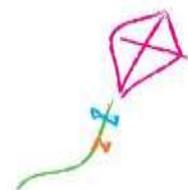
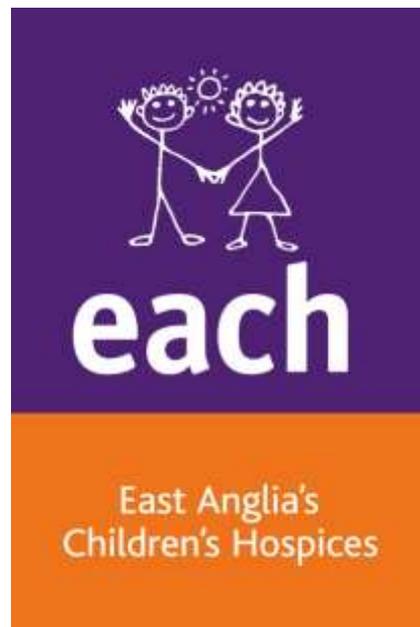


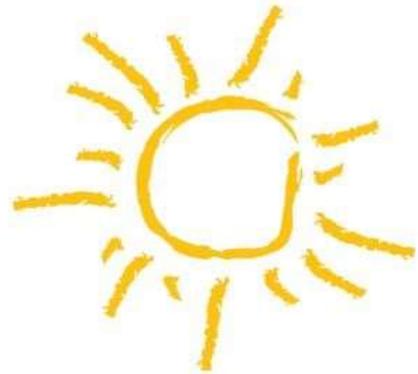
East Anglia's Children's Hospices (EACH)

EMPLOYEE HANDBOOK



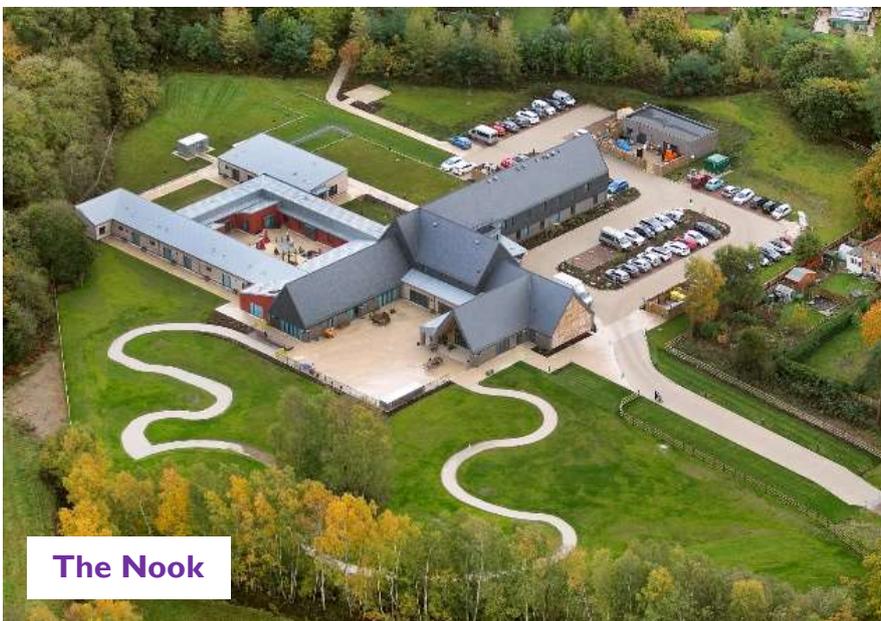
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EACH Milton



The Nook



The Treehouse

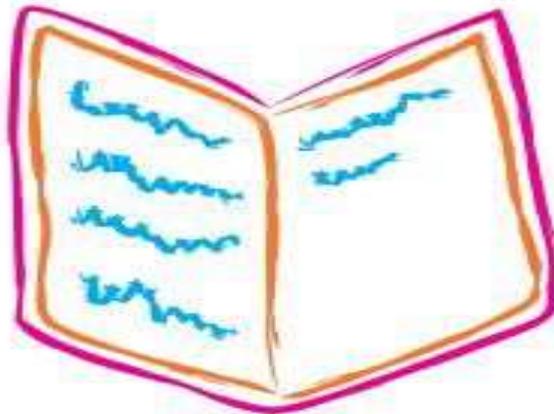
INTRODUCTION

The aim of this handbook is to provide you with the information and guidance you will need throughout your employment with EACH.

It is updated regularly to comply with legislative and policy changes, and available for you [on the shared drive](#). In the event of discrepancies between the content of a printed copy of the handbook and the shared drive, the electronic version will always apply.

Please take time to read it, as it is your responsibility to ensure you have understood its contents. We hope you find it useful.

To assist you, you will notice that at points in the handbook you will be signposted to where you can find further information or related policies. However, if you are unable to find what you are looking for, please never hesitate to contact the HR team (hrinbox@each.org.uk) who will be happy to help you.



OUR VISION, MISSION AND VALUES

Our Vision

We aspire daily to lead the way in providing world class care for children with life-threatening conditions.

Every child deserves support, alongside their families whenever they need it.

Our Mission

To improve the quality of life and wellbeing of every child and family member under our care, by providing individual and comprehensive services at all times.

Our Values

Empathy and understanding

Understanding the views and feelings of others is central to our work relationships and how we interact daily.

Commitment to quality

We consistently employ our best efforts and strive for the highest standards in everything that we do, always look for ways to improve.

Open and respectful

We operate in an honest and participative way. Welcoming constructive feedback and different views, we understand the power of word and behaviour and hold ourselves accountable for maintaining a positive and considerate work environment.

Make it happen

We are empowered to and take responsibility for getting things done.



JOINING EACH

EACH wants all new employees to feel welcome and to settle into their new role and the charity as quickly as possible.

Name/ID badges

You will be issued with an EACH name badge by Human Resources.

If you lose your magnetic name badge, please contact Human Resources. If it is your first time we will provide you with a replacement for free.

You may be asked upon joining and during the course of your employment to have your photograph taken. You should raise any concerns regarding this with your line manager or the HR team.

Personal File Records

You should be aware that relevant details, letters and notes, relating to your employment with us, and other related matters, are retained in a confidential electronic personal folder. In line with GDPR and Data Protection regulations the contents of your folder will only be used for necessary business purposes and will not be disclosed to third parties (except for those to whom we have a statutory duty to disclose) without your permission.

To ensure that your data is always up to date you must inform Human Resources of any changes to your personal circumstances, e.g. name, address, next of kin etc. by emailing [hrinbox@each.org.uk](mailto:hinbox@each.org.uk).

Probationary Periods

All new employees are required to complete a six months probationary period. The probationary period enables both you and EACH to ensure that the job is suitable for you. It is a two-way process which provides the opportunity for feedback to be given by both sides to ensure that an effective working relationship is established.

EQUALITY AND DIVERSITY

To ensure we achieve our mission, and underpinning our values, EACH is committed to encouraging equality and diversity among our workforce, supporting a fair and positive work environment where everyone is treated with fairness and equality.

Our principles regarding equality and diversity are equally applied to both employees and external service providers, and anyone we come in to contact with during the course of our work.

Full details of our Equality and Diversity Policy C02 can be found [here](#).

Full details of our Bullying and Harassment Policy P12 can be found [here](#).

LEARNING AND DEVELOPMENT

EACH is committed to promoting the philosophy of life-long learning and continuing personal and professional development. You are expected to fully participate within this principle.

