



# Employee Handbook

Welcome to Cued Speech



## About Us



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**Cued Speech** has been adapted into 60 languages and dialects so far and was devised by the late [Dr Orin Cornett](#), Professor Emeritus of Audiology, Gallaudet University, USA.

Cued Speech UK (CSUK) is a registered charity run by users of Cued Speech (both parents and professionals) who provide information about and training in Cued Speech.



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## Your Handbook

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The aim of this employee handbook is to provide general information to employees on their employment. It is not intended to cover every situation or to explain everything about the employment of our employee.

If there is anything in the employee handbook that you do not understand or in relation to which you require further clarification, you should speak to the management, in the first instance through Henrietta Ireland Executive Director. The Charity welcomes any comments or suggestions as to how the employee handbook could be improved.

**The Handbook is not a Contractual Document and the rules within them do not form part of your terms and conditions of employment**

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### Changes to the Employee Handbook

The Charity reserves the right to amend this employee handbook, but will make every effort to notify employees when there is an official change to a policy that it contained.

For example, the employee handbook may need to be changed where there is a change to:

- the way in which the Charity operates because of market conditions;
- employees' contracts of employment, on which they will be consulted, necessitating a change to the employee handbook too; and
- employment law that requires a policy to be amended.



However, employees are responsible for their own up-to-date knowledge about the Charity's procedures, benefits, and working conditions.

### Confidentiality

It is a condition of your employment that you have a duty of confidentiality with regards to the Charity.

During the course of your employment you may find yourself in possession of sensitive information, the disclosure of which could be construed as a breach of confidentiality. It is a condition of your employment that you have a duty of confidentiality to the Charity, and you must not discuss any Charity sensitive or confidential matter whatsoever with any outside Charity including the media.

Any such breach of confidentiality would be deemed as gross misconduct except as otherwise provided or as permitted by any current legislation (e.g. the UK Public Interest Disclosure Act 1998) and could lead to your dismissal.



## Alcohol & Drugs Policy

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The Charity is committed to ensuring the health, safety and welfare of its employees and those affected by its activities. It will take all reasonable steps to reduce, if not eliminate, the risk of injuries or incidents occurring due to individuals suffering from the effects of alcohol or substance abuse. This policy applies to all employees and all persons coming onto the Charity's premises.

The Charity prohibits the drinking of alcohol by employees [and contractors] at any time in the workplace or on Charity business.

The Charity expressly prohibits the use of any illegal drugs (including psychoactive substances, formerly known as "legal highs") or any prescription drugs that have not been prescribed for the user. It is a criminal offence to be in possession of, use or distribute an illicit substance and to produce, supply or possess with intent to supply psychoactive substances. If any such incidents take place on Charity premises, in Charity vehicles or at a Charity function, they will be regarded as serious, will be investigated by the Charity, and may lead to disciplinary action and possible reporting to the police.

No employee or other person under the Charity's control shall, in connection with any work-related activity:

- report, or endeavour to report, for duty having consumed drugs or alcohol likely to render him/her unfit and/or unsafe for work;
- consume or be under the influence of drugs or alcohol while on duty [unless, in the case of alcohol, with the agreement of line management for the purposes of official Charity entertaining];
- store drugs or alcohol in personal areas such as lockers and desk drawers; or
- attempt to sell or give drugs or alcohol to any other employee or other person on the Charity premises.

Employees must inform their line manager regarding any prescribed medication that may have an effect on their ability to carry out their work safely, and must follow any instructions subsequently given. Drugs that cause drowsiness must not be used while at work.

Any employee suffering from drug or alcohol dependency should declare such dependency, and the Charity will subsequently provide reasonable assistance, treating absences for treatment and/or rehabilitation as any other sickness absence.

Failure to accept help or continue with treatment will render the employee liable to normal disciplinary procedures.



## Anti-Bribery & Corruption Policy

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The Charity is committed to the highest standards of ethical conduct and integrity in its business activities in the UK and overseas. This policy outlines the Charity's position on preventing and prohibiting bribery, in accordance with the Bribery Act 2010. The Charity will not tolerate any form of bribery by, or of, its employees, agents or consultants or any person or body acting on its behalf. Senior management is committed to implementing effective measures to prevent, monitor and eliminate bribery.

This policy applies to all employees and officers of the Charity, and to temporary workers, consultants, contractors, agents and subsidiaries acting for, or on behalf of, the Charity ("associated persons") within the UK and overseas. Every employee and associated person acting for, or on behalf of, the Charity is responsible for maintaining the highest standards of business conduct. Any breach of this policy is likely to constitute a serious disciplinary, contractual and criminal matter for the individual concerned and may cause serious damage to the reputation and standing of the Charity.

The Charity may also face criminal liability for unlawful actions taken by its employees or associated persons under the Bribery Act 2010. All employees and associated persons are required to familiarise themselves and comply with this policy, including any future updates that may be issued from time to time by the Charity.

The Bribery Act 2010 is in force from 1 July 2011. This policy covers:

- the main areas of liability under the Bribery Act 2010;
- the responsibilities of employees and associated persons acting for, or on behalf of, the Charity; and
- the consequences of any breaches of this policy.

### **Bribery Act 2010**

The Charity is committed to complying with the Bribery Act 2010 in its business activities in the UK and overseas.

Under the Bribery Act 2010, a bribe is a financial or other type of advantage that is offered or requested with the:

- intention of inducing or rewarding improper performance of a function or activity; or
- knowledge or belief that accepting such a reward would constitute the improper performance of such a function or activity.

A relevant function or activity includes public, state or business activities or any activity performed in the course of a person's employment, or on behalf of another Charity or individual, where the person performing that activity is expected to perform it in good faith, impartially, or in accordance with a position of trust.

A criminal offence will be committed under the Bribery Act 2010 if:

- an employee or associated person acting for, or on behalf of, the Charity offers, promises, gives, requests, receives or agrees to receive bribes; or
- an employee or associated person acting for, or on behalf of, the Charity offers, promises or gives a bribe to a foreign public official with the intention of influencing that official in the performance of his/her duties (where local law does not permit or require such influence); and
- the Charity does not have the defence that it has adequate procedures in place to prevent bribery by its employees or associated persons.

All employees and associated persons are required to comply with this policy, in accordance with the Bribery Act 2010.



### **What is prohibited?**

The Charity prohibits employees or associated persons from offering, promising, giving, soliciting or accepting any bribe. The bribe might be cash, a gift or other inducement to, or from, any person or Charity, whether a public or government official, official of a state-controlled industry, political party or a private person or Charity, regardless of whether the employee or associated person is situated in the UK or overseas. The bribe might be made to ensure that a person or Charity improperly performs duties or functions (for example, by not acting impartially or in good faith or in accordance with their position of trust) to gain any commercial, contractual or regulatory advantage for the Charity in either obtaining or maintaining Charity business, or to gain any personal advantage, financial or otherwise, for the individual or anyone connected with the individual.

This prohibition also applies to indirect contributions, payments or gifts made in any manner as an inducement or reward for improper performance, for example through consultants, contractors or sub-contractors, agents or sub-agents, sponsors or sub-sponsors, joint-venture partners, advisors, customers, suppliers or other third parties.

### **Records**

Employees and, where applicable, associated persons, are required to take particular care to ensure that all Charity records are accurately maintained in relation to any contracts or business activities, including financial invoices and all payment transactions with clients, suppliers and public officials.

Due diligence should be undertaken by employees and associated persons prior to entering into any contract, arrangement or relationship with a potential supplier of services, agent, consultant or representative [in accordance with the Charity's procurement and risk management procedures].

Employees and associated persons are required to keep accurate, detailed and up-to-date records of all corporate hospitality, entertainment or gifts accepted or offered.

### **Corporate entertainment, gifts, hospitality and promotional expenditure**

The Charity permits corporate entertainment, gifts, hospitality and promotional expenditure that is undertaken:

- for the purpose of establishing or maintaining good business relationships;
- to improve the image and reputation of the Charity; or
- to present the Charity's goods/services effectively;
- provided that it is:
- arranged in good faith, and
- not offered, promised or accepted to secure an advantage for the Charity or any of its employees or associated persons or to influence the impartiality of the recipient.

The Charity will authorise only reasonable, appropriate and proportionate entertainment and promotional expenditure.

This principle applies to employees and associated persons, whether based in the UK or overseas. However, those with remits overseas will be given further training on the specific procedures that they are required to follow.

### **Procedure**

Employees and, where relevant, associated persons should submit requests for proposed hospitality and promotional expenditure well in advance of proposed dates to [name of individual/the line manager].

Employees are required to set out in writing:

- the objective of the proposed client entertainment or expenditure;
- the identity of those who will be attending;
- the Charity that they represent; and
- details and rationale of the proposed activity.





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The Charity will approve business entertainment proposals only if they demonstrate a clear business objective and are appropriate for the nature of the business relationship. The Charity will not approve business entertainment where it considers that a conflict of interest may arise or where it could be perceived that undue influence or a particular business benefit was being sought (for example, prior to a tendering exercise).

Any gifts, rewards or entertainment received or offered from clients, public officials, suppliers or other business contacts should be reported immediately to Henrietta Ireland Executive Director. In certain circumstances, it may not be appropriate to retain such gifts or be provided with the entertainment and employees and associated persons may be asked to return the gifts to the sender or refuse the entertainment, for example, where there could be a real or perceived conflict of interest. As a general rule, small tokens of appreciation, such as flowers or a bottle of wine, may be retained by employees.

If an employee or associated person wishes to provide gifts to suppliers, clients or other business contacts, a signed petty cash form is required, together with details of the intended recipients, reasons for the gift and business objective. These will be authorised only in limited circumstances and will be subject to a cap of £50 per recipient, unless agreed in advance.

Employees and, where applicable, associated persons must supply records and receipts, in accordance with the Charity's expenses policy.

### **What practices are permitted?**

This policy does not prohibit:

- normal and appropriate hospitality and entertainment with clients and
- the use of any recognised fast-track process that is publicly available on payment of a fee.

Any such practices must be proportionate, reasonable and made in good faith. Clear records must be kept.

### **Reporting suspected bribery**

The Charity depends on its employees and associated persons to ensure that the highest standards of ethical conduct are maintained in all its business dealings. Employees and associated persons are requested to assist the Charity and to remain vigilant in preventing, detecting and reporting bribery.

Employees and associated persons are encouraged to report any concerns that they may have to Henrietta Ireland Executive Director, as soon as possible. Issues that should be reported include:

- any suspected or actual attempts at bribery;
- concerns that other employees or associated persons may be being bribed; or
- concerns that other employees or associated persons may be bribing third parties, such as clients or government officials.

### **Reporting Procedure**

A form is available from Deborah Hawkes to allow employees to record any incidents of suspected bribery. Any such reports will be thoroughly and promptly investigated by The Executive Director or the Chair of Trustees in the strictest confidence. Employees and associated persons will be required to assist in any investigation into possible or suspected bribery.

Employees will also be required to comply with the Charity's Whistleblowing Policy.

Employees or associated persons who report instances of bribery in good faith will be supported by the Charity. The Charity will ensure that the individual is not subjected to detrimental treatment as a consequence of his/her report. Any instances of detrimental treatment by a fellow employee because an employee has made a report will be treated as a disciplinary offence. An instruction to cover up wrongdoing is itself a disciplinary offence.



If told not to raise or pursue any concern, even by a person in authority such as a manager, employees and associated persons should not agree to remain silent. They should report the matter to the Chair of Trustees or the Executive Director

### **Action by the Charity**

The Charity will fully investigate any instances of alleged or suspected bribery. Employees suspected of bribery may be suspended from their duties while the investigation is being carried out. The Charity will invoke its disciplinary procedures where any employee is suspected of bribery, and proven allegations may result in a finding of gross misconduct and immediate dismissal. The Charity may terminate the contracts of any associated persons, including consultants or other workers who act for, or on behalf of, the Charity who are found to have breached this policy.

The Charity may also report any matter to the relevant authorities, including the Director of Public Prosecutions, Serious Fraud Office, Revenue and Customs Prosecutions Office and the police. The Charity will provide all necessary assistance to the relevant authorities in any subsequent prosecution.

### **Review of procedures and training**

The Charity will regularly communicate its anti-bribery measures to employees and associated persons. The Charity will set up training sessions where applicable Louise Creed is responsible for the implementation of this policy.

Louise Creed will monitor and review the implementation of this policy and related procedures on a regular basis, including reviews of internal financial systems, expenses, corporate hospitality, gifts and entertainment policies.

Employees and those working for, or on behalf of, the Charity are encouraged to contact Louise Creed with any suggestions, comments or feedback that they may have on how these procedures may be improved.

