

POLICIES & WORKING PROCEDURES

PART 1



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Community Sports Network's Expenses Policy

Community Sports Network will reimburse employees for approved expenses wholly and necessarily incurred in the course of conducting contractual requirements.

It is not the purpose of expense payments to provide you with an incentive or reward for non-standard duties. The amount of any expenses paid will be the additional costs incurred as a result of you undertaking a work assignment.

Expenses will be paid in accordance with the regulations and interpretation of the Inland Revenue. Any special ad hoc arrangements made to suit particular circumstances will not be considered to set any form of precedent.

If you are required to undertake official travel in the course of your duties and you incur extra costs, you will be entitled to claim some or all of your extra costs in accordance with the rules set out in the following travel and subsistence policy. Only travel deemed by your manager to be necessary will qualify for reimbursement of costs.

You will be entitled to claim the following providing they are reasonable, and the appropriate documentation has been completed and supporting receipts submitted:

1.1 Travel by private vehicle

Community Sports Network recognises that there are employees who are required to undertake business mileage in their own vehicles.

The aim of this policy is to set levels of reimbursement for business mileage that offer a fair reimbursement to those individuals on the principles that reimbursement for mileage will be within the tax free thresholds set by Her Majesty's Revenue and Customs (HMRC) and that where possible mileage allowances reflect actual motoring costs.

Compensation for mileage undertaken on Community Sports Network business is made by payment of the relevant HMRC-approved Mileage Allowances at the appropriate level

Mileage at the rate notified and all necessary parking charges and unavoidable tolls, incurred while travelling to and from a Community Sports Network authorised activity (You are responsible for any fines or penalties incurred).

Staff are required to abide by the Lesser of rule [See 7.9 below for formula] when claiming travel expenses while using your car. When travelling on official business, reimbursement is limited to the lesser of the actual costs or the expenses which would have been incurred if the journey had begun at the permanent office by the shortest practicable route

Community Sports Network's Expenses Policy

Community Sports Network will not cover parking expenses incurred unless you are out of the office on an authorised activity.

Please note: Employees may only claim mileage if they have the correct business use insurance cover.

Trains/ buses - standard class fare incurred travelling to and from a Community Sports Network authorised activity

You are expected to use the most cost effective transport, methods and routes when travelling to carry out your duties.

Accommodation - cost of room and all necessary meals while on a Community Sports Network authorised activity

Meals - as necessary and to a reasonable standard whilst on authorised business. See Table Of Allowable Expenses for amounts.

1.2 Expenses Claims

General Expenses

If a member of staff has spent money on items required by Community Sports Network or incurred expenses in carrying out Community Sports Network business s/he should reclaim it by completing an Expenses Claim Form. The form should be fully completed by the person making the claim and authorised by their line manager by them signing. Claims for Travel Expenses must also be accompanied by a correctly completed Expenses Claim Form. All claims (excluding Travel Expenses) must have valid supporting receipts attached. No expense will be paid without production of the original receipt showing the date and what was purchased.

Expenses will be reimbursed monthly. Claims must be received in the HR & Finance Manager before the 20th of each month to enable processing to be completed. Later claims will be deferred to the following month.

- Mileage rate is based on Inland Revenue Approved Mileage Allowance Payment of 45p per mile for the first 10,000 miles.
- The above rate is reduced to 25p if the total travel in any tax year exceeds 10,000miles.

Community Sports Network's Expenses Policy

The HR & Finance Manager will verify the claim by checking that all amounts on the claim have a corresponding receipt, that any VAT is accounted for correctly and by checking that totals are correct.

In exceptional circumstances expenses may be incurred on behalf of Community Sports Network which would be difficult to support until the next salary day. In such circumstances a cheque may be requested from the appropriate Team Manager.

1.3 Staff/ Volunteer Subsistence

The rates of subsistence are shown in the table of allowable expenses 7.6.5 below. All claims for subsistence and records of expenditure must be accompanied with receipts to demonstrate the actual expenses you incur.

1.4 Foreign Currency Claims/Advances

If foreign currency is required for a trip outside the UK and the staff member does not have the financial capability to cover the expense, the HR & Finance Manager should be informed of currency requirements a minimum of one week before departure.

Currency should be signed and collected from the HR & Finance Manager. Receipts for all amounts (which you are entitled to reclaim from Community Sports Network) spent during the trip must be retained.

On return, spending must be accounted for by completing an Expense Claim Form detailing both the currency and sterling amounts (translated at the conversion rate obtained at). All appropriate receipts must be attached. This should then be attached to the expenses claim form and submitted to the HR & Finance Manager together with any unused currency.

