

# Charity Policies and Procedures Templates

Second edition



# **Charity Policies and Procedures Templates**

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# Introduction

## About these templates

The policies and procedures contained in this document are intended to be adapted and tailored to your specific organisation. Obvious slots exist for you to drop in your organisation's name, the job title of the relevant person or team, or other detail (indicated in square brackets in italics, for example '[charity's name]', '[role]' or '[number]'), but it's important to read through the policies fully before deciding whether further changes are required.

There are also consistent references to some key terms like 'staff', 'volunteers', 'beneficiaries' or 'Chief Executive'. Using the 'find and replace' feature in Word, you can edit these so that they reflect the references or terms most relevant to your organisation if they are different. Where such key term has been included in square brackets (for example, '[HR Manager]'), it indicates that someone in this type of role should be listed, but you might want to change to the exact title used in your organisation. We have also included some additional notes (also in red square brackets) to flag certain elements that you might want to adapt more significantly or add more detail.

The templates are deliberately low on formatting and design to make adapting them as easy as possible. Copying and pasting individual policies into your existing set and adapting for your own house style should be easy, as should working the other way around and dropping your existing policies into this document to create a comprehensive staff handbook.

While most of the policies included among these templates are about procedures and processes, there are some that relate to legal elements. Guidance around statutory provisions (for example, provisions covering parental leave) should always be checked against official guidance to confirm there haven't been any updates to the legislation and consider any caveats that may apply to your organisation specifically. In some cases, you may need to seek legal advice.

We hope that you find these templates useful to save you a small amount of time in developing your own policies and a much bigger amount of time by having them in place when you need them the most.

## Making the most of these templates

Policies on their own are pretty useless if nobody knows what they are, why they say what they say and how to use them effectively. Policies and procedures should empower staff and increase consistency and fairness across an organisation. Imposing them from above rarely encourages engagement, so if you are using this document as the basis for a bigger review of how you operate, we would strongly recommend communicating and engaging with staff throughout that process.

- Management and Leadership Policy and Standards
- Statement of Standards of Behaviour

- Bullying and Harassment Policy
- Equality, Equity, Diversity and Inclusion Policy

- Acting In Absence Policy
- Annual Leave Policy
- Compassionate Leave Policy
- Other Forms of Leave Policy
- Scheme of Delegation Policy
- Sickness Policy and Procedure
- Time Off in Lieu Policy
- Unauthorised Absence Policy

- External Complaints Procedure
- Grievance Procedure
- Trustees' Disputes Policy and Procedure
- Whistle-blowing Policy

- Trustee Recruitment and Selection Policy
- Trustees' Expenses Policy

- Employee Volunteering Policy
- Volunteer Management Policy

- Guidance for Managers on Holding Effective One-to-ones
- Guidance for Staff on Effective One-to-ones
- Team Briefing Policy

- Disciplinary and Dismissal Procedure
- Exit Interview Policy
- Handover Notes Policy
- Leavers' Procedure
- Redundancy Policy

- Early/Late and Lone Working Policy
- Flexible Working Policy and Procedure
- Work-life Balance Policy and Principles

- Maternity, Paternity and Adoption Policy
- Shared Parental Leave Policy

- Job Evaluation Policy
- Performance Review Procedure
- Progression
- Salary Policy and Performance Awards
- Six-Month Performance Review Procedure

- Fire Procedure
- Health and Safety Policy

- Induction Policy
- Recruitment and Selection Policy

- Safeguarding Policy

- Environmental Policy

- Internet, Email and Social Media Safety Policy
- IT Security Policy
- Microsoft Teams Policy
- Virtual Meetings Policy and Procedure

- Credit Control Policy
- Expenditure Authorisation Policy
- Partnerships Due Diligence

- Dress Code Policy
- Equipment Policy

- Data Protection Policy
- Personal Data Breach Policy



# About the Directory of Social Change

At the Directory of Social Change (DSC), we believe that the world is made better by people coming together to serve their communities and each other. For us, an independent voluntary sector is at the heart of that social change and we exist to support charities, voluntary organisations and community groups in the work they do. Our role is to:

- **provide practical information** on a range of topics from fundraising to project management in both our printed publications and our e-books;
- **offer training** through public courses, events and in-house services;
- **research funders** and maintain a subscription database, *Funds Online*, with details on funding from grant-making charities, companies and government sources;
- **offer bespoke research** to voluntary sector organisations in order to evaluate projects, identify new opportunities and help make sense of existing data;
- **stimulate debate and campaign** on key issues that affect the voluntary sector, particularly to champion the concerns of smaller charities.

We are a registered charity ourselves but we self-fund most of our work. We charge for services but cross-subsidise those which charities particularly need and cannot easily afford.

Visit our website [www.dsc.org.uk](http://www.dsc.org.uk) to see how we can help you to help others and have a look at [www.fundsonline.org.uk](http://www.fundsonline.org.uk) to see how DSC could improve your fundraising. Alternatively, call our friendly team at **020 4526 5995** to chat about your needs or drop us a line at [cs@dsc.org.uk](mailto:cs@dsc.org.uk).