The Charity reserves the right to amend and update this policy as required. For the avoidance of doubt, this policy does not form part of your contract of employment.



## Attendance

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The Charity operates the following policy on employees Attendance and timekeeping, in order to maximise its productivity, efficiency and effectiveness and ensure fair treatment of all staff.

Your line manager should be notified as early as possible of any absence from work which is anticipated for sickness, lateness, family emergencies, hospitalisation and other medical treatment etc.

If you are unable to attend work due to sickness or injury, your line manager must be notified by telephone (texting and email is not acceptable) before your normal start time or as soon thereafter as possible on the first day of absence, if possible indicating a date of return.

Notification should be made by you personally unless it is impossible due to the nature of the illness.

Any employee who has been absent due to sickness and is found not to have been genuinely ill will be subject to disciplinary action, which could include dismissal.

### Timekeeping

Each employee's contract defines the minimum hours of work that he/she is contractually required to work, including his/her start time, finish time and provision for lunch breaks. Employees are individually responsible for ensuring that they arrive at work early enough to enable them to begin their work at the appointed start time. Similarly, employees are required to remain at work at least until the finishing time defined in their contracts of employment, unless granted permission by their line manager to leave work before that time. The same principles apply to lunch breaks. Employees are entitled to a break of three-quarters between 12pm and 2pm and the time allocated must not be exceeded, unless special prior permission has been given.

Where, for any reason, an employee realises that he/she is likely to be late for work at the start of the working day/shift, he/she must endeavour to telephone [his/her line manager] as soon as possible to explain the situation and give an estimate of when he/she expects to arrive at work. It is accepted that circumstances outside employees' control can cause lateness, for example if a traffic accident has caused long delays on the roads. However, a high volume of traffic causing delays that is a normal or regular occurrence, or which can reasonably be anticipated, will not be regarded as a valid reason for an employee's lateness.

Repeated or persistent lateness without good reason will be viewed as misconduct. On each occasion when an employee arrives late to work, or to a meeting or other work commitment, the line manager should speak to the employee informally (and privately) to establish the reason for the lateness, whether or not the employee has any particular difficulties with timekeeping, the cause of any such difficulties and how the employee might be supported to achieve improvement. The line manager will be responsible for keeping records of the dates, number of occasions and the length of lateness on each occasion.

Where, following any three or more occasions of lateness within any six-month period, an employee's timekeeping remains unsatisfactory, the employer will invoke its disciplinary procedure.

# Data Protection Policy

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## **Purpose**

The Company is committed to being transparent about how it collects and uses the personal data of its workforce, and to meeting its data protection obligations. This policy sets out the Company's commitment to data protection, and individual rights and obligations in relation to personal data.

This policy applies to the personal data of job applicants, employees, workers, contractors, volunteers, interns, apprentices and former employees, referred to as HR-related personal data. This policy does not apply to the personal data of clients or other personal data processed for business purposes.

The Company has appointed the Executive Director as the person with responsibility for data protection compliance within the organisation. They can be contacted at [henriettaireland@cuedspeech.co.uk](mailto:henriettaireland@cuedspeech.co.uk). Questions about this policy, or requests for further information, should be directed to them.

## **Definitions**

**"Personal data"** is any information that relates to a living individual who can be identified from that information. Processing is any use that is made of data, including collecting, storing, amending, disclosing or destroying it.

**"Special categories of personal data"** means information about an individual's racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, health, sex life or sexual orientation and genetic and biometric data.

**"Criminal records data"** means information about an individual's criminal convictions and offences, and information relating to criminal allegations and proceedings.

## **Data protection principles**

The Company processes HR-related personal data in accordance with the following data protection principles:

- The Company processes personal data lawfully, fairly and in a transparent manner.
- The Company collects personal data only for specified, explicit and legitimate purposes.
- The Company processes personal data only where it is adequate, relevant and limited to what is necessary for the purposes of processing.
- The Company keeps accurate personal data and takes all reasonable steps to ensure that inaccurate personal data is rectified or deleted without delay.
- The Company keeps personal data only for the period necessary for processing.
- The Company adopts appropriate measures to make sure that personal data is secure, and protected against unauthorised or unlawful processing, and accidental loss, destruction or damage.

The Company tells individuals the reasons for processing their personal data, how it uses such data and the legal basis for processing in its privacy notices. It will not process personal data of individuals for other reasons. If the Company wants to start processing HR-related data for other reasons, individuals will be informed of this before any processing begins.

HR-related data will not be shared with third parties, except as set out in privacy notices. Where the Company relies on its legitimate interests as the basis for processing data, it will carry out an assessment to ensure that those interests are not overridden by the rights and freedoms of individuals.



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Where the Company processes special categories of personal data or criminal records data to perform obligations, to exercise rights in employment law, or for reasons of substantial public interest, this is done in accordance with a policy on processing special categories of data and criminal records data.

The Company will update HR-related personal data promptly if an individual advises that their information has changed or is inaccurate.

Personal data gathered during the employment, worker, contractor or volunteer relationship, or apprenticeship or internship is held in the individual's personnel file (in hard copy or electronic format, or both), and on HR systems. The periods for which the Company holds HR-related personal data are contained in its privacy notices to individuals.

The Company keeps a record of its processing activities in respect of HR-related personal data in accordance with the requirements of the UK General Data Protection Regulation (UK GDPR).

### Individual rights

As a data subject, individuals have a number of rights in relation to their personal data.

#### *Subject access requests*

Individuals have the right to make a subject access request. If an individual makes a subject access request, the Company will tell them:

- whether or not their data is processed and if so why, the categories of personal data concerned and the source of the data if it is not collected from the individual;
- to whom their data is or may be disclosed, including to recipients located outside the UK and the safeguards that apply to such transfers;
- for how long their personal data is stored (or how that period is decided);
- their rights to rectification or erasure of data, or to restrict or object to processing;
- their right to complain to the Information Commissioner if they think the Company has failed to comply with their data protection rights; and
- whether or not the Company carries out automated decision-making and the logic involved in any such decision-making.

The Company will also provide the individual with a copy of the personal data undergoing processing. This will normally be in electronic form if the individual has made a request electronically, unless they agree otherwise.

If the individual wants additional copies, the Company will charge a fee, which will be based on the administrative cost to the Company of providing the additional copies.

To make a subject access request, the individual should send the request to [info@cuedspeech.co.uk](mailto:info@cuedspeech.co.uk) or use the Company's form for making a subject access request. In some cases, the Company may need to ask for proof of identification before the request can be processed. The Company will inform the individual if it needs to verify their identity and the documents it requires.

The Company will normally respond to a request within a period of one month from the date it is received. In some cases, such as where the request is complex, it may respond within three months of the date the request is received. The Company will write to the individual within one month of receiving the original request to tell them if this is the case.

If a subject access request is manifestly unfounded or excessive, the Company is not obliged to comply with it. Alternatively, the Company can agree to respond but will charge a fee, which will be based on the administrative cost of responding to the request. A subject access request is likely to be manifestly unfounded if it is made with the intention of harassing the Company or causing disruption, or excessive where it repeats a request to which the Company has already responded. If an individual submits a request that is unfounded or excessive, the Company will notify them that this is the case and whether or not it will respond to it.

### Other rights



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Individuals have a number of other rights in relation to their personal data. They can require the Company to:

- rectify inaccurate data;
- stop processing or erase data that is no longer necessary for the purposes of processing;
- stop processing or erase data if the individual's interests override the Company's legitimate grounds for processing data (where the Company relies on its legitimate interests as a reason for processing data);
- stop processing or erase data if processing is unlawful; and
- stop processing data for a period if data is inaccurate or if there is a dispute about whether or not the individual's interests override the Company's legitimate grounds for processing data.

To ask the Company to take any of these steps, the individual should send the request to the [henriettaireland@cuedspeech.co.uk](mailto:henriettaireland@cuedspeech.co.uk).

### Data security

The Company takes the security of HR-related personal data seriously. The Company has internal policies and controls in place to protect personal data against loss, accidental destruction, misuse or disclosure, and to ensure that data is not accessed, except by employees in the proper performance of their duties.

Where the Company engages third parties to process personal data on its behalf, such parties do so on the basis of written instructions, are under a duty of confidentiality and are obliged to implement appropriate technical and Company measures to ensure the security of data.

### Impact assessments

Some of the processing that the Company carries out may result in risks to privacy. Where processing would result in a high risk to individual rights and freedoms, the Company will carry out a data protection impact assessment to determine the necessity and proportionality of processing. This will include considering the purposes for which the activity is carried out, the risks for individuals and the measures that can be put in place to mitigate those risks.

### Data breaches

If the Company discovers that there has been a breach of HR-related personal data that poses a risk to the rights and freedoms of individuals, it will report it to the Information Commissioner within 72 hours of discovery. The Company will record all data breaches regardless of their effect.

If the breach is likely to result in a high risk to the rights and freedoms of individuals, it will tell affected individuals that there has been a breach and provide them with information about its likely consequences and the mitigation measures it has taken.

### International data transfers

The Company will not transfer HR-related personal data to countries outside the UK.

### Individual responsibilities

Individuals are responsible for helping the Company keep their personal data up to date. Individuals should let the Company know if data provided to the Company changes, for example if an individual moves house or changes bank details.

Individuals may have access to the personal data of other individuals in the course of their employment, contract, volunteer period, internship or apprenticeship. Where this is the case, the Company relies on individuals to help meet its data protection obligations to staff.

Individuals who have access to personal data are required:

- to access only data that they have authority to access and only for authorised purposes;



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- not to disclose data except to individuals (whether inside or outside the Company) who have appropriate authorisation;
- to keep data secure (for example by complying with rules on access to premises, computer access, including password protection, and secure file storage and destruction);
- not to remove personal data, or devices containing or that can be used to access personal data, from the Company's premises without adopting appropriate security measures (such as encryption or password protection) to secure the data and the device;
- not to store personal data on local drives or on personal devices that are used for work purposes; and
- to report data breaches of which they become aware to the Data Controller immediately.

Failing to observe these requirements may amount to a disciplinary offence, which will be dealt with under the Company's disciplinary procedure. Significant or deliberate breaches of this policy, such as accessing employee or customer data without authorisation or a legitimate reason to do so, may constitute gross misconduct and could lead to dismissal without notice.

### **Training**

The Company will provide training to all individuals about their data protection responsibilities as part of the induction process.

Individuals whose roles require regular access to personal data, or who are responsible for implementing this policy or responding to subject access requests under this policy, will receive additional training to help them understand their duties and how to comply with them.

# Disciplinary and Grievance Procedures

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## Disciplinary Policy

The Charity Disciplinary Procedure will be used only when necessary and as a last resort. Where possible, informal and/or formal counselling or other good management practice will be used to resolve matters prior to any disciplinary action being taken. The procedure is intended to be positive rather than punitive but takes cognisance of the fact that sanctions may have to be applied in some circumstances.

An employee can discuss any part of this policy with their Union Representative or their Line Manager. They can help clarify an employee's rights as well as give guidance and support where it may be needed. Every individual has the right to representation at any point during the disciplinary process.

### Suspension

Suspension is not disciplinary action. The purpose of suspension is manifold and can be used when it is necessary to remove a member of staff from the workplace pending an investigation for example, to allow time for a 'cooling down period' for both parties, for their own or others protection, to prevent them influencing or being influenced by others or to prevent possible interference with evidence. Only the Manager in charge of that individual, at that time or their superior, have the authority to suspend an individual.

An employee suspended from duty will receive written confirmation within three days of:

- the reason for the suspension
- the date and time from which the suspension will operate.
- the timescale of the ongoing investigation.
- the right of appeal to the immediate manager of the suspending manager should the suspension last more than 7 days

### Counselling

Counselling is an attempt to correct a situation and prevent it from getting worse without having to use the disciplinary procedure. Where improvement is required, the employee must be given clear guidelines as to:

- what is expected in terms of improving shortcomings in conduct or performance
- the time scales for improvement
- when this will be reviewed
- the employee must also be told, where appropriate, that failure to improve may result in formal disciplinary action.

A record of the counselling should be given to the employee and a copy retained in their personnel file. It is imperative that any counselling should be followed up and improvements recognised and recorded. Once the counselling objectives have been met, any record of the counselling will be removed from the employees file.

If during counselling it becomes clear that the matter is more serious, then the discussion should be adjourned, and pursued under the formal disciplinary procedure.





## Investigations - Formal

Formal investigations should be carried out by the most appropriate manager who is not directly involved with the incident being investigated. This manager may involve others to assist with the investigation process. All the relevant facts should be gathered promptly as soon as is practicable after the incident. Statements should be taken from witnesses at the earliest opportunity. Any physical evidence should be preserved and/or photographed if reasonable to do so.

