-date, particularly to take account of changes in working arrangements. To ensure this, the policy and the way in which it has operated will be reviewed regularly.

## Responsibilities – The HTCCC

4. Overall and final responsibility for health and safety lies with the HTCCC committee. Responsibility for advising them and for carrying out this policy lies with John Leslie Smith.
5. Volunteers will be consulted on health and safety matters through the HTCCC thanks to Carl Kelsall the project manager and the meetings for all volunteers and staff.

## Responsibilities – Volunteers and Staff

6. All volunteers and staff members have the responsibility to co-operate with the HTCCC to achieve a healthy and safe workplace and to take reasonable care of themselves and others.
7. Whenever a volunteer or staff member notices a health or safety problem, which they are not able to put right, they must straightway tell the manager.

## First Aid and Accidents

8. First Aid boxes are kept in: The manager's office and kitchens up and down stairs  
The manager is responsible for equipping the First Aid boxes. Whenever a volunteer or staff member uses an item from a First Aid box, they should inform the manager.
9. The HTCCC does not undertake always to provide a qualified first aider, but volunteers and staff members will be informed if there is one.
10. The Accident Book is kept in the manager's office. All accidents should be reported to the manager. The person responsible for reporting accidents to outside authorities is the project manager. Each volunteer and staff member is responsible for ensuring that a note of any accident, however apparently trivial, is made in the Accident Book as quickly as possible.

### **Fire Safety**

11. The fire procedure is shown on notices throughout the project buildings. All volunteers and staff members are responsible for familiarising themselves with it and, in particular, with the location of fire exits and escape routes. Fire practises will be held once a year.
12. When rooms are booked for meetings, it is the responsibility of the person/ organisation arranging the meeting to ensure that those attending are aware of the fire procedures and that they leave the building if the fire alarm sounds.
13. The manager is responsible for ensuring that the fire alarm is properly maintained and regularly tested. He is also responsible for ensuring that the agreed number and type of fire extinguishers are in place and properly maintained. The maintenance contract is currently with Tameside fire Protection.
14. All users are responsible for ensuring that escape routes are kept clear. Any problem in doing this should be reported to the manager.

### **Advice, Consultancy and Training**

15. The local Health and Safety Inspector is:  
  
Leslie John Smith
16. The HTCCC will ensure it has access to advice from the Health & Safety Executive [or advisers appointed through the HTCCC management group]. Official contact with the Health & Safety Executive [or other named person / company] should only be made by, or with the consent of, the manager.
17. Any provision for training in health and safety matters is the responsibility of the manager.

### **Waste Disposal**

18. Waste is removed weekly. It is the managers responsibility to prepare it for disposal. Volunteers and staff members should put rubbish in the bins provided or, in the case of larger items, discuss disposal with the manager. Disposal of all breakable or dangerous items should be discussed with the manager who is responsible for ensuring the waste is put out in a safe manner.

### **Policy on Smoking**

19. All meeting rooms, corridors and toilets are no-smoking areas. All offices are no-smoking areas.

### **Particular Areas/ Hazards**

All cleaning materials and substances that are hazardous are locked in the cleaning cupboard and only authorised staff have access, these include Domestos, Multi purpose cleaner, glass cleaner, Bleach, air fresher, Mr muscle sink and drain gel and all other

### **Fire Extinguisher Locations**

Fire extinguishers are located on the ground and first floor and in the kitchen with fire blanket and are clearly visible.



# Absence Management Policy

You can insert your logo here!

## **Purpose of the Policy**

This policy aims to provide clear guidelines to all the [name of project] staff in managing attendance and the responsibilities of the employee and employer.

The [name of project] will operate a fair and consistent approach when managing absence. However the [name of project] acknowledges the importance of the consideration of individual circumstances and, where appropriate, recognising the need for support in the event of illness.

Absence relating to unpaid leave, maternity, paternity and adoption leave is not within the bounds of this policy.

## **Types of Absence**

- Self Certified Absence
- Short-term periods of time away from work due to illness can be self certified by completing a Self Certification Form on return to work. Short term periods of absence last no more than seven days.

## **Certified Absence**

Any periods of absence away from work due to illness lasting more than seven days will require a Doctor's certificate.

## **Notification of Absence Procedure**

Employees are required to notify the [name of project] of their absence in accordance with the procedure detailed below.

The employee must contact his / her manager or the [project manager] as soon as possible on the first day of absence, by 10-00am at the latest. The reason for absence and the expected length of absence should be given. This will enable the manager to make any necessary arrangements for cover.