Any part of the cash advance which has not been spent or for which receipts are not available must be returned.

Community Sports Network's Expenses Policy

Table Of Allowable Expenses

<u>Mileage rate</u> Using the Lesser Of rule See below	Up to and including 10,000 miles 10,000 miles and over	£0.45 £0.25
<u>Subsistence Rates</u> Only on submission of receipts	Business away from the office of more than 5 hours but less than 10 hours (including a lunch time) you are able to claim up to £5.50 Business away from the office of more than 10 hours but less than 12 hours, you are able to claim up to £11.00 Business away from the office of more than 12 hours but less than 24 hours, where the criterion for a late evening meal is not met.	£5.50 £11.00 £15.00
The following subsistence may also be available depending on when you are required to travel		
Breakfast	Can be claimed when a business journey, of any duration starts before 6.00am	£5.50
Late evening meal	Can be claimed when business away from the office is required after 8pm, regardless of duration of the trip.	£15.00
NB: The maximum amount of subsistence which can be claimed in a day without an overnight stay is £15, or £26 [£11 + £15] if the late evening meal rate is claimed.		
Claimable for each 24 hours of business away from the office		£30.00
The maximum you can claim is reduced by £5.50 for every meal provided by a third party or by £15 if a late evening meal is provided during your business trip e.g. lunch at a conference or breakfast provided at a hotel.		

Community Sports Network's Expenses Policy

1.5 Line-Managers

Do not approve any expense claim until you are satisfied that the journey was needed, the details of the journey/subsistence are correct and all supporting evidence is provided.

1.6 Claiming Expenses Incurred

All travel & subsistence expenses incurred must be claimed using the check list and claim provided by the Finance Manager [see copy at Appendix 1]. All claim forms must be authorised by your Line Manager and submitted by the 20th of each month for payment. It is the responsibility of the Line Manager to check all expense claims for accuracy and evidence before signing.

WARNING

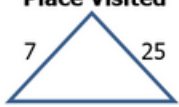
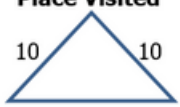
It is the employee's responsibility to ensure that all expense claims are completed accurately and provide proof of any expenses incurred.

Payment of your expense claims will be delayed or withheld if not properly substantiated.

Fraudulent claims constitute a gross misconduct and will result in disciplinary action which will result in your dismissal.

THE "LESSER OF" RULE

When travelling on official business, reimbursement is limited to the lesser of the actual costs or the expenses which would have been incurred if the journey had begun at the permanent office by the shortest practicable route.

	 Place Visited Home 20 Office	 Place Visited Home 7 Office	 Place Visited Home 15 Office
1) Home to place Visited and back to Home	Claim = 14 miles i.e. actual mileage met as shorter than travelling from office to place visited	Claim = 20 miles i.e. limited to return mileage between office and place visited	Claim = 20 miles i.e. actual mileage = distance between office and place visited
2) Office to place Visited and back to Office	Claim = 50 miles i.e. actual mileage because journey starts and ends at office	Claim = 20 miles i.e. actual mileage because journey starts and ends at office	Claim = 20 miles i.e. actual mileage because journey starts and ends at office
3) Home to place Visited to Office	Claim = 32 miles i.e. actual mileage met as shorter than return journey between office and place visited	Claim = 20 miles i.e. actual distance limited to return mileage between office and place visited	Claim = 20 miles i.e. actual mileage = return mileage between office and place visited
4) Office to place Visited to Home	Claim = 32 miles i.e. actual mileage met as shorter than return journey between office and place visited	Claim = 20 miles i.e. actual distance limited to return mileage between office and place visited	Claim = 20 miles i.e. actual mileage = return mileage between office and place visited

Community Sports Network's Transport Policy

DECLARATION AND UNDERTAKING

Mileage Allowances and Insurance Requirements

1.) _____(Full Name) declare:

a) That I have read the attached document on Motor Vehicle Insurance and Roadworthiness of Vehicles and I understand the requirements of the insurance cover which I must have if using my private motor vehicle on official Belfast Community Sports Development Network (CSN) business for which mileage allowance can be paid to me;

b) That my insurance cover meets the requirements of the attached document and that if I am required to carry official cash or equipment on official journeys my insurance cover is not invalidated thereby;

c) That I will immediately notify the CSN HR Department of any change which leaves me with less insurance cover than is required by the regulations; and

d) That I will maintain my vehicle in a roadworthy condition.

