

Employee Handbook

Contents

[Introduction](#)

[Mission Statement](#)

[Sickness & Injury Absence Policy](#)

[Practice Rules](#)

[Holiday Leave](#)

[TOIL and Overtime](#)

[Timekeeping](#)

[Disciplinary Policy](#)

[Grievance Policy](#)

[Capability Policy](#)

[Induction](#)

[Whistleblowing Policy](#)

[Freedom to Speak Up](#)

[Appraisal Policy](#)

[Redundancy Policy](#)

[Retirement Policy](#)

[Maternity Policy](#)

[Paternity Policy](#)

[Parental Leave Policy](#)

[Time Off for Dependents Policy](#)

[Bereavement/Compassionate Leave](#)

[Parental Bereavement Policy](#)

[Bereavement Leave for Colleagues](#)

[Carers Leave](#)

[Time off for Jury Service](#)

[Time Off for Other Public Duties](#)

[Flexible Working](#)

[Medical Appointments](#)

[Equal Opportunities Policy](#)

[Equality, Diversity & Human Rights Policy](#)

[Bullying & Harassment Policy](#)

[Personal Staff Electrical Equipment Policy](#)

[Internet Usage Policy](#)

[Mobile Phone Policy](#)

[Practice Training](#)

[Continuing Professional Development Policy](#)

[Drugs and Alcohol Policy](#)

[Smoke-Free](#)

[Changes in personal information for employment purposes](#)

[Trade Union Membership](#)

[Overpayment of Wages Policy](#)

[Anti-Bribery, Fraud & Anti-Corruption Policy](#)

[Pension Scheme](#)

[Other Employment](#)

Introduction

The documents within the Employee Handbook give a guide to the Practice's rules, benefits and terms and conditions applicable to all employees of the practice and, as such, form part of each employee's terms and conditions of employment. Our aim in producing this document was to create a one-stop information point where you could access all the information you are likely to need in relation to your employment with us. The documents give an overview of the terms and conditions of your employment and outline what you can expect from us as your employer. In

return, we ask you for a high degree of commitment, guidance on the high standards of conduct, dedication and loyalty to help us achieve the aims and objectives of the Company.

All employees should, therefore, endeavour to familiarise themselves with it and comply with it at all times. Any questions regarding its contents should be referred to the Practice Manager in the first instance, or Employer should the Practice Manager be unavailable (collectively referred to as "Management" hereafter).

It is important to note that the Employee Handbook is not exhaustive. It is intended to cover only the main policies and procedures that all employees should know.

Ignorance of documents contained or referred to in the Employee Handbook will not be accepted as a sufficient reason for non-compliance with their contents.

Changes in the Employee Handbook may be necessary from time to time to comply with legal requirements or due to the needs of the practice. Employees will be notified directly of any changes following appropriate notice.

The Employee Handbook remains the property of the Practice and must be returned if any employee leaves the service of the Practice (this only applies if the handbook has been printed).

.....Hassan Bhojani on behalf of

.....Owner & Principal Dentist at Pav Dental

Mission Statement

Our practice is committed to providing high-quality dental care to all our patients.

Accordingly, as a practice, we will:

- Wherever possible, see patients on time.
- Use good quality modern materials and techniques.
- Support continuing staff training and development.
- Spend sufficient time with patients.
- Charge fair and reasonable prices and offer a choice of payment methods.
- Promote a culture of good and open communication with patients so they can help shape our service provision.

Therefore, we consider our employees a major asset and want all employees at the practice to find it an enjoyable and rewarding workplace. We are confident that our philosophy and outlook will provide a working environment encouraging all to fulfil their potential.

Excellent communication between all staff at all levels is the key to success. Therefore, we encourage all employees to raise matters with Management about issues of concern, difficulty or working practices. If you know a better way of doing something, we wish to know about your idea.

We aim for continued and sustained improvement and recognise that our employees are the best source of ideas. No employee should ever feel that they will be criticised or ostracised for raising any matter.

We wish you a happy and rewarding time working for us.

Sickness & Injury Absence Policy

If you are absent from work because of sickness or injury, the conditions of the Statutory Sick Pay scheme will apply. You must follow the notification and certification procedure set out below.

Notifying the practice

If you cannot attend work, you must inform Hassan Bhojani of the reason for absence and when you hope to return to work. You should telephone no later than 9 am on the first day of absence.

You must not notify the practice by text unless permitted to do so.

If you cannot give an estimated date of return to work, you must contact the practice on each day of absence no later than 9 am on each day. If you are late notifying us of sickness absence, this may be classed as an unauthorised absence. During sickness absence, you must remain in contact with Hassan Bhojani and supply the appropriate evidence of incapacity.

While you are off work due to illness, Hassan Bhojani will keep you updated on any news or changes occurring at the practice.

Evidence of sickness

You may need to provide evidence if you are absent due to sickness. The evidence required depends on the length of time that you have been absent.

If you are absent for up to seven days, on your return to work, you should report to Hassan Bhojani to discuss the reasons for your absence.

If your sickness absence continues for more than seven consecutive days, you should obtain a fit note (sometimes referred to as a medical certificate) from your doctor (or other registered healthcare professional such as a nurse or pharmacist) and forward it without delay to Hassan Bhojani. The practice will retain a copy of the note and return the original to you. Further fit notes should be submitted without delay for the duration of the illness.

If you do not notify the practice, maintain contact as required, and/or fail to provide evidence of incapacity, the practice may commence disciplinary procedures.

Monitoring absence

The practice monitors the absence of all employees.

Following each period of sickness absence, Hassan Bhojani will hold a return-to-work meeting to discuss the reason for your absence and whether any modifications to your work duties or the workplace are required to reduce the likelihood of further periods of illness. Notes of these return-to-work meetings will be kept on your employment record.

Following four periods of short-term self-certified absence in any calendar year, the practice will request an informal meeting to discuss the cause of these absences. We will keep notes of these meetings and may request a fit note for subsequent periods of absence of less than seven days.

If discussions and/or the fit notes suggest an underlying medical reason for the absence, we may request a medical report to help us assess your capability for the job.

Any unauthorised absence, or where it seems that the reason given for absence is not genuine, may be treated as a disciplinary matter in accordance with the practice disciplinary procedure. You will not be paid for days of unauthorised absence.

Medical reports

We may seek your consent to obtain a medical report if you have been absent for a month or have had several periods of absence for the same or related medical condition.

Depending upon individual circumstances, but generally, before you have exhausted your entitlement to SSP, we will ask you for written consent to seek a medical report from your doctor on your long-term prognosis to enable us to assess the likelihood of a full recovery, a return-to-work date, the prospects of you being able to do the same work, and any reasonable adjustments that we may need to make. We may also ask for your consent to an examination and preparation of a medical report from an independent doctor appointed by the practice.

Where a medical report indicates that you cannot return, does not provide any reasonable date for your return to work, or outlines adjustments to enable your return that we cannot meet, your continued employment with the practice could be at risk.

If you refuse to provide consent for the practice to obtain a report from your doctor or to undergo a medical examination, the practice will decide on your capability to return to work and your continued employment based on the information that is available, including any medical certificates and the length of your absence, but without the additional information that a report or examination could provide. This may lead to dismissal on grounds of your capability to undertake your work.

Capability proceedings

The practice may hold a formal capability meeting following long-term illness to discuss the information provided by a medical report or following informal discussions about frequent short-term absences. You have the right to be accompanied by a work colleague or a trade union official at these meetings.

Long-term illness

This meeting will be used to consider the information provided by the medical report and your capability to do your work. We will discuss:

- The arrangements for your return to work
- Reasonable adjustments that could facilitate your return to work
- Options for a partial or phased return to work
- Whether to end your employment on the basis that you are incapable of carrying out work for the foreseeable future.

If we decide to terminate your employment on grounds of inability to do your job due to sickness or injury, we will give you notice in line with your employment contract.

Frequent short-term absences

If you are absent on several separate occasions, we will consider the reasons for those absences. If there is an underlying cause, we may ask for a medical report from your GP or a suitable

specialist to help us identify what might be done to reduce the number of absences. We will invite you to a formal capability meeting to discuss the absences and options for improving your attendance.

This meeting will assess the impact of the absences on the practice, the practice team and the service offered to patients. We will discuss and agree on attendance targets. If these targets are not met, we may issue a formal warning or decide on your capability to attend regularly and carry out your work. This may lead to your dismissal on grounds of capability.

The capability process would typically involve the following stages:

- Formal verbal warning about your capability to attend work.
- Written warning about your capability to attend work.
- Final written warning about your capability to attend work.
- Dismissal on the grounds of your capability to attend work.

At each stage, we will consider your skills, performance, general state of health, the likelihood of a change in your attendance, the availability of suitable alternative work and the effect of past and future absences on the practice.

Statutory sick pay (SSP) and practice sick pay

During periods of authorised sickness absence, you may be eligible to receive statutory sick pay (SSP); the government sets the rules for SSP (<https://www.gov.uk/statutory-sick-pay>). You may also be eligible to receive practice sick pay, which is an additional contractual entitlement that enhances SSP.

If you are not eligible to receive SSP, you may still be eligible to receive practice sick pay if this is part of your contract.

SSP is normally paid from the fourth consecutive working day of sickness for up to 28 weeks per period of sickness.

Practice sick pay is paid on a pro-rata basis for part-time employees.

Practice sick pay is not payable with respect to absences where you are not well enough to work because of elective surgical/medical procedures for which there is no clinical need.

Holiday Leave

Our holiday entitlement is set out in your Statement of Employment.

The leave years runs from ... to...

We encourage all staff to take their holidays in the current leave year, and no holidays will be carried over into the next holiday year without prior permission from the Practice Manager.

Requests to take annual leave must be approved by your practice manager and booked through the compliance portal or the practice manager before booking or taking a holiday. Annual leave will not be considered authorised unless approved. Holiday requests should be made with the appropriate notice and at least double the notice for the length of holiday you request.

Annual leave should not be taken during your probationary period unless there are exceptional circumstances. You are only permitted to take a maximum of two weeks' holiday at any one time unless agreed with your practice manager.

For periods of holiday, you will receive your normal rate of pay. You may be required to take all or part of any outstanding holiday entitlement at any time as directed by the Practice. The Practice will provide you with notice which is double the length of the holiday period.

TOIL and Overtime

TOIL (Time owed in lieu) and Overtime are set out in your employment contract.

TOIL Leave

Where an employee has accrued TOIL, you will be eligible to take this time owed within six months of the overtime being worked. If an employee cannot take the TOIL during this time period, we will pay the time owed.

All TOIL is to be approved by Hassan Bhojani.

Practice Rules

Pav Dental shall instruct you in its normal working procedures, and you will be expected to follow these instructions carefully. The practice does not seek to impose unreasonably high standards of conduct on its employees, but to ensure that our patients receive the very best quality of care, everyone must follow the following rules. Failure to comply with these rules will render you liable to disciplinary action.

Clinical Standards

The practice has a written health and safety policy, which must always be complied with. Our treatment is provided safely for both patients and us, and we follow HTM 01-05 (WHTM 01-05 for Wales and SDCEP for Scotland) guidelines for infection control. All employees are required to work in accordance with the guidelines, which are available from the practice manager.

When working in the surgery, clinical staff must take particular care when:

- Handling and mixing materials.
- Handling instruments
- Handling equipment

Any accidents, breakdowns, or damage must be reported Hassan Bhojani without delay.

Ethical and legal requirements

All personal information the practice holds about a patient must be kept confidential and not disclosed to third parties without the patient's consent. The practice has a separate confidentiality policy. Compliance with the policy is essential, and breaches of its provisions may result in summary dismissal.

Strict rules of professional conduct bind the dentists, dental hygienists and dental therapists in the practice. They must ensure that they act in accordance with the General Dental Council's guidance, Maintaining Standards.

Personal conduct and appearance

Patients and colleagues must always be treated with courtesy and respect in a helpful, caring and friendly manner. Everyone is responsible for ensuring that a visit to our practice is pleasant and comfortable. The practice's success depends on cooperation and teamwork; everyone is expected to play their part in achieving this.

Employees must wear the practice uniform, including protective clothing and equipment, which management considers necessary. Shoes must be low-heeled and suitable. Jewellery should be unobtrusive and not liable to become caught in any equipment. The overall appearance of all employees should be clean, neat and professional.

Strict punctuality regarding arrival times and return from lunch breaks must always be observed.

Disciplinary action

Failure to follow these rules will result in disciplinary action using the practice's disciplinary procedure.

Timekeeping

All employees are responsible for ensuring they arrive on time and begin work at their appointed time. If you know you will be late, you must notify Hassan Bhojani to let them know the reason for your lateness and anticipated arrival time. If you cannot attend work due to sickness, follow the Sickness and Injury Policy.

You are expected to attend work until the appointed time unless agreed beforehand by the practice manager.

Where the Practice uses a sign-in system such as a timesheet or App, these must be completed daily.

The Practice will monitor timekeeping on an ongoing basis. Where the Practice has found there to be continuous issues or persistently poor timekeeping, these will be dealt with in accordance with the disciplinary procedure.

Disciplinary Policy

All staff at Pav Dental are expected to behave to certain standards, whether in a personal or professional capacity. Examples of some of these standards are outlined in our Practice Rules Policy. Enforcing discipline is not our preferred method, and we hope most forms of discipline are voluntary or self-imposed. Occasionally, we may have to act towards any individual whose behaviour or performance at work is unacceptable.

Many cases of minor misconduct or poor performance can be dealt with informally in the practice, and this route is encouraged. These discussions should be held in private and without undue delay. Your manager may guide you on improving your conduct at work and construct a supportive action plan. In many cases, additional training, coaching, and advice may be needed.

Examples of Misconduct include (but are not limited to):

- Poor timekeeping
- Poor attendance

- Unsuitable dress
- Poor attitude/behaviour towards colleagues or patients, etc
- Failure to provide up-to-date information, such as emergency contact details

Where we feel informal discussions are inappropriate or, in cases of gross misconduct, we must follow the practice disciplinary procedure. No disciplinary action will be taken against an employee until the case has been thoroughly investigated.

Disciplinary Procedure

Stage 1

Establish the facts. Hassan Bhojani should first collect any evidence of misconduct. This investigation will help decide whether formal disciplinary action is required or an informal discussion with the individual will suffice.

Stage 2

If it is decided that the evidence supports the allegation of misconduct, the employee will be invited to a disciplinary meeting. The employee should be notified in writing, outlining the allegation of misconduct/poor performance, as this will allow them time to prepare a case. The notification should also state the date and time of the meeting and explain that they are allowed to be accompanied by a colleague or trade union representative.

Stage 3

Hassan Bhojani will decide if any disciplinary action is required. They should notify the employee of their decision in writing.

Disciplinary Action

Stage 1

First written warning.

The employee is given a formal written warning and will be advised of the reason for the warning. This will be recorded on the employee's file but will be nullified after six months, subject to satisfactory conduct and only if there are no further instances of disciplinary action for whatever reason.

Stage 2

A final written warning may be given if conduct or work performance does not improve or the misconduct is repeated. This will provide details of the complaint, the length of any probationary period, and notification that dismissal may result if the terms of the warning are not followed. This warning will be noted on the employee's record for one year.

Stage 3

Dismissal

Failure to meet the requirements set out in the final written warning will generally lead to a further disciplinary hearing and dismissal with appropriate notice. The employee will be provided in writing

with reasons for dismissal, the date on which the employment will terminate, and the right of appeal.

Gross Misconduct

The following list provides some examples of offences which are generally regarded as gross misconduct:

- theft or fraud
- physical violence or bullying
- deliberate and severe damage to property
- serious misuse of an organisation's property or name
- deliberately accessing internet sites containing pornographic, offensive or obscene material
- serious insubordination
- unlawful discrimination or harassment
- bringing the organisation into serious disrepute
- serious incapability at work brought on by alcohol or illegal drugs
- causing loss, damage, or injury through serious negligence
- a serious breach of health and safety rules
- a serious breach of confidence.

This list is intended only as a guide and is not exhaustive.

If there is an accusation of gross misconduct, you may be suspended from work on full pay while the alleged offence is investigated. If Hassan Bhojani is satisfied that gross misconduct has occurred, the result will normally be summary dismissal without notice or payment in lieu of notice.

Criminal Charges

Where your conduct is the subject of a criminal investigation, charge, or conviction, we will investigate the facts before deciding whether to take formal disciplinary action.

We will not usually wait for the outcome of any prosecution before deciding what action, if any, to take. Suppose you cannot attend the hearing or have been advised not to attend or say anything about a pending criminal matter. In that case, we may have to decide in your absence on your employment based on the available evidence. A criminal investigation, charge or conviction relating to your conduct outside of work may be treated as a disciplinary matter if we consider that it is relevant to your employment.

Appeals

An employee may appeal against a disciplinary decision to the practice manager as soon as possible or within five working days of the decision being communicated to the employee. Appeals should be in writing. At the appeal hearing, the employee will again be allowed to state their case and have the right to be accompanied by a fellow employee of their choice or a trade union representative. The decision of the practice manager will be final.

Grievance Policy

This policy and procedure aims to provide an employee who considers that they have a grievance with the opportunity to have it examined quickly and effectively. Where a grievance is deemed to exist, we aim to resolve it, if possible, at the earliest practicable moment.

Procedure

An employee can raise a grievance if:

- They feel raising it informally has not worked.
- They do not want it dealt with informally.
- It's a very serious issue, for example, sexual harassment or whistleblowing.

Formal Grievance

For serious matters or where you wish to formally raise a grievance, you should write to the practice manager stating the facts of the issue being raised. If the grievance is against the practice manager, you should write to the practice principal.

The practice will arrange a meeting without unreasonable delay to discuss the grievance. You have the right to be accompanied by a colleague or trade union representative.

The practice will inform you of the decision without unreasonable delay and inform you that you can appeal if you are not content with the outcome.

Appeals

An employee may appeal against a decision on their grievance. You should inform the practice manager. **An appeal hearing will be held without unreasonable delay.** At the appeal hearing, the employee will again be given the chance to state their case and will have the right to be accompanied by a fellow employee of their choice or a trade union representative. The decision of the practice manager will be final.

Capability Policy

Capability refers to the employee's ability to carry out their work to the standards set by their employer.

Pav Dental's Capability Policy and procedures apply in cases where employees fail to carry out their work to a satisfactory standard through lack of ability due to a lack of skill or experience, illness or disability. If an employee is underperforming, Hassan Bhojani should examine the circumstances to identify underlying causes and support the employee to help them improve to the required standard of performance. Care should be taken when disability or health issues are involved, and advice should be sought from Occupational Health Services and HR Services as appropriate.

Our capability policy does not form part of the contract of employment.

Where employees do not carry out their work to an acceptable standard due to a lack of care, motivation or wilful neglect, the matter will be dealt with under the provisions of our Disciplinary Policy, where some form of disciplinary action will normally be appropriate.

Capability Procedure

Informal Stage: Appropriate action should be taken promptly as soon as it is noticed that an employee is not performing certain aspects of their job satisfactorily. Delaying or doing nothing may cause the performance problem to escalate and delay providing the necessary support to the individual. First, addressing any performance issues in a staff appraisal or when discussing a staff member's personal development plan is good.

It is important to discuss:

- Areas of concern.
- The standards required.
- Establish and address any likely causes of poor performance.
- Identify training needs or other support and
- set expectations for improvement with a timescale.

Investigation Stage: The ACAS Code of Practice states that an employer should investigate before starting a formal capability process. This investigation should include speaking to the employee and allowing them to comment on any evidence highlighting performance concerns.

Accurately documented performance appraisals or previous informal discussions that have attempted to address concerns will assist with this process, so keeping a written log of any previous informal discussions is advisable.

An investigation may also reveal underlying reasons for the performance concerns, which an employer must consider before deciding whether taking further steps to address those concerns is appropriate. For example, any issues caused by the employer's failure to provide training and/or support may be resolved by providing such training/support. Similarly, any indications of ill health or physical impairment should be investigated further in case the employer needs to consider making any adjustments to enable the employee to reach the required standard.

Formal Stage: This stage is where it is not possible to manage capability issues informally; if standards don't improve or there is no apparent reason for poor performance, then a formal meeting may be required.

This policy, which applies to all of us, will be applied in a non-discriminatory manner.

Capability matters will be dealt with without undue delay.

A colleague of your choice is recommended to accompany you at any stage of the formal capability procedure.

Any records arising under the provisions of this policy will be kept confidential.

Before any capability meeting, you and the person accompanying you at the meeting will be informed of the incapability issues arising and, where possible, of all relevant evidence.

You will be given at least 72 hours notice of when and where the meeting will take place.

No action will be taken until the case has been thoroughly investigated. You will be given an opportunity to provide an explanation before any action is taken.

Where the reason for poor performance is a lack of required skills, you will, wherever practical, be assisted, e.g., through training, and given reasonable time to reach the required standard of performance.

Where, despite assistance, you are unable to reach the required standard of performance, we will consider finding you suitable alternative work.

You will not normally be dismissed because of poor performance unless a performance improvement plan has been implemented, giving you a chance to improve.

At each stage of our Capability Policy, you will be informed of your right of appeal. The ACAS Code of Practice requires a right of appeal to be given against any disciplinary action, including capability warnings and any subsequent dismissal for capability reasons. An employee's appeal should be made in writing, including their grounds of appeal, and generally be made within five working days of the warning or notice of dismissal being issued.

Induction Policy

A staff Induction aims to ensure that all staff joining Pav Dental can identify the company's values and beliefs and function safely and competently. This policy aims to clarify the support provided and the responsibilities of all parties to ensure that the induction is completed effectively.

Effective induction is a major factor in retaining newly appointed staff within the dental practice. Assist in making staff aware of the overall structures within the practice and help them understand their role; Assist in developing a corporate and professional identity where the emphasis is on leadership that will include team building and staff involvement; Ensure that staff are given the opportunity to work in a safe working environment; Facilitate the reduction of costs associated with repeated recruitment and training.

Principles of Induction

An induction programme is designed to:

- Clarify the values of dental practice and all staff members contribute to these values.
- Outline the company's commitment to its staff, including lifelong learning, Appraisal and the Knowledge & Skills Framework, and make clear staff responsibilities.
- Support the effective integration of new employees in their new roles.
- Disseminate essential information to increase staff's confidence and knowledge in undertaking the duties of their role.
- Provide orientation to the working environment.
- Ensure that essential information has been understood and offer staff an opportunity to discuss this.
- Contribute to the knowledge and skills required to function safely and apply the knowledge to the workplace.
- Promote an established, competent workforce. Encourage and foster good working practices.

The manager is responsible for ensuring that a place in the Induction Programme is allocated to the new staff member.

They should:

- Ensure that a local induction checklist is completed and signed by the inductor and inductee in all practices for each staff member as soon as possible. A copy should be retained by the employee/employer.
- Agree on initial objectives and development needs between the employer and the employee,
- Explain the Appraisal Policy
- Assign an experienced staff member in the surgery to the new staff member for the first few weeks if deemed appropriate and possible. This person will answer questions and provide support and guidance, as well as the line manager. The manager will designate the chosen

staff member and should be briefed on their responsibilities and should be assigned for their personal skills in support and development as much as for their relevant experience.

Responsibilities

Hassan Bhojani will introduce, operate, monitor, and implement this policy to ensure fair and consistent application throughout the dental practice. They will also ensure the provision of appropriate learning and development opportunities and guidance to support Managers in the operation of this policy.

Responsibility of Managers

Hassan Bhojani is responsible for ensuring that this policy is adhered to within their area of responsibility. Hassan Bhojani should apply this policy appropriately to staff who change their roles or work locations.

Hassan Bhojani must also oversee the completion of relevant local professional and operational integrated team-specific Induction paperwork, including the Induction Checklist.

Responsibility of Individual Members of Staff

It is the joint responsibility of the manager and the employee to ensure all topics are covered. Any issues should be raised at an early stage by either the manager or the employee.

Review Meetings & Timescales

Review meetings are required between the manager and the employee to ensure the overall induction process has been carried out smoothly and the new employee has settled into their post. All staff are subject to the principles of a probationary period.

Whistleblowing Policy (Externally)

All of us, at one time or another, have concerns about what is happening at work. Usually, these concerns are easily resolved by talking with the person involved or with one of our managers. However, it can be difficult to know what to do when you are troubled about something that involves a danger to patients, the public or colleagues, professional misconduct or financial malpractice.

It is a requirement to act promptly to protect patient safety if there are concerns about the health, performance, or behaviour of a dental professional or the environment where treatment is carried out.

<https://standards.gdc-uk.org/>

We have introduced this policy to enable everyone to “blow the whistle” safely so that such issues are raised early and correctly. The practice welcomes your genuine concerns and is committed to dealing responsibly, openly and professionally with them.

If you have a concern:

- Act Promptly: If you are worried about something, please raise it when it is a concern rather than waiting for proof.

- If you are concerned about a practice procedure or the care provided by an individual, you should raise the matter with Hassan Bhojani, who will undertake the initial investigations in strict confidence. Any concern raised in this way will be taken seriously, and you will be treated courteously and sympathetically.
- If your concern is about Hassan Bhojani, you should raise it with one of the principals.
- If it is not possible to raise your concern with the above, or if they fail to act on your concern, you must raise it with a regulatory body or your professional indemnity provider.

Should you wish to report an issue externally, please contact:

General Dental Council

Telephone: 0845 222 4141 or 020 7887 3800

Email: www.gdc-uk.org

NHS England Customer Support Centre

Telephone: 0300 311 2233 (Monday to Friday, 8am to 6pm, excluding English Bank Holidays)

Email: England.contactus@nhs.net

Wales - Freedom to speak up team contact

Telephone – 02921 846000

Email – F2SUCAV@wales.nhs.uk

Northern Ireland – Please refer to this document for further guidance - [Public Interest Disclosure](#).

Scotland - Independent National Whistleblowing Officer

INWO@spso.gov.scot

INWO Advice Line for Scotland: 0800 008 6112

E-mail: INWO@spso.gov.scot

Care Quality Commission

Telephone: 03000 616161

E-mail: HSCA_notifications@cqc.org.uk

Protect (Formerly Public Concern at Work)

Telephone: 020 3117 2520

Website: <https://protect-advice.org.uk/contact-protect-advice-line/>

(For Trainee Dental Nurses) Please contact your training provider:

What we will do:

- We will investigate it promptly and thoroughly as soon as we are alerted to a concern.

- We will interview relevant individuals to gain a full account of the problem.
- We will record every investigation stage and inform the concerned staff member of the outcome.
- Your confidentiality will be maintained where requested.
- Disciplinary action will only be taken if a claim is found to have been maliciously raised.

Freedom to Speak Up (Internally)

In our practice, we welcome all our team members to speak up and make a promise that we will listen. By speaking up, you play a key and vital role in helping us improve our services to our teams and the patients who use our services.

We want to hear about any concerns you have. We also know that workers with disabilities, those from a minority ethnic background or the LGBTQ+ community do not always feel able to speak up.

This policy is for everyone working in our team, and we want to hear all of our team's concerns.

What can you speak up about?

You can speak up about anything that affects patient care or affects your working life. This could be something which doesn't feel right to you. For example, a way of working is a process that isn't being followed; you feel you are being discriminated against, or you feel the behaviours of others are affecting your well-being or that of your colleagues or patients.

Speaking up is about all of these things.

Speaking up, therefore, covers a range of issues, some of which may be appropriate for other existing processes (such as HR or patient safety and quality). This would be fine. As an organisation, we will listen and work with you to identify the most appropriate way of responding to the issue you raise.

We want you to feel safe speaking up.

Your speaking up is a gift because it helps us identify improvement opportunities that we might not otherwise know about.

We will not tolerate anyone being prevented or deterred from speaking up or being mistreated because they have spoken up.

Who can speak up?

All team members working in our Practice have the right to speak up.

Who can I speak up to?

Most speaking up happens through conversations with managers where challenges are raised and resolved quickly. We strive for a culture where that is normal practice and encourage you to explore this option – it may be the easiest and simplest way of resolving matters.

This may be your direct line manager, i.e. Lead Dental Nurse, Lead Clinician or most commonly, our Practice Manager Hassan Bhojani

However, you have other options regarding who you can speak up to, depending on what feels most appropriate to you.

- Senior manager, partner or director responsible for the subject matter you are speaking up about.
- The local counter fraud team (where concerns are related to fraud) [include local contact details].

****Please Delete the below section if not NHS****

Our Freedom to Speak Up Guardian:

>>INSERT NAME(S) AND CONTACTS DETAILS<<, who can support you to speak up if you feel unable to do so by other routes.

>>INCLUDE AN EXPLANATION OF THE STATUS OF THE GUARDIAN IF THEY SIT OUTSIDE YOUR ORGANISATION AND/OR ARE SHARED WITH OTHER ORGANISATIONS <<

The guardian will ensure that people who speak up are thanked for doing so, that the issues they raise are responded to, and that the person speaking up receives feedback on the actions taken. You can find out more about the guardian role [here](#).

Our HR team:

>>INCLUDE CONTACT DETAILS<<

Speaking up externally

If you do not want to speak up to someone within our practice, you can speak up externally to several bodies outlined in the Whistleblowing Section above this policy section.

Appraisal Policy

The appraisal process will apply to all staff who have successfully completed their probationary period. This includes staff on part-time or fixed-term contracts, although adjustments to assessment periods, etc, may be required in the latter case.

Frequency of the appraisal meeting

Each eligible member of staff should have an appraisal meeting at least on an annual basis. It is strongly recommended that an informal review meeting be held after six months. This is to ensure that the appraisal objectives set six months ago are still appropriate and, if necessary, agree on new or revised objectives. It will also allow both parties to raise problems or issues well before the year-end so that there is a chance of resolving them and still achieving the agreed objectives.

Appraisal meetings

The employee's immediate manager will normally conduct the appraisal and act as the Appraiser. Where an individual's role requires them to be responsible to or work closely with two managers, only one manager will normally conduct their appraisal unless the Appraisee consents to both managers participating in their appraisal. In such cases, the manager who does not attend the appraisal meeting should give feedback in advance to the manager conducting the appraisal meeting (the Appraiser) and can comment on any draft appraisal forms.

Disabled staff are entitled to be accompanied by a support worker (e.g., a signer) to help them participate in their appraisal meeting.

The purpose of the appraisal meeting will be to:

- Discuss, review and rate performance against the objectives set during the last appraisal meeting/probation review meeting.
- Set new individual SMART objectives for the coming year, which are derived from and aligned with organisational objectives.
- Identify any staff development activities required to assist the person in meeting their objectives and formulate a personal development action plan.
- Give feedback to the Appraiser on how they are managing their staff. This information may be used in the Appraiser's appraisal.

Appraisal ratings

When assessing an Appraisee's objectives, the Appraiser should use the following rating system:

- Performance is outstanding at this level.
- The individual performs at a level exceeding the role's requirements.
- The individual is performing well according to the requirements of the role.
- The individual is performing below the role's requirements in some aspects.
- Performance is unacceptable at this level.

Appraisal forms

Appraisal forms should be used to record the appraisal meetings, including the objectives set, how performance is rated and the personal development plan. The Appraisee and Appraiser should retain copies of the appraisal forms for regular review and monitoring. Copies of completed and signed-off appraisal forms should be returned to Hassan Bhojani and kept on confidential staff personal files.

Redundancy Policy

Refer to <https://www.gov.uk/redundant-your-rights/overview>

Retirement Policy

[Option 1]

This Practice does not operate a formal retirement policy.

[Option 2]

The default retirement age (formerly 65) has been phased out, and most people can now work for as long as they want to.

Retirement age is when an employee chooses to retire. The Employer does not set a compulsory retirement age for employees.

If you decide to retire, we would appreciate as much notice as possible. In any event, you should give the Employer at least the notice you are obliged to give under your employment contract.

We are proud to employ people of all ages and consider age diversity to be beneficial to the practice. We are committed to not discriminating against employees because of age and adhere to the principles set out in our Equal Opportunities Policy.

Maternity Policy

Definitions

The following definitions apply to this policy:

Expected Week of Childbirth: the week, starting on a Sunday, in which your doctor or midwife expects you to give birth.

Qualifying Week: have worked for your employer continuously for at least 26 weeks up to the 15th week before the expected week of childbirth.

Notification

You must inform us as soon as possible that you are pregnant. This is important as health and safety considerations may be involved.

Before the end of the Qualifying Week, or as soon as reasonably practical afterwards, you must tell us:

- That you are pregnant.
- The Expected Week of Childbirth and
- The date on which you would like to start your maternity leave (Intended Start Date)

You must provide a certificate from a doctor or midwife (usually on a Mat B1 form) confirming your Expected Week of Childbirth.

Time-off for Ante-Natal Care

If you are pregnant, you may take reasonable paid time off during working hours for ante-natal care. You should try to give as much notice as possible of the appointment.

We may ask you to provide the following unless it is the first appointment.

- A certificate from the doctor, midwife or health visitor stating that you are pregnant and
- An appointment card.

Where possible, you should arrange appointment times at the start or the end of the working day to minimise disruption to work.

Sickness

Periods of pregnancy-related sickness absence shall be paid in accordance with the Statutory Sick Pay Scheme in the same manner as any other sickness absence.

Periods of pregnancy-related sickness absence from the start of your pregnancy until the end of your maternity leave will be recorded separately from other sickness records. They will be disregarded in any future employment-related decisions.

If you are absent for a pregnancy-related reason during the four weeks before your Expected Week of Childbirth, your maternity leave will usually start automatically.

Health and Safety

We have a general duty to take care of the health and safety of all employees. We are also required to carry out a risk assessment to assess the workplace risks to women who are pregnant, have given birth within the last six months or are still breastfeeding.

We will inform you about any risks identified in the risk assessment and any preventive and protective measures that have been or will be taken. If we consider that, as a new or expectant mother, you would be exposed to health hazards when carrying out your normal work, we will take the necessary steps to avoid those risks. This may involve:

- Changing your working conditions or hours of work.
- Offering you suitable alternative work on terms and conditions that are the same or not substantially less favourable or
- Suspending you from duties which will be on full pay unless you have unreasonably refused suitable alternative work.

Entitlement to maternity leave

All employees are entitled to up to 52 weeks of maternity leave, which is divided into:

- Ordinary Maternity Leave of 26 weeks (OML).
- Additional Maternity Leave of a further 26 weeks immediately following OML (AML).

Starting maternity leave

The earliest date you can start maternity leave is 11 weeks before the Expected Week of Childbirth (unless your child is born prematurely before that date).

You must notify us of your Intended Start Date. We will then write to you within 28 days to inform you of the date we will expect you to return to work if you take your full entitlement to maternity leave (Expected Return Date).

You can postpone your Intended Start Date by informing us in writing at least 28 days before the original Intended Start Date, or if not possible, as soon as reasonably practicable.

You can bring forward the Intended Start Date by informing us at least 28 days before the new start date, or if that is not possible, as soon as reasonably practicable.

Maternity leave shall start on the earlier of:

- Your Intended Start Date (if notified to us in accordance with this Policy) or
- The day after any day on which you are absent for a pregnancy-related reason during the four weeks before the Expected Week of Childbirth or
- The day after you give birth.

If you are absent for a pregnancy-related reason during the four weeks before the Expected Week of Childbirth, you must let us know as soon as possible in writing. Maternity leave will be triggered unless we agree to delay it.

If you give birth before your maternity leave is due to start, you must let us know the date of the birth in writing as soon as possible.

The law prohibits you from working during the two weeks following childbirth.

Shortly before your maternity leave starts, we will discuss the arrangements for covering your work and the opportunities for you to remain in contact during your leave.

Statutory Maternity Pay

Statutory Maternity Pay (SMP) is payable for up to 39 weeks. SMP will stop being payable if you return to work (except where you are simply keeping in touch). You are entitled to SMP if:

- You have been continuously employed for at least 26 weeks at the end of the Qualifying Week and are still employed by us during that week.
- Your average weekly earnings during the eight weeks ending with the Qualifying Week (the Relevant Period) are not less than the lower earnings limit set by the Government.
- You provide us with a doctor's or midwife's certificate (MAT B1 form) starting your Expected Week of Childbirth.
- You give at least 28 days' notice (or, if that is not possible, as much notice as you can) or your intention to take maternity leave and
- You are still pregnant 11 weeks before the start of the Expected Week of Childbirth or have already given birth.

SMP is calculated as follows:

First six weeks: SMP is paid at the Earnings-Related Rate of 90% of your average weekly earnings calculated over the Relevant Period.

Remaining 33 weeks: SMP is paid at the Prescribed Rate, which the Government sets for the relevant tax year, or the Earnings-Related Rate if this is lower.

SMP accrues from the day on which you commence your OML and thereafter at the end of each complete week of absence. SMP payments shall be made on the next normal payroll date, and income tax, National Insurance and pension contributions shall be deducted as appropriate.

You shall still be eligible for SMP if you leave employment for any reason after the start of the Qualifying Week (for example, if you resign or are made redundant). In such cases, if your maternity leave has not already begun, SMP shall start to accrue in whichever is later of:

- The week following the week in which employment ends or
- The eleventh week before the Expected Week of Childbirth

If you become eligible for a pay rise before the end of your maternity leave, you will be treated for SMP purposes as if the pay rise had applied throughout the Relevant Period.

This means that your SMP will be recalculated and increased retrospectively or that you may qualify for SMP if you did not previously qualify. We shall pay you a lump sum to make up the difference between any SMP already paid and the amount payable by the pay rise. Any further SMP payments at the Earnings-Related Rate (if any) will also be increased as necessary.

Keeping in Touch

We may make reasonable contact with you from time to time during your maternity leave.

You may work (including attending training) for up to ten days during maternity leave without bringing your maternity leave or SMP to an end. You are not obliged to undertake any such work during maternity leave. In any case, you must not work in the two weeks following birth.

Shortly before you are due to return to work, we may invite you to discuss (whether in person or by telephone) the arrangements for your return. This may cover:

- Updating you on any changes that have occurred during your absence.
- Any triaging needs you might have; and
- Any changes to working arrangements.

Expected Return Date

Once you have notified us of your Intended Start Date in writing, we shall send you a letter within 28 days to inform you of your Expected Return Date. Suppose your start date has been changed (either because you gave us notice to change it or because maternity leave started early due to illness or premature childbirth). In that case, we shall write to you within 28 days of the start of maternity leave with a revised Expected Return Date.

Unless you tell us otherwise, we expect you to return to work on your expected return date. It will help us if, during your maternity leave, you are able to confirm that you will be returning to work as expected.

Returning Early

If you wish to return to work earlier than the Expected Return Date, you must give us eight weeks' prior notice. It would be helpful if you could give us this notice in writing.

If not enough notice is given, we may postpone your return date until eight weeks after you gave notice or to the Expected Return Date if sooner.

Returning Late

If you wish to return later than the Expected Return Date, you should either:

- Request unpaid parental leave (in accordance with the Parental Leave Policy), giving us as much notice as possible but not less than 21 days or
- Request paid annual leave in accordance with your contract, which will be at the employer's discretion.

If you are unable to return to work due to sickness or injury, this will be treated as sickness absence, and our Absence Management Policy will apply. In any other case, late return will be treated as unauthorised absence.

Deciding Not to Return

If you do not intend to return to work or are unsure, it would be helpful to discuss this with management as soon as possible. If you decide not to return, you should give notice of resignation in accordance with your contract. The amount of maternity leave left to run when you give your notice must be equal to your contractual notice period; otherwise, we may require you to return to work for the remainder of the notice period.

Once you have given notice that you will not be returning to work, you cannot change your mind without Management's agreement.

This does not affect your right to receive SMP.

Your Rights When You Return

You are normally entitled to return to work in the same position as you held before commencing leave. Your terms of employment shall be the same as they would have been had you not been absent.

However, if you have taken any period of AML or more than four weeks of parental leave, and it is not reasonably practicable for us to allow you to return to the same position, we may give you another suitable and appropriate job on terms and conditions that are not less favourable.

Returning to Work Part-Time

We will deal with any request by employees to change their working patterns (such as working part-time) after maternity leave on a case-by-case basis. There is no absolute right to insist on working part-time, but you do have a statutory right to request flexible work, and we will try to accommodate your wishes unless there is a justifiable reason for refusal, bearing in mind the needs of the Practice. It would be helpful if requests were made as early as possible.

Paternity Policy

Employees are entitled to take up to 2 weeks of Paternity Leave if they will be responsible for the child's upbringing and:

- They are the biological father or
- Their partner is having a baby, going through the adoption process, or having a baby via surrogacy.

Leave may be taken for the full two weeks or divided into two separate weeks. Even for multiple births, such as twins, a maximum of two weeks is allowed.

Paternity Leave can begin when:

- The date the baby is born.
- An agreed date within eight weeks of birth or expected date of birth.
- The date an adoption placement starts or an agreed date within eight weeks after
- The date a baby is born by a surrogate

All leave must be taken within 52 weeks of the birth or adoption placement.

Eligibility

To be eligible for Paternity Leave when your partner is having a baby or going through an adoption process, you must also:

- Be an employee.
- Have worked for the practice for at least 26 weeks, ending with the 15th week before the baby is due

Paternity Leave Pay

Statutory Paternity Pay (SPP) is the legal minimum that you can be paid by your employer while on Paternity Leave.

SPP is paid at the Prescribed Rate, which the Government sets for the relevant tax year, or the Earnings-Related Rate if this is lower.

Employees are entitled to SPP, providing they:

- Earn at least £123 a week on average for the eight weeks prior to your qualifying week (this is 15 weeks before the baby is due)
- Have been employed at the practice for at least 26 weeks before your qualifying week.

Notification Requirements

You must notify the practice in writing no later than the 15th week before the baby is due.

In cases of adoption, you must notify the practice within seven days of being matched with a child.

You may have to provide Hassan Bhojani with a self-certification form. These can be downloaded from the Gov website:

<https://www.gov.uk/government/publications/ordinary-statutory-paternity-pay-and-leave-becoming-a-birth-parent-sc3>

If you wish to change the date Paternity Leave starts, you must give Hassan Bhojani 28 days' notice. If the date change is due to a baby arriving early, you must inform Hassan Bhojani as soon as possible.

Same-Sex Parents

If you are in a same-sex partnership, one partner can take Maternity Leave and the other Paternity Leave.

Other Time off

As a biological father, someone going through the adoption process, or you are having a baby via a surrogate, you are entitled to time off to attend two antenatal (or adoption) appointments. These will be unpaid unless otherwise stated in your contract.

Parental Leave Policy

The law recognises, and we respect, that there will be occasions when working parents wish to take time off work to care for or spend time with their child or children.

Parents have the right to take unpaid leave to look after their child up to their 18th birthday. Common reasons why parents may request parental leave include (but are not limited to):

- Looking after a child when they are ill
- Looking after a child during the school holidays
- Looking around new schools/colleges/universities

Eligibility

Each parent is allowed to take up to 18 weeks of parental leave for each child. This should be taken in blocks of a week, with a maximum of 4 weeks allowed in one 12-month period. If the child has a disability, parental leave can be taken in blocks of 1 day.

To be eligible for parental leave, the staff member must be:

- An employee
- Have worked for the practice for at least one year.
- The staff member must also have parental responsibility for the child. This means:
 - They must be named on the birth certificate.
 - They must be named on the adoption certificate.
 - They must be the legal guardian.
- Stepparents may also be eligible for parental leave if both biological parents agree.

Notification Requirements

You must notify Hassan Bhojani of your intention to take parental leave. A request for parental leave must be submitted at least 21 days before the date you want to start parental leave.

Our Right to Postpone Parental Leave

We may postpone a proposed period of parental leave for up to six months where the leave as planned would unduly disrupt the Practice. We might do so, for example, where:

- You wish to take parental leave during a peak period.
- A number of employees wish to take parental leave at the same time.
- Your work is of importance to a time-critical project or
- Cover for your work cannot be found before the date on which your parental leave is due to start.

If we decide to postpone your parental leave, we shall consult with you about the date to which the leave might be postponed. We will notify you in writing within seven days of your request, stating the reason for the postponement and the new beginning and end dates of the leave which we will allow you to take.

Pav Dental cannot refuse or completely cancel a parental leave request.

Parental Leave after Maternity Leave

An employee is entitled to take up to 4 weeks of parental leave immediately after maternity leave. The employee would then be entitled to return to the same job they held before maternity leave.

Parental Leave after Paternity Leave

An employee is entitled to use parental leave to extend their paternity leave. To be eligible for this, the employee must:

- Be the biological father.
- Their partner must be having a baby, going through the adoption process, or having a baby via surrogacy.

Pav Dental cannot postpone parental leave if it is to be taken immediately after a birth or adoption.

Time off for Dependents Policy

The law recognises, and we respect, that there will be occasions where an emergency will occur and an employee may need to take time off for a dependant.

A dependant includes (but is not limited to):

- Husband, wife, civil partner, partner
- Child
- Parent

There is no legal amount of time an employee can take off for a dependent or how frequently they can be off. It should just be "reasonable".

An employee may need to take time off for a dependant for reasons such as:

- Illness
- Unexpected closure of a child's school (such as for a strike day)
- Death of a dependant.

There is no statutory entitlement to pay when taking time off for dependents. Employees should check the terms of their contracts to see if this time of leave would be paid or unpaid.

Bereavement/Compassionate Leave

We recognise that dealing with any bereavement is difficult. This policy is intended to help our employees during the time of the serious illness or injury, death or funeral of an immediate family member or close relative. This policy works alongside the Time Off for Dependents Policy.

Immediate family includes an employee's spouse, civil partner, parent, child, sibling or grandparent.

There is no set amount of time off allowed, and any leave granted should be "reasonable". Leave of this type should be discussed with Hassan Bhojani and will be dealt with on a case-by-case basis, including whether this time off will be paid or unpaid.

Parental Bereavement Policy

Purpose

This policy aims to set out the practice's stance on employee entitlements to parental bereavement leave, effective from 6 April 2020. The practice is committed to providing support to employees who experience loss in their lives and, in particular, understands that the death of a child, or a stillbirth, can be one of the most harrowing experiences of someone's life. This policy explains rights to time off, pay during time off and other support offered.

Eligibility

Parental bereavement leave is available from day one of employment. It is available to employees on the death of a child under the age of 18. You may take parental bereavement leave if you fall into any one of the following categories:

- A 'natural' parent

- An adoptive parent and those with whom a child has been placed under the 'foster to adopt' scheme, provided the placement is ongoing.
- A 'natural' parent where the child has been adopted, but a Court Order exists to allow the 'natural' parent to have contact with the child.
- An employee who is living with a child who has entered Great Britain from overseas in relation to who has received official notification that they are eligible to adopt.
- An intended parent under a surrogacy arrangement where it was expected that a parental order would be made.
- A 'parent in fact' is someone in whose home the child has been living for a period of at least four weeks before the death and has had day-to-day responsibility for the child, subject to exceptions. This category includes guardians and foster parents but does not include paid carers.
- The partner of anyone who falls into the above categories, where they live in an enduring family relationship with the child and their parent.

In addition, parents who suffer a stillbirth after 24 weeks of pregnancy are entitled to take parental bereavement leave.

Eligible parents have the right to 2 weeks statutory Parental Bereavement Leave if they are an employee and two weeks statutory Parental Bereavement Pay if they are an employee or worker.

Parental Bereavement Leave Pay

Employees and workers are entitled to 2 weeks of Parental Bereavement Leave pay. To qualify, they must:

- Have lost a child under the age of 18 or have a stillbirth after 24 weeks.
- Be employed.
- Have worked for the practice for a minimum of 26 weeks on the Saturday before the child's death.
- Earn at least £123 per week.

Statutory Parental Bereavement Pay is paid at the Prescribed Rate, which the Government sets for the relevant tax year, or the Earnings-Related Rate if this is lower.

Length of leave and how it may be taken.

A total of two weeks may be taken as parental bereavement leave, and you may choose to take leave as:

- A single block of one week
- A single block of two weeks
- Two separate blocks of one week

Leave may start on any day of the week and must be taken in whole weeks. It may be taken at any time in the 56 weeks following the death.

If you have suffered a stillbirth after 24 weeks of pregnancy, you are still entitled to take your full entitlement to maternity and paternity leave, provided you were eligible to take maternity or paternity leave in the first place, in addition to Parental Bereavement Leave. Parental bereavement leave cannot be taken at the same time as maternity or paternity leave.

Where more than one child dies or is stillborn, you are entitled to two weeks of parental bereavement leave in relation to each child.

Notification requirements

Leave is to be taken within the first 56 days of death.

You do not need to give any advance notice to take parental bereavement leave. Pav Dental asks that you contact >>INSERT JOB TITLE OF PERSON<< by >>DELETE AS APPROPRIATE – TELEPHONE, EMAIL, TEXT MESSAGE<< by the time you were due to start work on the day you wish to leave to begin, or if this is not possible, as soon as is reasonably practicable, giving the date of the death, the date on which leave will start and whether one or two weeks is to be taken.

Leave to be taken later than the first 56 days since the death.

You need to give one week's advance notice of taking parental bereavement leave to >>INSERT JOB TITLE OF PERSON<< by >>DELETE AS APPROPRIATE – TELEPHONE, EMAIL, TEXT MESSAGE<< giving the date of the death, the date on which leave will start and whether one or two weeks is to be taken.

Cancelling or changing leave dates

You can cancel a period of leave that you have already told us about as long as the period of leave has not already started. If you wish to cancel a period of leave which was to begin within the first 56 days of the death, you can cancel it by letting us know by your normal start time on the day that leave was originally due to start.

To cancel leave, which was to begin later than 56 days after the death, you should let us know no later than one week before the intended start date.

You can also change the start date of leave by following the notice requirements above.

Bereavement Leave for Colleagues

In the unfortunate circumstance that a colleague passes, we strive to be as empathetic as possible. We understand that we will all have our own ways of dealing with our grief, and we, as a business, are here to support you. If you feel you need confidential support, please do not hesitate to contact your practice manager, or you can contact the charity Mind (mind.org.uk)

Carers Leave

As an employee, you are entitled to take one week of unpaid leave to care for a dependent with a long-term care need. Leave can be taken in half days up to one whole week and is not required to be taken consecutively; this leave is subject to a rolling 12-month period.

Time off for Jury Service

The practice recognises that you may be called upon for jury service. It is unlikely that you will be able to avoid this. In certain circumstances, it may be possible to delay jury service. The practice would need to write, on headed paper, and explain why this will cause a negative effect on the business.

You will be permitted such leave but are not eligible to be paid for this time off. The court will issue a loss of earnings form for the practice to complete and return.

Time off for other public duties

The practice will allow reasonable time off to perform public duties. You will not be eligible to be paid for this time off.

Flexible Working

Flexible working is where there is a degree of flexibility on how long or when an employee may work.

Examples of flexible working options include (but are not limited to):

- Compressed hours – where an employee works their full hours but in fewer days.
- Working from home
- Job-share – where a full-time job is shared with two staff members.
- Term-time working – where an employee reduces or takes time off during school holidays.

At Pav Dental, we recognise that a good work-life balance can help improve motivation, performance and productivity. Our practice is happy to consider flexible working requests provided the needs of the employee and the business can be met.

It may be beneficial to have an informal conversation regarding the possibility of flexible working with Hassan Bhojani.

Employees can make two applications for flexible working within a 12-month period from day one of employment. Exceptions to this may be considered if the request is for reasonable adjustments under the Equality Act 2010.

Submitting a flexible working request

The application should be made in writing and addressed to the practice manager or principal dentist, stating that it is a statutory request for flexible working.

The request should contain the following information:

- The date of the request
- The proposed changes to the hours, times or place of work,
- The date on which you would like them to begin.
- If the request is being made due to reasonable adjustments relating to a disability.

Hassan Bhojani will consider your request, and you will be consulted before final decisions are made.

After the meeting, the manager will write to you (this should be within 21 days) with a decision on the request, either agreeing with the request and the start date or offering a compromise or refusing the application.

Hassan Bhojani may suggest a trial to determine whether the new working arrangements are feasible before committing to any permanent changes to the terms and conditions of employment.

If the request is refused, the Manager will explain it and set out the appeal procedure (there is no statutory right to appeal a flexible working request decision, but it is good practice).

Appeal Process

If your request is rejected, you can appeal the decision by writing to the practice manager.

An appeal meeting should take place without unreasonable delay.

After the meeting, the manager will inform you of their decision in writing.

All requests, including appeals, should be decided upon and communicated to the employee within two months of the original request.

Medical Appointments

The Employer recognises that time off is occasionally necessary for medical treatment requiring Dentist, Optician or Doctor's appointments. Wherever possible, these should take place during the employee's own time.

Employees may be asked to bring proof of the appointment by the Employer, and any medical appointment will be unpaid unless prior arrangements have been made with the practice manager.

The employee must request time off before such an appointment and show evidence, such as an appointment card, to Management. Such absences should be certified by Management.

Equal Opportunities Policy

This practice is committed to eliminating discrimination in its policies and practices. This policy covers employees and self-employed contractors working at or on behalf of the practice.

This policy intends to ensure that all employees, self-employed contractors, and patients of the practice (both potential and actual) are treated equally and as individuals regardless of colour, race, nationality, ethnic or national origin, religion, political belief, social or economic class, marital or parental status, gender, sexual orientation, age or disability.

This policy covers the management, employment policies, terms and conditions of service, marketing, and all dealings with existing and potential patients of the practice.

The Policy

Pav Dental recognises that discrimination on the grounds of colour, race, nationality, ethnic or national origin, religion, political belief, social or economic class, marital or parental status, gender, sexual orientation, age, or disability is harmful and, in many cases, may be illegal. Through this policy, through training, and by example, we wish to demonstrate that we do not tolerate discrimination by anyone working in the practice.

Definitions

Discrimination is any form of unfavourable treatment.

The policy is the same as a Code of Conduct, and it is how we expect everyone in the practice - partners, associates, and employees - to behave. It applies to our dealings with each other, candidates for job vacancies, suppliers, and our patients.

Age discrimination is any form of unfavourable treatment related to a person's age. Discrimination according to age is illegal under the terms of The Equality Act 2010.

Direct age discrimination is treating a person less favourably on the grounds of their age.

Indirect age discrimination is applying a provision, criterion, or practice equally to all but which would put a person of that age group at a greater disadvantage when compared with others, such as asking for several years of experience where a younger person would be disadvantaged.

Sex discrimination is any form of treatment which is unfavourable and which is related to gender or marital status. Discrimination according to sex is illegal under the terms of the Equality Act 2010. The Act applies equally to men and women.

Direct sex discrimination is when one person is treated less favourably on the grounds of their sex than a person of the other sex is or would be treated in similar circumstances. This can occur when a person is refused a position or promotion because of their sex or because of a factor which is sex-linked, such as the ability to bear children. For example, it is illegal to refuse to employ a woman because she is of childbearing age and 'judged' likely to have children. A candidate should be treated on merit, irrespective of sex.

Indirect sex discrimination is a requirement or condition which cannot be justified on job-related criteria on grounds other than sex, which is applied to men and women equally but has the effect, in practice, of disadvantaging a considerably higher proportion of one sex than the other. For example, requiring employees to be of a minimum height cannot be justified in terms of the tasks they have to perform.

Direct marriage discrimination can occur when a married person is treated less favourably in employment because they are married than a single person of the same sex is or would be treated in similar circumstances.

Indirect marriage discrimination occurs when a requirement or condition of employment, which cannot be justified on job-related criteria on grounds other than marital status, is applied equally to married or single persons (of either sex) but has the effect in practice of disadvantaging a considerably higher proportion of married than single people (of the same sex).

Race discrimination is any form of unfavourable treatment related to colour, race, nationality (including citizenship), ethnicity, or national origin. Discrimination according to race is illegal under the terms of the Equality Act. As with sex discrimination, race discrimination can be direct or indirect. An example of direct discrimination might be when two staff members have an argument at work; the black team member was disciplined, whereas the white team member wasn't. Indirect discrimination might be where an employer requires higher language standards from employees than are needed for safe and effective job performance.

Victimisation is when the employer treats an employee (of either sex) less favourably than other employees are or would be treated because the employee has brought or threatens to bring proceedings or give evidence or information against an employer with reference to the Equality Act. These provisions do not apply if the original discrimination allegation was false or was not made in good faith.

Harassment is a form of discrimination where a person is made to feel uncomfortable because of sex, race, age, disability, or religion. It may involve action, behaviour, comments, or physical contact which is found objectionable, offensive, or intimidating by the recipient. The recipient may feel threatened, humiliated, or patronised by the perpetrator. It is not always a conscious or intentional act, but it is the recipient's feelings in response which are important.

Religious discrimination is where a person is treated less favourably because of their religious beliefs; for example, promoting a less able person to work rather than a Jewish person using the reason that the Jewish person would not work on Saturdays.

The right to equal pay provides equality in the terms of an employee's contract where s/he is employed to perform work which is rated equivalent to that performed by a member of the opposite sex or work of equal value to that of a member of the opposite sex.

Disability discrimination is where a person is treated less favourably because of disability. Occasionally, a disability can limit a person's capability for some forms of employment. Discrimination occurs when the treatment of the individual is unfavourable considering the disability; for example, making it a condition of employment that the employee can drive an unmodified car when the job can be performed adequately without driving.

Not tolerated means that we will take disciplinary action in accordance with the practice disciplinary procedure against any employee who breaches this policy. If the allegation involves a self-employed contractor or a partner in the practice, Hassan Bhojani will deal with the matter.

What you should do if you feel that you are the subject of discrimination or harassment

Discrimination

Raise the issue with Hassan Bhojani.

Harassment

- Let the perpetrator know how you feel about their behaviour. You could do this either by speaking to them or, if you do not wish a confrontation, by putting your thoughts in writing.
- Ask them to stop the behaviour.
- Keep a good record of the incidents.
- Report the incidents as soon as possible to Hassan Bhojani.

What will we do about discrimination or harassment

- We will take any allegation seriously. We will listen to your complaint sympathetically and record it thoroughly.
- We will adopt this policy, modify it in the light of changes in the law and monitor our performance against it.
- If you make a complaint or allegation of harassment, the practice will initiate its grievance procedure. The incident will be investigated thoroughly. You will be informed of the outcome, and you will be kept well informed at every stage. Your complaint may be treated as confidential if you request it to be so, but if you wish us to investigate or take action, we will have to involve the alleged perpetrator in investigating your complaint, who has a right to give their version of the events. We will deal with your complaint as soon as possible and, in any event, within 20 working days.

- If you make an allegation of discrimination, the practice will initiate its grievance procedure. Your complaint will be investigated thoroughly, and you will be informed of the outcome within 20 working days.
- An employee breaching this policy will be liable to disciplinary action. Persistent or blatant discrimination or harassment could lead to dismissal.
- In the event of an allegation of discrimination by a prospective employee, the incident will be investigated thoroughly, and the complainant will be informed of the outcome. The matter will be dealt with immediately and, in any event, within 20 working days.
- If you feel that the practice has not resolved your complaint, you should contact the local Citizens Advice Bureau for advice. Legal redress may also be sought from an employment tribunal, and the complaint should be referred to a tribunal within three months (less than one day) of the alleged discriminatory act.

Equality, Diversity & Human Rights Policy

Our vision is to be a successful, caring and welcoming place for patients to receive dental care and advice. We want to create a supportive and inclusive environment where all staff can reach their full potential and care is provided in partnership with patients, without prejudice and discrimination. We are committed to a culture where respect and understanding are fostered, and the diversity of people's backgrounds and circumstances will be positively valued.

This policy also seeks to ensure that no staff member is victimised or subjected to any form of bullying or harassment in the workplace. All members of staff have the right:

- To work in an environment free from discrimination, harassment, and bullying
- To have equal access to training, career development and promotion opportunities
- To seek redress without fear of victimisation when they perceive they have been discriminated against, harassed or bullied in the workplace.

While specific responsibility for eliminating unlawful discrimination and providing equality of opportunity rests with Hassan Bhojani, all staff will treat others with dignity and respect.

This policy will help us to achieve this vision.

Equality is about creating a fair society where everyone can participate and fulfil their potential. It is backed up by legislation designed to address unfair discrimination on the grounds of gender, trans-gender, partnership status, caring status, ethnicity, disability, age, sexual orientation and religion or belief.

Diversity is about the recognition and valuing of difference in its broadest sense. It is about creating a culture and practices that recognise, respect, value and harmless differences for the benefit of the organisation, its employees, patients and other service users.

Human rights are about fairness, respect, equality, dignity, and autonomy in how people are treated and the services provided.

Discrimination is any form of unfavourable treatment. We recognise that any discrimination is harmful and illegal in many cases. Through this policy, through training, and by example, we wish to demonstrate that we do not tolerate discrimination by anyone working in this practice.

Sex discrimination is any form of treatment which is unfavourable and which is gender or marital-related. Discrimination according to sex is illegal under the terms of the Equality Act 2010. The Act

applies equally to both men and women. Sex discrimination is when one person is treated less favourably on the grounds of a person's sex than a person of the other sex would be treated under similar circumstances and can be direct or indirect.

Sexual harassment is a form of sexual discrimination. It can be defined as unwanted conduct of a sexual nature or other conduct based on sex, which affects the dignity of those who work in the practice. This can include unwelcome physical or verbal conduct.

Race discrimination is any form of unfavourable treatment related to colour, race, or nationality. Discrimination according to race is illegal under the terms of the Equality Act and can be direct or indirect.

Racial harassment is a form of racial discrimination and might involve racist jokes, insults, etc.

Religious discrimination is when a person is treated less favourably because of their religious beliefs. The Equality Act 2010 enables employees who feel that they have been discriminated against based on religious belief or political opinion to act against an employer.

Disability discrimination is when a person is treated less favourably because of disability. Occasionally, a disability can limit a person's ability to perform some forms of employment. Discrimination occurs when the treatment of the individual is unfavourable, considering the disability.

Age discrimination is where a person is treated less favourably based on age. The Equality Act 2010 requires employers to foster a workplace culture in which discrimination and harassment on the grounds of age are unacceptable.

Harassment is a form of discrimination where a person is made to feel uncomfortable because of race, disability, age or religion. It may involve action, behaviour, comments or physical contact which is found offensive, objectionable or intimidating by the recipient.

Victimisation is when the employer treats an employee less favourably than other employees because they have brought or threatened to bring proceedings or give evidence or information against an employer regarding the Equality Act 2010.

The right to have equal pay provides equality in terms of an employee's contract where they are employed to perform work which is rated equivalent to that performed by a member of the opposite sex. This is founded on the provisions of The Equality Act 2010.

Legal responsibilities

The rights of our patients and our staff with regard to discrimination are protected by anti-discrimination legislation, including:

- The Equality Act 2010
- Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000
- Employment Rights Act 1996.
- The Human Rights Act 1998

By adopting this policy, we accept our responsibility to ensure that discrimination does not occur and everyone is treated fairly and equally.

We are committed to tackling health inequalities and will:

- Seek to provide services that meet the requirements of individuals and communities fairly, equitably and in a non-discriminatory way.
- Seek to embed the principles of fairness, respect, equality, dignity, and autonomy in all we do.
- Consider the needs of communities when planning and delivering our services.
- Consult, engage, involve and work in partnership with communities and individuals.
- Be accessible and flexible when providing our services, considering the differing needs of individuals and communities.
- Equality impact: Assess our policies, programmes, and processes and take action to address adverse impacts where they are identified and where possible.
- Monitor and evaluate our services to ensure they meet the needs of our patients, carers and family members.

If you feel you are the subject of discrimination or harassment, let the perpetrator know how you feel verbally or in writing, asking him or her to stop the behaviour. Keep a record of the incidents, raise the issue with Hassan Bhojani and submit a written complaint if the matter is not resolved. All allegations are taken seriously.

Bullying & Harassment Policy

All staff members are entitled to be treated with dignity and respect in their place of work. This means freedom from behaviour by colleagues that can be interpreted as bullying or harassment or that causes offence and access to redress if such behaviour does arise. It also means standards of everyday behaviour that contribute to a working environment in which mutual respect and individual dignity are maintained.

Behaviour can constitute bullying or harassment where it violates the dignity of a member of staff on the grounds of their age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation (the protected characteristics); or where it creates an intimidating, hostile and degrading, humiliating or offensive environment. Individual or accumulative acts can seriously undermine dignity, confidence, and work satisfaction to such an extent that it influences job performance and general happiness both inside and outside work.

Conduct becomes harassment if it persists and it has been made clear that it is regarded as offensive by the recipient or a witness to the conduct. However, a single offensive act can amount to harassment if it is sufficiently serious. Bullying and harassment can be further defined in the following ways:

- Harassment is based on race, colour, or ethnic origin.
- Harassment based on race, colour, or ethnic origin is conducted at work directed towards a colleague by another colleague or group of colleagues that is racist in nature and regarded as unwelcome or offensive by the recipient or a witness.

The following are examples that illustrate such conduct, though this is not an exhaustive list:

- Jokes about race, colour, or ethnic origin
- Use of offensive names
- References to colleagues by offensive, racist descriptions
- Use of offensive or insensitive stereotypes
- Verbal abuse is based on race, colour or ethnic origin.
- Circulation, or display, of offensive material based on race, colour or ethnic origin.

- Detrimental behaviour is caused by a colleague's race, colour, or ethnic origin.

Sexual harassment

Sexual harassment is conduct directed towards a colleague by another colleague or group of colleagues which is of a sexual nature, or which is based on a colleague's gender, and which is regarded as unwelcome or offensive to the recipient or a witness.

The following are examples which illustrate such conduct, though this is not an exhaustive list:

- Unwanted physical contact
- Contact, which is intimidating or physically or verbally abusive
- Jokes that are based on sexual or gender issues.
- Non-verbal conduct, such as staring or gestures.
- Suggestions that sexual favours may further a person's career or that refusal may hinder it.
- Sexual advances, propositions, suggestions or pressure for sexual activity at or outside work.

Harassment based on disability.

Harassment based on disability is conduct directed towards a colleague by another colleague or group of colleagues which is based on the colleague's disability or association with someone who has a disability and which is unwelcome to the recipient or a witness. The following are examples which illustrate such behaviour, though this is not an exhaustive list:

- Jokes about disability
- Use of offensive names
- Use of offensive or insensitive stereotypes
- Verbal abuse based on disability.
- Circulation, or display, of offensive material based on disability.
- Deliberate actions designed to hinder a colleague's ability to undertake their duties because of their disability.

Harassment based on sexual orientation.

Harassment based on sexual orientation is conduct directed towards a colleague by another colleague or group of colleagues which is based on the sexuality of the colleague and which is unwelcome by the recipient or a witness. The following are examples which illustrate such behaviour, though this is not an exhaustive list:

- Jokes about sexuality
- Use of offensive names
- Use of offensive or insensitive stereotypes
- Verbal abuse is based on sexuality.
- Circulation, or display, of offensive material based on sexuality.

Harassment based on age

Harassment based on age is conduct directed towards a colleague by another colleague or group of colleagues, which is based on the colleague's age and is unwelcome by the recipient or a witness.

- Jokes about age

- Use of offensive names
- Use of offensive or insensitive stereotypes
- Verbal abuse based on age
- Circulation, or display, of offensive material based on age.
- Detrimental behaviour because of being associated with a protected characteristic

Bullying and harassment may not be based on the fact that a colleague belongs to a group but simply because the individual has been singled out for such treatment or associates with someone of a protected characteristic. For example, this would include claiming someone is gay when they are not or making fun of someone who has a disabled relative. The bullying and harassment may take the following forms, though again, this is not intended as an exhaustive list:

- Limiting or withdrawing verbal communication
- Isolating a colleague with unfriendly behaviour
- Behaviour designed to belittle or produce anxiety in a colleague.
- Unreasonable scrutiny of work
- Unreasonable criticism of work and adopting double standards in expectations of work performance
- Unreasonable denial of leave and/or special leave requests
- Unreasonable denial of requests for flexible working
- Work or staff social activities that deliberately exclude a colleague.
- Jokes or inappropriate humour at the expense of a colleague.

Standards of work behaviour

- Courtesy towards colleagues
- Consideration and understanding of the work demands of colleagues
- Maintaining a temperate tone and temperate language in all verbal and written communication with colleagues
- Avoidance of the use of foul language
- Awareness of language and conduct which have the potential to offend a colleague
- Obtaining a colleague's express or implied permission before adopting familiarity in conduct or language.

What to do if you consider you or a colleague is subject to bullying or harassment

The practice is committed to ensuring no harassment or bullying in the workplace. Allegations of harassment will be treated as a disciplinary matter. However, every situation will be considered individually and per the principles of the practice's grievance and disciplinary procedures, a copy of which is available from Hassan Bhojani.

Your first step is to decide whether you could deal with the inappropriate behaviour informally, for example, if the act is relatively minor, isolated or unintentional. In these situations, it is possible that the matter can be resolved immediately by letting your colleague know that the behaviour in question is unacceptable to you and should be avoided in future.

If you feel uncomfortable about raising the issue directly with your colleague, or if you consider the behaviour to be more serious because it was deliberate, part of a persistent pattern, or serious, or has been repeated despite having discussed a previous incident informally, then you should report the matter in the first instance to Hassan Bhojani.

Personal Staff Electrical Equipment Policy

Personal electrical equipment is any electrical equipment owned by a staff member.

Private/personal electrical equipment, including mobile phone chargers, should only be brought to the workplace if there is a specific work-related justification for its use in the workplace.

The leads and plugs of electrical equipment, or sometimes the equipment itself, can be damaged with use, which may result in an electric shock. Electric shocks can cause severe and permanent injuries and can kill. Damaged equipment can cause fires that can lead to death or injury to others. Most of these accidents can be avoided by adopting straightforward precautions.

For staff, all plugs and connecting leads for personal devices must be PAT tested as part of the PAT testing programme, or the item can only be charged by connecting it to a PAT-tested laptop or PC.

Staff needing to bring in an item of electrical equipment to the Practice temporarily should notify the manager, who will carry out a check.

Any personal equipment should always be used safely and should not compromise the staff or building in any way.

Any item failing a visual check or PAT test must be removed from use immediately.

The use of extension cables should be avoided, where possible, through the use of socket outlets.

- If extension cables are used, they must be tested and inspected.
- Extension cables must not be connected (i.e., an extension cable feeding another extension cable ‘daisy chaining’).
- The manufacturer’s guidance on loading (i.e., the total amperage of appliances that can be plugged in) must be followed.

Multi-plug adaptors (‘adaptor blocks’ that fit directly into a socket outlet) must not be used. In addition to the risk of overloading, adaptor blocks may cause mechanical damage to the socket due to the weight of the adaptor block and plugs fitted into it.

Internet Usage, Social Media and Emails

Please refer to the IT and Communications Policy for the Practice policies and procedures.

Mobile Phone Policy

Mobile phones, alongside the standard function of telephone calls and messaging, offer cameras, video recording, internet and email access. This policy is to avoid the use of mobile phones when it might cause unnecessary disruptions and distractions within the workplace. All practice team members must always comply with this policy during working hours and while on practice premises.

Personal mobile telephones

Unless clinical requirements indicate otherwise, you can have your mobile phone with you when working.

You must not use your mobile phone:

- For personal use except during your allocated lunch or rest breaks. Other than in agreed exceptional circumstances, your phone must be switched off and not used during work time. You may not take calls or respond to texts or other messages during work time.
- For taking or recording images in the workplace, including, but not exclusively, images that may compromise patient confidentiality. To avoid doubt, you must not take photographs or video recordings of patients at the practice.
- To contact patients of the practice in relation to their appointments, treatment or care at the practice.
- At any time while on practice premises, access websites or download or view material from the internet that is libellous, defamatory, offensive, racist, obscene, or infringes copyright.
- At any time while on practice premises, send or forward emails containing libellous, defamatory, offensive, racist or obscene remarks, images or attachments.

Your use of your mobile phone while on practice premises must fully comply with the practice email and internet usage policy.

Emergency Contact

Mobile telephones provide direct contact with others and, at times, provide necessary reassurance, particularly during stressful times. In agreed circumstances, you will be permitted to keep your mobile telephone phone switched on to receive emergency contact telephone calls, text messages or emails. However, the mobile telephone must be switched to silent during these times.

This emergency contact use must be agreed by Hassan Bhojani. It will be only for the agreed limited period until any concerns or issues leading to the exceptional circumstance request have been resolved. This use aims to ensure your well-being and peace of mind and reduce stress and worry during these exceptional circumstances so that you can more effectively concentrate on your work.

Examples of exceptional circumstances when emergency contact use may be authorised include when a close relative or dependent is seriously ill or is due to undergo a serious medical procedure.

The practice landline telephone will always remain operational, except in circumstances beyond the practice's control. The practice landline telephone is always available for emergency or urgent contact.

Practice Training

Pav Dental is committed to employing the right people with the right skills for the duties that they are required to undertake. Where necessary, we will arrange or provide training to ensure that staff are competent and confident to carry out their work responsibilities.

The practice maintains records of all training undertaken by those who work here, including training provided by the practice (in whole or in part), and, wherever possible, training is undertaken independently. This helps us to identify all the skills available within the practice, when update training may be required, and where skills may be lacking (and, therefore, when further training may be required). Everyone working at the practice should also maintain their own personal training log.

New recruits

All new recruits to the practice, as well as employees and self-employed contractors, are required to complete the induction training programme for the practice. The induction programme aims to equip all new recruits with an understanding of:

- The practice and the general day-to-day systems that are in place.
- Procedures specific to the role of the new employee or self-employed contractor
- Essential health and safety requirements, including the practice risk assessment and the procedures for foreseeable emergencies.
- The confidentiality of patient information
- and other formal practice policies.

The induction programme is reviewed regularly and updated in line with current requirements. Induction training may take place over a period of time depending on the nature of the post and the new recruit's existing skills. Throughout the period of induction, there will be regular one-to-one reviews to identify progress and further training requirements.

Records of progress will be maintained by Hassan Bhojani.

Identifying training needs

Individual and practice-wide training needs are identified and assessed at

- annual appraisal and development reviews, as well as
- practice meetings when patient complaints or adverse incidents are discussed.

Training may be required to meet the specific needs of an individual (usually arising from an annual appraisal), a group of individuals, or the whole practice. Depending on the training required, we will explore the most appropriate way of providing it – for example, at a practice meeting, a one-day or part-day seminar, or a formal training course involving assessments and/or examinations.

Participation in training

Training should improve or update knowledge and skills. Anyone participating in training must do so fully and make their best effort to complete the training successfully.

Training will take place during normal working hours, wherever possible. Where training is provided outside normal working hours, time off in lieu may be granted. All staff are expected to attend these training sessions. Non-attendance at training may be a disciplinary matter.

Training fees

In-house training provided by other practice team members and training provided for the whole practice will not incur any costs to employees.

Fees may be payable for training provided by external trainers. Depending on individual circumstances, the practice may agree to pay the necessary tuition fees in full or in part. The amount paid by the practice may be recovered from the employee if the employee fails to complete the training course or the employment contract is terminated (by either party) within 12 months of completing the training. Where the practice agrees to fund or contribute towards the cost of training, a separate agreement will be drawn up.

Continuing Professional Development Policy

CPD For Dental Professionals

Dental professionals must keep their skills and knowledge up to date. A primary qualification is only the first step in your education and development and should last throughout your professional life.?

As a practice, we require all staff to undertake continuing professional development (CPD) to maintain their registration. CPD for dentists and DCPs is defined as an activity that contributes to their professional development and is relevant to their practice or intended practice.

The GDC enhanced CPD scheme started on January 2018 for dentists and 1 August 2018 for dental care professionals.

All registered dental professionals should have a personal development plan (PDP)

CPD hours ECPD 2018

There is no longer a requirement to declare non-verifiable CPD to the GDC.

Dentists

Under the ECPD scheme, dentists must complete a minimum of 100 hours of verifiable CPD over their five-year cycle and ensure they declare at least 10 hours during any 2-year period.

DCPs

Under the ECPD scheme, dental nurses and dental technicians must complete a minimum of 50 hours of verifiable CPD, and dental therapists, dental hygienists, and orthodontic therapists must complete a minimum of 75 hours of verifiable CPD.

The GDC's recommended topics

As a dental professional working in our practice, you must plan your CPD activity to relate to your field of practice during your CPD cycle.

To help and support you in your CPD choices, the GDC has identified some CPD topics that will relate to many dental professionals in their field of practice. These are highly recommended to do as part of the minimum verifiable CPD requirement:

- Medical Emergencies: at least 10 hours in every CPD cycle – the GDC recommend that you do at least two hours of CPD in this every year.
- Disinfection and Decontamination: the GDC recommend that you do at least five hours in every CPD cycle and
- Radiography and radiation protection: the GDC recommends doing at least five hours in every CPD cycle. This applies only to those who undertake radiography.

The GDC also recommend that you keep up to date by doing CPD in the following areas:

- Legal and ethical issues.
- Complaints handling.
- Oral Cancer: Early detection.
- Safeguarding children and young people, and
- Safeguarding vulnerable adults.

Other topics for CPD which are commonly requested by regulators include:

- Disability and Autism Awareness
- Fire Awareness
- Data Protection/GDPR
- Sepsis Awareness
- Legionella Awareness
- Fire Marshall (for the appointed personnel)
- First Aid (for the appointed personnel)

Verifiable CPD

- Concise educational aims and objectives - the activity should have a clear purpose or goal.
- Clear anticipated outcomes - you should know what you can expect to gain from participating in the activity.
- Quality control - You should have an opportunity to comment on improving quality.
- For any verifiable course, you should be provided with a certificate stating your name, your GDC number, date of course, title of course, venue (where appropriate), hours of CPD undertaken and statement that the activity meets the GDC's educational criteria for verifiable CPD.

Keeping a record of your CPD

As a practice, we expect you to keep a record of all CPD activities that you undertake. You must also keep the practice manager updated with all the courses you attend. The Training Matrix on the DCME portal is where you can record the dates of the completed courses and upload any certificates.

GDC checks

The GDC can conduct an audit at any time of any CPD cycle and up to five years following a cycle. So, you must keep your record for five years after the completion of each cycle.

Drugs and Alcohol Policy

Being under the influence of alcohol or drugs can seriously impair an individual's judgement and reactions, leading to an increased risk of accidents and injuries occurring.

For the purpose of the policy, alcohol dependence is defined as: "The habitual drinking of intoxicating liquor by an employee, whereby the employee's ability to perform their duties is impaired, or their attendance at work is interfered with, or they endanger the safety of others".

Drug dependence is defined as: "The habitual taking of drugs by an employee other than drugs prescribed as medication, whereby the employee's ability to perform their duties is impaired, or their attendance at work is interfered with, or they endanger the safety of others".

Principles

- All employees and workers will be treated consistently and fairly in line with this policy.
- The rules on alcohol and drugs will be strictly enforced.
- The line manager shall fully support those who admit to having a problem with alcohol or drugs.

- Employees with an illness related to alcohol or drugs are encouraged to disclose this at the earliest opportunity to ensure support and help with treatment.
- All matters concerning alcohol and drugs shall be treated as confidential.
- This policy is designed to comply with relevant legislation such as the Health and Safety at Work Act 1974, the Misuse of Drugs Act 1971, and the Misuse of Drugs Regulations 2001
- The practice's alcohol and drugs policy applies to all employees.
- The rules laid out in this policy apply to all employees, workers and contractors.
- Misconduct in relation to alcohol and drugs will be dealt with in relation to the disciplinary policy.
- Poor performance in relation to alcohol and drugs will be dealt with in line with the capability policy.
- Problems with attendance or a long-term alcohol/drugs-related illness will be managed in line with the sickness absence policy and the capability policy.

Rules

The practice's policy is that during working hours and at all times whilst on work premises, employees must be free from the influence of drugs or alcohol. This will help to ensure the health and safety of employees and others with whom they come into contact, to maintain the efficient and effective operation of the business, and to ensure customers receive the service they require.

For those reasons, the following rules will be strictly enforced.

No employee, worker or contractor shall.

- Report or try to report for work when unfit due to alcohol or drugs (whether illegal or not) or substance abuse.
- Be in possession of alcohol or illegal drugs in the workplace.
- Supply others with illegal drugs in the workplace.
- Supply others with alcohol in the workplace.
- Consume alcohol or illegal drugs, or abuse any substance whilst at work.

Whether an employee is fit for work is a matter of the reasonable opinion of management. Illegal drugs include but are not limited to heroin, cannabis/marijuana, cocaine, ecstasy, and amphetamines. In addition, employees, workers or contractors must;

- ensure they are aware of the side effects of any prescription drugs,
- advise their line manager or a member of the management team immediately of any side effects of prescription drugs, which may affect work performance or the health and safety of themselves or others, for example, drowsiness.

Contravention of these rules is gross misconduct, and the practice will take disciplinary action for any breach of these rules, which may include summary dismissal. In the case of agency workers or contractors, services may be terminated immediately upon a breach of these rules. When there is a reasonable belief that an individual is under the influence of alcohol or drugs on reporting for work or during work (for example, if there was a strong smell of alcohol on the person's breath), they must be sent home immediately.

A search may also be carried out. In addition, possession of or dealing in illegal drugs on the practice premises will, without exception, be reported to the Police.

Help and support.

The practice will endeavour to ensure that advice and help are made available to any employee who feels they have a problem with alcohol or drug misuse. In the first instance, individuals will be encouraged to seek help from their General Practitioner.

Under these circumstances and with the employee's consent, a referral will be made to the Occupational Health service. It may occasionally be necessary to request that the employee refrain from work temporarily or undertake restricted duties to ensure their own safety and that of others.

The business may also allow employees additional time off (normally unpaid) to obtain treatment or attend support groups. Any employee who seeks the assistance of the business in finding treatment will be fully supported.

Smoke-Free

As we recognise that all employees, patients, suppliers and visitors to the practice have the right to work in or visit a smoke-free environment, our practice has a strict smoke-free policy.

This policy has been developed to protect all employees, patients, suppliers and visitors from exposure to second-hand smoke and to assist in compliance with the relevant regulations and legislation. Exposure to second-hand smoke, also known as passive smoking, increases the risk of lung cancer, heart disease and other illnesses.

Ventilation or separating smokers and non-smokers within the same airspace does not completely stop potentially dangerous exposures. Therefore, the policy of Pav Dental is that the entire practice is smoke-free, and smoking is prohibited throughout the entire workplace, with no exceptions.

The policy applies to all employees, suppliers, contractors, patients and visitors. The practice will encourage and support any dental team member who requires help in quitting smoking.

Implementation and overall responsibility for the smoke-free policy rests with Hassan Bhojani. However, all staff members must adhere to and help implement the policy. Hassan Bhojani is responsible for informing contractors, patients and visitors of the policy and will monitor compliance. New staff will receive a copy of the policy as part of the induction programme.

Appropriate no-smoking signs are displayed at entrances to and within the practice. Disciplinary procedures will be followed if a staff member does not comply with this policy. Those who do not comply with the smoke-free law may also be liable for a fixed penalty fine and possible criminal prosecution.

For any further information, please speak to Hassan Bhojani.

E-Cigarettes/Vaping

[Please remove the relevant section]

E-cigarettes are not allowed on the premises or on the grounds of the practice.

OR

E-cigarettes are permitted in designated areas if used as part of a plan to stop smoking.

Changes in personal information for employment purposes

Our records must be correct, as inaccurate or out-of-date information may affect your salary or cause difficulties in situations where contact is required for emergencies. You must notify The Practice Manager immediately of all changes in the following personal information:

- Name
- Home address
- Telephone number
- Bank account details
- Examinations passed/qualifications gained
- Emergency Contact
- Driving licence penalties (if you are required to drive on Practice business)
- Criminal charge, caution, or conviction
- Conflict, or potential conflict of interest

Personal data on employees is held in accordance with the Privacy Notice for Staff, which will be made available for inspection by you if required.

Trade Union Membership

It is recognised that eligible employees are free to join.

Overpayment of Wages Policy

The Employment Rights Act 1996 states that it is not illegal to make deductions from wages to recover an overpayment of salary.

The organisation has many procedures, systems, and controls in place to avoid overpayment of salary, and it is the role of management to ensure those systems are working effectively. On occasion, an overpayment of wages will, unfortunately, occur.

Within the Practice contract of employment, the Practice retains the right to recover any payments made in error through payroll.

All overpayments of salaries and wages will be recovered. While you are still in our employment, the recovery will be made directly from your salary/wage as a gross amount.

If you leave before the overpayment has been fully recovered, the outstanding amount will be recovered from any monies due to you upon your termination of employment.

If you have already left the employment at the time of the overpayment or when the overpayment was identified, an invoice will be raised for the money owed.

The employer will seek to agree on the repayment over a period of time and give the employee enough notice to make appropriate arrangements to prepare for the deductions to be made.

When an employee receives and retains an overpayment, even by the Practice's mistake, that employee is obligated to restore the full amount.

Anti-Bribery, Fraud & Anti-Corruption Policy

Pav Dental is committed to conducting business ethically and honestly and is committed to implementing and enforcing systems that prevent fraud, bribery and corruption. Pav Dental has

zero-tolerance for bribery and corrupt activities. We are committed to acting professionally, fairly, and with integrity in all business dealings and relationships, wherever in the country we operate.

We will constantly uphold all laws relating to anti-bribery, fraud, and corruption in all the jurisdictions in which we operate. We are bound by the laws of the UK, including the Bribery Act 2010, regarding our conduct both at home and abroad.

The practice recognises that bribery, fraud, and corruption are punishable by up to ten years of imprisonment and a fine. If our company is discovered to have taken part in corrupt activities, we may be subjected to an unlimited fine, be excluded from tendering for public contracts, and face serious damage to our reputation. With this in mind, we commit to preventing bribery and corruption in our business and take our legal responsibilities seriously.

All financial gifts and non-financial gifts or incentives offered by patients or those associated with practice in any business or commercial capacity must be declared, whether offered in a work context or outside work. Under no circumstances must a staff member or partner allow favourable consideration in return for an incentive.

The following general requirements will apply:

- The requirement to be open and honest in any financial dealings with patients.
- Patients must not be encouraged to give, lend or bequeath money or gifts.
- That pressure must not be placed on patients or relatives to make donations to people or organisations.
- They must not ask for or accept inducements, gifts, or hospitality that may be seen to affect judgements, nor should these be offered to colleagues.

The policy of this practice is that all gifts or donations from patients, whether in cash or in goods, and made to the practice, its partners, or its staff or spouses of these persons are to be declared and entered in the Gifts Register. This will be reviewed by Hassan Bhojani on a 6-monthly basis. In addition, the following will apply:

Gifts to Individuals

Staff members/partners are not permitted to accept personal cash gifts of any amount other than genuine professional fees.

Staff members/partners may retain personal non-cash, trivial gifts made by patients – guide value up to £25.00.

Personal non-cash gifts that exceed the guide value made to an individual should be politely refused.

Cash gifts offered to individuals should be declined.

Staff should be made aware that gifts offered by patients, contractors, suppliers, service providers and others (albeit innocently offered) might compromise their position – others may misinterpret the intention of offering these gifts and may give rise to conflicts of interest.

It may be acceptable to receive small or modest gifts (e.g., flowers or chocolates) on behalf of the practice or themselves, as refusing such gifts may cause offence, but it may be prudent to decline more substantial or high-value gifts.

What is and what is NOT acceptable?

- Gifts and hospitality.
- Facilitation payments.
- Political contributions.
- Charitable contributions.

Gifts and hospitality

The practice accepts normal and appropriate gestures of hospitality and goodwill (whether given to/received from third parties) so long as the giving or receiving of gifts meets the following requirements:

- It is not intended to influence the party to whom it is being given, to obtain or reward the retention of a business or a business advantage, or as an explicit or implicit exchange for favours or benefits.
- It is not made with the suggestion that a return favour is expected.
- It follows local law.
- It is given in the company's name, not an individual's.
- It does not include cash or a cash equivalent (e.g. a voucher or gift certificate).
- It is appropriate for the circumstances (e.g. giving small gifts around Christmas or as a small thank you to a company).
- It is of an appropriate type and value and given at an appropriate time, considering the reason for the gift.
- It is given/received openly, not secretly.
- It is not selectively given to a key, influential person, clearly to directly influence them.
- It is not above a certain excessive value, as pre-determined by the company's compliance manager (usually more than £100).
- It is not offered to or accepted by a government official representative, politician or political party without the prior approval of the company's compliance manager.

Where it is inappropriate to decline the offer of a gift (i.e., when meeting with an individual of a certain religion/culture who may take offence), the gift may be accepted so long as it is declared to the compliance manager, who will assess the circumstances. The practice recognises that the practice of giving and receiving business gifts varies between countries, regions, cultures, and religions, so definitions of what is acceptable and not acceptable will inevitably differ for each.

As good practice, gifts given and received should always be disclosed to the compliance lead or Practice Manager. Gifts from suppliers should always be disclosed. The intention behind a gift being given/received should always be considered. If there is any uncertainty, the advice of the compliance lead should be sought.

Political Contributions

The practice will not make donations to support any political parties or candidates, whether in cash, kind or by any other means. We recognise this may be perceived as an attempt to gain an improper business advantage.

Charitable Contributions

The practice accepts (and indeed encourages) the act of donating to charities – whether through services, knowledge, time, or direct financial contributions (cash or otherwise) – and agrees to

disclose all charitable contributions it makes. Employees must be careful to ensure that charitable contributions are not used to facilitate and conceal acts of bribery.

We will ensure that all charitable donations made are legal and ethical under local laws and practices and that donations are not offered/made without the approval of the compliance manager.

Employee Responsibilities

- As an employee, you must ensure that you read, understand, and comply with the information contained within this policy and any training or other anti-bribery and corruption information you are given.
- All employees and those under our control are equally responsible for preventing, detecting, and reporting bribery and other forms of corruption. They must avoid any activities that could lead to or imply a breach of this anti-bribery policy.
- If you have reason to believe or suspect that an instance of bribery or corruption that breaches this policy has occurred or will occur in the future, you must notify the compliance manager.
- If any employee breaches this policy, they will face disciplinary action. They could face dismissal for gross misconduct. has the right to terminate a contractual relationship with an employee if they breach this anti-bribery policy.

How to raise a concern

If you suspect an instance of bribery or corrupt activities occurring in relation to this, you are encouraged to raise your concerns as early as possible. If you're uncertain about whether a certain action or behaviour can be considered bribery or corruption, you should speak to Hassan Bhojani.

The practice will familiarise all employees with its whistleblowing policy and procedures so employees can vocalise their concerns swiftly and confidentially.

What to do if you are a victim of bribery or corruption

You must tell your compliance manager as soon as possible if anyone offers you a bribe if you are asked to make one if you suspect that you may be bribed or asked to make a bribe in the near future, or if you have reason to believe that you are a victim of another corrupt activity.

Protection

If you refuse to accept or offer a bribe or you report a concern relating to potential act(s) of bribery or corruption, the practice understands that you may feel worried about potential repercussions. The practice will support anyone who raises concerns in good faith under this policy, even if an investigation finds they were mistaken.

The practice will ensure that no one suffers any detrimental treatment as a result of refusing to accept or offer a bribe or other corrupt activities or because they reported a concern relating to potential act(s) of bribery or corruption.

Detrimental treatment refers to dismissal, disciplinary action, treatment, or unfavourable treatment in relation to the concern the individual raised. If you have reason to believe you've been subjected to unjust treatment as a result of a concern or refusal to accept a bribe, you should inform your line manager or the compliance manager immediately.

Training and communication

The practice will ensure all new employees can access and read this policy. The anti-bribery and corruption policy and zero-tolerance attitude will be clearly communicated to all suppliers, contractors, business partners, and any third parties at the outset of business relations and as appropriate after that.

The practice will provide employees with relevant anti-bribery and corruption training, etc., where we feel their knowledge of how to comply with the Bribery Act needs to be enhanced. As good practice, all businesses should provide their employees with anti-bribery training where there is a potential risk of facing bribery or corruption during work activities.

Record keeping

We will keep detailed and accurate financial records and have appropriate internal controls to act as evidence for all payments made. We will declare and keep a written record of the amount and reason for hospitality or gifts accepted and given and understand that gifts and acts of hospitality are subject to managerial review.

Monitoring and reviewing

The practice's compliance manager is responsible for monitoring this policy's effectiveness and will review its implementation regularly. They will assess its suitability, adequacy, and effectiveness. Internal control systems and procedures designed to prevent bribery and corruption are subject to regular audits to ensure they are effective in practice.

Any need for improvements will be applied as soon as possible. Employees are encouraged to offer feedback on this policy if they have suggestions for improving it. Feedback of this nature should be addressed to the compliance manager. This policy does not form part of an employee's employment contract and may be amended at any time to improve its effectiveness at combatting bribery and corruption.

Anti-Fraud

This practice requires its staff to act honestly and with integrity and safeguard any public resources they are responsible for. The perpetuation of fraud is an ever-present threat to these resources and should concern all staff members.

Fraud

For practical purposes, fraud may be likened to the use of deception with the intention of obtaining an advantage, avoiding an obligation, or causing loss to another party.

Fraud may be succinctly (for example) defined as: "dishonestly prejudicing or taking the risk of prejudicing another's right, knowing that there is no right to do so". Whilst dishonesty is an essential element of fraud, deceit is not. In most cases, to risk prejudicing another's right, knowing there is no right to do so, will be dishonest.

Examples of the sorts of criminal acts which will amount to fraud for the purpose of this policy include (but are not limited to) such acts as deception, bribery, forgery, extortion, corruption, theft, conspiracy, embezzlement, misappropriation, false representation, concealment of material facts and collusion.

Corruption

Corruption is the providing or receiving (or agreeing, promising, or offering to provide or receive) or soliciting or accepting financial or other benefits or advantages to encourage members, managers or staff to follow a certain course of action. Dishonesty is not a requisite of corruption.

In the case of both fraud and corruption, the conspiracy, agreement, attempt, incitement, aiding or abetting by anyone to do the offence in question will amount to an offence of similar gravity to that offence.

Fraud or corruption can be perpetrated by persons outside, as well as inside, an organisation.

Computer Fraud

Computer fraud occurs when information technology equipment is used to manipulate programs or data dishonestly (for example, by altering or destroying records or creating spurious records) or when using an IT system, which is a material factor in the perpetration of fraud. Theft or fraudulent use of computer time and resources is included in this definition.

Irregularity

An “irregularity” may be defined as any incident or action that is not part of the system's normal operation or the expected course of events. The full formal investigation of the suspected irregularity shall be the responsibility of the practice manager who will conduct the investigation.

The procedures adopted will depend upon the nature of the case but will consider:

- The need to complete an investigation with all due speed, relative to the requirement for thoroughness.
- The practice's disciplinary procedures, including the power to suspend.
- The possibility that internal or external services, e.g., of a legal nature, may be required to assist the enquiry.
- The possibility of legal proceedings.
- The requirement is to comply with the rules of natural justice for any person who may be involved.
- The need to comply with the police requirements if they undertake a criminal investigation.

When a fraud occurs, management must make necessary changes to systems and procedures to ensure that similar frauds will not recur. The investigation may have pointed out where there has been a failure of supervision, breakdown, or an absence of control.

Pension Scheme

You will be automatically enrolled in the Company Pension scheme.

You may elect to opt out of the scheme if you so wish. Please note that no member of the Company can advise you on whether you should join or not. If you are unsure, you should seek independent financial advice.

Practice Dress Code Policy

All employees at Pav Dental are required to wear a uniform. This is important for several reasons, including:

- Providing a professional image for the practice
- To support/promote infection control.
- To support/promote health and safety.

Staff members will also be given a practice name badge, which should be worn and visible when in clinical areas and available when on duty or acting in an official capacity representing the Practice.

All staff should ensure that the uniform is kept clean and worn correctly during working hours. Uniforms should not be worn to or from work.

The practice will provide nurses with tunics or scrubs. Employees must purchase their own trousers (unless they are scrubs), closed shoes (No sandals or leggings are to be worn by nurses), and name badge to be worn.

Reception and administration staff should wear a uniform as instructed by the practice.

The Practice recognises the diversity of cultures, religions and disabilities of its employees and will take a sensitive approach when this affects dress and uniform requirements. However, priority will be given to clinical, health and safety, security and infection control considerations. Where an employee chooses to wear religious and cultural dress code (including headscarves, turbans, skull caps, etc), these should be worn in Black. If a staff member wears a head scarf, they must have one for outside work and change it into a different one for inside the surgery.

Personal Protective Clothing and Equipment

The provision of personal protective equipment is the responsibility of Pav Dental, Hassan Bhojani must ensure that personal protective clothing and equipment are available to the employee, if identified as necessary, in accordance with the regulations (i.e. COSHH and HTM 0105). Staff in roles that require protective clothing are required to wear this whilst carrying out their duties in accordance with health and safety requirements. If individuals are unsure about such requirements, they should discuss this with Hassan Bhojani.

The Policy of Pav Dental states that each employee's dress, grooming, and personal hygiene should be appropriate to the work situation. Any staff obtaining unauthorised tattoos or facial piercings must remove them at their own expense. Staff will not be allowed to display excessive or offensive tattoos that would detract from an appropriate professional image.

Nails

Nails must be short and clean. Nails should be free of nail art, permanent or temporary enhancements (false nails) or nail varnish.

Make-up

Make-up should be kept to a minimum. False eyelashes are discouraged.

Perfume

Perfume should be discreet, and strong fragrances should not be worn.

Jewellery and Piercing

Jewellery for clinical staff must be kept to a minimum; a plain/wedding ring and one pair of discreet stud earrings are permitted. Wristwatches must not be worn when providing clinical care, which includes examining patients.

If staff have piercings for religious or cultural reasons, these must be covered and not present a quantifiable health and safety or infection prevention and control risk.

Hair

Hair should be neat and tidy at all times, and in the clinical environment, long hair should be off the shoulders and be tied back. Beards should be short and neatly trimmed unless this reflects the individual's religion, where it should be tidy.

Failure to comply with this policy would result in the Practice Disciplinary Procedure.

Other Employment

If you are considering additional employment, you should seek and receive authorisation from Hassan Bhojani to ensure there are no conflicts of interest. Commencement of other such work without prior approval may be considered a disciplinary offence and dealt with under the Practice Disciplinary Policy and Procedure.

Document Control

Title:	Employee Handbook
Author/s:	DCME Team

Owner:	DCME Team
Approver:	DCME compliance team
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Change History

Version	Status	Date	Author / Editor	Details of Change (Brief detailed summary of all updates/changes)
0.1	Draft	22.4.22	HD	Original Document Created
0.2	Draft	28.6.22	HD	Final amendments made
0.3	Draft	15.8.22	HD	Removed references to He/She and Him/Her pronouns

0.4	Draft	22.9.22	HD	Added Paternity Policy and Parental Leave Policy
0.5	Final	23.09.22	HD	Added Flexible working, induction, whistleblowing and practice training policies.
0.6	Final	02.04.23	HD	Amended flexible working policy to include examples of flexible working. Amended Smoke Free Policy to include a section on e-cigarettes. Removed Confidentiality and Health and Safety Policies; these will both remain as standalone policies instead. Removed the old payment amount for paternity pay. Removed the fit-for-work scheme from the sickness and injury absence policy, as this is no longer applicable. General legislation checks and amendments.
0.7		15.02.24	PG	The flexible working has been removed, and new guidance awaits launch in April 2024; the policy will then be updated.
0.8		19.03.24	HD	<p>Amended:</p> <ul style="list-style-type: none"> • Grievance Policy - timescales for dealing with grievances have been updated in line with ACAS. • Whistleblowing - contact details for other regions of the UK added • Paternity and Flexible Working Policies - updated in line with employment law changes • CPD - added information regarding CPD requested by regulators. <p>Added:</p> <ul style="list-style-type: none"> • Holiday Leave • TOIL and Overtime • Timekeeping • Freedom to speak up • Bereavement/compassionate leave • Bereavement for colleagues • Carers Leave • Time off for jury service and other public duties • Other Employment <p>Removed:</p> <ul style="list-style-type: none"> • Internet usage - this will form part of the IT and communications policy which is due to be launched shortly.
0.9		02.05.24	HD	Small change to medical appointments to clarify leave is unpaid (highlighted in blue)

The latest approved version of this document supersedes all other versions, upon receipt of the latest approved version all other versions should be destroyed, unless specifically stated that previous version(s) are to remain extant. If any doubt, please contact the document author.

Approved By: Hassan Bhojani, Waleed Javed

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