Induction

EACH recognises the importance of a supportive and relevant induction when employees are new, transfer between departments or are promoted. You will be provided with an induction programme which is designed to support you, ensure your effective integration into the organisation and to make you feel at ease.

The induction programme is structured flexibly to identify individual learning and development needs and will inform you of the organisational aims, values and ethos, its structure and our policies and procedures.

You will also be required to undergo a programme of mandatory training which will be specific to your job role. For further information regarding our approach to mandatory training, please refer to the mandatory training policy on the shared drive [E06](#).

Continual Professional Development

As an employee of EACH, you will be encouraged to undertake appropriate education, learning and development to support your continued professional development and delivery of the requirements of your role.

Education, learning and development is provided through a range of methods, from e-learning, individual sessions and practice supervision, to small group workshops and full study days.

When necessary education, learning and development may be sought from external providers. Further information can be found in the External Education and Training [Policy EC09](#).

Best practice guidance is provided to EACH clinical staff to ensure skills and knowledge are current, and evidence-based. This is achieved through a training and assessment programme of clinical competencies.

Further information and the Competence to Practice Policy CPI8 can be found [here](#).

Clinical supervision is recognised by EACH as an important part of clinical governance in the interests of maintaining and improving standards of care. EACH expects the Care Directorate and other members of staff who work directly with children and their families to fully participate within this philosophy. Further information and the Clinical and Safeguarding Supervision Policy EC04 can be found [here](#).

EACH Library

EACH has an excellent and extensive library of resources and books that can provide you with a large supply of resources that can support you in your role. The Library is in the Education Centre at our hospice in Milton. For further information, please contact the Library and Information Services Manager on 01223 815103.

ANNUAL PERFORMANCE REVIEW

EACH is committed to supporting and developing all staff to enable them to carry out their work effectively and to fulfil their potential. The Annual Performance Review (APR) process contributes to enabling staff to understand the expectations required of them and supports them in enabling them to do their job, meet agreed objectives, improve performance, and develop skills and knowledge.

The purposes of the APR are:

- to jointly discuss and appraise your work performance, and to record outcomes and decisions on review documentation
- to review progress against objectives
- to look forward and plan individual objectives for the coming year which contribute to EACH's aims and objectives
- to consider individual development and support needed to achieve planned work
- to discuss individual work needs and aspirations.

The appraisal form and guidance notes can be found on the [shared drive here](#) or by contacting Human Resources (hrinbox@each.org.uk).



ANNUAL LEAVE

Annual Leave Year

Your annual leave year begins on the 1st of the month following the month you were born.

Annual Leave Entitlement

All staff working 37.5 hours per week, over 5 days, are entitled to 35 days holiday (262.5 hours). This includes the eight bank/public holidays. Staff working part-time, and/or a different working pattern will receive a pro-rata amount of holiday.

After five years continuous service, the annual entitlement increases to 37 days (277.5 hours) pro-rata per year, inclusive of bank/public holidays.

After 10 years continuous service, the annual entitlement increases to 41 days (307.5 hours) pro-rata per year, inclusive of bank/public holidays.

Additional leave is applied to your entitlement at the start of your next holiday year.

In your first leave year (at the beginning of your employment) and last year (when your employment ends), your leave entitlement will accrue based on the number of complete weeks you will have worked.

Annual Leave Conditions

These conditions are non-contractual and may be amended from time-to-time.

You should submit all requests for annual leave to your line manager via Cascade for consideration. Normally, not more than two working weeks can be taken consecutively.

Requests for annual leave will be allocated as fairly as possible ensuring the charity maintains an efficient and effective service.

You should not carry forward any part of one year's annual leave entitlement to subsequent years unless advance management permission has been granted for organisational reasons. Otherwise any annual leave not taken by the end of the year will be forfeited.

Leave that has been approved for carry forward must be taken as soon as reasonably possible after the start of your new leave year; ideally no later than three months after the start of your new leave year.

Upon termination of your employment, you will receive payment in lieu of any accrued entitlement to annual leave that you have not taken. In the event that you have taken more annual leave than your accrued entitlement, the amount owed by you to EACH will be deducted from any salary and/or other monies to which you are due.

If you are absent from work due to illness, you will continue to accrue your full **statutory** annual leave entitlement. However, annual entitlement over and above the minimum statutory annual leave entitlement

provided for by the Working Time Regulations 1998 will not accrue during any paid or unpaid period of sick leave, once you have been continuously absent for a period of one month.

Statutory/Bank Holidays

EACH recognises the following eight bank/public holidays:

New Year's Day

Good Friday

Easter Monday

Normally the first Monday in May

Normally the last Monday in May

Normally the last Monday in August

Christmas Day

Boxing Day.



In order to provide full cover on bank/public holidays, you are required to work as your rota prescribes.

If you are not generally required or rostered to work a bank/public holiday, but agree to do so, you will be entitled to time off in lieu.

Time Off in Lieu (TOIL)

EACH encourages a healthy work-life balance for all its employees but recognises that due to the nature of some of our work, it will not always be possible for staff to work only within their contracted hours. TOIL is time that employees can take in lieu (from time to time) for hours worked beyond their normal contracted hours due to operational needs.

You must gain your line manager's permission in advance to working additional hours or taking TOIL.

Prior to seeking approval from your line manager, you have a duty to:

- plan your working week to take into account any events you need to attend in the course of your duties
- ensure you have explored all the solutions, e.g. is your presence necessary? Can the work be done by a volunteer or another member of staff? Can you start work later than the normal start time if the requirement for working extends into the evening?

TOIL will be granted for hours equal to the time actually worked on the event or activity outside of normal contracted hours, e.g. if you work for two hours at an event, over your contracted hours, you can claim two hours TOIL.

You must keep a record of your working hours and any TOIL accrued on your monthly timesheet (if your role requires to complete one).

TOIL should be taken within one calendar month of being accrued.

In exceptional circumstances where TOIL has been accrued and operational requirements make it impractical for it to be taken within one calendar month, then a maximum of three months can be allowed for TOIL to be taken subject to prior approval from your line manager.

Reasonable notice should be given to your line manager when TOIL is requested, and you have a responsibility to ensure the proposed time off fits with your work commitments.

Should you leave the employment of EACH no payment will be made for any TOIL hours worked and not taken.



SICK PAY

There are two elements to sick pay:

- Statutory Sick Pay (SSP)

Paid in accordance with Government SSP regulations.

- Discretionary Company sick pay

The company sick pay scheme provides the following levels of sick pay to employees as a maximum in any one-year period, or any one period of continuous incapacity for work. Company sick pay payments are paid entirely at the discretion of EACH:-

Period of continuous service	Period of full basic salary	Period of half basic salary
During Probationary period	SSP only	SSP only
During the first year of service (beyond probationary period)	1 month	2 months
During the second year of service	2 months	2 months
During the third year of service	4 months	4 months
During the fourth & fifth years of service	5 months	5 months
After completing five years of service	6 months	6 months

Payments, which include any entitlement to SSP, are made from the first day of the employee's sickness absence (excluding waiting days for SSP) and are cumulative.

"Full pay" for sickness payment purposes means the proportion of gross pay less the amount which could be claimed in Statutory Sick Pay. "Half pay" means half the similar proportion of gross pay.

1 week's full-time pay is based on 37.5 hours, this will be pro rata for part time staff.

1 month's full-time pay is based on 162.5 hours, this will be pro rata for part time staff.

Calculation of company sick pay will take into consideration previous payments of company sick pay made in the 12 months immediately before the first day of the current sickness absence.

Employees are required to follow the notification and certification procedures for all absences as detailed below. Failure to do so may mean that their entitlement to sick pay will be invalidated in part or in full.