# Data Protection Policy

[The following policy covers the key responsibilities in relation to data protection. Depending on the nature of your organisation, you may need to include more specific provisions for data protection in relation to vulnerable individuals, for example.]

## Who is covered by this policy?

All staff, trustees, volunteers, beneficiaries and customers.

## What is covered by this policy?

This policy covers data protection in relation to all areas of *[charity's name]*'s activities, including:

- customer records;
- legal compliance (UK General Data Protection Regulation – UK GDPR);
- recruitment, promotion, training, redeployment and/or career development;
- administration and payment of wages;
- calculation of certain benefits, including pension;
- disciplinary purposes arising from an employee's conduct or inability to perform their duties;
- performance review;
- recording of communication with employees and their representatives;
- compliance with policy and/or legislation with regard to health and safety or other employment legislation and regulation;
- provision of references to financial institutions, to facilitate entry onto educational courses and/or to assist future employers.

## Purpose

The purpose of this policy is to protect *[charity's name]* and its staff from the misuse of individuals' personal data and to ensure that *[charity's name]* complies with all relevant legislation.

## The policy

### Recruitment and selection

[Note that if you are using a recruitment agency, the agency will need to ensure appropriate data protection policies are followed at the point when data is collected. The following is important if you are recruiting people directly.]

		disciplinary investigation
If the investigation leads the line manager to believe a disciplinary meeting is necessary, they will notify the staff member and arrange an appropriate date.	Line manager	Meeting within one week of the notification, where practical (with a minimum of 24 hours' notice given)
After the meeting, the disciplinary meeting panel will consider whether disciplinary action is required and will notify the staff member in writing of their decision, including the level of disciplinary action taken if applicable.	Disciplinary meeting panel	Ideally, within 48 hours of the disciplinary meeting
If the staff member feels that disciplinary action taken against them is wrong or unjust, they have a right to appeal following <i>[charity's name]</i> 's appeal process (see 'The right to appeal' section below).	Staff member	Within a reasonable timescale – not more than two weeks after the employee is notified of the disciplinary decision

## How the disciplinary procedure will be conducted

### Establishing the facts

The line manager will investigate a potential disciplinary matter without unreasonable delay to establish the facts of the case. Depending on the circumstances, this may require holding an investigatory meeting with the staff member before proceeding to a formal disciplinary meeting. In others, the investigatory stage will be the collation of evidence by *[charity's name]* for use at the formal disciplinary meeting.

The investigatory meeting will not by itself result in any disciplinary action if the outcome of the investigation is that there is no case to answer.

If the staff member has been suspended pending an investigation, their return to work will be dependent upon whether the investigation warrants a formal disciplinary meeting. *[Charity's name]* will take into account what is in the best interests of the employee and charity.

# Health and Safety Policy

## Who is covered by this policy?

All staff, trustees, volunteers, beneficiaries and customers of *[charity's name]*.

## What is covered in this policy?

*[Charity's name]* wants to protect all its people and stakeholders from risks of occupational injury or ill health.

This policy covers:

- *[Charity's name]*'s health and safety policy statement;
- roles and responsibilities for health and safety;
- hazards, risks, incident reporting and training;
- *[Charity's name]*'s working environment procedures.

*[Charity's name]*'s health and safety policy applies to the following specific areas:

- the physical and virtual office environment;
- fire policy and fire safety management;
- first aid;
- work station assessment;
- workloads and overtime;
- eye health and testing;
- encouraging rest breaks while working;
- manual handling rules;
- portable appliances testing;
- electrical equipment safety;
- risk assessment;
- accidents and accident book;
- consultation with staff;
- maintenance of equipment and machinery;
- information, instruction, supervision and training of staff.

## The policy

*[Charity's name]* is committed to ensuring that health and safety at work is paramount and encompasses all staff and any other people who may be affected by its activities. Adequate resources will be provided to ensure all stakeholders are aware of this policy and committed to its effective implementation.

*[Charity's name]* will comply with the requirements of health and safety legislation.

4. The application form should also include the statutory 'Trustee Declaration' to ensure the applicant is legally able to perform the duties of a trustee, is not disqualified from doing so and will adhere to and uphold *[charity's name]*'s agreed standards of behaviour.

## Selection and interview process

There are four phases to the selection and interview process.

### Phase 1 – sifting for eligibility

In ordinary circumstances, a member of the *[Leadership Team]* and/or a trustee (or agency if relevant) will undertake an initial sift of applications. This is not to sift for potential candidates but to ensure that applicants meet the person specification and that they have fully completed the application form.

After the initial sifting process, the *[HR Manager]* and/or the agency will remove any identifiable factors from the applications, to make them anonymous (that is remove identifying information, such as age, gender, ethnicity, etc.) before the next shortlisting round. This is unless the trustees wish to fill a particular skills or representation gap and are looking for a specific background, expertise, experience or other criteria. In such case, there can be a section that allows applicants to specifically refer to how they meet that criteria.

*[Charity's name]* believes that it further limits the possibility of unconscious discrimination or bias if as many trustees as possible are involved in the recruitment process. Therefore, the following two phases – shortlisting and interview – involve two different groups of trustees.

### Phase 2 – shortlisting

Two trustees will be nominated to shortlist candidates on behalf of the board. Usually, the two trustees will be given at least three working days to undertake the shortlisting process of the anonymised applications.

Those candidates who have been selected to interview should receive an email from the *[Executive Office Manager]* informing them of the time, date and location of their interview. Those who were not shortlisted should receive an email informing them that *[charity's name]* will not take their application any further.

### Phase 3 – interview

Other two trustees, who were not involved in phase 2, will undertake the interviewing of candidates. *[Charity's name]*'s *[Chief Executive]* will complement this panel to sit in on interviews as an observer and as a source of information should candidates have any specific questions about operational details pertaining to *[charity's name]*.

- persistent failure to perform duties expected of them as a trustee;
- regular absence from board meetings or a persistent failure to engage with reasonable communications;
- disparaging or rude communication towards a fellow trustee, member of staff, volunteer or beneficiary;
- bullying or harassment of a colleague or any staff member, including derogatory comments or jokes in private messengers or social media;
- failure to publicly support decisions or positions made by the board or the [Chief Executive] under the aegis of the board;
- serious breach of any of [charity's name]'s policies and procedures;
- attitude which is deemed to be negative and unhelpful;
- being derogatory or offensive about [charity's name] or any of its staff, associates, volunteers, beneficiaries or customers publicly, including online or on social media;
- any other behaviour that [charity's name] reasonably deems to be inappropriate;
- misuse of information. (e.g. confidential material including staff records, accounting information or copyright material owned by [charity's name]);
- breach of health and safety which may endanger life or cause serious injury or seriously negative impact on the mental health and well-being of others.

## The process

### Establishing the facts

The chair of trustees (or the vice-chair/a nominated member of the board if the dispute concerns the chair) should lead the investigation of a potential dispute without unreasonable delay to establish the facts of the case. This may require holding an investigatory meeting with the individuals concerned and an attempt to resolve the dispute before taking any further action. [Charity's name] commits to conducting the investigation without undue delay and updating all parties regularly with expected time frames.

An investigatory meeting will not by itself necessarily result in any action.

### Informing relevant parties about the problem

If the chair (or the vice-chair/a nominated member of the board) decides that there is a case to answer, they will inform the relevant parties in writing. This notification should contain sufficient information about the alleged misconduct or poor performance and its possible consequences to enable the trustee concerned to prepare to answer the case at a meeting. Along with the notification, the chair (or the vice-chair/a nominated member of the board) will provide copies of any written evidence, which may include any witness statements.

The notification will also give details of the time and venue for the meeting. Trustees do not have rights in employment law to trade union representation; however, they may bring along an independent supporter. Under usual circumstances this supporter cannot be a fellow member of the board because of potential conflict of interest and the possibility of creating factions within the board. [Please note that allowing an independent supporter to accompany



# Charity Policies and Procedures Templates

Robust policies and procedures should empower staff and increase consistency and fairness across an organisation. These templates give you 55 of the most important policies and procedures for running your organisation effectively. They range from those related to conditions of employment such as annual leave and flexible working to those concerned with compliance and finance like data protection and credit control.

Hugely popular since first launched in 2020, this second edition contains a further 21 brand new templates including ones on equality, equity, diversity and inclusion and virtual meetings to ensure your organisation's policies are as comprehensive as possible.

The policies and procedures in this Word document are intended to be adapted and tailored to your specific organisation to make your policy creation that much easier. Obvious slots exist for you to drop in your organisation's name or the job title of the relevant person. Notes have also been added on some policies for explanatory purposes, so it's important to read through the policies fully before deciding whether further changes are required.

This publication is aimed at those responsible for and involved in devising policies and procedures in their organisation including those with leadership responsibility, HR officers, managers and those with an interest in areas such as risk management, compliance and equality.

'This collection of policies and procedures is an excellent practical resource for charities, in particular for smaller organisations that don't have in-house specialists. It contains easy-to-use templates, which can be tailored to suit every organisation depending on the work it carries out, the number of staff it employs, and its structure and organisational culture.'

**Rachel Mace, Director, Beating Time**

'DSC's *Charity Policies and Procedures Templates* are invaluable, offering a whole range of policies with a simple framework. They couldn't be simpler to use – to either create a new set of policies in your own house style and branding or cut and paste into your existing documents. These templates have saved us hours of staff time in getting all our basic organisational policies and procedures updated.'

**Robin Causley, Community Fundraising Advisor, Torbay Community Development Trust**