## **Documentation**

The employee will be required to complete a Self Certification Form on returning to work after any periods of absence lasting up to seven days.

Absences lasting more than seven days will require a medical certificate completed by the employee's Doctor. If the absence continues and medical certificates are repeatedly issued, it is the employee's responsibility to ensure that there are no breaks in the dates of the issuing of the medical certificates.

The [name of project] reserves the right, at any stage of absence, to require the employee to undergo a medical examination by a medical practitioner of their choice and / or to request a medical report from the employee's GP or specialist.

### **Return to Work Interview**

The Return to Work Interview must take place as soon as is reasonably practicable (and in any case within 48 hours) following the employee's return from sick leave after every period of absence, regardless of the duration of the absence.

The interview will be conducted by the employee's line manager or supervisor and will be recorded on the Return to Work interview form. Should it not be practicable for the employee's manager to conduct the interview, it should be delegated to an appropriate deputy. It should be performed in a suitable environment with full consideration given to confidentiality.

### **The Return to Work interview is designed to:**

establish and record the reasons for absence

- provide an opportunity to provide assistance and support to the employee which may prevent further absence
- provide an appropriate forum to discuss the employee's health (and whether they are indeed well enough to return to the workplace)
- provide an appropriate forum to review the employee's attendance record
- provide an appropriate forum to discuss an issues that may affect the employee's health.

The Return to Work Interview Form should be signed by the employee and their manager and will be filed on the employee's personal file.

### **Unauthorised Absence**

Any periods of sickness absence which are not covered by a Self Certification Form or Doctor's Certificate, or where the notification procedure has not been followed, will be considered as unauthorised absence. Such periods of absence will be unpaid.

# Adoption and Maternity Leave

## Letter - Acknowledgement of Adoption Leave

[Name]

[Address]

[Address]

[Address]

[Postcode]

[Date]

Dear [name]

Congratulations and thank you for telling me that you will be adopting a child. I am writing to you about your adoption leave and pay.

As we have discussed, you are eligible for 52 weeks' adoption leave / you are not eligible for adoption leave [delete as appropriate].

Given your chosen start date of [insert date], your adoption leave will end on [insert date]. If you want to change the date your leave starts you must give me the correct notice, if at all possible. Please contact me if you wish to discuss this.

If you decide to return to work before [insert date leave ends], you must give me at least 56 days' notice.

As we discussed you are eligible for 39 weeks' Statutory Adoption Pay / not eligible for Statutory Adoption Pay [delete as appropriate].

Your adoption pay will be £[insert amount] from [insert date] to [insert date]

or

The SAP1 form (enclosed) explains why you do not qualify for Statutory Adoption Pay. You should contact your adoption agency to find out if you can get any other help.

If you decide not to return to work, you must still give me proper notice. Your decision will not affect your entitlement to SAP.

If you have any questions about any aspect of your adoption entitlements please do not hesitate to get in touch with me. I wish you well.

Yours sincerely

[Name of person signing letter]

## Letter - Acknowledgement of Maternity Leave

[Name]  
[Address]  
[Address]  
[Address]  
[Postcode]

[Date]

Dear [name]

Congratulations and thank you for telling me about your pregnancy and the date that your baby is due. I am writing to you about your maternity leave and pay.

As we have discussed, you are eligible for 52 weeks' maternity leave (26 weeks' ordinary maternity leave plus 26 weeks' additional maternity leave) [delete as appropriate].

Given your chosen start date of [insert date], your maternity leave will end on [insert date].

If you want to change the date your leave starts you must, if at all possible, tell me at least 28 days before your proposed new start date or 28 days before [insert date leave starts] (your original start date), whichever is sooner.

If you decide to return to work before [insert date leave ends], you must give me at least 56 days notice.

As we discussed, you are eligible for 39 weeks' Statutory Maternity Pay / not eligible for Statutory Maternity Pay [delete as appropriate].

Your maternity pay will be £[insert amount] from [insert date] to [insert date] and £[insert amount] from [insert date] to [insert date].

or

The form SMP1 (enclosed) explains why you do not qualify for Statutory Maternity Pay. You may however be entitled to Maternity Allowance. If you take this form to the Jobcentre Plus or Social Security Office at [insert local details], they will be able to tell you more.