A report should be prepared which outlines the facts of the case. This should be submitted to the Executive Director or Chair of Trustees, who will decide whether further action is required. Where appropriate, this report may be made available to the individual and their representative.

In most circumstances where misconduct or serious misconduct is suspected, it will be appropriate to set up an investigatory hearing. This would be chaired by the appropriate Senior Manager / Director, who would be accompanied by another manager. The investigating manager would be asked to present his/her findings in the presence of the employee who has been investigated. Witnesses should be called at this stage, and the employee allowed to question these witnesses. The employee has a right of representation at this hearing.

Following the full presentation of the facts, and the opportunity afforded to the employee to state his side of the case, the hearing should be adjourned, and everyone would leave the room except the senior manager / Director Hearing the case, and the other manager. They would discuss the case and decide which of the following option was appropriate:

1. take no further action against the employee
2. recommend counselling for the employee
3. proceed to a disciplinary hearing

All parties should be brought back, and informed as to which option has been chosen.

Should the decision be taken to proceed to a disciplinary hearing, then this may follow on immediately from the investigatory hearing if the following criteria have been met:

- the employee has been informed by letter that the investigation may turn into a disciplinary hearing, and that he has the right of representation
- he has been told in advance what the nature of the complaint is, and had time to consult with a representative
- all the facts have been produced at the investigatory hearing, and the manager / Director is in a position to decide on disciplinary action.
- the manager should inform the employee and their representative that the hearing would now become a formal disciplinary hearing, and invite them to say anything further in relation to the case.

It may be appropriate at this point to adjourn proceedings, whilst necessary arrangements are made for a representative to attend the hearing at the request of the employee.

Should anyone who is subject to disciplinary action resign during the course of it, the action will cease unless there are extenuating circumstances which require its continuance. The subject of the discipline may also request that the disciplinary action continue.

## WARNINGS

### Examples of Minor Misconduct

Below are listed examples of misconduct which may warrant either a Verbal Warning or a First Written Warning. It is stressed however that this list is not exhaustive and that on all occasions a full and proper investigation must take place prior to the issue of a warning.

- Persistent lateness and poor time-keeping.
- Absence from work, including going absent during work, without valid reason, notification or authorisation.
- Smoking within unauthorised areas.

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- Failure to work in accordance with prescribed procedures.
- Incompetence.
- Unreasonable standards of dress or personal hygiene.
- Failure to observe Charity regulations and procedures.
- Failure to safe guard vulnerable adults and children

### Verbal Warning

A Verbal Warning is appropriate when it is necessary for the manager in charge to take action against an employee for any minor failing or minor misconduct.

### First Written Warning

A First Written Warning is appropriate when:

- a verbal warning has not been heeded and the misconduct is either repeated or performance has not improved as previously agreed.
- an offence is of a more serious nature for which a written warning is more appropriate.
- the recurrence or accumulation of an offence/offences, if left, will lead to more severe disciplinary action.

### Examples of Gross – Misconduct

Listed below are examples of misconduct which may be considered to be Gross Misconduct and may warrant a Final Warning, Demotion or Dismissal.

It is stressed however that this list is not exhaustive and that on all occasions a full and proper investigation must take place prior to the issuing of a Final Warning, Demotion or Dismissal.

- Theft, including unauthorised possession of Charity property.
- Breaches of confidentiality, prejudicial to the interest of the Charity,
- Being unfit for duty because of the misuse/consumption of drugs or alcohol.
- Refusal to carry out a management instruction which is within the individuals capabilities and which would be seen to be in the interests of the Charity.
- Breach of confidentiality / security procedures.
- Bribing or attempting to bribe another individual, or personally taking or knowingly allowing another person to take a bribe;
- Physical assault, breach of the peace or verbal abuse.
- False declaration of qualifications or professional registration.
- Failure to observe Charity rules, regulations or procedures.
- Wilful damage of property at work.
- Incompetence or failure to apply sound professional judgement.
- 

### Final Written Warning

A Final Written Warning is appropriate when:

- an employee's offence is of a serious nature falling just short of one justifying dismissal.
- an employee persists in the misconduct which previously warranted a lesser warning.

### Downgrading or Transfer to another Post

This action is appropriate when:

- previous attempts, via the disciplinary procedure, to rectify a problem have failed and this is a final attempt to solve a problem without having to dismiss an employee.
- an employee is considered by the Manager of the department to be incompetent or otherwise unfit to fulfil the duties for which he is employed but where dismissal is not thought to be appropriate.

### **Dismissal**

Dismissal is appropriate when

- an employee's behaviour is considered to be Gross Misconduct.
- an employee's misconduct has persisted, exhausting all other lines of disciplinary procedure.

### **Time Scales for the expiry of Warnings**

Warnings issued to employees shall be deemed to have expired after the following periods of time.

- Verbal Warnings: 6 months
- First Written Warnings: 12 months
- Final Written Warnings: 18 months (or as agreed and recorded at the hearing)

These time scales remain provided that during that period, no further warnings have been issued in respect of the employee's conduct.

### **APPEALS**

Every employee has the right to appeal against the outcome of a disciplinary hearing. The basis of an appeal should normally relate to one of the following areas:

- that the Charity's' Procedure had not been followed correctly.
- that the resulting disciplinary action was inappropriate.
- that the need for disciplinary action was not warranted.
- that new information regarding disciplinary action, has arisen

An appeal should be put in writing. The letter of appeal may be constructed by the employee or their representative. The letter should contain the grounds for appeal and should be lodged within 10 days of receipt of the warning / dismissal letter.

An appeal will be arranged within 20 working days of receipt of the appeal letter.

## Grievance Policy

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The grievance procedure is intended as the tool by which a member of staff may formally have a grievance, regarding any condition of their employment, heard by the management of the Charity. The aggrieved employee has the right to representation by a Trade Union Representative, a professional Charity, a staff association or a colleague/friend.

In the event of a member of staff wishing to raise a grievance, it is preferable for the grievance to be satisfactorily resolved as close to the individual and their line manager as possible. It is understood however that this is not always possible and that a formal procedure is required to ensure the swift and fair resolution of matters which aggrieve the hospital's employees.

Time scales have been fixed to ensure that grievances are dealt with quickly, however these may be extended if it is agreed upon by both parties.

This procedure is not intended to deal with:

1. Dismissal or disciplinary matters which are dealt with in a separate procedure.
2. Disputes, which are of a collective nature and which are dealt with in a separate procedure.

### Stage 1

An employee who has a grievance, should raise the matter with his manager immediately either verbally or in writing. If the matter itself concerns the employee's immediate manager, then the grievance should be taken to their superior.

If the manager is unable to resolve the matter at that time then a formal written grievance form should be submitted (see appendix 1). The manager should then respond within **2 working days** (i.e. the manager's normal working days) to the grievance unless an extended period of time is agreed upon by both parties. The response will give a full written explanation of the manager's decision and who to appeal to if still aggrieved.

### Stage 2

In most instances the Charity would expect the Managers' decision to be final and for the matter to come to a close. However, in some circumstances the employee may remain aggrieved and can appeal against the decision of the manager concerned.

The appeal, to the manager next in line, must be made within ten working days of the original response to the employee's grievance. The appeal must be in writing and contain the original formal Grievance form. This manager will attempt to resolve the grievance. A formal response and full explanation will be given in writing, as will the name of the person to whom they can appeal if still aggrieved, **within 7 days**.

Where the 'next in line' manager at this stage is the Director with responsibility for the employees function, then the grievance should immediately progress to stage 3.

### Stage 3

If the employee remains aggrieved there will be a final level of appeal to the Director responsible for the employees function. This appeal must be made in writing enclosing a copy of the original Formal Grievance form, to the director within ten working days of receipt of the Stage 2 response. This Director will arrange and hear the appeal with another management representative and respond formally with a full explanation **within 20 working days**.

Where a grievance is raised against a Director then the grievance will be heard by the Chair of Trustees and two other Trustees to constitute a panel of no less than three.

There is no further right of appeal. Where however **both** parties agree that there would be some merit in referring the matter to a third party for advice, conciliation or arbitration, arrangements will then be made to find a mutually acceptable third party.

## Dignity at Work

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The Charity is committed to creating a work environment free of harassment and bullying, where everyone is treated with dignity and respect.

Harassment and bullying can have very serious consequences for individuals and the Charity. Harassment or bullying may make people unhappy, may cause them stress and affect their health and family and social relationships, may affect their work performance and could cause them to leave their job. Severe cases of harassment and bullying can even lead to mental illness and suicide. Effects on the Charity can include loss of morale, poor work performance, increased turnover of staff, legal claims and damage to the Charity's reputation. Employees found guilty of harassment or bullying may face disciplinary penalties, up to and including dismissal, could be personally liable to pay compensation in legal claims, and may find their own family and social relationships are adversely affected. Serious harassment may be a criminal offence.

The Charity will not tolerate bullying and harassment of any kind. All allegations of bullying and harassment will be investigated and, if appropriate, disciplinary action will be taken. The Charity will also not tolerate victimisation of a person for making allegations of bullying or harassment in good faith or supporting someone to make such a complaint. Victimisation is a disciplinary offence.

### The scope of this policy

This policy covers bullying and harassment of and by managers, employees, contractors, agency staff and anyone else engaged to work at the Charity, whether by direct contract with the Charity or otherwise. If the complainant or alleged harasser is not employed by the Charity, eg if the worker's contract is with an agency, this policy will apply with any necessary modifications such as that the Charity could not dismiss the worker but would instead require the agency to remove the worker, if appropriate, after investigation and disciplinary proceedings.

The policy covers bullying and harassment in the workplace and in any work-related setting outside the workplace, e.g. business trips and work-related social events.

### What is bullying and harassment?

**Bullying** is offensive, intimidating, malicious or insulting behaviour, and/or an abuse or misuse of power that is meant to undermine, humiliate or injure the person on the receiving end.

**Harassment** is unwanted conduct related to relevant protected characteristics, which are sex, gender reassignment, race (which includes colour, nationality and ethnic or national origins), disability, sexual orientation, religion or belief and age, that:

- has the purpose of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that person; or
- is reasonably considered by that person to have the effect of violating his/her dignity or of creating an intimidating, hostile, degrading, humiliating or offensive environment for him/her, even if this effect was not intended by the person responsible for the conduct.

Conduct may be harassment whether or not the person behaving in that way intends to offend. Something intended as a "joke" may offend another person. Different people find different things acceptable. Everyone has the right to decide what behaviour is acceptable to him/her and to have his/her feelings respected by others.

Behaviour which any reasonable person would realise would be likely to offend will be harassment without the recipient having to make it clear in advance that behaviour of that type is not acceptable to him/her, e.g. sexual touching. It may not be so clear in advance that some other forms of behaviour would be unwelcome to, or could offend, a particular person, e.g. certain "banter", flirting or asking someone for a private drink after work. In these cases, first-time conduct which unintentionally causes offence will not be harassment but it will become harassment if the conduct continues after the recipient has made it clear, by words or conduct, that such behaviour is unacceptable to him/her.

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Harassment may also occur where a person engages in unwanted conduct towards another because he/she perceives that the recipient has a protected characteristic (for example, a perception that he/she is gay or disabled), when the recipient does not, in fact, have that protected characteristic. For example, it would be harassment for an individual to tease repeatedly an individual because of an incorrect belief that the recipient is deaf. Similarly, harassment could take place where an individual is bullied or harassed because of another person with whom the individual is connected or associated, for example if his/her child is disabled, wife is pregnant or friend is a devout Christian.

There may also be circumstances in which an individual is subjected to unwanted conduct from a third party, such as a client or customer. For example, it might be that a client makes a series of racist remarks to a black employee. If an employee feels that he/she has been bullied or harassed by customers, suppliers, vendors or visitors, he/she should report any such behaviour to their manager who will take appropriate action. Bullying or harassment of customers, suppliers, vendors or visitors or others will be dealt with through the disciplinary procedure.

A single incident can be harassment if it is sufficiently serious.

All bullying and harassment is misconduct and is a disciplinary offence which will be dealt with under the Charity's disciplinary policy. Bullying or harassment will often be gross misconduct, which can lead to dismissal without notice.

Bullying or harassment will constitute unlawful discrimination where it relates to one of the protected characteristics, which are sex, gender reassignment, race (which includes colour, nationality and ethnic or national origins), disability, sexual orientation, religion or belief and age. Serious bullying or harassment may amount to other civil or criminal offences, eg a civil offence under the Protection from Harassment Act 1997 and criminal offences of assault.

### Examples of bullying or harassment

Bullying and harassment may be misconduct that is physical, verbal or non-verbal, eg by letter or email (so-called "flame-mail").