Employees in their probationary period will not normally be entitled to company sick pay payments.

All sick pay payments both statutory and company are subject to deductions of tax and national insurance.

Sickness/Injury Caused by Third Party Action

If you are absent from work due to sickness/injury caused by the action of a third party, then any claim for compensation, e.g. loss of earnings made by you against that third party must include any payments made to you by EACH under our contractual and/or discretionary sick pay schemes. Any compensation received by you from the third party for loss of earnings in respect of that period of absence will be repayable by you to EACH either in the form of a lump sum or by way of instalments deducted from your earnings.

ABSENCE MANAGEMENT

N.B. These conditions are non-contractual and may be amended from time-to-time.

Our sickness absence management policy P22 has been created to ensure our employees are appropriately supported and treated fairly during periods of sickness and after their return to work. It is designed to promote employee wellbeing, encourage responsibility for one's own health and the creation of a culture of commitment and motivation within the work environment at EACH.

For all periods of absence, you are required to keep EACH updated and follow the absence management reporting procedure outlined below:

You should notify your Line manager on the first day of your sickness absence and at the earliest possible opportunity taking into account any local procedures relating to the timing of such notifications.

Notification should be made personally by telephone. In exceptional circumstances, such as if you are too ill to do so, a responsible person should call on your behalf.

The initial notification of sickness absence must include the reason for the absence and how long it is expected to last, if known. You must continue to keep your manager informed of the likely duration of the illness and agree how regular the contact should be. This will vary depending on the reason for the absence.

Failure to comply with the sickness absence management policy may lead to the absence being deemed unauthorised, resulting in the withholding and/or loss of pay and/or disciplinary action being taken.

Full details of the EACH Managing Sickness Absence Procedure P22 is found [here](#).

Medical and Dental Appointments

EACH encourages pro-active management of health concerns. Whilst we encourage appointments to be made during out-of-office hours and on non-working days, where this isn't possible, we will support employees with reasonable paid time off for this purpose. It is expected any such appointments are made as early or as late in the working day as is possible in order to minimise the impact on the organisation. You should discuss any such appointments in advance with your line manager.

Occupational Health

EACH reserves the right to require employees to attend an examination by EACH's appointed Occupational Health Service and (with consent) to request a report from the employees GP/Medical Practitioner.

Sickness During Annual Leave

If prior to or during a period of annual leave you become unfit for work, the period of sickness may be converted into sick leave at discretion of your Line Manager. In such instances you must contact your Line Manager to report the sickness as soon as you become unfit for work (not waiting until your return to work) and the period of sickness must be covered by a Fit note issued by a GP/medical practitioner regardless of the duration of the absence.

Your Line Manager will advise the HR department who will credit back the appropriate number of days to your leave entitlement on Cascade if the decision is to support the request.

FAMILY-FRIENDLY POLICIES

N.B. These policies are non-contractual and may be amended by EACH from time-to-time.

Flexible Working

EACH recognises the importance of achieving a good work-life balance. As such, and where the role requirements allow, we encourage and support flexible working patterns.

All flexible working requests should be discussed with your line manager in the first instance and made using the Flexible Working Request Form. The Flexible Working Request form can be found on the shared drive [here](#).

Where a request for flexible working is made, EACH takes into account a number of criteria including:

- the additional cost of the proposed arrangement
- the effect on EACH's ability to meet service demands
- the ability to organise work among existing staff or recruit additional staff
- the impact on quality or performance
- the workload during the periods the employee proposes to work.

Maternity Pay and Maternity Leave

To qualify for maternity leave you will need to notify us in writing that you are pregnant, no later than the end of the 15th week before the expected week of childbirth, and that you wish to take maternity leave and when you would like the leave to begin. Maternity leave can start from the 11th week before the expected week of childbirth. You will also need to provide a medical certificate, usually a maternity certificate (Form Mat B1) which must be signed by your doctor or midwife.

Irrespective of your length of service you are entitled to take up to 26 weeks ordinary maternity leave followed immediately by 26 weeks additional maternity leave, making a total of 52 weeks.

Statutory Maternity Pay (SMP) is payable for up to 39 weeks during maternity leave. You are entitled to SMP if:

- you have been continuously employed for at least 26 weeks at the end of the qualifying week (the qualifying week is the 15th week before the baby is due) and are still employed during that week.
- you are still pregnant 11 weeks before the start of the expected week of childbirth (or have already given birth).
- you provide a MAT B1 form stating your expected week of childbirth.
- you give proper notification of your pregnancy in accordance with the rules set out above.
- your average weekly earnings in the eight weeks up to and including the qualifying week are at least equal to or above the lower earnings limit for National Insurance Contributions.

For the first six weeks, SMP is paid at the higher rate, which is equivalent to 90% of your average weekly earnings.

The standard rate of SMP is paid for the remaining 33 weeks (or 90% of average earnings whichever is the lower).

This is paid at a rate set by the government for the relevant tax year.

If you are not entitled to SMP you may be entitled to Maternity Allowance which is claimed through Jobcentre Plus.

All pregnant employees are entitled to paid time off for antenatal care.

Enhanced Maternity Pay

If you have 12 months continuous service at the beginning of the 11th week before the expected week of childbirth, you will be entitled to enhanced maternity pay at the following rate:

8 weeks:	Full pay
18 weeks:	Half pay plus standard rate SMP (or average earnings whichever is the lower) providing the total does not exceed normal basic pay
13 weeks:	Standard rate SMP (or 90% of average weekly earnings, whichever is the lower)
Remaining 13 weeks:	Unpaid.

To qualify for enhanced maternity pay you must:

- adhere to the notification procedure outlined above
- meet the SMP eligibility criteria outlined above
- return to work for a minimum period of **six** months after the maternity leave has ended.

Please note if you have been in receipt of enhanced maternity pay and you fail to return to work for the required period of time, you will be liable to refund the whole of your maternity pay, less any SMP received.

Adoption Leave

If you adopt a child through an approved adoption agency you are entitled to 26 weeks ordinary adoption leave followed immediately by 26 weeks additional adoption leave, making a total of 52 weeks, provided you have at least 26 weeks continuous service calculated as at the week in which notification of matching is given by the adoption agency.

If you qualify for adoption leave, you will also qualify for statutory adoption pay. Statutory adoption pay is payable for up to 39 weeks.

Adoption leave can start on the day the child is placed for adoption, or up to 14 days earlier.

In order to be entitled to take adoption leave and receive statutory adoption pay, you are required to give EACH written notification of your intention to take adoption leave no later than seven days after the date on which notification of the match with the child was provided by the adoption agency.

If you qualify for adoption leave, you are entitled to paid time off work to attend up to five adoption appointments after you have been matched with a child.

Paternity Leave

If your wife, civil partner or partner gives birth to a child you are entitled to two weeks paternity leave at the current statutory rate, provided you have 26 weeks continuous service by the week that falls 15 weeks before the week in which the child is expected.

Paternity leave is granted in addition to your normal annual holiday entitlement. Paternity leave must be taken in a single block of one or two weeks within eight weeks of the birth or adoption of the child.

Pay during paternity leave will be at a standard rate of statutory paternity pay.

You are also entitled to time off to accompany your partner (or the surrogate mother) to two antenatal appointments.

Paternity leave is also available to adoptive parents where a child is matched or newly placed with them for adoption.

If you're adopting a child, you are entitled to time off to attend two adoption appointments after you've been matched with a child.

Shared Parental Leave

Shared Parental Leave can give parents more flexibility in how they share the care of their child in the first year following birth or adoption.