As your employer I want to make sure that your health and safety as a pregnant mother are protected while you are working, and that you are not exposed to risk. I have already carried out an assessment to identify hazards in our workplace that could be a risk to any new, expectant, or breastfeeding mothers. Now you have told me you are pregnant I will arrange for a specific risk assessment of your job and we will discuss what actions to take if any problems are identified. If you have any further concerns, following this assessment and specifically in relation to your pregnancy, please let me know immediately.

If you decide not to return to work you must still give me proper notice. Your decision will not affect your entitlement to SMP.

If you have any questions about any aspect of your maternity entitlement please do not hesitate to get in touch with me. I wish you well.

Yours sincerely

[Name of person signing letter]

# Lone Worker Policy 1

You can place your logo here!

Many project workers find themselves working alone in their workplace (or elsewhere) for some or all of their working day. It is important that such lone workers make adequate arrangements to ensure that they are safe at all times, especially when they visit clients or when clients visit them.

It is an important safety aspect to ensure that other people are aware of their meetings, whom they will meet as well as when and where.

The project suggests that each lone worker takes part in a “buddy” system where they contact someone every day with an itinerary of who they are meeting and at what times.

Lone workers should be careful not to tell anyone that they are alone in the workplace. This applies to people who contact by telephone and e-mail as well as visitors.

The project recommends the following advice (from the Suzy Lamplugh Trust) to lone workers:

P – Plan to meet first time visitors in a busy public place, rather than your workplace, if possible.

L - Log in your visitors with a buddy and phone them after your visitor has left to let them know you are safe.

A - Avoid situations which could be difficult.

N - Never assume it won't happen to you.

Before working alone consult with others who are doing so. Your professional organisation may have some guidance, or the Suzy Lamplugh Trust will provide guidance on personal safety. Consider how your working arrangements could be more secure. Do your own risk assessment and do not let others pressure you into working in a way that may put your safety in danger.

Please discuss any issues or concerns with your manager at the earliest opportunity.

You can place your  
logo here!

## **Protection Of Children & Adults who are Vulnerable Policy**

### **Good Practice in Safeguarding Children and Young People**

At [name of project] we want to do a good job, professionally and caringly, with our children and young people. We want them to be happy to come to us and we want their parents to be sure their children are safe.

This document is designed to protect both children and those who work with them and to continue the openness and trust between all parties involved in our work at [name of project].

### **A Safe Environment**

It is our aim that work and activities are planned so as to minimise opportunities for the abuse of children and for unfounded accusations being made against adults, as far as this is practicable.

#### **This will include:**

- It is desirable to have 2 leaders with any group
- A single child will not be left with an older person unless they can be clearly observed by other workers nearby
- Wherever possible, leaders of each gender are to be present in mixed gender groups
- To be conscious of how our words and actions can be misconstrued by others as harmful
- Any child not collected on time, and after the project centre is closed, will wait with 2 leaders at the main entrance.

### **Recruitment of Staff and Volunteers**

Changes will be made to the Disclosure and Barring Service and its systems which are due to come into place in the near future. In the meantime:

- All potential staff members and volunteers will be asked to apply for a Disclosure and Barring Service Check (Disclosure) prior to the acceptance onto the project team.
- Full details and guidance will be given to the applicant (where required) for their application for a Disclosure.
- Disclosure applications will be sent to the [name of umbrella organisation] for application.
- Upon successful receipt of a Disclosure the applicant may then begin working with children and/or young people.
- If there is a concern raised by a disclosure, a risk-assessment must be conducted in line with an advisor regarding the individual's work with youth or children.

- The whole application process will be conducted in a professional and confidential manner.

### **Support for Staff and Volunteers**

The primary aim of our work with children and young people is to encourage a deepening of their faith and to develop their social relationships.

Staff members and volunteers will receive, in writing, guidelines on their tasks and to whom they are responsible and from whom they can seek support

Regular meetings with other workers in the same team will be held to plan teaching and activities and to give mutual support.

### **Recognition of Abuse**

Those who work in statutory agencies are well trained to identify child/vulnerable adult abuse. However, they often have to rely on people close to children, spotting the signs that something is wrong. So we as project workers and volunteers have a special responsibility to look out for children in difficulty.

Abuse may be neglect, e.g. when important aspects of care are needed; or physical, e.g. where adults seek sexual gratification by using children; or emotional, e.g. when children are harmed by persistent lack of love and affection, or by threats taunting, etc.