Examples of unacceptable behaviour that are covered by this policy include (but are not limited to):

- physical conduct ranging from unwelcome touching to serious assault;
- unwelcome sexual advances;
- the offer of rewards for going along with sexual advances, e.g. promotion, access to training;
- threats for rejecting sexual advances, e.g. suggestions that refusing advances will adversely affect the employee's employment, evaluation, pay, advancement, assigned work, or any other condition of employment or career development;
- demeaning comments about a person's appearance;
- unwelcome jokes or comments of a sexual or racial nature or about an individual's age, disability, sexual orientation or religion;
- questions about a person's sex life;
- unwanted nicknames related to a person's age, race or disability;
- the use of obscene gestures;
- excluding an individual because he/she is associated or connected with someone with a protected characteristic, e.g. his/her child is gay, spouse is black or parent is disabled;
- ignoring an individual because he/she is perceived to have a protected characteristic when he/she does not, in fact, have the protected characteristic), e.g. an employee is thought to be Jewish, or is perceived to be a transsexual;
- the open display of pictures or objects with sexual or racial overtones, even if not directed at any particular person, e.g. magazines, calendars or pin-ups;
- spreading malicious rumours or insulting someone;
- picking on someone or setting him/her up to fail;
- making threats or comments about someone's job security without good reason;
- ridiculing someone;
- isolation or non-cooperation at work; and
- excluding someone from social activities.



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### What is victimisation?

**Victimisation** is subjecting a person to a detriment because he/she has, in good faith, complained (whether formally or otherwise) that someone has been bullying or harassing him/her or someone else, or supported someone to make a complaint or given evidence in relation to a complaint. This would include isolating someone because he/she has made a complaint or giving him/her a heavier or more difficult workload.

Provided that you act in good faith, ie you genuinely believe that what you are saying is true, you have a right not to be victimised for making a complaint or doing anything in relation to a complaint of bullying or harassment and the Charity will take appropriate action to deal with any alleged victimisation, which may include disciplinary action against anyone found to have victimised you.

Making a complaint that you know to be untrue, or giving evidence that you know to be untrue, may lead to disciplinary action being taken against you.

### What should I do if I think I am being bullied or harassed?

You may be able to sort out matters informally. The person may not know that his/her behaviour is unwelcome or upsetting. An informal discussion may help him/her to understand the effects of his/her behaviour and agree to change it. You may feel able to approach the person yourself, or with the help of someone in human resources, a manager, trade union representative or another employee. Alternatively, an initial approach could be made on your behalf by one of these people. You should tell the person what behaviour you find offensive and unwelcome, and say that you would like it to stop immediately. You may want to add that, if the behaviour continues, you intend to make a formal complaint to your manager or human resources. You should keep a note of the date and what was said and done. This will be useful evidence if the unacceptable behaviour continues and you wish to make a formal complaint.

If an informal approach does not resolve matters, or you think the situation is too serious to be dealt with informally, you can make a formal complaint by using the Charity's grievance procedure.

In the case of grievances about bullying or harassment, the normal grievance procedure is modified so that you can choose whether to raise your grievance with your manager or directly with the human resources department. The Charity will ensure that you can bring your complaint in the first instance to someone of your own sex, if you so choose.

In very serious cases, a criminal offence may have been committed and you may wish to report matters to the police. The human resources department can arrange for someone to accompany you to make a complaint to the police.

All complaints will be investigated promptly and, if appropriate, disciplinary proceedings will be brought against the alleged harasser. You will have the right to be accompanied by a work colleague or trade union representative of your choice at any meeting dealing with your grievance. You will be kept informed of the general progress of the process of investigation and the outcome of any disciplinary proceedings. The Charity will decide on a balance of probabilities, after considering all available evidence, whether or not harassment or bullying has occurred.

The Charity will treat complaints of bullying and harassment sensitively and maintain confidentiality to the maximum extent possible. Investigation of allegations will normally require limited disclosure on a "need to know" basis. For example, your identity and the nature of the allegations must be revealed to the person you are complaining about, so he/she is able to respond to the allegations. Some details may also have to be given to potential witnesses but the importance of confidentiality will be emphasised to them. If the complaint is upheld, and a person who has been found to have harassed you is kept in the Charity's employment, managers may need to be given some information where this is necessary for them to manage the risk of further harassment by that person against you or others.

Wherever possible, the Charity will try to ensure that you and the alleged harasser are not required to work together while the complaint is under investigation. This could involve giving you the option of remaining at home on special leave, if you wish. In a serious case, the alleged harasser may be suspended while investigation and any disciplinary proceedings are underway.

If your complaint is upheld, and the person found to have bullied or harassed you remains in the Charity's employment, every effort will be made to ensure that, if possible, you do not have to continue to work alongside the harasser, if you do not wish to do so. We will discuss the options with you. These may include the transfer of the harasser or, if you wish, you may be able to transfer to another post.



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If your complaint is not upheld, the human resources department will support you, the alleged harasser and your manager(s) in making arrangements for you both to continue or resume working and to help repair working relationships. The Charity will consider making arrangements to avoid you and the alleged harasser having to continue to work alongside each other, if either of you do not wish to do this.

You have a right not to be victimised for making a complaint in good faith, even if the complaint is not upheld. However, making a complaint that you know to be untrue may lead to disciplinary action being taken against you.

Some types of bullying or harassment may constitute unlawful discrimination and may give rise to the possibility of other civil claims or criminal proceedings. Claims to an employment tribunal about unlawful discrimination must be presented to the tribunal within three months beginning with the act complained of.

### What can I do to help stop bullying and harassment?

We all have a responsibility to help create and maintain a work environment free of bullying and harassment. You can help to do this by:

- being aware of how your own behaviour may affect others and changing it, if necessary - you can still cause offence even if you are "only joking";
- treating your colleagues with dignity and respect;
- taking a stand if you think inappropriate jokes or comments are being made;
- making it clear to others when you find their behaviour unacceptable, unless it should be obvious in advance that this would be the case;
- intervening, if possible, to stop harassment or bullying and giving support to recipients;
- making it clear that you find harassment and bullying unacceptable;
- reporting harassment or bullying to your manager or human resources and supporting the Charity in the investigation of complaints; and
- if a complaint of harassment or bullying is made, not prejudging or victimising the complainant or alleged harasser.
- Managers have a particular responsibility to:
  - set a good example by their own behaviour;
  - ensure that there is a supportive working environment;
  - make sure that staff know what standards of behaviour are expected of them;
  - intervene to stop bullying or harassment; and
  - report promptly to human resources any complaint of bullying or harassment, or any incident of bullying or harassment witnessed by them.

### What happens if I am accused of bullying or harassment?

If someone approaches you informally about your behaviour, do not dismiss the complaint out of hand because you were only joking or think the complainant is being too sensitive. Remember that different people find different things acceptable and everyone has the right to decide what behaviour is acceptable to him/her and to have his/her feelings respected by others.

You may have offended someone without intending to. If that is the case, the person concerned may be content with an explanation and an apology from you and an assurance that you will be careful

in future not to behave in a way that you now know may cause offence. Provided that you do not repeat the behaviour that has caused offence, that may well be the end of the matter.

If a formal complaint is made about your behaviour, this will be fully investigated and the Charity may bring disciplinary proceedings, if appropriate. The Charity will follow its disciplinary procedure and you will have the rights set out in that procedure. You will have the right to be informed of the allegations against you and to put your side of the story and to be accompanied to meetings by a trade union representative or work colleague of your choice. The procedure will be implemented at the appropriate stage for the seriousness of the allegation. Complaints of bullying and harassment will often be allegations of gross misconduct that, if proved, could lead to dismissal without notice.



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The Charity will treat complaints of bullying and harassment sensitively and maintain confidentiality to the maximum extent possible. Investigation of allegations and future management of risk, if complaints are upheld, will normally require limited disclosure on a "need to know" basis. For example, some details may have to be given to potential witnesses but the importance of confidentiality will be emphasised to them.

Wherever possible, the Charity will try to ensure that you and the complainant are not required to work together while the complaint is under investigation. If the allegation is of gross misconduct, you may be suspended on full pay during the investigation and, if a disciplinary hearing is to be called, until disciplinary proceedings have been concluded.

If the complaint against you is upheld, on a balance of probabilities, a disciplinary penalty may be imposed up to and including dismissal, having regard to the seriousness of the offence and all relevant circumstances. If the complaint is upheld, but you are not dismissed, the Charity could decide to transfer you to another post.

If a complaint is made against you that is not upheld and the Charity has good grounds for believing that the complaint was not made in good faith, the Charity will take disciplinary action against the person making the false complaint.

You must not victimise a person who has made a complaint in good faith against you or anyone who has supported him/her in making the complaint or given evidence in relation to such a complaint.

Disciplinary action will be taken against you if the Charity has good reason to think that you may have victimised the complainant or someone else.

If the complaint against you is not upheld, the human resources department will support you, the complainant and your manager(s) in making arrangements for you both to continue or resume working and to help repair working relationships. The Charity will consider making arrangements to avoid you and the complainant having to continue to work alongside each other, if either of you do not wish to do this.

Some types of bullying or harassment may constitute unlawful discrimination and allegations may give rise to the possibility of other civil claims or criminal proceedings against you, which would proceed independently of the Charity's disciplinary proceedings. You could be personally liable to pay compensation to the complainant if a successful claim in the employment tribunal or other courts was brought against you. Criminal proceedings could lead to conviction and criminal penalties.

### **Making this policy work**

The Charity will provide training to all existing and new employees and others engaged to work at the Charity to help them understand their rights and responsibilities under this policy and what they can do to help create a working environment free of bullying and harassment. We will provide additional training to managers to enable them to deal more effectively with complaints of bullying and harassment.

The Charity will review the outcomes of cases where complaints of bullying and harassment have been made to check that the proper procedures have been followed and to identify any points that can be learned from those cases and implement any necessary changes.



## Dress Code and Appearance Policy

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This policy is designed to guide employees on the required standards of dress and appearance. All employees' appearance must be professional at all times both within the workplace and when representing the Charity.

The policy is not exhaustive in defining acceptable and unacceptable standards of dress and appearance, and staff must use common sense in adhering to the principles underpinning the policy. The management of the Charity will be the sole judge of what is and is not appropriate for the purposes of this policy.

The Charity recognises the diversity of cultures and religions of its employees and will take a sensitive approach when this affects dress and uniform requirements. However, priority will be given to health and safety, security and other similar considerations.

All employees are required to be neat, clean and tidy while at work, whether working on the Charity's premises or elsewhere. Employees whose job does not take them into contact with clients/customers/members of the public may wear casual clothing to work. However, certain items that are not permitted at work are:

- scruffy/torn trousers;
- micro- or very short miniskirts;
- low cut t-shirts, blouses and transparent clothing;
- shorts;
- sports clothing, for example tracksuits and football shirts;
- sweatshirts or t-shirts with slogans or symbols that could cause offence;
- trainers; and
- excessive or unconventional jewellery.

Employees who meet with clients/customers/members of the public must present a positive image of the Charity and are not entitled to wear casual dress. In this regard, acceptable attire is a business suit or smart jacket/blazer plus coordinating trousers/skirt and smart shirt/blouse

Any employee who disregards these rules will be subject to disciplinary action. In serious cases, where an employee's appearance is, in the Charity's view, unacceptable, the employee will be required to return home to change. In these circumstances, the employee will not be paid for the duration of his/her absence from work.



## E-mail, Internet and Social Media Policy

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The Charity encourages its employees to use email and the internet at work where this can save time and expense. However, it requires that employees follow the rules below. It is a term of each employee's contract that he/she complies with these rules, and any serious breach could lead to dismissal. Any employee who is unsure about whether or not something he/she proposes to do might breach this email and internet policy should seek advice from his/her manager.

Although the Charity encourages the use of email and the internet where appropriate, their use entails some risks. For example, employees must take care not to introduce viruses to the system and must take proper account of the security advice below. Employees must also ensure that they do not send untrue statements about others in emails as the Charity could face legal action for libel and be liable for damages.

These rules are designed to minimise the legal risks to the Charity when its employees use email at work and access the internet. Where something is not specifically covered in this policy, employees should seek advice from their manager.

Technology and the law change regularly and this policy will be updated to account for changes as and when necessary. Employees will be informed when the policy has changed but it is their responsibility to read the latest version of this document.

### Use of email

#### Contents of emails

Emails that employees intend to send should be checked carefully. Email should be treated like any other form of written communication and, as such, what is normally regarded as unacceptable in a letter is equally unacceptable in an email communication.

