

Camden Giving Employee Handbook

Camden Giving Additional Staff Budget

Action Allowance

In an effort to support Camden Giving Staff Members who are doing great things to benefit Camden Communities From the 1st of April 2023 Camden Giving staff members (who are eligible to apply for the We Make Camden Citizen Grant can receive a £2000 Action Allowance Grant for their selected project. They must fulfil the requirements of being a Camden resident and a project that will impact the Camden Community.

Process:

Should a Camden Giving staff member who is eligible want to apply they will have to apply through the We Make Camden Kit Portal

Translation Bonus

Camden Giving Staff members who are fluent and able to translate from a language into English will be reimbursed an additional £50 as a discretionary one-off £50 payment per translation authorised by their line manager through their payroll for every time they translate from a language they are fluent in into English. This could be from translating flyers, applications from grantees etc. This was set up to acknowledge that translation is not a part of anyone's job description at Camden Giving and we'd pay as an expense to our staff members

Process:

When there is a need for a language translation, the most suited staff members will be identified and asked within a reasonable timeframe to translate from the language to English. Once done, authorisation from the line manager will be submitted to payroll to add the amount of £50 onto the monthly wage the employee receives.

A Culturally Appropriate Workplace

We recognise that because our staff team is culturally diverse, it is important to consider how we manage this within the team, as well as through our work. We try not to have a cultural default as an organisation, whether that be religion, race, faith, ability, social identity. We acknowledge that cultural appropriateness is fluid and we encourage everyone to work together to make Camden Giving the most culturally appropriate workplace for each person.

We encourage staff to speak their Line Manager if there are changes or improvements to our existing approaches, or if there are specific cultural requirements, that you would like us to consider

to make the workplace more culturally appropriate for you. Examples might include, but are not limited to:

- supporting colleagues to make time for prayer;
- adopting inclusive dress codes relevant to your culture;
- using more culturally appropriate gestures and language;
- scheduling work around religious events and holidays, for example we don't give grants during Ramadan but we also ensure staff not celebrating Christmas feel supported over the holiday period when others are off;
- ensuring venues and catering for both work and social activities are culturally appropriate, for example we wouldn't host a work event in a pub or serve alcohol at our events.

We hope everyone feels that Camden Giving is an inclusive and respectful place to work that upholds our employees' cultural values through our approaches. However, we know at times this might not be the case and we won't always get it right. If staff have felt discriminated against because of their culture, or if they noticed someone being culturally insensitive, we will address the situation immediately. Therefore, staff should raise any concerns or complaints as soon as possible to their Line Manager or the Director. If it is inappropriate to make such a disclosure to these individuals you should speak to any Trustee. The matter will be reviewed and if necessary, further actions will be taken to address the concern they have raised. If the matter needs to be investigated and monitored further and appropriate action will be taken to deal with any concerns and/or direct offenses. This might include no action being taken, taking action under another Camden Giving policy. If you feel that the concerns need to be escalated further, you can refer to our Whistleblowing and Grievance Policies which can also be found within this document.

Grievance Policy

Grievances should be raised to the Director or the Chair of Trustees in writing. If either of these individuals are involved in the grievance, then any other Trustee can be contacted. Efforts will be taken to resolve grievances, where this is not possible the Trustees will call a grievance hearing with the option to be accompanied by a colleague or a union representative. The grievance hearing may result in the termination of an employee's contract or enacting our disciplinary policy. Trustees will be involved where a grievance is raised during the disciplinary process and will decide if the issues should be treated separately.

Refer to the full Grievance Policy on page 8-12 of the handbook.

Whistleblowing

The Public Interest Disclosure Act 1998 provides protection for individuals who raise legitimate concerns about specified matters, outlined below. These are called qualifying disclosures. A qualifying disclosure is one made in good faith by an individual who has a reasonable belief that one or more of the following is taking place:

- a criminal offence (including fraudulent and corrupt behaviour, e.g. theft, fraud or malpractice)
- 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.

Concerns should be raised as soon as possible to enable Camden Giving to investigate, resolve and/or report them quickly. Whistleblowers can raise concerns orally but written disclosure is preferable to make the process more efficient and effective. Please provide any relevant context and background (including dates, venues, names etc.) and state the reason why the situation causes concern. There is no detriment of disclosure, unless the complaint has been demonstrated to be vexatious or malicious in intent.

In the first instance, concerns should be disclosed to the Director, Natasha Friend. If it is inappropriate to make such a disclosure to the Director, you should speak to any Trustee.

The Director or Trustee will then:

- note the key points and establish whether the issue has been discussed with anyone else at Camden Giving;
- compile a written file note and ensure this (and all future documentation) is recorded and stored securely and confidentially; and
- review the information provided and decide whether to commence an investigation by themselves or a nominated individual or suggest a different way of handling the matter. If the latter course of action is adopted, the Director or Trustee will explain why, as well as how the whistleblower will be informed of the outcome that may be taken. This decision should be made and communicated to the whistleblower within 10 working days.

If a decision is made to commence an investigation, the nominated individual will contact the whistleblower to obtain as much information as possible. A copy of the notes of this investigation will be sent to the whistleblower in order to confirm it is an accurate account of the meeting.

The whistleblower will be told, either at the meeting or as soon as possible afterwards, what action will be taken to address the concern they have raised. Typically, matters raised may result in one or more of the following:

- no action required
- action being taken under other Camden Giving policy or procedure
- an internal investigation under this policy
- a referral to the police or relevant statutory body
- a referral to the Charity Commission
- an independent enquiry

If Camden Giving continues to investigate the concern and does not refer it elsewhere, the whistleblower will be kept informed of progress at least at four-week intervals. The nominated individual will then prepare a report of the outcome of the investigation and identify some recommendations for further action. These recommendations will then be discussed with the Chief Executive and Chair of Trustees.