If you are eligible, you and your partner can share up to 50 weeks of leave and up to 37 weeks of pay and choose to take the leave and pay in a more flexible way so you can be off work together for up to six months, or alternatively stagger your leave and pay so that one of you is always at home with your baby in the first year.

If you would like more information on Shared Parental Leave, contact the HR Department (hrinbox@each.org.uk).

Bereavement Leave

With effect from 6th April 2020, there will be an entitlement for bereaved parents to take two weeks leave following the death of a child under the age of 18, or a stillbirth after 24 weeks of pregnancy.

Parents will be able to take the leave either as a single block of two weeks or as separate blocks of one week across the first year following the child's death. If parents have 26 weeks continuous service, they will be entitled to take the two weeks as paid leave at the usual statutory rate.

Family Emergencies

You have a statutory entitlement to take reasonable unpaid time off work to deal with an unexpected emergency, disruption or termination of care arrangements for dependents and to make ongoing provision for those dependents.

Compassionate Leave

You may be granted up to five days (pro-rata for part-time staff) paid compassionate leave where a member of your immediate family dies, is seriously ill or in severe distress. 'Immediate family' means spouse, civil partner or partner, parent, parent-in-law, brother, sister, grandparent, child or grandchild. Compassionate leave will be granted at the discretion of your line manager.

Carer's Leave

EACH recognises employees may need to take time off to care for a dependent. You may be granted up to five days (pro-rata for part time staff) paid carer's leave at the discretion of your line manager in conjunction with their Head of Department.

Carer's leave is intended for genuine emergencies. In most cases, one to two days off should be sufficient, e.g. if a dependent falls ill, the leave should be enough to help cope with the immediate crisis – to deal with the immediate care of the dependent, visiting the doctor if necessary, and to arrange longer term care. Beyond that, use should be made of the employee's annual leave entitlement, time off in lieu or in exceptional circumstances, unpaid leave.

Unpaid Parental Leave

You are entitled to up to 18 weeks unpaid parental leave per child if you meet one of the following conditions:

- you are the parent of a child who is under 18 years of age
- you have adopted a child under the age of 18
- you have acquired formal parental responsibility for a child who is under five years of age.

To qualify for parental leave, you must have at least one year's continuous service with EACH.

The limit on how much parental leave you can take in a year is four weeks for each child (unless agreed otherwise by your line manager).

You must take parental leave as whole weeks, e.g. one week or two weeks, rather than individual days, unless agreed otherwise by your line manager.

Applications for unpaid time off work under the parental leave provisions should be made to your line manager or the HR Department (hrinbox@each.org.uk).

YOUR PAY

Monthly Pay

Your basic pay is outlined in your letter of appointment/statement of terms and conditions of employment. Any subsequent amendments to your basic pay will be notified to you in writing by the HR Department.

Your salary will be paid monthly in arrears on the 25th of each month by direct credit transfer to your designated bank account. Where the 25th of the month falls on a Saturday, Sunday or a bank holiday you will be paid on the working day prior to the normal pay date.

Appropriate monthly deductions, including Income Tax and National Insurance contributions (NICs), will be made from your pay subject to your earnings level and the number of hours you work.

If you have any queries with your pay, or if it looks as if a mistake has been made, speak to your line manager or the HR Department immediately so they can take appropriate action. Unless agreed otherwise, any pay errors will be rectified in the following month's payment.

Salaries are reviewed annually in line with EACH's pay policy. Details of how EACH reviews and evaluates staff salaries can be found in the [Pay Policy P19](#).

PENSIONS AND LIFE ASSURANCE

Pensions

As an employee of EACH, you are able to join either:

- **The EACH Aviva Group Personal Pension Scheme**

Membership of this scheme is voluntary. You can contribute any amount to this scheme. EACH will match this contribution up to a maximum of 7% of salary. This type of scheme is basically a collection of employee-owned policies, to which EACH agrees to contribute whilst you are in our employment.

You are able to join this scheme immediately you commence employment with EACH.

or

- **Remain a member of the NHS Pension Scheme**

Any new employee who joins EACH from employment within the NHS and is a current member of the NHS Pension Scheme, can continue to enjoy full membership of the NHS Pension Scheme.

This option will only be available to you if your last NHS pensionable employment was within 12 months of joining EACH and you have not taken benefits from the scheme.

To maintain your membership of the NHS scheme you will be required to contribute a minimum of 5% of your salary. You can contribute more than this amount. The NHS Pension Scheme determines the level of pension contribution required by EACH.

To be eligible, you must inform Human Resources (hrinbox@each.org.uk) of your wish to continue in the scheme within three months of joining EACH.

or

- **The EACH Aviva Auto-Enrolment Scheme (Qualifying Workplace Pension Scheme - QWPS)**

The government now requires employers of EACH's size to auto-enrol their employees, subject to certain conditions, into a QWPS. Furthermore, they require EACH to contribute to this pension.

As required under the government's auto-enrolment rules, in accordance with Part 1 of the Pensions Act 2008, EACH will automatically enrol all qualifying staff into our QWPS with Aviva, unless you have elected to join the Group Personal Pension Scheme, or are a member of the NHS scheme, three months after your employment with EACH commences. You will contribute 4% of your salary and EACH will also contribute 4%.

Although you will be automatically enrolled in the Aviva QWPS you do have the right to opt-out of the scheme. If you choose to opt-out, EACH will not make any contribution on your behalf. For employees who choose to opt-out, EACH is legally obliged to re-auto-enrol them three years after they elected to opt-out.

Life Assurance

If you are a member of the contributory EACH Pension Scheme your beneficiaries will receive in the event of your death a lump sum two times your basic salary.

If you are a member of the NHS pension scheme the death in service benefit is three times your salary.

For further information about the cover provided with this benefit and your eligibility, please refer to the pension scheme booklet or the HR department ([hrinbox@each.org.uk](mailto:hinbox@each.org.uk)).



EACH BENEFITS

N.B. These benefits are non-contractual and may be amended, replaced or withdrawn from time-to-time.

Employee Assistance Programme (EAP)

EACH's Employee Assistance Programme (EAP) through Health Assured offers information, advice, training and services to help you deal with events and issues in your everyday work and personal life, including:

- an independent, confidential 24/7 telephone support service for stress, anxiety, family and relationships matters, and many more issues, which can offer six sessions of telephone or online counselling per employee, per issue per year. This support also extends to your dependents (*within HMRC guidelines*).
- free information and links to legal guidance on many issues, such as debt management, lawsuits, consumer or property disputes.
- practical information and advice on medical or health-related issues from qualified professionals.
- access to online fact sheets, webinars, legal guides, links and podcasts on how to cope with life events, such as buying a house, giving up smoking and coping with stress.

The helpline number is 0800 028 0199, is free of charge and available 24-hours-a-day 365-days-a-year. There is also a website that has practical information on how to cope with life events.

To access the website, simply visit www.healthassuredeap.com using 'Wellbeing' as your username, and 'LikeHaveDesk20' as the password.

Health Assured also offers the 'My healthy Advantage' app as part of their suite of wellbeing resources. This health and wellbeing app, which can be downloaded from your App store, provides proactive wellbeing tools and engaging features to enhance Health Assured's existing services. Each feature has been carefully built with the user's wellbeing in mind and has been designed to improve mental and physical health by utilising personal metrics to set bespoke goals and achievements.

To access the app use employer code: MHA146355

For more information, please contact the HR team ([hrinbox@each.org.uk](mailto:hinbox@each.org.uk)).