The use of email to send or forward messages that are defamatory, obscene or otherwise inappropriate will be treated as misconduct under the appropriate disciplinary procedure. In serious cases this could be regarded as gross misconduct and lead to summary dismissal.

Equally, if an employee receives an obscene or defamatory email, whether unwittingly or otherwise and from whatever source, he/she should not forward it to any other address.

Statements to avoid in emails include those criticising the Charity's competitors or their staff, those stating that there are quality problems with goods or services of suppliers or customers, and those stating that anyone is incompetent.

#### CCing

Employees should exercise care not to copy emails automatically to all those copied in to the original message to which they are replying. Doing so may result in disclosure of confidential information to the wrong person

#### Attachments

Employees should not attach any files that may contain a virus to emails, as the Charity could be liable to the recipient for loss suffered. The Charity has virus-checking in place but, if in doubt, employees should check with the IT department.

Employees should exercise extreme care when receiving emails with attachments from third parties, particularly unidentified third parties, as these may contain viruses.

### **Personal use of email**

Although the email system is primarily for business use, the Charity understands that employees may on occasion need to send or receive personal emails using their work address. When sending personal emails, employees should show the same care as when sending work-related emails.

### **Monitoring of email**

The Charity reserves the right to monitor employees' emails, but will endeavour to inform an affected employee when this is to happen and the reasons for it. The Charity considers the following to be valid reasons for checking an employee's email:

- If the employee is absent for any reason and communications must be checked for the smooth running of the business to continue.
- If the Charity suspects that the employee has been viewing or sending offensive or illegal material, such as material containing racist terminology or nudity (although the Charity understands that it is possible for employees inadvertently to receive such material and they will have the opportunity to explain if this is the case).
- If the Charity suspects that an employee has been using the email system to send and receive an excessive number of personal communications.
- If the Charity suspects that the employee is sending or receiving emails that are detrimental to the Charity.

When monitoring emails, the Charity will, save in exceptional circumstances, confine itself to looking at the address and heading of the emails. Employees should mark any personal emails as such and encourage those who send them to do the same. The Charity will avoid, where possible, opening emails clearly marked as private or personal.

The Charity reserves the right to retain information that it has gathered on employees' use of email for a period of one year.

## **Use of internet**

### **Authorised internet users**

Where an employee has been provided with a computer with internet access at his/her desk, he/she may use the internet at work.

Not everyone in the Charity needs access to the internet at work. Anyone who does not have access but believes that he/she requires it should contact his/her manager and make a written request, setting out the reasons why access should be allowed.

### **Sensible internet use**

Where employees are allowed access to the internet at work they are expected to use it sensibly and in such a manner that it does not interfere with the efficient running of the Charity. For example, where it would be quicker to make a telephone call than to engage in an internet search for the required information, then the telephone call should be made.

Employees may be called upon to justify the amount of time they have spent on the internet or the sites that they have visited.

The Charity encourages employees to become familiar with the internet and does not currently impose any time limitation on work-related internet use. It trusts employees not to abuse the latitude given to them, but if this trust is abused it reserves the right to alter the policy in this respect.

### **Removing internet access**

The Charity reserves the right to deny internet access to any employee at work, although in such a case it will endeavour to give reasons for doing so.

### Registering on websites

Many sites that could be useful for the Charity require registration. Employees wishing to register as a user of a website for work purposes are encouraged to do so. However, they should ask their manager before doing this.

### Licences and contracts

Some websites require the Charity to enter into licence or contract terms. The terms should be printed off and sent for approval in advance or emailed to the legal department before an employee agrees to them on the Charity's behalf. In most cases, there will be no objection to the terms and it is recognised that the free information provided by the website in question may save the Charity money. Employees should, however, always consider whether or not the information is from a reputable source and is likely to be accurate and kept up to date, as most such contract terms will exclude liability for accuracy of free information.

### Downloading files and software

Employees should download files on to only those PCs with virus checking software and should check how long the download will take. If there is any uncertainty as to whether or not the software is virus-free or whether the time the download will take is reasonable, the relevant line manager and the Charity's IT department should be consulted.

### Using other software and hardware at work

The Charity staff handbook does not allow employees to bring software or hardware into the office without the IT department's consent and nothing in the email and internet policy modifies the Charity's general view on this.

### Personal use of the internet

Although the email system is primarily for business use, the Charity understands that employees may on occasion need to use the internet for personal purposes. Employees may access the internet at work for personal purposes provided that:

- such use is limited to no more than [20 minutes] in any day;
- the internet is not used to access offensive or illegal material, such as material containing racist terminology or nudity;
- they do not enter into any contracts or commitments in the name of or on behalf of the Charity; and
- they do not arrange for any goods ordered on the internet to be delivered to the Charity address or order them in the Charity's name.

Employees should not use the internet for personal purposes before working hours begin or after they end. The Charity has security concerns about staff arriving early and leaving late and it is harder to monitor use of the internet at such times.

### Monitoring of internet access at work

The Charity reserves the right to monitor employees' internet usage, but will endeavour to inform an affected employee when this is to happen and the reasons for it. The Charity considers the following to be valid reasons for checking an employee's internet usage:

- If the Charity suspects that the employee has been viewing offensive or illegal material, such as material containing racist terminology or nudity (although the Charity understands that it is possible for employees inadvertently to view such material and they will have the opportunity to explain if this is the case).
- If the Charity suspects that the employee has been spending an excessive amount of time viewing websites that are not work related.

The Charity reserves the right to retain information that it has gathered on employees' use of the internet for a period of one year.

### General

The aim of these rules is to be helpful, and to set guidelines on the use of email and the internet at work for the smooth and efficient running of the business.



If there is anything in these rules that an employee considers to be unworkable or does not understand, he/she should notify his/her manager.

Self-employed contractors, agency workers or any other individuals working temporarily in the Charity should be made aware of the rules regarding the use of email and the internet.

New members of staff should be shown this policy as part of their induction.

### Use of Social Media

Social media is an interactive online media that allows users to communicate instantly with each other or to share data in a public forum. It includes social and business networking websites such as Facebook, MySpace, Bebo, Twitter and LinkedIn. Social media also covers video and image sharing websites such as YouTube and Flickr, as well as personal weblogs (“blogs”). This is a constantly changing area with new websites being launched on a regular basis and therefore this list is not exhaustive.

This policy applies in relation to any social media that employees may use.

#### Use of social media at work

Employees are not permitted to log on to social media websites or to keep a personal weblog (“blog”) using the Charity’s IT systems and equipment at any time. This includes laptop and hand-held computers or devices distributed by the Charity for work purposes. The Charity has added most of the websites of this type to its list of restricted websites. Where employees have their own computers or devices, such as laptops and hand-held devices, they must limit their use of social media on their own equipment to outside their normal working hours (for example, during lunch breaks).

However, employees may be asked to contribute to the Charity’s own social media activities during normal working hours, for example by writing Charity blogs or newsfeeds or managing a Facebook account or running an official Twitter or LinkedIn account for the Charity. Employees must be aware at all times that, while contributing to the Charity’s social media activities, they are representing the Charity.

#### Charity’s social media activities

Where employees are authorised to contribute to the Charity’s own social media activities as part of their job duties, for example for marketing, promotional and recruitment purposes, they must adhere to the following rules:

- Use the same safeguards as they would with any other type of communication about the Charity that is in the public arena.
- Ensure that any communication has a purpose and a benefit for the Charity.
- Obtain permission from their line manager before embarking on a public campaign using social media.
- Request their line manager to check and approve content before it is published online.
- Follow any additional guidelines given by the Charity from time to time.

The social media rules set out below also apply as appropriate.

#### Social media rules

The Charity recognises that many employees make use of social media in a personal capacity outside the workplace and outside normal working hours. While they are not acting on behalf of the Charity in these circumstances, employees must be aware that they can still cause damage to the Charity if they are recognised online as being one of its employees. Therefore, it is important that the Charity has strict social media rules in place to protect its position.

When logging on to and using social media websites and blogs at any time, including personal use on non-Charity computers outside the workplace and outside normal working hours, employees must not:

- Other than in relation to the Charity’s own social media activities or other than where expressly permitted by the Charity for business networking websites such as LinkedIn, publicly identify themselves as working for the Charity, make reference to the Charity or provide information from which others can ascertain the





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name of the Charity.

- Other than in relation to the Charity's own social media activities or other than where expressly permitted by the Charity for business networking websites such as LinkedIn, write about their work for the Charity – and, in postings that could be linked to the Charity, they must also ensure that any personal views expressed are clearly stated to be theirs alone and do not represent those of the Charity.
- Conduct themselves in a way that is potentially detrimental to the Charity or brings the Charity or its employees, clients, customers, contractors or suppliers into disrepute, for example by posting images or video clips that are inappropriate or links to inappropriate website content.
- Other than in relation to the Charity's own social media activities or other than where expressly permitted by the Charity for business networking websites such as LinkedIn, use their work e-mail address when registering on such sites or provide any link to the Charity's website.
- Allow their interaction on these websites or blogs to damage working relationships with or between employees and clients, customers, contractors or suppliers of the Charity, for example by criticising or arguing with such persons.
- Include personal information or data about the Charity's employees, clients, customers, contractors or suppliers without their express consent (an employee may still be liable even if employees, clients, customers, contractors or suppliers are not expressly named in the websites or blogs as long as the Charity reasonably believes they are identifiable) – this could constitute a breach of the Data Protection Act 1998 which is a criminal offence.
- Make any derogatory, offensive, adverse, discriminatory, untrue, negative, critical or defamatory comments about the Charity, its employees, clients, customers, contractors or suppliers, or any comments which might reasonably be considered to insult, damage or impugn the Charity's or their reputation or character (an employee may still be liable even if the Charity, its employees, clients, customers, contractors or suppliers are not expressly named in the websites or blogs as long as the Charity reasonably believes they are identifiable).
- Make any comments about the Charity's employees that could constitute unlawful discrimination, harassment or cyber-bullying contrary to the Equality Act 2010 or post any images or video clips that are discriminatory or which may constitute unlawful harassment or cyber-bullying – employees can be personally liable for their actions under the legislation.
- Disclose any trade secrets or confidential, proprietary or sensitive information belonging to the Charity, its employees, clients, customers, contractors or suppliers or any information which could be used by one or more of the Charity's competitors, for example information about the Charity's work, its products and services, technical developments, deals that it is doing, future business plans and staff morale.
- Breach copyright or any other proprietary interest belonging to the Charity, for example, using someone else's images or written content without permission or failing to give acknowledgement where permission has been given to reproduce particular work – if employees wish to post images, photographs or videos of their work colleagues or clients, customers, contractors or suppliers on their online profile, they should first obtain the other party's express permission to do so.

Employees must remove any offending content immediately if they are asked to do so by the Charity.

Work and business contacts made during the course of employment through social media websites and which are added to personal social networking accounts amount to confidential information belonging to the Charity and accordingly the Charity may ask for them to be surrendered on termination of employment.

Employees should remember that social media websites are a public forum, even if they have set their account privacy settings at a restricted access or "friends only" level, and therefore they should not assume that their entries on any website will remain private or confidential.

Employees must also be security conscious when using social media websites and should take appropriate steps to protect themselves from identity theft, for example by setting their privacy settings at a high level and restricting the amount of personal information they give out, such as date and place of birth, schools attended, family names and favourite football team. This information may form the basis of security questions and/or passwords on other websites, such as online banking.

Should employees observe inaccurate information about the Charity on any web sources of information, they should report this to their line manager in the first instance.



### **Social media references**

Where employees (or ex-employees) have set up personal profiles on business networking websites such as LinkedIn, these websites may include the facility for the user to request their contacts or other users to provide them with open recommendations, endorsements or references which are then published on their personal profile web pages for other contacts or connections, or prospective contacts or connections, to read. As these could potentially be construed as open references given on behalf of the Charity, employees are prohibited from providing these types of recommendations, endorsements or references online to or for the benefit of other employees or ex-employees without the prior permission of their line manager.

If these types of recommendations, endorsements or references are requested online by clients, customers, contractors, suppliers or other Charity-related business connections, employees should refer such requests to their line managers.

### **Social media monitoring**

The Charity reserves the right to monitor employees' use of social media on the internet, both during routine audits of the computer system and in specific cases where a problem relating to excessive or unauthorised use is suspected. The purposes for such monitoring are to:

- Promote productivity and efficiency.
- Ensure the security of the system and its effective operation.
- Ensure there is no unauthorised use of the Charity's time, for example to check that an employee has not been spending an excessive amount of time using social media websites for non-work related activity when they should be working.
- Ensure that inappropriate, restricted or blocked websites are not being accessed by employees.
- Ensure that all employees are being treated with respect and dignity at work, by discovering and eliminating any material that is capable of amounting to harassment contrary to the Equality Act 2010.
- Ensure there is no breach of commercial confidentiality.