2. I undertake not to claim from CSN in respect of any loss or damage I may sustain which would have been recoverable under my insurance policy if that policy:

a) Had not contained an excess clause; or

b) Had extended to damage to or loss of the vehicle.

3. I have read and understand the contents regarding financial provisions for injury or death due to an accident while using a private motor vehicle on official business.

Signed: _____

Position: _____

Date: _____

Name of Insurance Company: _____

Note: Document to be held on personnel file.

Community Sports Network's Transport Policy

MOTOR VEHICLE INSURANCE AND ROADWORTHINESS

1.0 MOTOR VEHICLE INSURANCE

Employees using their private motor vehicles at either the standard rate or the public transport rate of mileage allowance must satisfy certain insurance conditions. It is the officer's personal responsibility to ensure that the required insurance conditions are fulfilled.

Employees must declare in writing that they know and understand the insurance requirements and are covered accordingly and that they will notify the CSN of any change, which leaves them with less cover than that required. CSN may make spot check on Employee's policies.

Employees using their private motor vehicle on official business and claiming reimbursement at the public transport rate of motor mileage allowance must meet the following requirements:

- the employee must have insurance without financial limits against claims in respect of:

- bodily injury to or death of third parties;
- bodily injury or death of any passenger;
- damage to the property of third parties;

- the insurance policy must contain either a clause permitting the use of the vehicle by the policy holder in person in connection with his/her business, or a clause specifically permitting the use of the vehicle by the policy holder in person on the business of CSN;

- in the case of a vehicle owned by an employee's partner, the insurance policy should specifically cover the use of the vehicle on the business of CSN.

Employees using their private motor vehicle on official business and claiming reimbursement at the standard rate of mileage allowance must meet the following requirements:

- the employee must have normal comprehensive insurance covering the risks set out in paragraph 1.3 and damage to or loss of the vehicle; or

- the employee must have insurance covering the risks set out in paragraph 1.3 and additionally have given an undertaking not to claim from CSN in respect of any loss or damage sustained which would have been recoverable under their insurance policy if that policy had extended to damage or loss of the vehicle.

Community Sports Network's Transport Policy

Insurance policies, which are otherwise fully comprehensive, may exclude liability in respect of:

- Frost damage;
- Theft of any part or accessory (unless the vehicle itself is stolen); and
- Any article left in the vehicle.

When a car is parked out in the open, such restrictions do not prevent payment of standard rate of motor mileage allowance.

Note on individual clauses in motor insurance policies.

Total Abstainer Clause. An officer whose insurance cover is restricted by a total abstainer clause or endorsement may qualify for mileage allowance provided that the insurance gives normal comprehensive cover in every other respect;

Excess Clause. An otherwise fully comprehensive policy with an excess clause which requires employees to bear the first part of any claim is acceptable for the payment of standard rate motor mileage allowance, but officers must give an undertaking not to seek to recover from CSN any amount which they may be called upon to pay as a result of the operation of the excess clause.

Cash and Equipment. When employees are required to carry official cash or equipment in their private motor vehicle they should ensure that their insurance cover will not be affected, if necessary, by notifying their insurance company specifically. It is not intended that the officer should arrange any special insurance cover in respect of risks to the cash or equipment itself.

Employees should ensure that their Insurance Company includes a paragraph embodying these undertakings in any endorsement placed on the policy to cover the risk for the use of the vehicle on official business, or that similar written evidence is provided that these risks are covered. If this requirement cannot be met only the public transport rate of motor mileage allowance is payable.

1.2 PUBLIC TRANSPORT RATE

Payment of public transport rate does not in any way recognise the use of the private motor vehicle and no liability will be accepted in the event of any accident, damage, injury or death, beyond that which would exist if the private motor vehicle had not been used.

Community Sports Network's Transport Policy

1.3 ROADWORTHINESS

In order to comply with the requirement of the Health and Safety at Work (Northern Ireland) Order 1978 and the Motor Vehicles (Construction and Use) Regulations (Northern Ireland) 1989, officers using their private motor vehicle must ensure to the best of their knowledge that their vehicle is in and maintained in a roadworthy condition.

1.4 FINANCIAL PROVISIONS

Employees, while using their private motor vehicle on official business or travelling as an official passenger in another employee's car, are deemed to be in the course of their duty for the purpose of the Injury Benefit provisions of the Northern Ireland Local Government Officers' Superannuation Committee (NILGOSC). They are also covered by the Social Security Contributions and Benefits (Northern Ireland) Act 1992, subject to the decision of the Statutory Authorities in a particular case. In other respects, provision for injury or death due to an accident while employees are using their private motor vehicle on official business is the employees' own responsibility.