Eye Care Scheme

At EACH, we understand the importance of protecting our employees' eyesight which is why we have partnered with Specsavers to offer free eye tests plus a discount when purchasing glasses specifically for VDU use.

If you are interested in taking up this offer, contact the HR team for more info ([hrinbox@each.org.uk](mailto:hinbox@each.org.uk)).

Cycle-to-Work Scheme

EACH has set up a cycle to work scheme with 'Cyclescheme', which enables staff to get tax-free bikes for work. This is a salary sacrifice scheme that allows you to purchase a bicycle (subject to eligibility conditions) up to a maximum of £1500, paid back over either 12 or 18 months.

For more information and to check eligibility please contact the HR Department at [hrinbox@each.org.uk](mailto:hinbox@each.org.uk) or visit www.cyclescheme.co.uk/fe6679.

Charity Worker Discount Scheme

As an employee of EACH, you can register with the Charity Worker Discounts website for access to a huge range of money saving deals and vouchers off your weekly shopping, holidays and restaurants. Visit <https://www.charityworkerdiscounts.com/>.

Holiday Purchase Scheme

EACH will be operates a Holiday Purchase Scheme. All employees who have completed their probation period are able to purchase up to the equivalent of one week's working hours additional holiday. This can be purchased every full year thereafter and must be taken within the holiday year.

Further details are available from the HR Department.

Paid Volunteering Days

Volunteering can be a great way to meet other colleagues in the organisation; to better understand the key role they play at EACH and also to lend your support to other teams, particularly during busy periods. It also allows an opportunity to learn and share new skills between colleagues and teams. EACH offers all employees the chance to volunteer within another part of the organisation for one day each year during their normal working week.

Requests for volunteering will need to be approved by your line manager in the first instance and then arranged between you and the department you wish to volunteer in. Further details are available from the HR Department.

Give as you earn

Each has collaborated with Giveall to provide you with the opportunity to support charities close to your heart through your monthly salary.

Donations are taken before income tax so you effectively pay less to donate more. For example, if you're a basic rate tax payer, you donate £10 but pay £8 (HMRC pays the other £2).

We've produced a special guide for EACH staff that explains how it works and the four simple steps to sign-up ([Giveall guide](#)).

Employee Referral Scheme

This scheme gives all employees the opportunity to recommend suitable friends/ex-colleagues/family members to join EACH and be rewarded if they are successful in their application.

The scheme will pay up to £500 (2 payments of £250 subject to tax/NI deductions) over a 6-month period depending on completion of probationary periods and is being used to target key roles. It is not open for all EACH vacancies but those that are eligible will be identified on the vacancy notices you see come through via our Yammer announcements.

COMMUNICATION AND ENGAGEMENT

EACH encourages employees and managers to participate in pro-active discussion; to ask questions, seek clarification from each other and positively contribute to improvement opportunities. We also encourage the sharing of best practice, achievements and acknowledging success.

Below is a list of internal sources to help support the above.

1. Yammer

Yammer is an internal (only) social media network for all staff. Very similar in its functionality to Facebook, it's designed to encourage staff to post content of interest to colleagues and an easy way to interact with colleagues in different departments. Heavily featured content includes organisational news content from or social media platforms and EACH online media stories. Everyone is free to post content, create groups, and like and comment against posts that interest you. Yammer should appear as your home page when opening your EACH internet browser, e.g. Internet Explorer or Microsoft Edge. Watch [our EACH staff Yammer tutorial film, available here](#) or by clicking on the link in the Yammer 'All Company' page.

The 'People' App is also accessible via the Yammer page, which contains a full staff contact details directory. Select the 'waffle' at the top left of the page, select it from the list of Apps and search for who you're looking for.

Here's what the waffle looks like, a waffle!



2. Employee Survey

EACH is interested in understanding how you feel about working for EACH and undertakes an annual employee survey. This is reviewed by the Board of Trustees and the Management Executive (MEX), who then ask the Operational Management Team (OMT) to prioritise and address particular areas. Everyone is encouraged to participate in this survey.

3. The EACH Shared Drive

This is where all EACH documents are kept, worked on and updated, including all our policies, standard operating procedures, key forms, meeting records, marketing materials and much more.

4. Team and Departmental Meetings

Managers hold regular team meetings to ensure you are kept up-to-date with developments within EACH, on subjects that affect you. Team meetings are also an important opportunity for you to input your ideas, ask questions and provide feedback.

5. Annual Report and Accounts

EACH produces a report and accounts every year, which is available on [the EACH website](#) or by asking Finance or Marketing and Communications teams for a printed copy. It includes a very palatable summary of all the organisation's key activities for the year gone and our aims and objectives for the future. It also includes all our financial statements and tables - if you're into that!

SAFETY AND SECURITY

Parking

All vehicles parked on EACH premises are done so at the owner's risk. They must be parked so as not to obstruct access. It is your responsibility to ensure that your vehicle is parked in a safe area. No parking spaces are allocated to individual employees and are available on a first-come-first-served basis.

Personal Property

No liability is accepted for any loss of, or damage to, personal property brought onto the premises. You are requested not to bring personal items of value onto the premises and, in particular, not to leave any items overnight. Personal property must be stored in allocated lockers where these are provided.

Personal Mail

Personal mail addressed c/o EACH to any of our hospices and offices is not permitted, however deliveries of small parcels and packets is permissible if no other arrangements can be made.

Rights of Search

EACH has the right to carry out random checks on the identity, persons and property (including vehicles) of employees at any time whilst they are on EACH premises or business. Such searches will only take place where there are reasonable grounds to do so.

Wherever practical, you will be accompanied by a third party who is on the premises at the time a search is taking place, or at the time any further questioning takes place. You may be asked to remove the contents of your pockets, bags and vehicles.

We reserve the right to call in the police at any stage.

Raising Concerns (Whistleblowing)

Employees may have concerns about what is happening at work and usually these are easily resolved. However, when they are about malpractice, unlawful conduct, or dangers to the public or environment, it can be difficult to know what to do.

The Whistleblowing Policy (PII) has been designed to facilitate and promote a route for you to raise concerns about poor working practices in a safe and supportive environment, whilst ensuring the appropriate steps and action are taken to deal with your concerns.

Further information can be found [here](#).

CODE OF CONDUCT

The following code of conduct should be carefully read and understood. A breach of any of these rules or any of EACH's policies and procedures could render you liable to disciplinary action. The code of conduct should be used as a general guidance but should not be considered an exhaustive list of what is/not acceptable.

1. Working Safely

You should make yourself familiar with and abide by our Health and Safety Policy and your individual health and safety duties and responsibilities that are specified separately. No action is to be taken by you which could threaten the health and safety of yourself, other employees or other persons.

2. Working Hours and Attendance

You must attend for work punctually and at the required times. If required, you must complete an accurate record of your working hours and times on a monthly timesheet which must be authorised by your line manager.

3. Working with Children, Young People and Families

You must always make yourself aware of and comply with the requirements of EACH's policies and procedures relating to the care of children, young people and families, in accordance with the organisation's values.

You must maintain a professional approach to service users in accordance with the Maintaining Professional Boundaries with Service Users in EACH Policy and Procedure C09, a copy of which can be found [here](#).

Any complaints from children, young people or their families must be reported in-line with EACH's complaints procedure as soon as possible.

4. Professional Membership

Staff with a professional qualification must always comply with the requirements, codes and membership standards of their professional body and you must keep up-to-date with any changes. You must notify your line manager immediately of any changes to your membership status. EACH does not reimburse personal professional memberships unless you are required by the charity to join more than one.