The Charity reserves the right to restrict, deny or remove internet access, or access to particular social media websites, to or from any employee.

### **Contravention of this policy**

Failure to comply with any of the requirements of this policy is a disciplinary offence and may result in disciplinary action being taken under the Charity's disciplinary procedure. Depending on the seriousness of the offence, it may amount to gross misconduct and could result in the employee's summary dismissal.

## Equal Opportunities Policy

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The Charity is committed to providing equal opportunities in employment and to avoiding unlawful discrimination in employment and against customers.

This policy is intended to assist the Charity to put this commitment into practice. Compliance with this policy should also ensure that employees do not commit unlawful acts of discrimination.

Striving to ensure that the work environment is free of harassment and bullying and that everyone is treated with dignity and respect is an important aspect of ensuring equal opportunities in employment. The Charity has a separate dignity at work policy, which deals with these issues.

### The law

It is unlawful to discriminate directly or indirectly in recruitment or employment because of age, disability, sex, gender reassignment, pregnancy, maternity, race (which includes colour, nationality and ethnic or national origins), sexual orientation, religion or belief, or because someone is married or in a civil partnership. These are known as "protected characteristics".

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

Staff should not discriminate against or harass a member of the public in the provision of services or goods. It is unlawful to fail to make reasonable adjustments to overcome barriers to using services caused by disability. The duty to make reasonable adjustments includes the removal, adaptation or alteration of physical features, if the physical features make it impossible or unreasonably difficult for disabled people to make use of services. In addition, service providers have an obligation to think ahead and address any barriers that may impede disabled people from accessing a service.

### Types of unlawful discrimination

- **Direct discrimination** is where a person is treated less favourably than another because of a protected characteristic. An example of direct discrimination would be refusing to employ a woman because she is pregnant.
- In limited circumstances, employers can directly discriminate against an individual for a reason related to any of the protected characteristics where there is an occupational requirement. The occupational requirement must be crucial to the post and a proportionate means of achieving a legitimate aim.
- **Indirect discrimination** is where a provision, criterion or practice is applied that is discriminatory in relation to individuals who have a relevant protected characteristic (although it does not explicitly include pregnancy and maternity, which is covered by indirect sex discrimination) such that it would be to the detriment of people who share that protected characteristic compared with people who do not, and it cannot be shown to be a proportionate means of achieving a legitimate aim.
- **Harassment** is where there is unwanted conduct, related to one of the protected characteristics (other than marriage and civil partnership, and pregnancy and maternity) that has the purpose or effect of violating a person's dignity; or creating an intimidating, hostile, degrading, humiliating or offensive environment. It does not matter whether or not this effect was intended by the person responsible for the conduct.
- **Associative discrimination** is where an individual is directly discriminated against or harassed for association with another individual who has a protected characteristic (although it does not cover harassment because of marriage and civil partnership, and (according to guidance from the Government and ACAS) pregnancy and maternity).
- **Perceptive discrimination** is where an individual is directly discriminated against or harassed based on a perception that he/she has a particular protected characteristic when he/she does not, in fact, have that protected characteristic (other than marriage and civil partnership, and pregnancy and maternity).

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- **Victimisation** occurs where an employee is subjected to a detriment, such as being denied a training opportunity or a promotion because he/she made or supported a complaint or raised a grievance under the Equality Act 2010, or because he/she is suspected of doing so. However, an employee is not protected from victimisation if he/she acted maliciously or made or supported an untrue complaint. There is no longer a need for a complainant to compare his/her treatment with someone who has not made or supported a complaint under the Equality Act 2010. For example, if a blind employee raises a grievance that the employer is not complying with its duty to make reasonable adjustments, and is then systematically excluded from all meetings, such behaviour could amount to victimisation.

**Failure to make reasonable adjustments** is where a physical feature or a provision, criterion or practice puts a disabled person at a substantial disadvantage compared with someone who does not have that protected characteristic and the employer has failed to make reasonable adjustments to enable the disabled person to overcome the disadvantage.

### Equal opportunities in employment

The Charity will avoid unlawful discrimination in all aspects of employment including recruitment, promotion, opportunities for training, pay and benefits, discipline and selection for redundancy.

Person and job specifications will be limited to those requirements that are necessary for the effective performance of the job. Candidates for employment or promotion will be assessed objectively against the requirements for the job, taking account of any reasonable adjustments that may be required for candidates with a disability. Disability and personal or home commitments will not form the basis of employment decisions except where necessary.

The Charity will consider any possible indirectly discriminatory effect of its standard working practices, including the number of hours to be worked, the times at which these are to be worked and the place at which work is to be done, when considering requests for variations to these standard working practices and will refuse such requests only if the Charity considers it has good reasons, unrelated to any protected characteristic, for doing so. The Charity will comply with its obligations in relation to statutory requests for contract variations. The Charity will also make reasonable adjustments to its standard working practices to overcome barriers caused by disability.

The Charity will monitor the ethnic, gender and age composition of the existing workforce and of applicants for jobs (including promotion), and the number of people with disabilities within these groups, and will consider and take any appropriate action to address any problems that may be identified as a result of the monitoring process.

### Customers, suppliers and other people not employed by the Charity

The Charity will not discriminate unlawfully against customers using or seeking to use goods, facilities or services provided by the Charity.

Employees should report any bullying or harassment by customers, suppliers, visitors or others to their manager who will take appropriate action.

### Your responsibilities

Every employee is required to assist the Charity to meet its commitment to provide equal opportunities in employment and avoid unlawful discrimination.

Employees can be held personally liable as well as, or instead of, the Charity for any act of unlawful discrimination. Employees who commit serious acts of harassment may be guilty of a criminal offence.

Acts of discrimination, harassment, bullying or victimisation against employees or customers are disciplinary offences and will be dealt with under the Charity's disciplinary procedure. Discrimination, harassment, bullying or victimisation may constitute gross misconduct and could lead to dismissal without notice.

### Grievances

If you consider that you may have been unlawfully discriminated against, you may use the Charity's grievance procedure to make a complaint. If your complaint involves bullying or harassment, the grievance procedure is modified as set out in the dignity at work policy.



The Charity will take any complaint seriously and will seek to resolve any grievance that it upholds. You will not be penalised for raising a grievance, even if your grievance is not upheld, unless your complaint is both untrue and made in bad faith.

Use of the Charity's grievance procedure does not affect your right to make a complaint to an employment tribunal. Complaints to an employment tribunal must normally be made within three months beginning with the act of discrimination complained of.

### **Monitoring and review**

This policy will be monitored periodically by the Charity to judge its effectiveness and will be updated in accordance with changes in the law. In particular, the Charity will monitor the ethnic and gender composition of the existing workforce and of applicants for jobs (including promotion), and the number of people with disabilities within these groups, and will review its equal opportunities policy in accordance with the results shown by the monitoring. If changes are required, the Charity will implement them.

Information provided by job applicants and employees for monitoring purposes will be used only for these purposes and will be dealt with in accordance with the Data Protection Act 1998



## Family Friendly Policies

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**Maternity**

**Paternity**

**Parental leave**

**Shared Parental leave**

**Adoption**

**These are available from your Line Manager**



## Flexible Working Policy

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It is the Charity's view that the promotion of flexible working arrangements increases staff motivation, reduces employee stress, improves employee performance and productivity and encourages staff retention. The Charity implements the right to request flexible working set out in legislation.

Employees have a statutory right to request to work flexibly and to have their flexible working application dealt with in a reasonable manner.

In order to make a request under the statutory right, an employee must have worked for the Charity for a continuous period of 26 weeks at the date their application is made. They must also not have made another request to work flexibly under the statutory right during the previous 12 months.

Employees can apply to vary the number of hours they work, the times they work or their place of work (between their home and the Charity's place of business). Employees may wish to apply for flexible working to accommodate caring arrangements, charity work, leisure activities, external study or for any other purpose.

The following procedure will normally apply to flexible working requests:

- The employee should first make their request in writing to the Charity setting out the flexible working arrangement they seek. A Flexible Working Application Form can be obtained from Louise Creed or Henrietta Ireland.
- If necessary, the Charity will arrange a meeting with the employee to discuss the changes the employee has proposed, the effect of the proposed changes and any possible alternative work patterns that might suit both parties. The employee may be accompanied at this meeting by a work colleague.
- The Charity will consider the employee's flexible working request and will make a practical business assessment on whether and, if so, how it could be accommodated.
- The Charity will notify its decision to the employee in writing. If the Charity accepts the employee's request, it will write to him or her, establishing a start date and providing a written note of the contract of employment variation. If the application is refused, the Charity will explain the grounds for refusal and confirm the internal appeal procedure.
- Where a request is accepted, unless otherwise agreed, it normally constitutes a permanent change to the employee's terms and conditions of employment. This means that the employee does not have the right to revert to their previous pattern of working at a future date. However, depending on the circumstances of the case, at its absolute discretion the Charity may be willing to agree to a temporary change to the employee's terms and conditions of employment for a specified period only. In that case, the employee would then revert to their previous pattern of working after the specified period comes to an end.
- The employee may appeal against a refusal of their flexible working request within five working days of the decision. Appeals must be made in writing to the Charity and state the grounds for appeal. The Charity may then set up a meeting with the employee to discuss the appeal and the employee may be accompanied at this meeting by a work colleague.

Whether or not an appeal meeting is held, the Charity will write to the employee to notify them of the outcome of their appeal.

- The Charity will notify the employee of its decision on their flexible working application within three months beginning with the date on which their application is made, or such longer period as may be agreed between the Charity and the employee. This decision period includes dealing with any appeal against a decision to refuse the employee's flexible working request.

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The Charity may refuse an application to work flexibly for one of eight business reasons.

They are:

1. The burden of additional costs.
2. The detrimental effect it would have on the Charity's ability to meet customer demand.
3. The Charity's inability to reorganise work among existing staff.
4. The Charity's inability to recruit additional staff.
5. The detrimental impact it would have on quality.
6. The detrimental impact it would have on performance.
7. The insufficiency of work available during the period when the employee proposes to work.
8. The Charity's planned structural changes.

Although the Charity is committed to being flexible on working patterns for its staff, employees must recognise that it may not be appropriate or possible for flexible working arrangements to apply to all jobs across all areas of the business.

Each request for flexible working will therefore be dealt with individually on its merits, taking into account the likely effects the changes will have on the Charity, the work of the department in which the employee making the request is employed, the employee's work colleagues and the Charity's customers and clients. This means that if the Charity agrees to one employee's flexible working request, this does not set a precedent or create a right for another employee to be granted the same or a similar change to their work pattern. For example, having approved one flexible working request, this may mean that the business context has then changed and may be taken into account when considering a second request from another employee against the above business reasons.





## Health & Safety Policy

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The Charity regards the management of health and safety as an integral part of its business and as a management priority. It is our policy that all activities and work will be carried out in a safe manner and we will ensure the health, safety and welfare of our employees and others who may be affected by our activities.

Our target is for zero accidents and zero work-related ill health to be achieved by applying current best practice in health and safety management. Compliance with current health and safety legislation is therefore regarded as the absolute minimum standard acceptable.

Proper management of health and safety issues is seen as an integral part of the efficient management of the Charity's activities, and critical to developing the professional culture of the Charity and establishing and maintaining a solid reputation with all of our clients.

The names of the individuals responsible for health and safety issues and the arrangements to implement this policy are set out in the Charity's more detailed health and safety policies.

The objectives of this policy are fundamental to our business and senior management is responsible for ensuring that the requirements of this policy are achieved.

Management, staff and operatives have responsibility for implementing the specific arrangements made under this policy throughout the Charity.

Employees are expected and encouraged to be proactive on health and safety issues as part of the continued development of the health and safety culture of the Charity.

All employees, contractors and sub-contractors are required to cooperate with the Charity and their colleagues in implementing the policy and shall ensure that their own work is without risks to themselves and others as far as reasonably practicable.

The Charity will provide appropriate training and make available competent health and safety advice and adequate resources including time and money so that legal obligations may be met.

### **Hazard identification and risk assessment policy and procedure**

The Charity will ensure that hazards are identified and that suitable and sufficient risk assessments are undertaken on all of the business' undertakings. Where possible, identified hazards will be eliminated; otherwise the risks associated with the hazards will be reduced to as low as is reasonably practicable and those affected will be informed of the significant findings of the risk assessments.

The Charity will ensure that those undertaking the risk assessments are competent to do so and are provided with adequate time, resources and support.

Employees should report any hazards that they discover so that remedial steps can be taken to reduce any harm.