A summary of the report will be made available to the whistleblower at the conclusion of the investigation. Whistleblowers will suffer no detriment of any sort for making such a disclosure in accordance with this procedure. However, failure to follow this procedure may result in the disclosure of information losing its 'protected status'. We strongly encourage you to exhaust the

internal processes set out above in the first instance. In exceptional or urgent circumstances, or where you are concerned about the outcome following a disclosure you make, you have a legal right to make a disclosure to professional bodies.

Conflicts of Interest and Conflicts of Loyalty

Camden Giving strives to be a trusted organisation and to protect the integrity of staff members. Organisations where staff have a Conflict of Interest or Conflict of Loyalty are not eligible to receive Camden Giving funds. This includes, but is not limited to, organisations where a member of staff is:

1. A Trustee
2. Receiving payment
3. A Founder
4. A share holder

Under exceptional circumstances the Trustees may make exception to this policy if it is in the best interests of Camden Giving's mission.

In addition, immediate family members of Camden Giving staff members, including but not limited to dependents, siblings and parents, are not eligible to undertake a paid decision-making role, including Community Panellists, as this is considered a conflict of interest.

Disciplinary Policy

The Trustees can commence Camden Giving's disciplinary process for any of the following misconduct reasons:

1. Breach of contract
2. Unlawful behaviour that impacts on an employee's suitability for their role.
3. Failure to follow Camden Giving policies.

In addition, the following performance related issues may result in disciplinary action

4. Failure to achieve the duties or person specification in an employee's Job Description
5. Bringing Camden Giving's reputation into disrepute
6. Any other reason that has a negative impact on Camden Giving's charitable purpose

Employees will receive notice in writing that the disciplinary process is being triggered and will be set goals and a timeframe for improvement or will immediately have their contract terminated.

Where employees feel a disciplinary action is unjust they can appeal to the Trustees.

Refer to the full Disciplinary Policy on page 12 – 15 of the handbook.

Dress Code

As an organisation that works with businesses, we need to be mindful of those we interact with and ensure that our personal grooming is in line with our environment/s and/or the situation. For example, if you are attending an external event or meeting, ensure that your personal grooming standards suit the individuals who you are meeting with.

Performance Management

All employees are encouraged to regularly discuss their performance with their Line Manager. Staff should expect to receive an annual appraisal where SMART goals will be agreed and documented, these will be reviewed throughout the year during meetings with Line Managers. Performance feedback will be given on a regular basis and summarised during an appraisal.

We expect the majority of learning to happen on the job, but Camden Giving will provide some direct training and courses as agreed with your Line Manager.

Refer to the full Performance Management Policy on page 16 - 19 of the handbook.

Gifts

Employees should not accept gifts from grantees or potential grantees without permissions from the Director, this includes gifts of tickets or hospitality that would normally be sold to members of the public. Employees should inform the Director of any gifts they receive, including from supporters. The Trustees and Director may use gifts for any activity that meets Camden Giving's charitable purposes or return gifts. Under no circumstance should any employee accept gifts of money.

Pay

All employees' rates of pay are set out in individual contracts with all comparable roles set at the same pay. Employee pay is reviewed annually every March in-line with market rates and inflation by the Director, however a pay increase is not guaranteed and any changes as a result of this review is at the discretion of the board of Trustees. Camden Giving does not offer performance related pay and annual appraisals are not attached to pay. However, if an employee wishes to discuss their pay they can raise it with their Line Manager via the annual staff survey question "I feel like I'm paid appropriately for the work I do", or as part of their annual appraisal. In exceptional circumstances, for example a significant change to an employee's role, pay may be reviewed outside of these situations. Employees rates of pay are confidential and sharing this information, including sharing your own pay with colleagues, will result in disciplinary action. There are specific roles that have access to pay information to fulfil their duties, including your direct Line Manager, Director, Assistant Director, Operations Manager, External Accountant (who process payroll and produce our budgets and accounts) and Trustees.

Social Media

Supporting Camden Giving's effective communication on social media is part of all employees Job Descriptions. In addition staff are encouraged to use their personal social media presence to enhance Camden Giving's reputation and enhance their understanding of local activity. Any employee using social media to damage Camden Giving's reputation will be subject to our disciplinary procedure.

Telephones and private correspondence

Work phones and laptops are provided for each staff member and are to be used for work purposes only. You must not use your work devices for personal use, including accessing personal accounts such as social platforms, emails or messaging services, that are not required for you to fulfil your roles. Telephones are for Camden Giving business and should not generally be used for personal calls.

It is recognised that occasionally it will be necessary to make or receive a personal telephone call at the office and these should be kept to a minimum in terms of both frequency and duration. Camden Giving reserves the right to intercept, monitor and review, for business purposes all mobile and landline telephone calls which are at any time made using the Company's telephones. Any unauthorised use of Company telephones may lead to disciplinary action being taken.

Personal correspondence should not be sent to an employee at the Camden Giving's address. Camden Giving reserves the right to open all correspondence addressed to an employee that is sent to the charity's address (even if it is marked private and confidential or similar).

In the event that an employee is away from the charity's premises, for example during annual leave or sickness absence, they should be aware that their voicemail system and email will be checked regularly to ensure that the business needs of the charity are met.

Company Equipment

The use of company equipment including, but not limited to; laptops, mobile phones and related hardware (chargers, laptop stands, keyboards) and software, is a valuable asset that we can purchase from charitable donations. We should maintain a level of care to mitigate loss and damage to device(s), loss of data caused by software, hardware, battery failure or computer viruses of any property of Camden Giving. Therefore, all staff and volunteers must uphold a duty of care and responsibility to ensure the acceptable use of company equipment.