5. Behaviour at Work

You always have a responsibility to behave in a way that is courteous, respectful and reasonable towards colleagues, children, families, volunteers, donors and other visitors in accordance with our organisation's values.

You should promote EACH's interests and shall, during your normal working hours, devote the whole of your time, attention and abilities to EACH activities.

You should not have any involvement in activities which could be construed as being in conflict with EACH and its values, or which are likely to cause embarrassment to EACH and any of its staff, service users or donors.

You must carry out any reasonable instruction your line manager gives you.

You must always make yourself aware of and comply with the requirements of EACH's policies and procedures.

At all times, you must be fit and ready to carry out your work and responsibilities. You should not carry out your role whilst under the influence of alcohol, drugs or other illegal substances.

Alcohol must not be consumed during the working day nor may it be brought onto the premises except with written permission.

You must always remain awake and alert whilst on duty.

6. Behaviour Outside Working Hours

Because our business demands employees of the highest integrity, we expect employees to take no action that brings EACH into disrepute either in or outside of your working hours.

7. Employing and Working with Relatives

EACH recognises there may be occasions when the organisation wishes to employ a relative of an existing employee. To avoid any conflict of interest or allegations of favouritism, nepotism or unfair practice, you must declare if a member of your family already works or volunteers at EACH during your recruitment process.

In such circumstances, line management and any decision-making process in relation to recruitment, appraisals, grievances, performance, disciplinary cases, training and development, promotion or decisions involving pay for all employees or potential employees of relatives, should be avoided and alternative arrangements put in place.

8. Property

You must not use EACH property, or property on our premises, for any purpose other than normally defined duties.

Property/equipment allocated to you for the purpose of your employment remains the property of EACH and we reserve the right to request the return of this at any time.

Property of any type is not to be taken away from the premises unless with prior approval.

You must immediately notify the appropriate manager of any damage to property or premises that comes to your attention.

9. Smoking

EACH is committed to providing a safe, healthy environment for employees and visitors, therefore a [Smoke Free Policy P18](#) has been adopted. Smoking is not permitted anywhere on EACH premises, vehicles or grounds. You must not smoke whilst on duty or off site whilst on EACH business.

These rules extend to the use of alternative devices, such as e-cigarettes.

10. Travelling on EACH Business

When travelling on EACH business, you must comply with EACH's Driving at Work Policy - a copy of which can be found [here](#).

EACH will reimburse you for fair and reasonable necessary business expenditure, whilst on authorised EACH business travel and in accordance with the Expenses Policy and Procedure [AD11](#).

11. Computers, Telephones and Mobile Phones

In compliance with EACH's Computer Use Policy [IG05](#), any misuse of the internet, email and EACH computer systems will be viewed as a serious disciplinary matter that may lead to dismissal for gross misconduct.

You should be aware that we reserve the right to carry out random recording or monitoring of communications transmitted over our system for a variety of purposes, including:

- establishing the existence of facts
- preventing or detecting crime
- ascertaining or demonstrating standards which are achieved or ought to be achieved by persons using the system
- investigating or detecting unauthorised use of the telecommunications or computer system
- ensuring the effective operation of the system.

Our telecommunications system is for communications on matters directly concerned with EACH. However, EACH email and internet can be used for reasonable appropriate personal use. Such personal use must be legal, decent and not excessive. Passing jokes, chain letters or other emails which amount to harassment, and the downloading and circulating of offensive or defamatory material may render you liable to disciplinary procedures.

Telephones, including mobile phones, are provided for essential aspects of our business and must not be used for other purposes except in emergency or when prior permission has been obtained from management. You will be expected to pay for any personal calls you make.

Personal mobile phones must not be taken into the care areas unless express permission has been given in exceptional circumstances. In all other areas, incoming calls on personal mobile phones should be kept to a minimum.

12. Use of Social Networking Sites

EACH systems must not be used for social networking, except when required for the purposes of your job. Whilst some personal internet access is allowed during breaks this does not extend to using EACH systems or connections for social networking. If you wish to do this, you should use your own equipment and your own internet connections.

You must not place any material on a website, blog or social networking site that is offensive, obscene, defamatory, criminal or that is likely to cause embarrassment to EACH and/or any of its staff, service users or donors. This applies at work and outside of working hours.

You must not accept **current** or **former** EACH service users as friends or contact them on any social networking site. If a service user invites you as a friend, you must decline politely by informing them that it would be in breach of your professional working boundaries. You must also inform your line manager and record the details.

If you register on the EACH social network, you must ensure that you restrict access to your page/personal details to be viewed by approved friends/contacts only.

13. Confidentiality

In compliance with EACH's Confidentiality Code of Conduct [IG04](#), both during and after termination of your employment with us, you must not divulge to any outside body any confidential information concerning our business, including any details of clients/families, their medical records, and details of any donor base or fundraising strategy.

You must not remove any documentation of any description nor take copies of such documentation for your personal use or the use of a competitor or third party either during or after termination of your employment.

14. Data Protection

East Anglia's Children's Hospices (EACH) is committed to protecting any personal information that you share with us or information that is provided to us by other organisations. EACH's privacy policy which can be found [on the website](#), gives you a clear explanation of what personal information we collect and how we collect, use and protect your personal information.

In compliance with EACH's Confidentiality Code of Conduct IG04, if as part of your work you have authorised access to personal data, you should not use or disclose information in any manner that is incompatible with the purpose for which it is being held.

15. Other Employment

If you wish to take additional employment outside EACH you should declare this before doing so by speaking to your line manager. It is necessary for us to understand any impact of secondary employment in relation to the Working Time Regulations.

16. Statements to the Media

Contact with all forms of the media should be conducted through Marketing and Communications (M&C) staff only. You must not speak with the media or offer interviews on any occasion, unless you have been asked to do so by a member of M&C, or are a Fundraiser involved in proactive EACH-led stories we are aware of.

All enquiries from the media, whether by phone, in writing or in person, must be passed to:

1. Simon Hempsall, Head of M&C: 07738 820655 (*inc. out of hours*);
simon.hempsall@each.org.uk or
2. Laura Stafford Allen, M&C Manager: 07714 737103;
laurastaffordallen@each.org.uk

This must always be the case even if you know the answer or have knowledge of what the journalist is enquiring about. If you take a call, please take the journalist's contact details, including name, telephone number, email address and the media organisation they are from. Please then pass these details to Simon or Laura immediately. If the journalist is persistent, don't be drawn into saying "no comment", just say: "I will pass your details onto our Press Office, who will get back to you as soon as they can."

17. Dress Code

As an employee of EACH you are representing the charity in the community, so you are responsible for ensuring you always present a positive image. You should therefore ensure that you are dressed appropriately for your role and the work you are undertaking.

You must always also be easily identifiable as an employee of EACH by wearing your name badge whilst you are in work or on EACH business.

The following applies to clinical staff, including nursing and supportive care roles providing direct care to children and young people only:

When working in care areas your shoes must be non-slip and enclose the foot.

When providing direct care, you must wear short sleeves. This is because there is clear evidence indicating that cuffs may become contaminated. You must remove any long-sleeved garments prior to any intervention with a child or young person.

All clothing should be appropriately laundered.

Ties and scarves must not be worn in care areas.

Jewellery must be minimal and comply with the following:

- all jewellery, apart from one plain ring must be removed
- a small stud in each ear is acceptable but several studs or large earrings are not
- visible body piercing jewellery must be removed.

Watches must also be removed.

Hair longer than collar length must be tied back.