### **Child abuse may be suspected for a number of reasons:**

- The child may tell you outright that they are being abused
- You may notice bruises that cause you concern
- Another child may alert you to a friend that is being ill-treated
- An adult may admit they've harmed a child in some way
- An allegation may be made on a child's behalf by a parent or carer.

### **Making our response**

We are to pass on information carefully.

Any report should be recorded in writing, signed and dated; it follows that any suspected abuse must be taken seriously. It is important to let a child know that he or she is being listened to. It is not advised to promise confidentiality since the nature of the problem may be so serious as to require professional intervention. Even if confidentiality is not requested by a child, always explain to the child that information will be shared.

### **What steps to take if abuse is suspected**

Speak at once to the person who you are responsible to for your work. Do this even if you're not sure, but your suspicions have been aroused. If neither person is available speak to another responsible person, e.g. a manager.

## **Adults who are Vulnerable - Safe from Harm**

The Disclosure and barring Service is the agency which provides the definition of Adults who are Vulnerable .

### **Guidelines For Projects When Working With Adults who are Vulnerable**

All staff and volunteers authorised by the project should be checked under the DBS procedure, [as they are for children's work] and a register should be maintained.

- All staff and volunteers who are official project workers are to carry identification for their role and official records of their function is to be kept in the project centre.
- Where people are visiting residential homes, etc, these homes should be given a basic copy of the project's policy and a list of staff and volunteers expected to visit that institution.
- Where people visit vulnerable people on their own, staff and volunteers should keep a detailed record of the visit.

The adult protection procedure identifies three distinct roles in the protection of vulnerable people. This comes from the Government's paper on Vulnerable Adults *Safe from Harm*: The same principles apply to safeguarding children.

- Alerters
- Investigators
- Managers

### **Project worker and volunteers act as Alerters. Their duty is:**

- To report suspected acts of abuse
- To be alert to what abuse means and take seriously what they are told
- To think about what they see and ask if it is acceptable practice
- To work strictly in accordance with anti- racist, anti sexist, anti-ageist and anti disability practices
- To ensure the safety of the person you suspect is being mistreated as well as your own safety
- To contact the emergency services first, e.g. police, ambulance, if in a life-threatening situation.
- To be alert to hints, signals and non-verbal communication that could indicate abuse, which is being denied or deliberately hidden.

### **What to do if someone discloses abuse to you:**

- Stay calm and try not to show shock
- Listen carefully rather than question directly
- Be sympathetic
- Be aware of the possibility that medical evidence might be needed

**Tell the person that:**

- They did right to tell you
- You are treating this information seriously
- It was not their fault

**DO NOT:**

**Press the person for more details**

- Stop someone who is freely recalling significant events as they may not tell you again
- Promise to keep secrets: explain that the information will be kept confidential, i.e. information will only be passed to those people who have “a need to know”
- Make promises that you cannot keep (such as “This will not happen to you again”)
- Contact the alleged abuser
- Be judgemental (e.g. “Why didn’t you run away?”)
- Pass on information to anyone who doesn’t have a “need to know” i.e. do not gossip

Project workers should inform their manager.

# Whistleblowing Policy

You can place your logo here!

## POLICY

The policy of the HTCCC is to safeguard the interests of any of its employees when they act as *alerters* regarding any neglect or abuse, mental, physical, emotional, sexual, racial/ethnic or financial, of service users or any similar abuse of colleagues.

The HTCCC accepts that it is bound by legislation in the Public Interest Disclosure Act 1998 and guarantees that procedures will be invoked in ways which do not prejudice the “*whistleblower’s*” own position and prospects.

The HTCCC will protect the employee against victimisation and provide support throughout the investigation process.

The HTCCC is committed, through training, to ensuring that employees:

- Have knowledge and understanding of protection procedures;
- Are committed to emphasising that harassment is unacceptable;
- Are enabled to identify oppressive abuse when it occurs;
- Are informed regarding their individual duty to act to protect service users;
- Are made aware of measures to safeguard their interests if they act as “*whistleblowers*”
- Are made aware of their rights under the Public Interest Disclosure Act 1998.

## PROCEDURE

The HTCCC through its training, instructs its employees that it is their duty to their employer and their professional obligation to raise legitimate concerns about suspected misconduct by colleagues, managers or those with whom it works notably in community projects.

[The HTCCC sees its employees in the roles of *alerters* to promote the safeguarding of the rights of others, to log any concerns and report such concerns to appropriate managers. *Alerters* are not being asked to verify or prove that concerns are true.

The HTCCC undertakes to protect its employees from victimisation when they act as *alerters*.