We have set-out the following guidance to ensure the highest level of care is taken to protect company equipment from potential failure, damage or loss:

- You must not use your work devices for personal use including, but not limited to, accessing personal accounts such as social media, online banking, personal emails or internet searches, that are not required for you to fulfil your roles.
- You must not destroy, deface, or alter equipment and maintain a professional appearance on your desktop and external coverings on devices.
- You must not borrow a device on behalf of a friend or colleague, nor can they access it for any reason, unless to support you carry out your roles duties whilst in your presence.
- You must not install third-party software that is not directly required for, or related to your roles, can be downloaded or installed onto this laptop.
- You must be diligent with carrying your company equipment safely when moving it from one place to another to mitigate from damage and theft. You should use a protective laptop case or bag when transporting the device.
- Avoid using any sharp objects near the device, avoid having food or drink near your laptop when it is in use and avoid getting moisture in the openings, only use cleaning cloths and sprays suitable for digital devices.

- You must maintain software and storage on your devices to ensure it doesn't slow down your operating system. You must be uploading all of your files and folders to OneDrive for security purposes and for keeping your laptops running efficiently.

If company equipment is lost or damaged, you must report this to your line manager immediately before taking any further action. We will take necessary steps to ensure you can continue fulfilling your duties and avoid using your personal device to work from. Camden Giving uses charitable funds to buy company equipment and where equipment becomes damaged we will look for a cheapest, reasonable way to provide you with equipment to perform your role, this may include providing you with lower-quality equipment. We also want to mitigate using personal devices for work purposes where company equipment has become damaged or lost to avoid data or security breaches.

Upon the end of your employment contracts, you must return all company equipment to Camden Giving's locker in the same condition as it was received, before the end of your working notice period. If you fail to return company equipment and in a poor condition, then you may be liable to pay for associated repair or replacement costs.

Attendance and punctuality

In order to maintain a safe and productive work environment, Camden Giving expects the employees to be reliable and punctual in reporting for work. Poor attendance and excessive tardiness may lead to disciplinary action, up to and including termination of employment.

If an employee is late or absent, they should telephone their manager as soon as possible and at least by their agreed starting time to let them know of their lateness or absence and when they expect to be at work. If you are feeling unwell on a core working day and want to request to work from home, you must phone your line manager on the morning of your illness and it's down to their discretion to confirm this request.

Refer to the full Sickness Leave Policy on page 19 – 21 of the handbook.

Drug & Alcohol policy

Employees and other workers are not permitted to consume alcohol on Camden Giving premises unless expressly permitted to do so by the Director.

To use of or supply of any illegal or controlled drug is never permitted and will normally lead to dismissal for gross misconduct.

Camden Giving has a duty to ensure, so far as is reasonably practicable, the health and safety and welfare at work of all its employees and workers. Similarly, all employees have a responsibility to themselves and their colleagues. The use of alcohol and drugs may impair the safe and efficient running of the business and/or the health and safety of employees.

The effects of alcohol and drugs can be numerous and may include:

- ☒ Poor attendance or absenteeism e.g. unauthorised absence, lateness, excessive levels of sickness, etc.
- ☒ Higher accident levels (e.g. at work, elsewhere, driving to and from work); and
- ☒ Impaired work performance (e.g. difficulty in concentrating, tasks taking more time, making mistakes, etc.).

If an employee's performance or attendance at work is affected as a result of alcohol or drugs, or we believe an employee has been involved in any drug related action/offence, the employee may be subject to disciplinary action and, dependent on the circumstances, this may lead to their dismissal. If they are found consuming alcohol inappropriately during working hours they may be subject to disciplinary action.

If an employee believes they are experiencing difficulties with either drugs or alcohol and that this may have a detrimental effect upon their performance at work they are encouraged to discuss this matter with either their line manager.

If an employee is prescribed medication by a GP or other medical practitioner that may have a detrimental effect on their work performance they should make their line manager aware of this, when consideration will be given to temporary necessary, reasonable adjustments to responsibilities at work.

Harassment policy

It is the aim of the Company to promote a workplace that is free of harassment. Any form of harassment, whether of a sexual or racial nature or otherwise occurring in the workplace or in other settings in which employees may find themselves in connection with their employment, will not be permitted or condoned by this charity. Further, any retaliation against an individual who has complained about harassment, or retaliation against individuals for cooperating with an investigation of a harassment complaint, will not be tolerated. To achieve our goal of providing a workplace free from harassment, the conduct that is described in this policy will not be tolerated and we have provided a procedure by which inappropriate conduct will be dealt with if encountered by employees.

Please note that while this policy outlines our aims of ensuring the prevention of harassment, the policy is not designed or intended to limit our authority to discipline or take remedial action for workplace conduct that we deem unacceptable, regardless of whether that conduct satisfies the definition of harassment.

Definition of Harassment

- Harassment in general terms means unwanted and unwelcome conduct which an individual may find offensive, which causes him or her to feel threatened, humiliated or harassed and creates an intimidating, hostile or humiliating work environment for the individual. It may be related to sex, sexual orientation, gender reassignment, pregnancy/maternity, marital status, race, disability, religion or similar belief, age, nationality or any personal characteristic of the individual, and may be open or covert, direct or indirect, persistent or an isolated incident. It may be based on perception or association. It may also include, in certain circumstances, off duty conduct.
- An essential characteristic of harassment is that it is unwanted by the complainant. It is for each complainant to determine reasonably what behaviour he or she regards as offensive or which causes them to feel threatened, humiliated or otherwise harassed of a sexual nature
- While it is not possible to list all those circumstances that may constitute sexual harassment, the following are some examples of conduct which, if unwelcome, may constitute sexual harassment depending upon the totality of the circumstances, the severity of the conduct and its pervasiveness:

- (a) a Sexual advances - whether they involve physical touching or not;
- (b) b Sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one's sex life; comment on an individual's body, comment about an individual's sexual activity, deficiencies, or prowess;
- (c) c Displaying sexually suggestive objects, pictures, cartoons;
- (d) d Leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments;
- (e) e Inquiries into one's sexual experiences;
- (f) f Discussion of one's sexual activities;
- (g) g Persistent sexual attention after it has been made clear by the recipient that it is offensive; and
- (h) h Other conduct based on sex affecting the dignity of the recipient at work.