The office Manager will:

- ensure that a workplace hazard identification exercise is completed for the area under his/her control;
- ensure that hazards are eliminated where possible;
- identify and list the tasks that require risk assessment within his/her area of control;
- ensure that the risk assessments are completed in risk priority order;
- ensure that persons conducting risk assessments are competent to do so;
- ensure that members of staff conducting risk assessments are provided with adequate information, instruction, training, supervision, time and support to undertake the assessments;
- ensure that any health and safety risks identified by the assessments are reduced to as low as is reasonably practicable;

- ensure that staff members are provided with training in the safe systems of work resulting from the risk assessments;
- ensure that other parties, such as members of the public, visitors and contractors, who may be affected are informed of the significant findings of the assessments;
- encourage members of staff to complete hazard reporting forms when required;
- ensure that a fire risk assessment is completed by a competent person using the appropriate form;
- ensure that risk assessments are reviewed for their confirmed application at least once every 12 months and when any significant change is made; and
- ensure that relevant risk assessments are reviewed following an accident, incident or near miss.
- The nominated risk assessor will:
  - identify the workplace hazards using the provided form;
  - eliminate hazards where possible;
  - review the list of tasks to be assessed and complete them in risk priority order;
  - obtain assistance from specialist parties where required;
  - involve the person undertaking the task in the risk assessment process;
  - conduct and record risk assessments on the provided form;
  - identify specific risk assessments, such as manual handling, hazardous substances and display screen equipment, if they are required;
  - inform members of staff of the significant findings of the risk assessments;
  - ensure that the level of detail of a risk assessment and the time spent on it are proportional to the risk;
  - consider the hierarchy of control when identifying measures to control a risk;
  - during the assessments inform members of staff of the hazard reporting forms and process;
  - give consideration to the greater risks to new and expectant mothers, young persons and other higher-risk groups;
  - maintain a file of risk assessments; and
  - review the risk assessments for their confirmed application at least once every 12 months and when any significant change is made, and following an accident, the completion of a hazard report form or a near miss.

### Employees will:

- follow appropriate systems for work laid down for their health and safety;
- make proper use of any equipment and personal protective equipment provided for their health and safety;
- inform their manager if they identify hazards and/or complete a hazard report form; and
- take care to ensure that their activities do not put others at risk.



## Holiday Policy & Procedure

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The holiday year runs from the 31<sup>st</sup> of March until the 1<sup>st</sup> of April.

All holiday dates must be approved in advance by the employee's Line Manager. As much notice as possible of proposed holiday dates must be given to the Line Manager to ensure adequate staffing coverage at all times. Such notice must be at least twice the number of working days that the employee wishes to take as annual leave.

### **Holiday entitlement in year of commencement**

If the employee joins the Charity part way through a holiday year, he/she will be entitled to a proportion of his/her holiday entitlement based on the period of his/her employment in that holiday year.

During the employee's first year of service, he/she will not normally be allowed, unless otherwise agreed by the Line Manager, to take more holiday than he/she has actually accrued at the time holiday is taken. Entitlement during the employee's first year is calculated monthly in advance at the rate of one-twelfth of the full year's entitlement.

### **Holiday pay on termination of employment**

If the employee leaves the Charity's employment part way through a holiday year, he/she will be entitled to be paid for any accrued but unused statutory holiday entitlement under the Working Time Regulations 1998/any outstanding holiday entitlement for that holiday year that has not been taken by the date of termination.

However, the Charity reserves the right to require the employee to take any outstanding holiday entitlement during any period of notice, whether such notice is given by the Charity or by the employee.

If, on the employee's date of termination, he/she has taken paid holiday leave in excess of earned entitlement, he/she will be required to reimburse the Charity (by means of deduction from salary if necessary) in respect of such holiday.

No payment in lieu of accrued contractual holiday will be made to the employee (and where appropriate a deduction will be made from salary) in the event of his/her termination for gross misconduct or in the event of the employee giving inadequate notice of termination or leaving before the contractual notice period has expired. Contractual holiday for these purposes means all and any leave entitlement provided for in the employee's contract that is over and above the minimum statutory leave period provided for in the Working Time Regulations 1998.

### **Sickness during holiday**

Where an employee falls sick or is injured while on holiday, the Charity will allow the employee to transfer to sick leave and take replacement holiday at a later time. This policy is subject to the following strict conditions:

- The total period of incapacity must be fully certificated by a qualified medical practitioner [where it exceeds seven days].
- The employee must contact the Charity (by telephone if possible) as soon as he/she knows that there will be a period of incapacity during a holiday.
- The employee must submit a written request no later than 5 days after returning to work setting out how much of the holiday period was affected by sickness and the amount of leave that the employee wishes to take at another time.
- Where the employee is overseas when he/she falls ill or is injured, evidence must still be produced that the employee was ill by way of a medical certificate.

Where the employee fulfils all of the above conditions, the Charity will grant the employee the same number of days' replacement holiday leave as the number of holiday days lost due to sickness or injury.

If an employee is ill or is injured before the start of a period of planned holiday, and consequently unable to take the holiday, the Charity will agree to the employee postponing the holiday dates to another mutually agreed time. Any period of sickness absence will then be treated in accordance with the Charity's normal policy on sickness absence. The employee must submit a written request to postpone the planned holiday, along with any documentation required under the sickness absence policy.



An employee must request to take any replacement holiday in accordance with the Charity's normal holiday policy, and should endeavour to take the replacement holiday in the same holiday year in which it was accrued. However, where an employee has good reason for not being able to do so, the Charity will allow the employee to carry that leave forward into the next holiday year. The Charity may require an employee to take all or part of his/her replacement holiday on particular days and it is not required to provide the employee with any minimum period of notice to do this, although it will aim to provide reasonable notice.



## Phone Policy

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### Charity Phones

This policy governs how employees may use the Charity's telephones during the course of their working time. It is important that all employees read this policy carefully as the Charity requires compliance from all members of staff at all times.

#### Purpose and scope

The policy has been devised in order to:

- ensure the effective running of the Charity's business;
- inform employees about how they may and may not use the Charity's telephones; and
- ensure compliance with legislation.

This policy applies to all employees of the Charity and also to other staff who may work for the Charity on a temporary or contract basis. It also applies to employees who have the use of mobile phones belonging to the Charity while working from home or travelling on the Charity's business.

This policy forms part of the terms and conditions of all employees' contracts of employment and any breach of the policy will be regarded as misconduct, leading to disciplinary action up to and including summary dismissal.

#### Personal and private use

The Charity provides its employees with access to the telephone for work-related purposes. However, because it is accepted that employees may sometimes need to attend to personal matters during working hours, limited personal use is permitted, provided that this does not interfere with employees' work, nor take up an unreasonable amount of time.

It is important to note that employees may not at any time use Charity telephones to:

- carry out freelance work, or work for another employer;
- contact recruitment agencies or other employers with a view to seeking alternative employment;
- buy or sell goods, other than when authorised to do so in the course of their job;
- gamble;
- communicate information that is confidential to the Charity outside the Charity, unless authorised to do so in the course of their job;
- chat for lengthy periods of time to friends or relatives;
- make overseas telephone calls; or
- waste working time using the telephone for purposes not associated with their job or the Charity's business.

#### Monitoring

The Charity carries out monitoring of employees' use of the Charity's telephones for security reasons and to deter/detect unauthorised use.

Monitoring will consist of random checks on the telephone numbers dialled by employees in all departments of the Charity. Spot checks may also be carried out on the telephone numbers dialled by individual employees. The results of the monitoring will be maintained in strict confidence



## **Mobile phone usage**

### **Work mobile telephones**

Work mobile telephones are provided at the discretion of the Charity on the basis of business need, and must be returned to the Charity on the last day of your employment.

### **Use during working hours**

Mobile telephones may be used only for business purposes during working hours.

Mobile telephones may be used for private purposes during working hours in the case of an emergency.]

### **Etiquette**

Be considerate in your use of your mobile telephone. Turn it off when its use could be distracting, for example during meetings and training sessions.

Observe any restrictions imposed by other Charity's on the use of mobile telephones, including requests to turn them off.

### **Driving**

Drivers should concentrate on driving and avoid distractions. Answering and making telephone calls, sending text messages or faxes, and accessing the internet, etc are all distractions and in certain circumstances could amount to the offence of driving without care and attention or even dangerous driving.

It is a criminal offence to use a hand-held mobile telephone or similar device while driving. Use of hand-held mobile telephones while driving is permitted only in an emergency.

Any mobile telephone that is or must be held at any time while in use is a hand-held telephone. The use of an ear piece does not make a telephone hands free. To be hands free the telephone must be fixed or in a cradle. (Two-way radios are not hand-held instruments and are exempt.)

All hand-held mobile telephones should be switched off until you reach your destination or have stopped in a safe place.

If the telephone or equipment is hands free you may press buttons to send and receive messages. However, even the use of hands-free telephones can be dangerous. Wherever possible you should wait until the vehicle is stationary and in a safe place before using a hands-free telephone.

### **Breach of this policy**

Breach of this policy will be treated as misconduct. Whether it is minor or gross misconduct will depend on the circumstances, but you should expect breach of the driving provisions to be gross misconduct.

If you have been issued with a Charity mobile telephone breach of the policy could result in its being withdrawn.



## Redundancy

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This policy sets out the Charity's approach to dealing with potential redundancies. It does not form part of employees' terms and conditions of employment and may be subject to change at the discretion of management.

Although the Charity's policy is to avoid redundancies wherever possible, the needs of the business may from time to time require a reduction in the overall number of staff employed or Charity changes that result in some employees being made redundant.

Where this is necessary, the Charity will ensure that:

- the total number of redundancies made is kept to a minimum;
- employees and, where appropriate, their representatives are fully consulted on any proposals and their implementation;
- selection for redundancy is based on clear criteria that will, as far as possible, be objectively and fairly applied;
- every effort is made to redeploy or find alternative work for employees selected for redundancy; and
- support and advice is provided to employees selected for redundancy to help them find suitable work when their employment has come to an end.

### Consultation

Where there are no employee representatives

Consultations will be carried out with individual employees as appropriate. Where it is proposed that 20 or more redundancies are required [at one establishment] over a 90-day period, arrangements will be made for the election of employee representatives who will be consulted over the proposals and the general process to be followed. Individual employees will still be consulted in respect of their own particular circumstances.

Where employees are covered by trade union recognition

Appropriate consultations will be carried out with the [name of union] in respect of any redundancy proposals. Individual employees will also be consulted in respect of their own particular circumstances.

Where there are existing employee representatives

Consultations will be carried out with individual employees as appropriate. Where it is proposed that 20 or more redundancies are required [at one establishment] over a 90-day period, consultations will take place with the [name of employee forum] over the proposals and the general process to be followed. Individual employees will still be consulted in respect of their own particular circumstances.

### Voluntary redundancy

In order to minimise the need for compulsory redundancies, the Charity may consider requests from employees for voluntary redundancies. Whether or not additional payments will be offered in relation to voluntary redundancies will be a matter for consultation and will depend on the circumstances.

The Charity reserves the right at its absolute discretion to decline requests for voluntary redundancy.

### Redundancy selection

The criteria used in selecting employees for redundancy will depend on the existing circumstances and the particular needs of the Charity at the time. However, every effort will be made to construct a fair and robust set of criteria following appropriate consultations.

Individual employees who are provisionally selected for redundancy following the application of the criteria will be informed of the fact and invited to a meeting, at which they will be given an opportunity to make representations that the application of the criteria results in unfairness to them or if they feel that there has been a mistake in the application of the criteria.





### **Alternative work**

The Charity will make every effort to redeploy to suitable alternative work any employee who is selected for redundancy. Such employees will be informed of all the available vacancies in the Charity at the time of their selection and will be given an opportunity to discuss with [their line manager] which vacancies are likely to be suitable for them. While priority will be given wherever possible to employees under threat of redundancy, the Charity reserves the right to select the best available candidate in relation to any given vacancy.

Employees have a separate legal entitlement to be offered any suitable alternative work that is available if they are made redundant while on maternity leave.

### **Time off work**

An employee under notice of redundancy will be entitled to a reasonable amount of paid time off to look for alternative work, attend interviews, etc. Employees wishing to take advantage of this right should make the appropriate arrangements with their line manager.

### **Termination of employment**

Depending on the circumstances, the Charity may waive its right to insist on employees working their notice and instead give a payment in lieu of notice. Employees with two or more years' service may be entitled to a statutory redundancy payment. The amount of this payment will be confirmed when the employee is selected for redundancy and the sum will be paid along with the employee's final salary payment or payment in lieu of notice.