Nails must be kept short and clean. False nails, nail varnish and nail art must not be worn.

18. Working Within the Law

You must notify your line manager in writing if you are convicted of a criminal offence unless it is 'spent' under the terms of the rehabilitation of offenders Act 1978. 'Spent' convictions must be declared if your job allows you regular contact with children and families.

You must notify your line manager if you are charged with a crime which (if convicted) may impact on your job.

If you are required to drive at work, you must inform your line manager if you are charged with a driving offence and/or are awarded points on your driving licence.

19. Acceptance of Gifts and Donations

EACH receives gifts of different kinds from different donors with different intentions. There are legal requirements for EACH to ensure gifts are used appropriately to benefit the charity and to comply with donor wishes. Therefore all gifts and donations should be receipted and handled in-line with EACH's policy on [Gift Acceptance AD27](#) and [Conflict of Interest policy AD40](#).



DISCIPLINARY PROCEDURE

Introduction

The objective of this policy is to ensure that fair, effective and consistent arrangements exist for dealing with disciplinary matters and that common standards are observed throughout EACH.

It is designed to emphasise and encourage improvement in an employee's behaviour rather than punishment.

This policy is non-contractual and forms no part of the statement and terms of conditions of employment.

Disciplinary Procedure

Many potential disciplinary issues can be resolved informally. An informal conversation is often all that is required to resolve an issue. However, where an issue cannot be resolved in this way, then it may be pursued formally. This policy sets out the process that will apply when disciplinary action is required.

EACH reserves the right to implement the policy at any stage, as set out below, taking into account the alleged misconduct of an employee.

Where required to facilitate a fair and efficient process, any time limits referred to in this policy may be varied at the discretion of EACH.

Employees have a statutory right to be accompanied at a formal disciplinary hearing by a fellow worker, volunteer or trade union representative of their choice.

Records relating to cases of disciplinary action under this policy will be retained and saved on the relevant employee's file.

Investigation

EACH has a duty to establish the facts of any alleged disciplinary issue and, where appropriate and necessary, will conduct a thorough investigation to do so. Where an investigation is necessary, the employee will be asked to attend an investigation meeting.

There is no right for employees to be accompanied at a formal investigatory meeting.

When there is considered a need for an investigation, an appropriate alternative manager to the one assigned to hear the allegation(s) should, whenever possible, be used.

An investigation should not by itself result in disciplinary action.

The employee will be informed of the outcome of the investigation as soon as possible.

EACH reserves the right to dispense with an investigatory meeting and to proceed directly to a formal disciplinary hearing where the facts are established and clear.

There may be instances where suspension with pay is necessary while investigations are carried out. EACH reserves the right to suspend an employee with full pay for the purpose of carrying out investigations into any allegation.

In cases where a period of suspension with pay is considered necessary, this period should be as brief as possible and should be kept under review.

If an employee is suspended, they should be advised in writing of the decision to suspend, confirming:

- the reasons for suspension and how long it will last
- that the decision to suspend is not considered a disciplinary action
- that their contract of employment will be deemed to continue together with all rights, including the payment of salary
- that they will not be entitled to access any of the EACH premises, except at prior request or with the prior consent of the organisation.

Suspension may continue after the conclusion of investigations and pending any disciplinary and appeal hearings.

Disciplinary Hearing

Where, upon completion of an investigation, there are reasonable grounds to consider that an employee may have committed an act of misconduct or in cases where there may be a need to rectify a problem with job performance, the employee will be invited to attend a disciplinary hearing. In the event of a disciplinary hearing taking place, EACH will:

- inform the employee in writing of the purpose of the hearing, including details of the allegation(s) and the time and venue of the hearing, and that it will be held under EACH's disciplinary procedure
- explain the employee's right to be accompanied at the hearing by a fellow worker, volunteer or trade union representative
- give the employee a minimum of two working days' notice of the hearing
- provide the employee with all relevant information (which should include signed statements and/or other relevant documentation relating to the allegation/s) not less than two working days in advance of the hearing.

Employees should take all reasonable steps to attend the meeting. Where the employee is unable to attend a disciplinary hearing and provides a good reason for failing to attend, the hearing will be adjourned to another day. Unless there are special circumstances mitigating against it, if the employee is unable to attend the rearranged hearing, the rearranged hearing and the proceeding outcome and decision will take place in the employee's absence.

Where the chosen companion is unavailable on the day scheduled for the meeting, it will be rescheduled, provided the employee proposes an alternative time within five working days of the scheduled date.

The companion should be allowed to address the hearing and sum up the employee's case, respond on behalf of the employee any views expressed at the meeting and confer with the employee during the hearing.

The companion does not have the right to answer questions on the employee's behalf, address the hearing if the employee does not wish it or prevent EACH from explaining their case.

The recording of disciplinary meetings is forbidden.

Authority to Take Disciplinary Action

Disciplinary hearings will be conducted by an appropriate manager (normally a Head of Department). The HR Advisor or Head of HR will attend in an advisory capacity and will ensure the disciplinary process is carried out in-line with this procedure and statutory requirements.

Where the outcome of a disciplinary hearing may result in dismissal, either because one or more of the allegations are potentially gross misconduct or all other level of warnings have been exhausted, the authority to dismiss rests with the:

- Chief Executive and Directors
- Nurse Consultant
- Assistant Director of Service and Quality
- EACH Service Manager
- Head of Human Resources
- Head of Information Services
- Head of Marketing and Communications
- Head of Retail
- Head of Facilities and Estates
- Head of Fundraising.

Disciplinary Action

Where, following a disciplinary hearing, EACH establishes that the employee has committed a disciplinary offence, the disciplinary decision will normally be based on the following procedure:

- **Stage I Warning** (For Minor Offences)
In the case of minor offences, the employee will be given a Stage I warning which will be confirmed to them in writing. This will remain 'active' for a period of up to 12 months, after which it will not be taken into consideration when deciding other disciplinary decisions.
- **First Written Warning** (For Repeated Minor Offences or a More Serious Offence)

If a more serious offence occurs or another minor offence occurs during a current warning period, the employee will be given a first written warning. This will remain active for 12 months, after which it will not be taken into consideration when deciding other disciplinary decisions.

- **Final Written Warning** (For Repeated Minor Offences and Very Serious Offences)

If another offence occurs whilst a warning is still active, or if the employee commits a very serious offence, a final written warning will be given to the employee. This will remain active for up to 24 months, after which it will not be taken into consideration when deciding other disciplinary decisions.

- **Dismissal** (For occurrences of gross misconduct or repeated misconduct of a serious nature)

Where dismissal is a result of gross misconduct, the employee is not entitled to notice of termination of employment.

Depending upon the seriousness of the matter and the circumstances, any of the above stages may be omitted.

In addition to the steps above, EACH may apply alternative sanctions such as demotion, (and reduction in salary as appropriate) loss of eligibility for the organisation award or loss of sick pay.

As soon as possible after the conclusion of the disciplinary proceedings, the employee will be informed of the outcome of the hearing and what disciplinary action, if any, is to be taken. The decision will be confirmed in writing. The employee will be notified of his/her right of appeal under this procedure.

Appeal

An employee may appeal against any disciplinary sanction imposed against him/her. The appeal will be heard by a senior manager who has not been involved in the decision to impose the disciplinary sanction on the employee. An HR Advisor or the Head of HR will also be in attendance in an advisory capacity.

The employee should appeal in writing, stating the grounds for appeal as advised in their sanction letter, within five working days of being informed of the disciplinary sanction.