All employees should take special note that, as stated above, victimisation or retaliation against an individual who has complained about sexual harassment, and victimisation or retaliation against individuals for co-operating with an investigation of a sexual harassment complaint will not be tolerated by this charity.

Further examples of unacceptable behaviour

While it is not possible to list all those circumstances that may constitute harassment, the following are some examples of conduct which, if unwelcome, may constitute harassment depending upon the totality of the circumstances, the severity of the conduct and its pervasiveness:

- (a) 1. Spreading malicious rumours, or insulting someone (particularly on gender/race/disability/ age grounds);
- (b) 2. Copying memos that are critical about someone to others who do not need to know;
- (c) 3. Ridiculing or demeaning someone (particularly on gender/race/sexual orientation/religious belief/disability/age grounds) – picking on them or setting them up to fail;
- (d) 4. Exclusion or victimisation;
- (e) 5. Unfair treatment;
- (f) 6. Overbearing supervision or other misuse of power or position; and
- (g) 7. Making threats or comments about job security without foundation
- (h) 7. It will not normally be a defence that such incidents consist of words or behaviour which might be claimed to be "common place" or which were intended as a joke or were not intended to be offensive. However, nothing in this policy takes away a manager's right to manage, including the imposition of reasonable pressure to perform or behave to an acceptable standard and where appropriate, of disciplinary sanctions. Where the manager's conduct is a reasonable response to a perceived problem this will not constitute bullying or harassment notwithstanding that this response may cause an employee to feel under threat or otherwise distressed.

Appendix

Camden Giving Grievance Policy

Date Created: 23/09/2021

1. Purpose of this policy

1.1 Our company Grievance policy outlines our company's provisions for employees who want to raise a work-related grievance so that we apply a consistent and fair treatment for all in the organisation. This policy also aims to help and encourage all employees to achieve and maintain standards of conduct, attendance and job performance at work. This policy applies to all our employees from their first day of work at Camden Giving.

2. Definitions

2.1 A grievance is an official statement of a complaint over something believed to be wrong or unfair, and in this context relates to work-related concerns.

2.2 A grievance procedure is the process used to deal with a problem or complaint that an employee raises to an employer.

3. Reporting Grievances

3.1 If an employee has a problem or complaint at work it's recommended that they raise it informally first with their Line Manager as soon as possible. The employer must respond to informal complaints and agree if further action needs to be taken.

3.2 If an employee is not satisfied with the outcome, they do not want it dealing with informally or it is a very serious issue i.e. Whistleblowing, then employees should raise any grievances to the Director or the Chair of Trustees in writing setting out the details of the grievance.

If either of these individuals are involved in the grievance, then any other Trustee can be contacted and will be responsible for triggering the correct procedures.

4. Procedure for the Director, Chair or Trustees

4.1 The Director, Chair or Trustee will conduct a meeting within 5 days with the employee who raised the grievance to:

- explain the grievance
- show any evidence they have
- Answer questions so that they know what steps to take.
- discuss how it could be resolved

4.2 They can arrange for someone not involved in the grievance to:

- take notes at the meeting
- act as a witness if necessary

4.3 At the end of the meeting the employer should:

- give the employee copies of the meeting record and notes taken

- tell the employee when they will get a decision, usually within 7 days. If there are delays, for example if further investigation is needed, the employer should explain how long the delays will be and why.

4.4 Efforts will be taken to resolve all grievances in the first instance. Where this is not possible the Trustees will call a grievance hearing with the option to be accompanied by a colleague or a union representative. The grievance hearing may result in the termination of an employee's contract or enacting our disciplinary policy. Trustees will be involved where a grievance is raised during the disciplinary process and will decide if the issues should be treated separately.

4.5 If an investigation is triggered, the Director, Chair or Trustee must:

- see if there is a case to answer
- make sure everyone is treated fairly
- gather evidence from all sides
- help the employer to see what should happen next

At any stage the employer can still look at whether:

- the formal procedure needs to carry on
- the issue can be resolved informally instead

4.6 The employee must be advised of the nature of the complaint against them and will be given the opportunity to state their case before any decision is made at a disciplinary meeting or further investigation. Employees will be provided, where appropriate, with written copies of evidence and relevant witness statements in advance of a disciplinary meeting.

4.7 No disciplinary action will be taken against any employee who is the subject of the grievance until the case has been fully investigated. No employee will be dismissed for a first breach of discipline except in the case of gross misconduct, when the penalty will be dismissal without notice or payment in lieu of notice.

4.8 The procedure may be implemented at any stage if the employee's alleged misconduct warrants this. At all stages of the procedure the employee will have the right to be accompanied by a trade union representative, or work colleague.

5. Upon completion of investigation

5.1 When there's enough information and the investigation is finished, the employer should have a written report to share with the employee including any recommendations for formal action, informal action or no further action. All employees will receive an outcome in writing in a timely manner.