Employees who are concerned about any malpractice but unsure whether to blow the whistle or to stay silent or are unclear about how to go about blowing the whistle may obtain free expert help from the independent charity “Public Concern at Work”, Suite 306, 16 Baldwins Gardens, London, EC1N 7RJ. Telephone: 0207 404 6609.

Insert your logo here!

# Volunteer Agreement

The following are some details of the voluntary arrangement.

## 1. Organisation

You have agreed to volunteer for [name of Project]  
[Address of project office]  
[Address]  
[Address]  
[Postcode]

## 2. Volunteer

[Name]  
[Address]  
[Address]  
[Address]  
[Postcode]

## 3. Nature and purpose of voluntary work

Your voluntary work will involve [details].  
You will be supervised in these voluntary duties by [Manager's job title].  
The duties which this job entails are set out in the job description attached to this statement. The job description may from time to time be amended by the employer and in addition to the duties set out you may be required to undertake additional or other duties as may be necessary, from time to time.

## 4. Date of Commencement

This volunteer arrangement will begin on [date].

[This arrangement will be reviewed annually or on (date)].

We hope that you will volunteer with us for at least [six months or other period of time], but we realise that as a volunteer you may choose not to do this.

## 5. Place of Volunteering

Your usual place of volunteering [place].

## 6. Reimbursement of expenses

You may claim the reimbursement of expenses incurred which have been pre-authorized by [name of manager]. A Volunteer Expenses Claim should be submitted to [name of manager] together with the receipts. Mileage incurred may also be claimed at the standard rate in the same way.

## 7. Hours of Availability

You have agreed to be available for voluntary work on [days and times].

If you are unavailable for any of these sessions it would be helpful if you advise [name of manager] giving as much notice as possible in order that the organisation may arrange alternative cover for the tasks.

### **8. Ending this Arrangement**

Should you wish to end this arrangement please inform [name of manager].

Should the organisation wish to end this arrangement they will discuss this with you. The arrangement will be reviewed annually.

### **9. Arrangements if there are problems**

If the project is dissatisfied with your work as a volunteer your manager will discuss this with you. If, after a reasonable time has been allowed for you to improve, the project is still dissatisfied with your work as a volunteer, this arrangement may be ended.

If you have a complaint or are unhappy in your work as a volunteer you should speak to your manager who will try to resolve the problem.

### **10. Return of property on Leaving**

On request, and in any event on the ending of this arrangement for any reason, you are required to return to the [name of project] any property, including any keys, computer hard and software including discs and all documents in whatever form together with all copies (irrespective of by whom and in what circumstances such copies were made) which are in your possession or under your control.

### **11. Rules for volunteering**

You must agree to abide by the organisation's objectives, its equal opportunities policy, its health and safety policy and other rules of the organisation during the course of you volunteering.

The [name of project] and [name of volunteer] do not intend this arrangement to be legally binding.

Signed by the volunteer:

Date:

Signed by organisation:

Date:

You can place your logo here!

### Volunteer Expenses Claim Form

Name of volunteer: \_\_\_\_\_

Address: \_\_\_\_\_

Expenses for the month of \_\_\_\_\_

Date of expenditure	Expense details	Miles claimed	Amount £
---------------------	-----------------	---------------	----------

Signature of Volunteer: \_\_\_\_\_

Total

Authorised by: \_\_\_\_\_

## **Frequently Asked Questions**

### **Can we include fundraising as one of the tasks for our new Project Worker?**

- No, because it puts an awful lot of pressure on the Project Worker to raise funds to safeguard and continue their post when they should be focussing on the job you employed them to do!
- Fundraising for salaries and project costs is the responsibility of the employers, usually the Management Committee or Church Council.
- Training and developing the skills of a few Management Committee members in fundraising is a far better and more sustainable way forward for your project.

### **What do we do if we personally know the people who apply for this new post?**

- Ensure an open and transparent process which follows your Equal Opportunities Policy. (see Section 7)
- Ensure members of the Selection Panel declare personal knowledge of any candidate. This does not bar them from participating but all procedures need to be rigorous to ensure that no possibility of bias exists.
- Invite an alternative or additional person on to the Selection Panel who does not know any of the candidates.

### **What if someone of a different faith or no faith background applies for the job?**

- Unless Faith is an Occupational requirement (see Section 2), appointing someone with the relevant skills and experience will be essential to achieve your aims.
- The best candidate for the post may be someone of no faith or a different faith background who can bring a new perspective to the work and may help open the project up to working with other organisations/partners that you may not have approached.