Appeal hearings will take place as soon as is reasonably practicable after receipt of the employee's written notice of appeal.

When the appeal meeting takes place, employees will be given a full opportunity to state their case. Employees have the right to be accompanied to the appeal meeting by a fellow worker, volunteer or trade union representative of their choice.

The employee will be informed of the result of the appeal in writing within five working days. EACH's decision at the appeal is final.

Rules Covering Gross Misconduct

This list is not exhaustive or in any order of priority:

You will be liable to summary dismissal without notice or pay in-lieu of notice if you are found to have acted in any of the following ways:

- Theft or misappropriation of money or property whether belonging to EACH, another employee or a third party.
- A serious and/or wilful breach of the code of conduct or any of EACH's rules and procedures.
- Gross negligence.
- Serious and/or wilful neglect or verbal/physical abuse of clients and family members.
- Serious and/or wilful victimisation, harassment or discrimination towards any person (whether or not an employee of EACH) on the grounds of race, ethnic or national origin, religion or belief, disability, gender, sexual orientation, age or marital status.
- Conduct violating common decency.
- Threatening behaviour, fighting or physical assault.
- Deliberate falsification of any records, including care records, time sheets, absence records and so on, in respect of yourself or any fellow employee.
- Undertaking private work on the premises and/or in working hours without the permission of EACH.
- Destruction/sabotage of EACH property, including IT systems or any other property on the premises.
- Serious health and safety breaches which could endanger the lives of employees or any other person.
- Gross insubordination and/or refusal to obey legitimate instructions given by a manager.
- Any breach of a legal statute or registration which has a direct effect either on your ability to undertake your stated duties or on the desired characteristics of your position.
- Serious breach of EACH's Confidentiality Code of Conduct.
- Downloading pornographic (or other inappropriate) material from the internet in breach of the organisation's internet policy.
- Being under the influence of alcohol or illegal drugs whilst at work.

GRIEVANCE PROCEDURE

EACH believes that all employees should be treated fairly and with respect. If you are unhappy about the treatment that you have received or about any aspect of your work, you are encouraged to discuss this with your line manager, who will attempt to resolve the situation on an informal basis.

This policy is non-contractual and forms no part of the statement and terms of conditions of employment.

Objectives

This document outlines the framework to be used if it has not been possible to resolve your complaint informally.

Raising a Grievance

Where attempts to resolve the matter informally do not work, or it is not appropriate to deal with the matter informally because of the seriousness of the allegations, e.g. sexual harassment or 'whistleblowing', you should raise it as a formal grievance under this procedure.

If your complaint relates to bullying or harassment, please refer to the Bullying and Harassment Policy [P12](#).

Complaints that amount to an allegation of misconduct on the part of another employee will be investigated and dealt with under the disciplinary policy.

A grievance raised whilst you are subject to disciplinary proceedings that may have a bearing on the outcome of the disciplinary, will usually result in the suspension of the disciplinary process to allow for a grievance investigation to take place. In such instances the grievance hearing should be heard by a manager not involved in the disciplinary process.

The disciplinary process will resume as appropriate following the outcome of the grievance investigation.

Making the Complaint

The first stage of the grievance policy is to put your complaint in writing. This written statement will help guide the organisation in its investigation and will form the basis of the subsequent hearing. It is therefore important that you set out clearly the specific details of your grievance and indicate the outcome that you are seeking. If your grievance is unclear, you may be asked to clarify your complaint before any meeting takes place.

Your complaint should be sent to your line manager. If you feel unable to send your complaint to your line manager, you should send it to their manager or the Head of HR.

Before proceeding to a full grievance hearing, it may be necessary to carry out investigations of any allegations made by you.

Grievance Hearing

The hearing with you will be held as soon as is reasonably practicable and, subject to any need to carry out prior investigations, typically within 10 working days of the receipt of your written complaint. It will normally be conducted by your line manager and attended by either an HR Advisor or the Head of HR. At the meeting, you will be asked to explain the nature of your complaint and what action you feel should be taken to resolve the matter. Where appropriate, the meeting may be adjourned to allow further investigations to take place.

You should ensure that you attend the meeting at the specified time. If you are unable to attend because of circumstances beyond your control, you should inform your line manager as soon as possible. If you fail to attend without explanation, or if it appears that you have not made sufficient attempts to attend, the hearing may take place in your absence.

Following the meeting, you will be informed in writing of the outcome and told of any action that EACH proposes to take as a result of your complaint.

The Right to be Accompanied

You have the right to be accompanied by a fellow worker, volunteer or trade union official at any grievance meeting or subsequent appeal.

At the hearing itself, your companion must (depending on your wishes) be allowed to:

- address the hearing
- put and/or sum up your case
- respond on your behalf any views expressed at the hearing
- confer with you during the hearing.

Your companion may not answer questions on your behalf, i.e. the Manager hearing the grievance has the right to expect you (and not your companion) to answer any questions put to you during the hearing.

Mediation

It may be appropriate for the matter to be dealt with by way of mediation or facilitated discussion, depending on the nature of your grievance. This involves the appointment of a third-party mediator, who will discuss the issues raised by your grievance with all of those involved and seek to facilitate a resolution. Mediation will be used only where all parties involved in the grievance agree.

Appeal

If you are dissatisfied with the outcome, you may make a formal appeal.

Your appeal should be made in writing to the Head of HR. You should clearly state the grounds of your appeal. This should be done within five working days of the written notification of the outcome of the grievance. An appeal meeting will be arranged to take place as soon as is reasonably practicable after the submission of your formal appeal.

You should ensure that you attend the meeting at the specified time. If you are unable to attend because of circumstances beyond your control, you should inform your line manager of this as soon as possible. If you fail to attend without explanation, or if it appears that you have not made sufficient attempts to attend, the hearing and any decision made at the hearing may take place in your absence.

The appeal meeting will be conducted by a member of the Management Executive and, whenever possible, by a Manager who has not been previously involved in the case. An HR Advisor or Head of HR will also be in attendance in an advisory capacity

You will be informed in writing of the outcome as soon as possible after the appeal meeting. The outcome of this meeting will be final.

LEAVING EACH

1. Termination of employment

If you wish to end your employment with EACH, you must give the period of notice quoted in your contract statement and work it, unless agreed otherwise.

2. Return of EACH property

All EACH property, including any ID badges and keys, must be handed back to your line manager on your last day.

3. Leaver feedback

We would like to know what your experience of working at EACH was like so before you leave you will be invited to have a chat with a member of the HR team so that you can share your experiences and for us to understand if there is anything we could improve on as an employer.



USEFUL ADDRESSES AND TELEPHONE NUMBERS

EACH THE TREEHOUSE

St Augustine's Gardens, Ipswich, IP3 8NS

Tel: 01473 271334

EACH MILTON

Church Lane, Milton, CB24 6AB

Tel: 01223 815115

EACH THE NOOK

Pigot Lane, Framingham Earl, Norwich, NR14 7PX

Tel: 01603 967596

EACH FUNDRAISING

Church Lane, Milton, CB24 6AB

Tel: 01223 800 800
(option 3)

Manor Farm Barns, Unit 18, First Floor, Framingham Pigot, Norwich, NR14 7PZ

Tel: 01223 800 800
(option 2)

St Augustine's Gardens, Ipswich, IP3 8NS

Tel: 01223 800 800
(option 4)

EACH RETAIL

Unit 13-15, Brunel Business Court, Thetford, Norfolk IP24 1HP

Tel: 01842 821620

EACH REGISTERED OFFICE

Church Lane, Milton, Cambridge, CB24 6DF

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