5.2 If the investigation results in a breach of discipline, performance or misconduct by the employee whom the grievance is raised against, will normally be either:

- I. A Performance Management plan to the employee in question for unsatisfactory performance, if performance does not meet acceptable standards. This will set out the performance problem, the improvement that is required, the timescale, any help that may be given and the right of appeal. The individual will be advised that it constitutes the first

stage of the formal procedure. A record of the improvement note will be kept for 6 months, but will then be considered spent – subject to achieving and sustaining satisfactory performance

Or;

- II. A first warning for misconduct if conduct does not meet acceptable standards. This will be in writing and set out the nature of the misconduct and the change in behaviour required and the right of appeal. The warning will also inform the employee that a final written warning may be considered if there is no sustained satisfactory improvement or change. A record of the warning will be kept, but it will be disregarded for disciplinary purposes after a specified period of 6 months.

5.3 If the offence is sufficiently serious, or if there is further misconduct or a failure to improve performance during the currency of a prior warning, a final written warning may be given to the employee. This will give details of the complaint, the improvement required and the timescale. It will also warn that failure to improve may lead to dismissal (or some other action short of dismissal) and will refer to the right of appeal. A copy of this written warning will be kept by the Director or Trustee, but will be disregarded for disciplinary purposes after 3 months subject to achieving and sustaining satisfactory conduct or performance.

5.4 If there is still further misconduct or failure to improve performance the final step in the procedure may be dismissal or some other action short of dismissal such as demotion or disciplinary suspension or transfer (as allowed in the contract of employment). Dismissal decisions can only be taken by the appropriate senior manager, and the employee will be provided in writing with reasons for dismissal, the date on which the employment will terminate, and the right of appeal.

5.5 If some sanction short of dismissal is imposed, the employee will receive details of the complaint, will be warned that dismissal could result if there is no satisfactory improvement, and will be advised of the right of appeal. A copy of the written warning will be kept by the supervisor but will be disregarded for disciplinary purposes after 3 months subject to achievement and sustainment of satisfactory conduct or performance.

5.6 If an employee is accused of an act of gross misconduct as part of the Grievance process, they may be suspended from work on full pay, normally for no more than five working days, while the alleged offence is investigated. If, on completion of the investigation and the full disciplinary procedure, the organisation is satisfied that gross misconduct has occurred, the result will normally be summary dismissal without notice or payment in lieu of notice. Please refer to our Staff Handbook for reasons considered as gross misconduct in the workplace.

6. Appeal Process

6.1 The Director, Chair or Trustee should offer employees the right of appeal so they can raise an appeal if they feel:

- their grievance outcome is wrong or too severe
- any part of the grievance procedure was wrong or unfair
- there is new evidence to show

6.2 An employee who wishes to appeal against the outcome of a grievance investigation must do so within five working days of being notified of the complaint. Employees should raise the appeal in a letter or email outlining:

- why the outcome was wrong or unfair (for example, if they felt the person investigating your case did not get enough evidence)
- what they would like to happen next (for example, you could ask if your employer can carry out another investigation or look at the new evidence you have found)

6.3 All appeals and relative investigations must be raised to a person who:

- Has not have been previously involved in your case
- Is more senior than anyone who carried out any part of your case previously

This might not always be possible, but the employer should try and make the process as fair as they can. Camden Giving might consider bringing in an external person to carry out the appeal.

6.4 At the appeal any grievance-related actions imposed will be reviewed to see if

- the procedure was followed in a fair way
- the outcome is fair

They should:

- hear the employees appeal
- Decide if they need to carry out another investigation, if necessary, to: find or look at new evidence raised; re-check the evidence they found; talk to the same people ('witnesses') again; find and talk to new witnesses
- see if a different outcome is appropriate

6.5 The person carrying out the appeal investigation should make a written, confidential report including the reason for their decision whether this is the final decision. Employees should be provided with a copy of the report.

6.6 If the extra investigation steps find new or more serious information about the employee, your employer might increase the original disciplinary outcome or should start a new disciplinary procedure to investigate these new findings.

7. Monitoring Grievances

7.1. Camden Giving will keep written records of all complaints and grievances raised on relevant HR logs and a separate complaint record to include what has taken place during the grievance procedure, what the grievance is about, any decisions and actions taken, and why, whether the employee appeals the grievance outcome. All personal information will remain confidential.

7.2 Camden Giving will monitor grievance records and take relevant action if ongoing patterns of complaints and concerns are raised about employees, trustees, clients, volunteers, departments or areas of operations that are causing grievances.

7.3 Looking after employees' wellbeing and mental health is a priority and both raising a grievance and being under investigation can be very stressful, so it's important that we consider the wellbeing and mental health of affected employees. We will offer support to help prevent absences, mental health issues arising or existing mental health issues being exacerbated.

8. Reporting

8.1 Camden Giving staff will review how well our arrangements are working to ensure it is meeting the needs of the organisation. We will review this in line with internal and external factors regularly and report back to Trustees if further reviews need to take place.

Camden Giving Disciplinary Policy

Date Created: 27/09/2021

1. Purpose of this policy

1.1 Our company disciplinary policy outlines our standards and provisions for the disciplinary procedure in relation to an employee's conduct, behavior, capabilities and/or performance at work. This policy applies to all our employees from their first day of work at Camden Giving.

1.2 Related policies include the Staff Handbook, Performance Management Policy and Grievance Policy.

2. The Policy in Practice

2.1 All employees must contribute to Camden Giving's purpose and objectives through performing their role's duties and adhering to our policies, code of conduct and standards during from the start of employment. Where an employee's performance or conduct does not meet the standards and expectations it could lead to the disciplinary process being triggered during any point in their employment.

2.2. In any circumstance where an employee's performance or conduct raises concerns, Camden Giving must take a consistent and fair approach across to address any concerns about performance. Camden Giving will always carry out a full and fair procedure before deciding on any action and decisions in relation to disciplinary procedures.

2.3 The Trustees can commence Camden Giving's disciplinary process for any of the following misconduct reasons:

- i. Breach of contract
- ii. Unlawful behaviour that impacts on an employee's suitability for their role.
- iii. Failure to follow Camden Giving policies.