### **Does Equal Opportunities practice imply an obligation to offer a post to a member of a minority group?**

- In some cases there may be an Occupational requirement to appoint someone from a minority group (see Section 2).
- In order to find the right person for the job it is important to carefully consider the wording and placing of the job advert to make it as accessible as possible.
- When short listing and interviewing candidates the ability to do the job should be paramount.

**Should the new Project Worker be accountable to and supervised by the Priest/Minister/Faith Leader?**

- Not necessarily. There may be people on your Management Committee or Church Council who have management and supervisory skills. They could act as the line manager to the worker if they have the time.
- Project workers need a designated line manager to be accountable to and who will meet with them regularly (monthly) to support and supervise the work in line with project aims and their job description.
- Project workers, especially those working alone need different types of informal support too.

**Why is the salary so high?**

- The work of your project is important and therefore you will want to attract suitably qualified/experienced workers with the necessary skills to do the job.
- You will need to link the salary to professional pay scales for the relevant post e.g. Community Workers are paid on the National Joint Council pay scales (NJC), (see Section 4).
- Information on pay scales can be obtained from your local CVS (Council for Voluntary Service).

**Our Project Worker isn't working with children so they won't need a DBS check will they?**

- Where the work of the project involves children and adults who are vulnerable, an Enhanced Disclosure and Barring Service (DBS) check must be obtained for the worker. (see Section 2 and Section 7 Protection of Children and Adults who are Vulnerable Policy)
- If the Project Worker is working from a Centre where children attend then a DBS check must be obtained.
- A DBS check is not needed when the Worker has no contact with children or adults who are vulnerable at all.

**What else do we include in an induction for the new Worker besides information about the Centre and taking them around the area?**

- One of the main causes of staff turnover in the first year is a poor introduction to the organisation.
- It's important to plan a programme that's appropriate for the new employee and maybe identify a 'buddy' to pair up with the new employee to answer questions.
- More specifically introduce the worker to;
- The organisation and its context
- history, background and structure
- relationship of the post to others - who's who

- tour of the premises, office and facilities eg desk, computer, toilets, parking and the office equipment (especially photocopiers!)
- policies and procedures including health and safety

### **The people**

- fellow workers, Management Committee, volunteers, users, church congregation and key colleagues/officers from other agencies who they will encounter in their work. Make time for the worker to talk to them.

### **The job/project**

- personnel details
- terms of employment and probationary period
- job description in detail

### **What are our obligations to people working on their own? What else do we need to consider?**

- It is essential that the safety and well being are taken into account by the employer.
- One of the first issues may be the siting of the employee's place of work – it is inappropriate to site lone workers in isolated church/faith buildings. (see Section 7re Lone Working Policy).

### **What if we realise that the person appointed is not suitable for the job?**

- When appointing a worker the appointment should always be subject to obtaining suitable references.
- It is advisable to set an initial probationary period (3 – 6 months) before confirming the employee's position (see Section 3).
- Once the employee's position has been confirmed, if their work is unsatisfactory, action should be taken in accordance with the Capability Policy (see Section 7).
- In some cases a Disciplinary Procedure may be required (see Section 7).

### **Our worker has left their post early can we use the remaining grant for something else?**

- Funders are very clear about the use of grants and it is essential to keep them informed of changes to the work of the project.
- It may be possible to obtain agreement for change of use of a grant but never presume that this is the case.
- Always contact the funder in good time before using a grant for a different purpose, otherwise you may be asked to pay it back.

We have 6 months funding left before the project ends. Can we take on a temporary worker from our team of volunteers without undertaking a full recruitment process?

It may be possible to employ someone from within the organisation in a temporary position.

Permission should always be sought from the funder/s to confirm that this is acceptable to them.

**If our current worker takes long term sick leave or maternity leave in the second year of a 3 year post what are our obligations?**

- Projects have legal obligations to their workers (See Section 5 re sick leave & Section 7 re maternity leave).
- There will also be other issues to consider in terms of delivery of the work and accountability to funders who will need to be advised of the situation.

**Can we include redundancy costs in our grant applications?**

- Charitable trusts expect projects to budget for all possible costs for the work (this is known as full-cost recovery) and now accept that redundancy costs are a requirement by law.
- Including redundancy costs in the budget displays to potential funders that you are intending to act professionally and have commitment to the well being of potential employees.