

## Trustee Briefing Paper

### Audit of Employment / HRM Policies for PATCH

#### Introduction and Context

As well as having a large volunteer-base, PATCH is an employer and has to ensure it has a solid infrastructure of policy and governance. The purpose of this audit was to ensure that we are operating in line with best-practice, to safeguard both employee welfare and the continued success and longevity of the organisation.

This briefing paper is designed to explain the findings of this audit and to justify the recommendations made.

#### Initial Findings

There are currently two policies and three procedures already in place, although it is unclear when these documents were ratified and/or reviewed by the Board of Trustees. The literature currently consists of:

- Capability Procedure
- Disciplinary Procedure
- Equal Opportunity Policy
- Grievance Procedure
- Absence Management Policy

Within the literature, there is some ambiguity around the scope. I am therefore clarifying that any recommended HR policies apply to **employees** and not **volunteers**. Both parties have separate and distinct legal status and it is prudent to ensure these remain separate. Policies that apply exclusively to volunteers are an operational matter and should be under the jurisdiction of the General Manager.

It is noted that amongst the Board of Trustees, there is no Chairperson. Whilst there is no legal requirement for a charity to have a Chairperson, it is considered best practice when dealing with personnel matters.

You will see from the recommendations below, I have amended some existing policies and created new ones. All of these policies have a requirement to be reviewed on an annual basis. Each has been written in line with the ACAS best practice.

The following table shows what I've done with the existing policies

| Policy name            | Action                                   |
|------------------------|------------------------------------------|
| Capability Procedure   | Amended                                  |
| Disciplinary Procedure | Merged in to Misconduct and Disciplinary |

|                           |                                         |
|---------------------------|-----------------------------------------|
|                           | Policy                                  |
| Equal Opportunity Policy  | Enhanced in to EDI Policy               |
| Grievance Procedure       | Amended                                 |
| Absence Management Policy | Amended - linked with Capability Policy |

### Recommendations

- 1) Abandon the previous documents and adopt/readopt the following policies
  - a. Capability Policy
  - b. Misconduct and Disciplinary Policy
  - c. Supporting Performance Policy
  - d. Absence Management Policy
  - e. Equality Diversity and Inclusion Policy
  - f. Maternity, Adoption and Parental Leave Policy
  - g. Grievance Policy
- 2) Elect a Chair of the Board OR a staffing subcommittee
- 3) Commit to review policies on a regular basis

### Opportunities for further literature

In order to develop as a supportive employer, PATCH should consider the creation of further policies in line with best practice:

- Health and Safety at Work Policy
- Reward and Benefits Policy
- Communication Policy (inc Social Media)
- Learning and Development Policy
- Agile Working Policy