In addition, the following performance related issues may result in disciplinary action

- iv. Failure to achieve the duties or person specification in an employee's Job Description
- v. Bringing Camden Giving's reputation into disrepute
- vi. Any other reason that has a negative impact on Camden Giving's charitable purpose

2.4 Employees can refer to our Performance Management Policy, Staff Handbook and Grievance Policy for further information on the reasons that might lead to disciplinary action, processes in each of these areas and the steps that Camden Giving will enact on.

3. The Process

3.1 Camden Giving will always use their discretion and evidence to decide on the best course of action for both the organisation and the employee to issues that might lead to disciplinary action being taken and decide whether disciplinary action is most appropriate.

3.2 Line Managers must first review whether the issues can be resolved by ways of a verbal meeting and/or verbal warning with them, agreeing improvements and/or actions.

3.3 If no progress is made after the verbal warning and/or further causes for concern are raised, then formal disciplinary action can be triggered and an investigation may be required (clause 3.6). Employees will receive a formal notice in writing that the disciplinary process is being triggered and will either:

- i. Immediately have their contract terminated;
- ii. Receive a first written warning, be set goals and a timeframe from improvement with regular meetings to discuss progress. This might lead to a further investigation and disciplinary hearing.

3.4 If improvements are not made after their first written warning and the employee either repeats or commits another misconduct or does not improve performance, a final written warning will be published. If an employee does not meet the requirements of their final written warning in the timeframe set, it could lead to dismissal.

3.5 In cases of serious misconduct or poor performance, Camden Giving does not have to give a first written warning and can instead go straight to a final written warning or dismissal, depending on the severity of the misconduct.

3.6 If an investigation is required, the Line Manager must get as much information as they reasonably can about their employee's alleged misconduct or poor performance.

3.7 Where the investigation shows the employee has a case to answer, the employee will be invited to attend a disciplinary meeting or 'hearing' within 5 of their working days of being informed. They will receive in writing details on:

- the alleged misconduct or performance issue
- any evidence from the investigation
- any other information they plan to talk about
- the date, time and location of the hearing
- information on the employee's right to be accompanied to the hearing
- the possible outcomes

3.6 The employee can also bring evidence to the hearing, for example emails, to show and talk about and have the right to be accompanied by a relevant person ('companion') to a disciplinary hearing. The employee should tell their employer as soon as possible who they want to be their companion so arrangements can be made in good time.

3.7 After the disciplinary meeting, the employer will:

- tell the employee what happens next and give a timeframe as soon as possible and in writing
- take a written confidential record of the hearing

3.8 If it's decided there was no misconduct or performance issue, the employer should end the disciplinary procedure.

4. Appeal

4.1 Where employees feel a disciplinary action is unjust they can appeal to the Trustees who should offer employees the right of appeal so they can raise an appeal if they feel:

- their disciplinary outcome is wrong or too severe
- any part of the procedure was wrong or unfair

4.2 An employee who wishes to appeal against the outcome of a disciplinary investigation must do so within five working days of being notified of the disciplinary. Employees should raise the appeal in a letter or email outlining:

- why the outcome was wrong or unfair
- what they would like to happen next

4.3 All appeals must be raised to a person who:

- Has not have been previously involved in your case
- Is more senior than anyone who carried out any part of your case previously

This might not always be possible, but the employer should try and make the process as fair as they can. Camden Giving might consider bringing in an external person to carry out the appeal.

4.4 At the appeal any related actions imposed will be reviewed to see if

- the procedure was followed in a fair way
- the outcome is fair

They should:

- hear the employees appeal
- see if a different outcome is appropriate

4.5 The person carrying out the appeal investigation should make a written, confidential report including the reason for their decision whether this is the final decision. Employees should be provided with a copy of the report.

4.6 If the extra investigation steps find new or more serious information about the employee, your employer might increase the original disciplinary outcome or should start a new disciplinary procedure to investigate these new findings.

5. Monitoring Disciplinary at work

5.1 Camden Giving has the right to monitor and record employee's disciplinary as part of regular meetings, including keeping records of performance and/or conduct related issues. This will be recorded on a confidential HR log by the employees Line Manager including what the disciplinary is about, any decisions and actions taken and why, whether the employee appeals the disciplinary outcome. All personal information will remain confidential.

5.2 Line Managers must always communicate with employees, following the correct procedures outlined in the policy, to address related issues and keep a record of what was discussed and any actions taken.

5.3 If an employee has any concerns or is unhappy with the process, they must speak to their Line Manager. If they cannot do this, they can raise concerns with a Trustee who will be appointed by the Chair of Camden Giving.

5.4 Employees can refer to the appeals clause (4) in this policy or Camden Giving's Grievance Policy for further information.

5.5 Camden Giving will monitor disciplinary records and take relevant action if ongoing patterns are highlighted through this process.

6. Reporting

6.1 Camden Giving staff will review how well our arrangements are working to ensure it is meeting the needs of the organisation. We will review this in line with internal and external factors regularly and report back to Trustees if further reviews need to take place.

Camden Giving Performance Management Policy

Date Created: 23/09/2021

1. Purpose of this policy

1.1 Our company Performance Management policy outlines our company's standards and provisions for employees performance at work and the process for managing performance, issues and/or conduct at work. This policy applies to all our employees from their first day of work at Camden Giving.

2. The Policy in Practice

2.1 All employees must contribute to Camden Giving's purpose and objectives through performing their role's duties to the best of their ability from the start of employment. Employees are encouraged to regularly discuss their performance including any concerns or challenges with their Line Manager during regular weekly meetings. Appropriate actions will be taken to address performance-related issues and areas of development, this might include training and mentoring support.

2.2 All permanent employees will receive an annual appraisal where Personal Impact Plan goals will be agreed and documented, these will be reviewed throughout the year during meetings with Line Managers. Performance feedback will be summarised during the appraisal and appropriate actions will be taken to address any issues.

2.3 For employees during their 6-month probationary period, performance will be regularly assessed and reviewed as part of their probationary review goals and will contribute to the course of action taken during, or at the end of the probation period, to either: confirm employment; apply an extension if objectives, performance targets, contractual obligations have not been met; or termination of the contract.

2.4 Camden Giving regularly reviews performance of employees, both good and poor performance, to ensure that we meet our organisational objectives and ensure employees are supported in meeting their role duties and development areas are addressed as well as acknowledging the positive work of employees and spot and improve poor performance.

2.5 Camden Giving does not offer performance related pay and annual appraisals are not attached to pay.

2.6 Employees must work continuously for two years before they acquire full employment rights. Therefore, an employer might consider terminating a permanent employee's contracts if they are not fulfilling their employment contractual obligations, duties set-out in the role description, meeting probationary targets or Personal Impact Plan objectives, or if there are concerns with their conduct or any other performance-related issues that they are doing that are having a negative impact on Camden Givings purpose, as a result of poor performance. For a poor performance dismissal to be considered, Camden Giving must have issued warnings to the employee, kept records and must be assessed over a period, to be deemed reasonable.

2.7 In any circumstance where an employee's performance raises concerns, Camden Giving must take a consistent and fair approach across to address any concerns about performance. Camden Giving will always carry out a full and fair procedure before deciding on any action and decisions in relation to performance-related issues and performance management. Line Managers must address performance management with employees directly and record actions taken on both ends.

3. Monitoring Employee Performance

3.1 Camden Giving has the right to monitor and record employee's performance as part of regular meetings and appraisals including keeping records of performance-related issues. This will be recorded on a confidential HR log by the employees Line Manager. Line Managers must always communicate with employees, following the correct procedures outlined in the policy, to address performance-related issues and keep a record of what was discussed and any actions taken.

3.2 If an employee has any concerns or is unhappy with the performance management process, they must speak to their Line Manager. If they cannot do this, they can raise concerns with a Trustee who will be appointed by the Chair of Camden Giving. You can refer to Camden Giving's Grievance Policy for further information.

Managing Poor Performance

4.1 Line Managers must use their discretion and evidence from the HR records to decide on the best course of action for both the organisation and the employee to address poor performance. Line Managers must use the records to decide whether a disciplinary or a performance-management plan is most appropriate.

4.2 Line Managers must find out more on whether the issue is due to either conduct or capability. A conduct issue relates to an employee's behaviour at work and a capability issue relates to an employee's ability to fulfil the duties of their job description. Either of these issues can impact on their performance, or the performance of others, and may trigger:

- I. a performance management plan, whereby performance-related targets will be agreed to try and resolve any performance related concerns.
- II. an investigation for possible disciplinary action as part of the Performance Management process if the employee breaches our code of conduct, staff handbook, policies, or has a negative impact on Camden Giving's purpose and objectives.
- III. other arrangements may be implemented to maintain, and improve the performance of employees so that the organisation achieves its goals.

4.3 Line Managers must follow the following processes as part of the performance management review and to help guide with the best course of action if there are concerns about performance-related issues:

- i. Have a verbal discussion with the employee to inform them of concerns about their performance and relevant actions for improvement and/or targets. Employees will be made aware that non-compliance or continued behaviours might lead to further formal action being taken.
- ii. If the performance issues are more serious and/or there are repeated issues and/or no progress is made, then we may decide that the Formal Procedure is more appropriate. A written warning will be issued and the employee will be invited to a Performance review meeting, which could trigger a formal performance management plan with targets and timescales to achieve during a set period, or an investigation into the disciplinary procedure. After the meeting the outcome of the meeting will be confirmed to you in writing.
- iii. If performance has not improved sufficiently by the end of the review period, a Final Review Meeting will be convened to discuss the next course of action, which might include disciplinary action and/or dismissal. After the meeting the outcome of the meeting will be confirmed to you in writing.
- iv. If your performance does not reach the standard required by the review date, a final meeting will be arranged. At the meeting and subject to the absence of any important

indication to the contrary, dismissal will normally be considered. After the meeting the decision will be confirmed to you in writing.

Formal review meetings can be attended by a neutral representative for the purpose of minute taking. Employees under review may bring a companion to any meeting or appeal meeting under this formal procedure. The companion may be either a trade union representative or a work colleague.

4.4 Line Managers and employees will review their progress at regular performance feedback meetings to assess employees against their performance measures and keep an ongoing record of performance. If poor performance persists and improvements are not being made, further actions will be dependent on the outcome of these meetings and other circumstances, which might include triggering a disciplinary or dismissal procedures.

4.5 The severity of performance-related issues will be considered at the point of reviewing the best course of action to take and areas of concern might include, but isn't limited to, if an employee:

- i. keeps taking sick leave or has poor time management and ongoing tardiness that are having a negative impact on the employee's performance;
- ii. is absent without permission including 'unauthorised absence' or 'absent without leave' (AWOL);
- iii. are not fulfilling their contractual obligations;
- iv. failure to achieve the duties or person specification in an employee's Job Description;
- v. it's disruptive to Camden Giving's purpose;
- vi. failure to follow Camden Giving's policies.

4.6 The Company reserves the right to escalate the matter to Stage Two or Three ahead of commencing the matter from Stage One, should it be felt that the issues are more serious and/or there are or have been repeated issues, particularly during the informal procedure.

4. Reporting

5.1 Camden Giving staff will review how well our arrangements are working to ensure it is meeting the needs of the organisation. We will review this in line with internal and external factors regularly and report back to Trustees if further reviews need to take place.

Camden Giving Sick Leave Policy

Date Created: 23/09/2021

1. Purpose of this policy

1.1 Our company sick leave policy outlines our company's provisions for employees who become sick and need to be absent from work. This applies to all our employees from their first day of work at Camden Giving.

2. The Policy in Practice

2.1 If an employee is unable to work as a result of sickness, accident or injury, they must telephone their Line Manager as soon as possible and at least by their agreed starting time on the morning of the first day of absence. They should provide a reason for their absence and when they expect to be back at work. Employees must not message Line Managers on Slack, WhatsApp or any other messenger service to inform them of absences.

2.2 If an employee cannot get hold of their Line Manager they must leave a voicemail and **then** telephone the Director using the same process in 2.1. They should, in addition, write an email to their Line Manager who will respond as soon as possible, if they cannot get hold of them in the first instance. If the Director is not available they must inform the Assistant Director using the same process.

2.3 Employees who become sick and cannot work because of an illness, condition or injury and cannot reasonably work from home, should follow the Sick Leave process in 2.1 and 2.2. If employees are sick but well enough to work from home, including if they can't come into the office to avoid spreading illnesses, this must also follow the process in 2.1 and 2.2. However working from home is only allowed in exceptional circumstances at the Directors discretion.

2.4 Employees must inform their Line Manager each morning with their progress and when they expect to return to work.

2.5 In the event of the illness lasting between four and seven calendar days inclusive, on the first day of returning to work the employee must complete and submit to the Director a self-certification form for absences of up to seven days. The form will be supplied by their Line Manager.

2.6 After an absence of seven calendar days, a medical certificate is required to cover the eighth and subsequent days of illness. Employees will be required to obtain a Statement of Fitness for Work ('Fit Note') and/or Medical Certificate from a GP or hospital doctor. This must be sent to their Line Manager as soon as possible. A new Fit Note / Medical Certificate should be sent periodically as required by Camden Giving.

2.7 Return to work discussions will be held with the employee and their Line Manager on the day of their return to work, or as soon as reasonably possible, after a leave of absence of any duration. Line Managers will keep a record of the discussion and any actions taken.

3. Monitoring Sick Leave

3.1 Camden Giving has the right to monitor and record absence levels and reasons for absences. All absences will be recorded on a confidential HR log by the employees Line Manager. Such information will be kept confidential.

3.2 In the case of frequent illness, if the Director, after consulting the employee, is concerned about the absences, or is not satisfied with the reasons given, they may require the employee to produce a medical certificate when the employee is next absent from work, or may in the case of a prolonged absence, seek a report from the employee's GP and/or a second medical opinion as to the cause of incapacity and prognosis. Employers must receive permission from the employee in this instance. If Camden Giving are making reasonable adjustments for an employee, we can seek advice from the employee's GP if they have the employee's consent. Any reasonable costs will be met by Camden Giving and no such steps will be taken without reasonable cause or prior consultation with the employee.

3.3 In order to maintain a safe and productive work environment, Camden Giving expects the employees to be reliable and punctual in reporting for work. If an employee is absent or late more than we might consider as normal periods of sick leave, including authorised leave, we are obliged to review this in line with employees' contracts and our staff handbook.

3.5 If there are concerns with regular or ongoing periods of lateness, sickness or other absences, including authorised and unauthorised absences, Line Managers will:

Set-up a meeting to check-in and understand how the employee is and whether they might require further support or adjustments.

Plan for the week ahead with the employee to ensure they feel supported and managing their time and workload effectively

Ensure they understand that non-compliance or continued behaviours might lead to a more formal review.

3.6 Employees should, where appropriate, inform Line Managers if they have, or have concerns about, ongoing health condition(s) so that they can agree on a plan that suits both the employee and Camden Giving and discuss any ways they might need support or reasonable adjustments. Line Managers will provide all employees, at the start of employment, access to the Employee Assistance Programme (EAP).

3.7 If repeated absences are having a negative impact on the employee's performance, and if poor attendance and performance continues and improvements are not being made, then it might be possible to explore formal Disciplinary procedures. Reasons for this might include, but are not limited to:

- I. they are not fulfilling their contractual obligations;
- II. failure to achieve the duties or person specification in an employee's Job Description;
- III. it i's disruptive to Camden Giving's purpose;
- IV. failure to follow Camden Giving's policies.

3.8 If an employee is unhappy with how their return to work has been handled, they should first raise it with their Line Manager. If they are still unhappy with the outcome they can raise it with a Trustee who will be assigned by Camden Giving's chair.

4. Sick Pay

4.1 We do not offer paid time off for attending appointments. Employees must inform their Line Manager if they have to attend appointments for health-related concerns. Wherever possible, time

to attend appointments should be arranged in advance and working arrangements must be pre-agreed with Line Managers.

4.2 If an employee is absent from work owing to illness or incapacity (including injury or other disability) and has complied with the requirements above they are entitled to receive an allowance in accordance with the Second Schedule. Company sick pay is equal to normal basic salary. Thereafter they will receive Statutory Sick Pay in accordance with the law (please refer to employee contracts for further information).

4.3 Camden Giving is responsible for paying Statutory Sick Pay (SSP) to any employee entitled to receive it who is sick for more than 4 days. Statutory Sick Pay is not paid in addition to Sick Pay, but as an element of it. SSP is subject to PAYE and National Insurance.

4.4 The same sick pay rules apply if sickness is caused by the workplace. For example, an employee is not entitled to extra sick pay if they get:

- I. an injury through an accident or negligence at work
- II. a mental health condition caused by stress at work

5. Reporting

5.1 Camden Giving staff will review how well our arrangements are working in line with internal and external factors regularly and report back to Trustees if further reviews need to take place.