## Sickness & Absence Policy & Procedure

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Whilst the Charity understands that there will inevitably be some short term sickness The Charity aims to encourage all employees to maximise their attendance at work whilst recognising that employees will from time to time be unable to come to work for short periods due to sickness.

absence amongst employees, it must also pay due regard to its business needs. If an employee is frequently and persistently absent from work this can damage the business efficiency and productivity, and place an additional burden of work on an employee's colleagues.

The aim of the Charity is to strike a reasonable balance between achieving business needs and the genuine needs of its employees to take occasional short periods of time off work because of sickness.

### Reporting Absence

An employee who needs to be absent from work due to sickness must comply with the following Charity rules:

- On the first day of absence the employee should make every effort to contact their Manager personally by telephone. Where the employee is unable to contact the Charity, (e.g. if they are in hospital) it would be appropriate for a relative, partner or friend to let the Charity know, following this procedure.
- Contact must be made within 1 hour of your normal start time, giving the reason for the absence and an estimation of how long you are likely to be away from work.
- An employee must not report their absence via a text message or email.

### Sickness Documentation

For periods of absence due to illness or injury for seven calendar days or less, the employee will be required to complete a Self-Certified Sick form.

If the absence extends beyond seven days, including Saturday and Sunday, the employee must obtain a Statement of Fitness for Work from a GP and send it to **The Executive Director** by the tenth day or Statutory Sick Pay (SSP) may be withheld. Further statements must be obtained on a regular basis/in a timely manner to cover the entire absence period until the employee returns to work.

If the employee fails to follow this procedure, disciplinary action may be taken.

Where the Charity is concerned about the reason for absence, or frequent short-term absence, the Charity may require a medical certificate for each absence regardless of duration. On receipt of a Doctor's invoice, the Charity would cover any costs incurred by the employee as a result of this.

You should maintain regular contact with your Manager during the period of absence so that any necessary arrangements for cover can be made.

On return to work, the Charity has the right to request a medical certificate of fitness. This is to ensure the employee has fully recovered and is able to resume normal work.

You should be prepared to attend a return to work interview to discuss your absence and the reason for it. The purpose of this interview is to establish whether the Charity can provide any support to you, which could assist with attendance at work in the future.

### Persistent and intermittent absence

If you are taking a number of persistent and intermittent periods of absence the Charity might decide that formal disciplinary action is appropriate. This action will only be taken when the medical situation has been investigated, an informal warning has been given and no improvement has been seen. The process that will be taken for the formal disciplinary hearing will be that set out in the disciplinary procedure.



## Sick Pay

### **Statutory Sick Pay (SSP)**

HMRC operate a Statutory Sick Pay (SSP) scheme, qualifying days for SSP are Monday to Friday, or as set out in the employment contract which requires employers to pay their employees SSP for up to a maximum of 28 weeks sickness absence. SSP is set by HMRC and payment is dependent upon employees and the employer satisfying the rules defined by HMRC.

SSP is payable to employees who have incurred a period of incapacity for work for at least 4 successive days and is generally paid only from the fourth qualifying day of sickness.

If you are not eligible for SSP or if your SSP entitlement is coming to an end we will give you a form SSP1 telling you the reasons.

### **Meetings in relation to Long Term Sickness Absence**

In some circumstances of long term sickness absence it may not be necessary to issue warnings. Where this is the case an employee will be invited to discuss matters as indicated above. If a return in the short term does not seem likely and, in the case of a disability, no reasonable adjustments are available, the decision may be made after the first meeting, and after obtaining medical advice, that employment needs to end on the grounds of capability. Where this does occur an employee will be given their full notice entitlement even where sick pay has been exhausted.

Employees will be entitled to appeal against such a dismissal decision.

### **Infections or Contagious Illness**

An Employee must inform their Team Leader immediately, if they are suffering from, or have come into contact with an infectious or contagious disease in order to enable the Charity to take appropriate action.

### **Home visits**

If the employee has a persistent period of sickness absence the Charity reserves the right to request to meet with the employee at his or her home or at a mutually convenient location. This will be arranged at a convenient time for both the employee and the manager making the visit.

### **Re-allocation of work duties**

If the employee is not able to continue with his/her work duties due to the sickness that has been identified, all attempts will be made to allocate alternative duties to the employee. If this is not possible then termination of employment will be considered.

### **Disability**

If the employee is disabled under the definition of the Equality Act 2010 the employer will make any reasonable adjustments to accommodate the employee in the workplace. If you consider that you are affected by a disability or any medical condition which affects your ability to undertake your work, you should inform a member of Management.



## Smoking Policy

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The Charity recognises that the health, safety and welfare of employees, sub-contractors and anyone else directly affected by the Charity's operations are of prime importance. The Charity has therefore developed and enforces a dedicated smoking policy, conforming to the requirements of the smoke-free legislation.

This policy is applicable to all employees at whatever level of the Charity's hierarchy, as well as sub-contractors who undertake activities on behalf of the Charity and any [visitors to/customers on] the Charity's premises. This policy and its mandatory application will be communicated to all employees, sub-contractors, [visitors/customers] and interested parties.

As part of the Charity's induction process, new starters should be told about this policy and shown where it is located. Employees are responsible for informing their visitors to the premises/customers that they are serving of this policy.

### **Prohibition on smoking**

Smoking is prohibited within the Charity's premises, except in certain designated outside areas.

### **Vehicles**

The Charity does not permit workers to smoke in Charity cars.

If the car is being used for private purposes, it is a criminal offence to smoke in the presence of any passenger under the age of 18. For the purposes of the legislation, driving includes sitting in a stationary car with the engine running.

### **Electronic cigarettes**

The Charity acknowledges that some employees may wish to make use of electronic cigarettes ("e-cigarettes") in the workplace, particularly as an aid to giving up smoking. E-cigarettes are battery-powered products that release a visible vapour that contains liquid nicotine that is inhaled by the user.

Although they fall outside the scope of smoke-free legislation, the Charity prohibits the use of e-cigarettes in the workplace. The Charity's rationale for a ban on e-cigarettes is that:

- although they do not produce smoke, e-cigarettes produce a vapour that could provide an annoyance or health risk to other employees;
- some e-cigarette models can, particularly from a distance, look like real cigarettes, making a smoking ban difficult to police, and creating an impression for visitors/customers/other employees that it is acceptable to smoke.

The Charity displays signs that make it clear that smoking is prohibited on its premises.

### **Non-compliance**

Any infringement of these rules by an employee may result in appropriate disciplinary action, which will be dealt with in accordance with the Charity's disciplinary procedure.

## Whistleblowing Policy

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This policy applies to all employees and officers of the Charity. Other individuals performing functions in relation to the Charity, such as agency workers and contractors, are encouraged to use it.

It is important to the business that any fraud, misconduct or wrongdoing by workers or officers of the Charity is reported and properly dealt with. The Charity therefore encourages all individuals to raise any concerns that they may have about the conduct of others in the business or the way in which the business is run. This policy sets out the way in which individuals may raise any concerns that they have and how those concerns will be dealt with.

### Background

The law provides protection for workers who raise legitimate concerns about specified matters. These are called "qualifying disclosures". A qualifying disclosure is one made in the public interest by a worker who has a reasonable belief that:

- a criminal offence;
- a miscarriage of justice;
- an act creating risk to health and safety;
- an act causing damage to the environment;
- a breach of any other legal obligation; or
- concealment of any of the above;
- is being, has been, or is likely to be, committed. It is not necessary for the worker to have proof that such an act
- is being, has been, or is likely to be, committed - a reasonable belief is sufficient. The worker has no responsibility for investigating the matter - it is the Charity's responsibility to ensure that an investigation takes place.

A worker who makes such a protected disclosure has the right not to be dismissed, subjected to any other detriment, or victimised, because he/she has made a disclosure.

The Charity encourages workers to raise their concerns under this procedure in the first instance. If a worker is not sure whether or not to raise a concern, he/she should discuss the issue with his/her Line Manager.

### Principles

Everyone should be aware of the importance of preventing and eliminating wrongdoing at work. Workers should be watchful for illegal or unethical conduct and report anything of that nature that they become aware of.

- Any matter raised under this procedure will be investigated thoroughly, promptly and confidentially, and the outcome of the investigation reported back to the worker who raised the issue.
- No worker will be victimised for raising a matter under this procedure. This means that the continued employment and opportunities for future promotion or training of the worker will not be prejudiced because he/she has raised a legitimate concern.
- Victimisation of a worker for raising a qualified disclosure will be a disciplinary offence.
- If misconduct is discovered as a result of any investigation under this procedure the Charity's disciplinary procedure will be used, in addition to any appropriate external measures.
- Maliciously making a false allegation is a disciplinary offence
- An instruction to cover up wrongdoing is itself a disciplinary offence. If told not to raise or pursue any concern, even by a person in authority such as a manager, workers should not agree to remain silent. They should report the matter to a director.

This procedure is for disclosures about matters other than a breach of an employee's own contract of employment. If an employee is concerned that his/her own contract has been, or is likely to be, broken, he/she should use the Charity's grievance procedure.



### Procedure

- (1) In the first instance, and unless the worker reasonably believes his/her line manager to be involved in the wrongdoing, or if for any other reason the worker does not wish to approach his/her line manager, any concerns should be raised with the worker's line manager. If he/she believes the line manager to be involved, or for any reason does not wish to approach the line manager, then the worker should proceed straight to stage 3.
- (2) The line manager will arrange an investigation into the matter (either by investigating the matter him/herself or immediately passing the issue to someone in a more senior position). The investigation may involve the worker and other individuals involved giving a written statement. Any investigation will be carried out in accordance with the principles set out above. The worker's statement will be taken into account, and he/she will be asked to comment on any additional evidence obtained. The line manager (or the person who carried out the investigation) will then report to the board, which will take any necessary action, including reporting the matter to any appropriate government department or regulatory agency. If disciplinary action is required, the line manager (or the person who carried out the investigation) will report the matter to the human resources department and start the disciplinary procedure. On conclusion of any investigation, the worker will be told the outcome of the investigation and what the board has done, or proposes to do, about it. If no action is to be taken, the reason for this will be explained.
- (3) If the worker is concerned that his/her line manager is involved in the wrongdoing, has failed to make a proper investigation or has failed to report the outcome of the investigations to the board, he/she should inform a director of the Charity [named individual and contact telephone number], who will arrange for another manager to review the investigation carried out, make any necessary enquiries and make his/her own report to the board as in stage 2 above. If for any other reason the worker does not wish to approach his/her line manager he/she should also in the first instance contact [name of director as above]. Any approach to the director will be treated with the strictest confidence and the worker's identity will not be disclosed without his/her prior consent.
- (4) If on conclusion of stages 1, 2 and 3 the worker reasonably believes that the appropriate action has not been taken, he/she should report the matter to the proper authority. The legislation sets out a number of bodies to which qualifying disclosures may be made. These include:
  - HM Revenue & Customs;
  - the Financial Conduct Authority (formerly the Financial Services Authority);
  - the Competition and Markets Authority;
  - the Health and Safety Executive;
  - the Environment Agency;
  - the Independent Police Complaints Commission; and
  - the Serious Fraud Office.



## Confirmation of Receipt of Handbook Form

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Name:	
Job Title:	
Line Manager:	
Start date:	

*This Employee Handbook does not constitute a contract of employment either in whole or in part. The Charity, reserves the right to add, delete, or change any portion of the Employee Handbook with or without notice.*

*I acknowledge receipt of, and have read, the Employee Handbook **and confirm that I understand** the rules and regulations contained within it which I am expected to follow.*

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

\_\_\_\_\_  
Signed

\_\_\_\_\_  
Dated

Please sign and return to your Manager to confirm you have read the Employee Handbook





**Appendix 1- Grievance Form**

Formal grievance	
Employee's name:	
Employee's job title:	
Employee's department:	
Date:	
Does your grievance relate to your line manager?	Yes/No
Summary of complaint:	
<p>Please set out the details of your complaint (providing as much detail as possible, particularly dates, times, locations and the identities of those involved). You may attach additional sheets if required.</p>	
Individuals involved in the alleged incident/complaint:	
<p>Please provide the names and contact details of any people involved in your complaint, including witnesses.</p>	
Outcome requested:	
<p>Please set out how you would like to see your complaint dealt with, and why and how you believe that this will resolve the issue.</p>	



**Declaration:**

I confirm that the above statements are true to the best of my knowledge, information and belief. I understand that making any false, malicious or untrue allegations may result in disciplinary action being taken against me by the Charity. (In the most serious cases, making false, malicious or untrue allegations can be treated as gross misconduct.)

**Form completed by:**

**Signature:**

**For completion by the Charity:**

Date form received by the Charity:

Name of recipient and job role:

Signature:

Grievance Meeting Letter Sent

Grievance Meeting Hearing Date: