

VOLUME 3: PERSONNEL RELATED POLICIES

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	Code of Conduct 17.12.2025
Policy Owner	
Date reviewed	05.11.2025
Date approved by board	17 December 2025
Next review due by	16 December 2028

1.0 PURPOSE

Dementia Studio's Code of Conduct defines how colleagues of Dementia Studio are required to act on a day-to-day basis. It reflects Dementia Studio's daily operations, core values and overall culture. Core values include treating everyone with dignity and respect. We have separate policies on: equality, diversity and inclusion; anti-harassment and bullying, among others. Colleagues are required to familiarise themselves with all the Studio's policies.

A colleague of Dementia Studio is expected to:

- be accountable for their own actions or omissions;
- promote and uphold the privacy, dignity, rights, health and wellbeing of people who use Dementia Studio services;
- co-operate with colleagues to ensure the delivery of high quality, safe and enriching care and support at Dementia Studio;
- communicate in an open, and effective way promote the health, safety and wellbeing of the clients of Dementia Studio;
- respect everyone's right to privacy and confidentiality;
- strive to improve the quality of care and support through self-reflection and professional development;
- uphold and promote equality, diversity and inclusion.

2.0 SCOPE

This Code of Conduct provides a clear set of standards for achieving these objectives. Colleagues, volunteers and trustees of Dementia Studio are expected to modify their working style and behaviours to meet these standards. Failure to respond appropriately when a breach of the code is flagged up may result in complaints from colleagues, carers or clients and disciplinary action as appropriate.

3.0 THE 7 PARTS OF THE CODE

The standards of behaviour set are as follows:

3.1 Be accountable for your actions or omissions

Be honest with yourself and others, recognise limitations and abilities.

Behave in a way that does not call into question your professionalism or suitability for the role.

Always ask for guidance if you are not adequately prepared to carry out an aspect of your role. This may include communicating information to a carer/client.

Establish and maintain clear professional boundaries with carers/clients and colleagues at all times.

3.2 Promote and uphold the privacy, dignity, rights, health and wellbeing of people who use the services of Dementia Studio

Act in the best interests of any person that uses the services of Dementia Studio

Promote independence and self-care, assisting clients to make informed choices.

Be alert to any changes that could affect a client's or carer's needs, report observations within the client folder.

Never abuse, neglect, harm or exploit people who use the services of Dementia Studio, carers or colleagues.

3.3 Co-operate with colleagues to ensure the delivery of high quality, safe and enriching care and support at Dementia Studio

Celebrate each person's strengths, putting connection and creativity at the heart of our activities

Together we become better by supporting and nurturing the team.

Recognise and respect the roles and expertise of colleagues, both in the team and from other agencies.

Honour your work commitments, by being reliable, dependable and trustworthy.

3.4 Communicate in an open, and effective way promote the health, safety and wellbeing of the clients of Dementia Studio

Communicate respectfully with the clients of Dementia Studio, carers and colleagues

Maintain clear and accurate client records and report any issues immediately.

Communicate clearly and effectively with colleagues and escalate any concerns that cannot be dealt with on a one-to-one basis.

Be respectful and mindful of your types and methods of communication with clients/ carers and colleagues.

3.5 Respect everyone's right to privacy and confidentiality

Maintain a confidential work environment by respecting the individual; whether client, carer or colleague.

Treating all information about the clients and carers who use Dementia Studio as confidential.

Only discussing or disclosing information in accordance with the non-disclosure policy.

Seeking guidance from the Operations Manager or a Trustee regarding any issues that you are concerned about.

3.6 Strive to improve the quality of care and support through self-reflection and professional development

Provide excellent care and delivering high quality activities

Colleagues must ensure that they are up to date with all statutory and mandatory training.

Participation in continuing professional development to achieve competence in your role.

Improve the quality of the care and activities delivered, participating in supervision sessions to identify areas of concern.

3.7 Uphold and promote equality, diversity and inclusion.

Respect the individuality and the diversity of carers, colleagues and the clients that use Dementia Studio

Report any concerns regarding equality, diversity and inclusion to the Operations Manager or a Trustee.

Promote equal opportunities in accordance with the equality and diversity policy.

Value each individual and the unique contributions that they make.

	Grievance Policy & Procedure 17.12.2025
Policy Owner	
Date reviewed	
Date approved by board	17 December 2025
Next review date	16 December 2028

1.0 What this policy covers

A grievance is any concern, problem or complaint that you have in relation to your employment.

Where possible, you should try to settle any grievance informally with your manager at the earliest opportunity. Where any grievance is unable to be resolved informally, this policy sets out the Company's Grievance Procedure.

2.0 Your responsibilities

You have a responsibility to raise any grievances promptly and reasonably, assist the Charity, if required, in any investigation of the matters raised in your grievance, follow the grievance procedure and attend all meetings arranged under it.

You may raise grievances either informally or formally. If you raise a grievance informally first, you may still raise the grievance formally subsequently if it is not resolved to your satisfaction.

The Charity aims to deal with all grievances promptly and impartially, and to make all reasonable efforts to achieve a satisfactory outcome.

You have the right to appeal against a decision the Company makes in respect of a grievance raised by you. In these cases, the Company will make every effort for the grievance to be dealt with by a senior person other than the one who dealt with the grievance initially.

The Company's decision at the appeal stage is final and there is no further right of appeal.

3.0 Procedure

Dealing with grievances informally

If you have any grievance, you should discuss this with your manager in the first instance, who will then attempt to resolve the situation on an informal basis.

If you feel unable to approach your manager directly, you should approach another manager or a more senior member of the Charity, who will discuss with you ways of dealing with the matter.

Mediation may be considered appropriate at this stage and will be discussed with you by your manager.

3.1 If attempts to resolve the matter informally do not work, it may be appropriate for you to raise a formal grievance under the following formal procedure.

3.2 Your right to be accompanied at Grievance Meetings

At all formal stages of this procedure, you are entitled to be accompanied by a fellow worker or other representative. If you are under 18, your parent or guardian will be allowed to accompany you.

Should you wish to be accompanied, you must notify the Charity of the name and position of your chosen companion as soon as possible.

3.3 Formal procedure

The Charity will make all reasonable efforts to deal with formal grievances in a fair and consistent manner. While the Charity will make every effort to settle any grievance within the time limits detailed in this procedure, this may not be possible on some occasions.

You must set out the nature of the grievance, and the full particulars of it, in writing. The written grievance should be submitted to your manager in the first instance, or to the person identified in your contract of employment. If your grievance is against your manager, you should submit it to another manager or a more senior member of the Charity.

3.4 Attending the Grievance Meeting

You will be invited to a meeting to discuss the grievance, normally within five working days of the Charity receiving your grievance. You must take all reasonable steps to attend this meeting.

Prior to the meeting, you should ensure that you are fully prepared to present your grievance, share any supporting evidence and answer any questions relating to the incident/circumstances in question.

You must notify and obtain the consent of all those present at the meeting if you intend to record it.

3.5 Notification of the outcome

After the Grievance Meeting, an appropriate period of time may be taken to allow for any further investigation and/or the consideration of all the facts before a decision is reached. The Charity will then, normally, inform you in writing of its decision regarding the raised grievance without unreasonable delay. The letter will also explain your right to appeal against any decision taken.

4.0 Appeals against grievance outcomes

If you are dissatisfied with a decision made regarding a grievance you have raised, you have the right of appeal. Whenever possible, the appeal will be dealt with by a senior person other than the one who dealt with the original grievance.

Your appeal must be made in writing, stating the reasons for the appeal, to the individual identified in the decision letter. This should be submitted no later than the end of the fifth working day after you received written notification.

4.1 The Appeal Meeting

The Company will arrange and hold an Appeal Meeting as quickly as possible, normally within five days. You will be entitled to attend the Appeal Meeting and will be given an opportunity to state your case.

You must take all reasonable steps to attend this meeting. If you feel that you have a legitimate reason as to why you cannot attend the meeting on the proposed date, you must contact the person named on the invitation letter to inform them of this fact immediately. The meeting may then be delayed to facilitate your attendance, if this is considered reasonable.

You must notify and obtain the consent of all those present at the meeting if you intend to record it.

The decision following the appeal letter will be final.

	Disciplinary Policy & Procedure 17.12.2025
Policy Owner	
Date reviewed	04.11.2025
Date approved by board	17 December 2025
Next review date	16 December 2028

1.0 What this policy covers

This policy is designed to ensure that all disciplinary matters are dealt with promptly, fairly and consistently and to encourage an improvement in individual conduct and/or performance. It outlines the procedures that Dementia Studio will follow should there be a need to take disciplinary action and your right to appeal.

Dementia Studio reserves the right to discipline or dismiss you without following the Disciplinary Procedure if you have less than 24 months' continuous service.

2.0 Your entitlements and responsibilities

Dementia Studio aims to deal with disciplinary matters promptly and fairly.

You have the right to appeal against a decision Dementia Studio makes at a disciplinary meeting. In these cases, Dementia Studio will make every effort for the appeal to be dealt with by a senior person other than the one who dealt with the matter initially.

Dementia Studio's decision at the appeal stage is final and there is no further right of appeal.

You have a responsibility to assist Dementia Studio, if required, to investigate the matters raised at disciplinary meetings and comply with the disciplinary procedures.

3.0 Disciplinary sanctions

The level of the disciplinary sanction, if any, will be determined by the severity of the offence. Dementia Studio will normally select one of the following:

3.1 Informal warning

An informal verbal warning will usually be applied as the first step of corrective action following unsatisfactory performance or conduct offences.

You will be advised of any breach of conduct or standards or which aspect of your conduct has led to the meeting and Dementia Studio will explain the conduct or standards required in the future. The warning will be given verbally and you will be advised that a failure to improve the standard of conduct or performance may result in further disciplinary action. This will subsequently be confirmed in writing. A time limit will be placed on the warning.

3.2 Written warning

A Written Warning will normally be applied following further breaches of conduct or standards, but may be applied as the first step of corrective action following unsatisfactory performance or conduct offences. Dementia Studio will define the unacceptable acts and explain the conduct or standards required in the future. You will be advised in writing that a failure to improve the standard of conduct or performance may result in further disciplinary action. A time limit will be placed on the warning.

3.3 Final written warning

A Final Written Warning is usually applied after a Written Warning has been given and performance or conduct has not improved but may be applied after a more serious first or a second offence.

You will be advised in writing that a failure to improve the standard of conduct or performance may result in dismissal. A time limit will be placed on the warning.

3.4 Dismissal

Dismissal occurs when your employment is terminated either with or without notice. Dismissal without notice is also referred to as 'summary dismissal' and is restricted to cases of gross misconduct.

Dementia Studio reserves the right, at its complete discretion, to impose a sanction short of dismissal if it is deemed appropriate. This may include demotion, transfer to a different post or another appropriate sanction. Any such decision will be confirmed to you in writing once you have been informed of the outcome.

4.0 Disciplinary procedure

4.1 Suspension from work

If Dementia Studio believes it is appropriate, it may decide to suspend you from your work pending further investigation or disciplinary action. Suspension itself is not a disciplinary sanction.

4.2 If a decision to suspend is made, you will be informed verbally and this will usually be followed up in writing. While you are suspended, you should not attend work or make contact with anyone connected to Dementia Studio unless otherwise instructed by Dementia Studio. If you need to contact anyone connected to Dementia Studio while you are suspended, you must notify your manager. Any reasonable request will not be refused. Breach of the terms of your suspension may result in additional disciplinary action up to and including dismissal without notice.

4.3 Dementia Studio will endeavour to keep any suspension as brief as possible. Any period of suspension will be on full pay. However, should you fail to co-operate at any time with the investigatory process, for example by failing to attend any meeting, without good reason then Dementia Studio reserves the right to treat this as unauthorised absence and this may result in pay being withheld until such time as you attend any rearranged meeting.

5.0 Investigation Meetings

Depending on the circumstances, you may be required to attend Investigation Meetings before a decision is taken to invoke the disciplinary procedure. An Investigation Meeting is an informal meeting and so you are not permitted to be accompanied unless you are under the age of 18 (when a parent or guardian will be permitted).

5.1 You must notify and obtain the consent of all those present at the meeting if you intend to record it.

Depending on the outcome of the investigation, Dementia Studio will decide whether or not to proceed with a Disciplinary Meeting.

If it is decided that there is no case to answer then you will be informed of this fact either verbally or in writing. You will be expected to return to work at the agreed date and time. This will end the process.

6.0 Invitation to a Disciplinary Meeting

If you are required to attend a Disciplinary Meeting, Dementia Studio will inform you of this in writing.

In the letter, Dementia Studio will set out the issues that are to be considered, how seriously these are being viewed, the potential consequences and details of any intention to call witnesses. The letter will also inform you of the date and time of the meeting to allow you sufficient time to prepare your case.

As this is a formal meeting, the letter will also detail your right to be accompanied.

6.1 Your right to be accompanied at a Disciplinary Meeting

You are entitled to be accompanied at a Disciplinary Meeting by a fellow worker or a trade union official. With the exception of those under the age of 18, when a parent or guardian will be permitted, no other person will be permitted to attend.

Should you wish to be accompanied, you must notify Dementia Studio of the name and position of your chosen companion as soon as possible.

Your companion is permitted to put forward and summarise your case, respond on your behalf to views expressed in the meeting, ask questions and confer with you, but will not be entitled to answer questions directly on your behalf.

6.2 Action if you cannot attend the meeting on the proposed date

If you feel that you have a legitimate reason as to why you cannot attend the meeting on the proposed date, you must contact the person named on the invitation letter to advise them of this fact immediately. The meeting may then be delayed to facilitate your attendance, if this is considered reasonable.

6.3 Attending the disciplinary meeting

You must attend the meeting at the proposed time. Failure to participate in the process or attend arranged meetings without good reason may result in additional disciplinary action or a decision being made in your absence.

Prior to the meeting, you should ensure that you are fully prepared to answer questions relating to the incident/circumstances in question. At the meeting you will be given every opportunity to state your case, present any evidence and call relevant witnesses before any decision is made.

You must notify and obtain the consent of all those present at the meeting if you intend to record it.

6.4 After the Disciplinary Meeting

At the end of the meeting there will normally be an adjournment to allow for consideration of the facts. You will be informed of the outcome and any sanction will be confirmed in writing to you as soon as possible.

In some circumstances there may be a need to adjourn and reconvene a meeting at a later date, to allow further investigation. In this case you will be advised accordingly.

6.5 Notification of the decision and disciplinary sanction

Following the Disciplinary Meeting, Dementia Studio will notify you of its decision and the disciplinary sanction it will apply. This letter will also explain your right to appeal against any decision taken and sanction applied.

6.6 Your right of appeal against disciplinary action

If you wish to appeal against a decision you must submit your request in writing, stating the reasons for the appeal, to the individual identified in the letter confirming the sanction. This should be submitted within five working days of receiving notification.

7.0 The Appeal Meeting

You will be informed of the date and time of the Appeal Meeting. If you feel that you have a legitimate reason as to why you cannot attend the meeting on the proposed date, you must contact the person named on the invitation letter to inform them of this fact immediately. The meeting may then be delayed to facilitate your attendance, if this is considered reasonable. You will be entitled to be accompanied by a fellow worker or a Trade Union official.

You must notify and obtain the consent of all those present at the meeting if you intend to record it.

At the Appeal Meeting you will be given an opportunity to state your case. Your companion is permitted to put forward and summarise your case, respond on your behalf to views expressed in the meeting, ask questions and confer with you, but will not be entitled to answer questions directly on your behalf.

The meeting will then be adjourned to allow Dementia Studio to consider the facts and the decision will be confirmed in writing. The outcome will be communicated as soon as possible, taking into account the complexity of the issues raised in the appeal. The decision at this stage will be final.

	Sickness and Absence 17.12.2025
Policy Owner	
Date reviewed	03.11.2025
Date approved by board	17.12.2025
Next review date	02.11.2028

1.0 PURPOSE

This document sets out Dementia Studio's approach to the management of absence. The aim of this document is to:

- explain what colleagues need to do if they fall ill or are unexpectedly absent from work for part or all of the working day
- explain what is considered to be unauthorised leave and the process for managing it
- describe the process for managing both short and long-term absence
- detail sick pay entitlements

2.0 SCOPE OF POLICY

This policy and associated procedure apply to all colleagues of Dementia Studio regardless of their business, location, or employment type (interim or permanent). Colleagues within their Probationary Period of Employment should use this document for guidance on the reporting of absence. Should a colleague's absence be cause for concern during their Probationary Period of Employment then managers should use the Probationary Period Policy and associated procedure for managing this absence but should seek the advice of the board of Trustees before doing so.

3.0 POLICY STATEMENT

Dementia Studio expects regular, punctual attendance from colleagues, as unplanned absence has a detrimental impact on service delivery. The Dementia Studio recognises that most colleagues will occasionally have genuine and acceptable reasons to be absent from work and is committed to managing such absences in a fair and consistent way; whilst offering appropriate and reasonable support to ensure a successful return to work.

4.0 LEGAL / REGULATORY CONTEXT

Access to Medical Records Act (1988)

Employment Rights Act 1996

5.0 APPROACH

5.1 Hospital, Medical and Dental Appointments

There is no automatic right to be absent for hospital, medical or dental appointments. The colleague should inform their manager in advance. The Line Manager may ask the colleague for evidence of the appointment. Any arrangement for taking time off work or making up hours should be agreed between the colleague and their manager.

5.2 Absence Notification

It is essential that colleagues notify their manager of absence as soon as possible, as this helps the business make alternative cover arrangements and minimises the impact on other colleagues and service delivery.

5.3 For Dementia Studio based colleagues, this should be at least 60 minutes before the individual's start time. Text messaging and / or emailing is not an acceptable method of communicating absence; colleagues must speak to their line manager directly. Contact must be made daily for any absence between one and seven days unless agreed otherwise by your line manager on the first day of absence due to the circumstances of the absence.

5.4 When a colleague has contacted their line manager to notify them of absence, the manager may contact the colleague from time to time during their period of absence. This contact is essential to ensure that Dementia Studio is aware of the wellbeing of colleagues and for the purposes of establishing a possible return to work date.

5.5 For all sickness absences of up to 7 days (inclusive), colleagues must complete the self-certification form immediately on their return. In certain circumstances a medical certificate may be requested for absence periods of less than seven days. If the sickness absence is longer than seven days then they must obtain a Fit Note from their GP and provide it to their manager immediately.

5.6 Where the Fit Note states that an individual 'may be fit for work', the manager should make arrangements to discuss the recommendations with the individual to agree whether the adjustments can be accommodated, for what period of time and the impact on hours and pay. On occasion it may not be possible for the business to accommodate the recommendations on the Fit Note. In such instances the individual will be classed as not fit for work for the duration of the Fit Note.

5.7 All colleagues returning to work from absences of two months or more are required to produce a current Fit Note stating fitness to return to work. Where a colleague has been absent for less than two months, but wishes to return to work earlier than the originally stated date on their Fit Note, they will need to obtain a new Fit Note from their GP stating they are fit to return to work.

6.0 SICKNESS DURING ANNUAL LEAVE

When a colleague falls sick during annual leave, they must notify their manager as soon as is reasonably practical. If they wish to have the leave reinstated, colleagues must produce a medical certificate to confirm their incapacity obtained from their GP or if abroad from a suitably endorsed qualified medical practitioner. Colleagues will be expected to arrange to send certificates as soon as possible.

7.0 LONG TERM SICKNESS & ANNUAL LEAVE

Colleagues on long term sickness absence may request to take all or part of their outstanding annual leave whilst on sick leave. The colleague's sick pay will be suspended for any period the colleague receives holiday pay and will resume when the requested annual leave period is over unless they are returning to work. Both sick and holiday pay cannot be paid simultaneously.

8.0 RETURN TO WORK MEETING

All colleagues will have a discussion with their manager on return to work after any period of absence. In situations where a colleague is working remotely from their manager, then it is reasonable to have these discussions over the phone or by other means. Outputs of these meetings would contribute to further meetings associated with irregular attendance.

8.1 Return to work meetings serves several purposes:

- To ensure that the colleague is fit to return to work and if any assistance or support is required
- To discuss the reason for the absence (and to find out if there are any underlying causes)
- To check that absence procedures have been followed correctly and that the colleague is aware that absence records are monitored.

9.0 FAILURE TO FOLLOW THE ABSENCE POLICY / UNAUTHORISED LEAVE

Failure to follow the correct procedure for notification and/or certification purposes may lead to the absence being recorded as unauthorised leave and subsequent deduction from wages. Furthermore, failure to follow the correct notification and/or certification reporting procedure may after investigation, lead to disciplinary action being taken against the colleague.

9.1 Falsification of any information on a certificate will be regarded as gross misconduct resulting in summary dismissal. Other absences that may be considered unauthorised leave include; taking annual leave which has not been approved or refused, failure to attend work when expected without good reason, not returning from annual leave when expected and may after investigation, lead to disciplinary action being taken against the colleague. Prior to investigation, payment may be withheld for any period of unauthorised absence.

10.0 IRREGULAR ATTENDANCE AT WORK / REGULAR SICKNESS ABSENCE

Colleagues who have repeated periods of absence (both short-term and long term absence) will be given the opportunity and appropriate assistance to improve their attendance to an acceptable level. However, colleagues will be advised of the effects and possible consequences on their employment should there be no significant improvement in their level of attendance. The level of unacceptable attendance and the impact of this absence will depend on the needs of the service.

Ten cumulative days or four incidents of absence over a 12-month period would normally be regarded as unacceptable, and would trigger a discussion in relation to irregular attendance. The manager will monitor the colleague's sickness absence. If the reason for unacceptable irregular attendance is not related to sickness then the colleague will be given the opportunity and appropriate assistance to improve their attendance to an acceptable level. However, in circumstances where no sustained improvement is made, it may, after investigation, lead to disciplinary action being taken against the colleague.

11.0 THE RIGHT TO APPEAL

Colleagues will have a right to appeal absence management decisions that result in redeployment or dismissal.

Appeals will be heard by the Chair of Trustees and one other trustee.

The appeal panel have the authority to overrule any decision made by the original panel and this could result in either a lesser or more severe sanction.

Notice of appeal must be submitted within 5 working days to the individual outlined in the decision letter.



Appendix 1 SICKNESS PAY 17.12.2025

Please note that the payments set out below apply to employees of Dementia Studio. Colleagues who are self-employed are advised to take out insurance against long-term sickness.

Sick pay will be linked to The Studio Contracts of Employment as per table below:

Length of Service at Commencement of Sickness Absence	No. of week's full pay	SSP
0-12 months	0	√
1st full leave year	1	√
2 nd full leave year	2	√
3 rd full leave year	4	√
4 th full leave year	5	√
5 th full leave year	10	√
5 years +	12	√

Note: for the purposes of calculating sick pay, one month is deemed to be **16 working days**.

Annual Leave Policy 17.12.2025

Hourly paid employees have a holiday allowance included in their wages: one hour annual leave for every nine hours worked.

Salaried employees are entitled to the leave stated in their contract. This is based on the minimum annual allowance (28 days pa for a full time employee) and is calculated pro rata using the government holiday allowance calculator.: <https://www.gov.uk/calculate-your-holiday-entitlement>

All personnel are encouraged to take their holiday allowance within the leave year (dating from their appointment). Annual leave may be carried over into a new financial year under special circumstances and with the agreement of their manager. There is no entitlement to pay in lieu of holiday.

Annual leave request form 17.12.2025

Please ensure all annual leave is authorised prior to booking any holidays/events.

Where possible annual leave requests should be made directly to your line manager a minimum of two weeks in advance. Please be mindful of staffing levels when requesting annual leave.

Once approval has been received, update the team calendar with your initials.

Name		Date of request	
Date of leave		Total hours	
Hours requested		Hours remaining	

Line manager

Signature

Date

Refusal notice

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	Trustee Recruitment Policy & Procedure 17.12.2025
Policy Owner	Justine Schneider
Date reviewed	01.11.2025
Date approved by board	17 December 2025
Next review date	16 December 2028

1.0 Introduction

Trustees play an essential part in the life of The Studio. They ensure that it operates in line with the aims and purpose of the charity. They enrich the skills base that underpins its operation. They extend its reach into wider sectors of society and represent its interests in the domains that they frequent. These roles need to be refreshed on a regular basis.

2.0 Planning recruitment

Every year, 6 months before the AGM, the board will decide whether they need to actively recruit new trustees. In addition, if during the course of the year, any trustees announce their intention to leave, the board will decide whether they need to recruit new trustees. Existing trustees will refer to their governing documents to determine whether new trustees should be elected or co-opted, and recruit in line with the appropriate process. They will agree on one trustee to lead the recruitment process. This trustee will make sure the recruitment is kept on the board's agenda, that progress is made and that this policy is reviewed after the recruitment. Actions and responsibilities may be delegated to other members.

3.0 What is the role and who we are looking for?

A skills audit will be undertaken to determine what we are looking for in trustees and a role description will be drawn up to reflect the needs of the organisation.

4.0 Advertising the roles

The role description will be advertised online, by email to selected stakeholders and partners, and in the press if necessary. We will advertise vacancies for a minimum of 2 weeks before a closing date for applications.

5.0 Selecting the best people

See Procedures below. We will ask candidates to submit an expression of interest via email. One trustee will be given the task of responding to expressions of interest and managing the emails. This person will acknowledge each application. After the recruitment process is completed they will write thank you letters to everyone who expressed an interest in the vacancy, whether or not they are successful.

6.0 Review and development

The board will review the trustee recruitment process periodically. New trustees will be encouraged to feed in what went well and what could be improved in their view. If any changes to this policy are needed, the changes shall be made and a revised policy put to the board for adoption. This policy shall be reviewed after each trustee is successfully appointed.

7.0 Procedures

The recruitment procedures are outlined in the following table.

TRUSTEE RECRUITMENT PROCEDURES	Responsible
Introduction to the charity and information about role of trustee (from Charity Commission website)	
Meet 2+ directors	
Check they want to proceed	
Confirm they have the role description	
Ask to complete declaration form	
Confirm appointment in principle	
Communicate decisions and ask to provide references, if they accept	
Confirm references and if acceptable formally invite the new trustee to the next meeting	
Provide induction	
First trustees meeting	
Follow-up to see if they have any questions/issues	

Preferred title	First Name	Middle Name	Surname
Address			
Phone number			
Email address			

- 1.** Describe yourself in a few words.
- 2.** What particular skills and qualities could you offer as a trustee? Please refer to the role description and person specification.
- 3.** Please rate your knowledge in the following areas by marking with X:

Skills sought (examples)	Average	Good	Excellent
Finance/accounting			
Human resources			
Marketing and social media			
Non-profit leadership and administration			

	Volunteers policy & procedures 17.12.2025
Policy Owner	
Date reviewed	03.11.2025
Date approved by board	17.12.2025
Next review date	02.11.2028

1.0 PURPOSE

Dementia Studio is committed to involving volunteers to:

- Contribute to the delivery of our services by enhancing and enriching the services we offer
- Provide different skills and perspectives
- Offer opportunities for participation by people who might otherwise be excluded; providing employment and training opportunities through a structured and supported volunteer programme

This volunteer policy sets out the principles and practice by which we involve volunteers.

2.0 PRINCIPLES

Volunteering at Dementia Studio is underpinned by the following principles and is based partly on the TUC 'Charter Strengthening Relations Between Paid Staff and Volunteers'.

- **Choice**

Volunteering is a choice made freely by each individual. Whilst volunteering is not a contractual agreement, Dementia Studio will ensure all volunteers are aware of our commitment to them.

- **Working together**

Volunteer roles will be designed to add value to the services we provide and will not replace or entirely replicate paid colleagues.

- **Diversity**

Volunteering should be open to all. Implementing equalities policies and schemes and a welcoming approach are fundamental to support diversity.

- **Mutual benefit**

Volunteers offer their contribution unwaged but should gain in other ways in return for their contribution to the community.

- **Recognition**

There is explicit recognition of the value of the contribution made by volunteers to Dementia Studio, community, the economy and to society and wider social objectives.

- **Support**

Good support, management and training of volunteers is essential.

- **Policies and procedures**

Volunteers are subject to the same policies and procedures (where applicable) as other people who carry responsibilities at Dementia Studio.

The relevant policies will be communicated at induction and can be accessed online by request

3.0 Definitions

Dementia Studio defines a volunteer as someone who:

- gives their time freely without expectation of financial reward
- is not coerced into volunteering
- provides a tangible benefit to the organisation

4.0 Recruitment

Recruitment of volunteers will be from all sections of the community and will be in line with Dementia Studio's Equality and Diversity Policy and in line with the Recruitment of Ex-Offenders Act.

People interested in becoming volunteers with Dementia Studio may be invited for an informal talk with the appropriate contact person and to visit Dementia Studio. They will be given an information pack, including general information about the charity and specific information on the volunteer post in which they are interested.

All volunteers will be asked to complete a simple application form and to supply two references. Where applicants are not placed in the role applied for, they will be provided with feedback and given the opportunity to discuss alternative volunteering roles both with Dementia Studio and signposted to other organisations involving volunteers.

Volunteers with Dementia Studio are likely to come into contact with vulnerable people and/or be in a position of trust. They will be asked to provide appropriate information about any criminal convictions as part of the application process that is completed prior to starting their volunteering. Every volunteer role will also be required to undergo a DBS check at a Standard, Enhanced or Enhanced with Barred list level. Volunteers will be provided with information regarding the level of check required for a specific role. This information will be dealt with in the strictest confidence and will not necessarily prevent someone being accepted for voluntary work.

5.0 Volunteer Agreements

Volunteers will receive a volunteer agreement containing full information about their chosen area of work and a clear idea of their responsibilities and Dementia Studio's responsibilities to them.

6.0 Induction and Training

Volunteers will be given induction and training appropriate to the specific tasks to be undertaken.

7.0 Support

Dementia Studio recognises the importance of properly supporting volunteers. Volunteers will be assigned a named contact person who will provide regular support, normally the operational manager. Support

sessions will provide the opportunity to discuss the development of the volunteering role and any advice and guidance as needed. Each volunteer will have an annual review.

8.0 Records

Minimum details will be kept on volunteers. This will include the registration form, references, placement details, crisis contact, correspondence and any other relevant information in accordance with Dementia Studio's confidentiality policy.

9.0 Expenses

Dementia Studio will ensure that there is a clear and accessible system to enable volunteers to claim out of pocket expenses for travel. Volunteers should not normally need to purchase supplies or equipment, rather they should refer need to the operational manager.

10.0 Insurance

Volunteers will be covered by Public Liability and Employers Liability insurance while carrying out agreed duties.

11.0 Health and Safety

Dementia Studio will take all reasonably practicable steps to ensure the volunteers' health, safety and welfare while at work and in accordance with the organisation's health and safety policy and any pandemic-related rules that apply.

12.0 Equal Opportunities

Dementia Studio actively welcomes volunteers from all ages and backgrounds. Volunteers and colleagues will work in accordance with the equal opportunities policy and will prevent discrimination on any grounds.

13.0 Endings

When volunteers move on from their role at Dementia Studio, they will be asked to provide feedback on the volunteering experience by way of an exit questionnaire. They will also be given the opportunity to discuss their responses to the questionnaire more fully with the operational manager or a trustee. On the basis of their voluntary work, volunteers will have the right to request a reference.

PROCEDURES FOR RECRUITING AND SUPPORTING VOLUNTEERS

- I. People interested in becoming volunteers with Dementia Studio will be invited for an informal talk with the appropriate contact person and to visit Dementia Studio.
- II. They will be given information pack, including general information about the charity and a role description for the volunteer post in which they are interested.
- III. The volunteer completes a simple application form and supply two references.
- IV. operational manager matches each applicant against the role profile/s for which they have applied.

- V. Where applicants are not placed in the role applied for, they will be provided with feedback and given the opportunity to discuss alternative volunteering roles both with Dementia Studio and signposted to other volunteer involving organisations.
- VI. Volunteers will be required to undergo a DBS check at a Standard, Enhanced or Enhanced with Barred list level. The charity will pay for the DBS check. This information will be dealt with in the strictest confidence and will not necessarily prevent someone being accepted for voluntary work.
- VII. The volunteer will receive a volunteer agreement containing full information about their chosen area of work and a clear idea of their responsibilities and Dementia Studio's responsibilities to them.
- VIII. The volunteer will be given induction and training appropriate to the specific tasks to be undertaken.
- IX. The volunteer will be assigned a named contact person who will provide regular support, normally the operational manager.
- X. Each volunteer will have an annual review with the operational manager of Dementia Studio.

VOLUNTEER ROLE DESCRIPTIONS 17.12.2025

Sporting Memories

The role of volunteer combines practical help with emotional support. Practical tasks are:

- To prepare the room furniture according to the session's layout.
- To ensure that the space is welcoming and comfortable taking account of the participants' needs (heating, seating, access to refreshments).
- To prepare hot drinks and distribute biscuits or other snacks

Emotional support requires the volunteer to have an understanding of the nature of loss in adulthood, often gained through personal or professional experience. Volunteers need to be good listeners and to respect confidentiality strictly. At least one volunteer at these sessions must have a good understanding of dementia care and how health and social care services operate in relation to dementia care.

Day care sessions

These sessions are led by paid professionals; artists and arts care assistants. Volunteers may support both roles. They should bring added value to the sessions without duplicating the roles of paid staff.

Artist volunteers help the lead artist to introduce methods to engage guests with dementia and may also help arts care assistants to support guests in creative activities. They attend for the creative session (11-1 or 2-4) at the invitation of the artist leading that session.

Volunteers who work alongside the arts care assistants (ACAs) assist mainly by freeing the ACAs to work more with individual guests. Volunteers therefore undertake practical tasks such as organising materials at the beginning of the session, tidying these away and making coffee/tea. They may support individual guests in activities when requested by the ACAs or artist to do so. They should not accompany guests to the toilet or perform personal care.

Volunteer specification for working with guests with dementia:

- Patience
- Good interpersonal skills
- Good observational skills (to be aware of body language, nonverbal signs)
- Empathy
- Sense of humour
- Enthusiasm
- Ability to adapt quickly to needs of clients
- A willingness to co-lead sessions
- A willingness to join in all sessions- singing, discussion, games
- Enjoys working in partnership with people
- An understanding of the characteristics of dementia an advantage

	Anti-harassment and bullying policy and procedures 17.12.2025
Policy Owner	
Date reviewed	27.10.2025
Date approved by board	17 December 2025
Next review date	16 December 2028

Dementia Studio is committed to having a workplace which is free from harassment and bullying and to ensure that all employees, contractors and, others who come into contact with us in the course of our work, are treated with dignity and respect regardless of gender, sexual orientation, transgender status, marital or family status, colour, race, nationality, ethnic or national origins, creed, culture, religion or belief, age, or disability. Striving to ensure that the work environment is free of harassment and bullying and that everyone is treated with dignity and respect is central to ensuring equal opportunities in employment. This policy and procedure is intended to support this commitment in practice and to provide guidance to staff on how to deal with concerns of bullying or harassment.

1.0 INTRODUCTION

Dementia Studio will not tolerate bullying or harassment in our workplace or at work-related events outside of the workplace, whether the conduct is a one-off act or repeated course of conduct, and whether done purposefully or not. Neither will we tolerate retaliation against, or victimisation of, any person involved in bringing a complaint of harassment or bullying. Retaliation or victimisation will also constitute a disciplinary offence, which may in appropriate circumstances lead to dismissal. You should also be aware that if a court or tribunal finds that you have bullied or harassed someone, in some circumstances the treatment may amount to a crime punishable by a fine or imprisonment.

1.1 Dementia Studio will take appropriate action if any of our employees, clients or contractors are bullied or harassed by our stakeholders or suppliers. Allegations of bullying and harassment will be treated seriously. Investigations will be carried out promptly, sensitively and, as far as possible, confidentially. If, after an investigation, we decide that an employee has harassed or bullied another employee or contractor, then the employee may be subject to disciplinary action, up to and including dismissal.

1.2 Employees and others who make allegations of bullying or harassment in good faith will not be treated less favourably as a result. False accusations of harassment or bullying can have a serious effect on innocent individuals. Staff and others have a responsibility not to make false allegations. False allegations made in bad faith will be dealt with under our disciplinary procedure.

2.0 WHAT CONSTITUTES BULLYING OR HARASSMENT

Bullying or harassment is something that has happened that is unwelcome, unwarranted and causes a

detrimental effect. If employees complain they are being bullied or harassed, then they have a grievance which must be dealt with regardless of whether or not their complaint accords with a standard definition. For further information, please refer to [ACAS guidance](#) on discrimination and bullying.

It is important to recognise that conduct which one person may find acceptable, another may find totally unacceptable. All employees must, therefore, treat their colleagues with respect and appropriate sensitivity.

Bullying does not include appropriate criticism of an employee's behaviour or proper performance management.

3.0 REPORTING

It is vital to report bullying.

3.1 What you should do if you witness an incident you believe to harassment or bullying. If you witness such behaviour you should report the incident in confidence to your manager. Such reports will be taken seriously and will be treated in strict confidence as far as it is possible to do so.

3.2 What you should do if you feel you are being bullied or harassed by a stakeholder or supplier (as opposed to a colleague). If you are being bullied or harassed by someone with whom you come into contact at work, please raise this with your manager in the first instance or, with a Director. We will then decide how best to deal with the situation, in consultation with you.

3.3 What you should do if you are being bullied or harassed by a colleague. If you are being bullied or harassed by another employee or contractor, there are two possible avenues for you, informal or formal.

4.0 INFORMAL RESOLUTION

If you are being bullied or harassed by another employee or contractor, you may be able to resolve the situation yourself by explaining clearly to the perpetrator(s) that their behaviour is unacceptable, contrary to our policy and must stop. Alternatively, you may wish to ask your manager or a colleague to put this on your behalf or to be with you when confronting the perpetrator(s).

If the above approach does not work or if you do not want to try to resolve the situation in this way, or if you are being bullied by your own manager, you should raise the issue with a Trustee. The Trustee will discuss with you the option of trying to resolve the situation informally by:

- Telling the alleged perpetrator(s), without prejudging the matter, that there has been a complaint that their behaviour is having an adverse effect on a fellow employee;
- That such behaviour is contrary to our policy;
- That the continuation of such behaviour could amount to a serious disciplinary offence.

It may be possible for your line manager/Trustee to have this conversation with the alleged perpetrator without revealing your name, if this is what you want. They will also stress that the conversation is confidential.

In certain circumstances we may be able to involve a neutral third party (a mediator) to facilitate a resolution of the problem. Your line manager/Trustee will discuss this with you if it is appropriate.

If your complaint is resolved informally, the alleged perpetrator(s) will not usually be subject to disciplinary sanctions. However, in exceptional circumstances (such as a serious allegation of sexual or racial harassment or in cases where a problem has happened before) we may decide to investigate further and take more formal action notwithstanding that you raised the matter informally. We will consult with you before taking this step.

5.0 RAISING A COMPLAINT

If informal resolution is unsuccessful or inappropriate, you can make a formal complaint about the harassment or bullying to your line manager or a Trustee. A formal complaint may ultimately lead to disciplinary action against the perpetrator(s).

5.1 We will first investigate the complaint. You will need to co-operate with the investigation and provide the following details (if not already provided):

- The name of the alleged perpetrator(s),
- The nature of the harassment or bullying,
- The dates and times the harassment or bullying occurred,
- The names of any witnesses and
- Any action taken by you to resolve the matter informally.

5.2 The alleged perpetrator(s) would need to be told your name and the details of your complaint in order for the issue to be investigated properly. However, we will carry out the investigation as confidentially and sensitively as possible. Where you and the alleged perpetrator(s) work in proximity to each other, we will consider whether it is appropriate to separate you whilst the matter is being investigated.

5.3 After the investigation, we will meet with you to consider the complaint and the findings of the investigation. At the meeting, you may be accompanied by a fellow worker. After the meeting (and normally within five working days), we will write to you to inform you of our decision and to notify you of your right to appeal to a more senior manager if you are dissatisfied with the outcome.

5.4 You should put your appeal in writing explaining the reasons why you are dissatisfied with our decision. You should submit your appeal within five working days of receiving written confirmation of our decision. If you submit an appeal, you will be invited to attend a meeting to consider it. Once again you may be accompanied by a fellow worker or a trade union official. We will write to you afterwards to confirm our final decision.

6.0 DISCLOSURE AND CONFIDENTIALITY

Dementia Studio will treat personal data collected during this process in accordance with the data protection policy. Information about how employees' data is used and the basis for processing data is provided in the employee privacy notice.

7.0 USE OF DISCIPLINARY PROCEDURE

Harassment and bullying constitute serious misconduct. If, at any stage from the point at which a complaint is raised, we believe there is a case to answer and a disciplinary offence might have been committed, we will instigate our disciplinary procedure. Any employee found to have harassed or bullied a colleague will be liable to disciplinary action up to and including summary dismissal.

8.0 REVIEW PROCESS

This policy & associated procedures will be reviewed every year, or sooner if legislation or regulatory changes require an earlier review. Any amendments will be appropriately consulted on and signed off before being clearly communicated to colleagues.