Community Sports Network's Redundancy Policy

1.1 Introduction

Community Sports Network is committed to providing a stable work environment and security of employment for employees and every reasonable effort will be made to avoid redundancies.

In the event that redundancies are unavoidable, Community Sports Network will make every reasonable effort, consulting as necessary, to minimise the number of employees compulsorily made redundant. The procedures operated will be fair and non-discriminatory and will involve consultation.

Community Sports Network will act in accordance with statutory requirements.

The purpose of the policy is to set out the framework which will be adopted when a redundancy situation is faced.

1.2 Definition of Redundancy

Under The Employment Rights (NI) Order 1996, redundancy arises whenever employees are dismissed wholly or mainly because:

- The employer has ceased, or intends to cease, to carry on the business for the purposes of which the employee was employed; or
- The employer has ceased, or intends to cease, to carry on the business in the place where the employee was employed; or
- The requirements of the business for employees to carry out work of a particular kind have ceased or diminished or are expected to cease or diminish; or
- The requirements of the business for employees to carry out work of a particular kind, in the place where they were so employed, have ceased or diminished or are expected to cease or diminish.

1.3 Means of Avoiding Redundancies

Community Sports Network will endeavour to avoid compulsory redundancies wherever possible. Measures for avoiding compulsory redundancies may include such of the following as is considered appropriate in each individual case:

- Natural wastage
- Termination of employment of casual staff
- Seeking volunteers

Community Sports Network's Redundancy Policy

- Redeployment and if appropriate, retraining to other parts of the Organisation
- Restrictions on recruitment
- Short time working
- Consideration of suggestions by employees
- Trying to make savings in other areas

In the event that any of these measures are implemented then care will be taken to ensure that service delivery, development and the work of the Organisation is not adversely affected.

1.4 Dismissal Process

Any dismissals from employment by reason of redundancy will be carried out in accordance with any applicable statutory dismissal process. Details of the rationale for the exercise will be communicated.

1.5 Consultation

Where it is proposed that 20 or more employees will be made redundant then Community Sports Network will follow a formal consultation process in line with any relevant legislation in force at the time. Individual consultation will take place with the employee irrespective of the number of proposed redundancies. Consultation will take place in advance of any decisions to dismiss being taken.

1.6 Selection Methods

The need to maintain a balanced, skilled and experienced workforce after any redundancy will be paramount. Where a need for redundancies has been identified a ring fence will be established around the relevant pool(s) of employees from which the redundancies will be made. Redundancy selection within the relevant pool of employees will normally be made using merit criterion and interview, taking into account disciplinary and attendance records where appropriate.

The precise selection criteria will vary according to each redundancy situation but the paragraphs below indicate the types of criteria, which the organisation may wish to apply.

The selection criteria may include some or all of the following but the list is not exhaustive:

- Qualifications
- Experience
- Skills/knowledge/aptitude
- Productivity

Community Sports Network's Redundancy Policy

- Flexibility
- Attendance record
- Disciplinary record
- Performance
- Physical skills
- Others – e.g. ability to work required rota system or possession of driving licence where relevant.

Criteria may be weighted to reflect their relative importance to the future requirements of the post that will remain. Criteria will be applied in a non-discriminatory manner.

1.7 Redeployment

Community Sports Network aims to avoid redundancies by securing alternative employment where necessary and wherever practicable. Employees within the pool(s) will be made aware of suitable/reasonable redeployment opportunities and trial periods available in respect of them.

1.8 Time Off

Employees under notice of redundancy will be allowed reasonable time off with pay, subject to prior agreement by their manager to:

- Look for work
- Attend interviews
- Arrange for re-training

1.9 Pay

When a redundancy situation arises, statutory redundancy pay will apply. Community Sports Network will use criteria as it considers appropriate to the circumstances at the time of redundancy.

2.0 Appeal

Any employee dismissed from employment by reason of redundancy shall have a right to appeal against the decision to dismiss them.

2.1 Additional Information

In the event that any employee requires additional information regarding a specific proposed redundancy exercise then a request should be made to the Chief Executive.

Community Sports Network's Confidentiality Statement

Recipient Details

Name: _____

Date: _____

Issued By: _____

During your time of employment, contract period and association with Community Sports Network, you may become party to information that could be considered trade secrets or confidential to the business. Such information may be oral in nature or in the form of documents, files or electronic media. To protect the integrity of the company's information and intellectual property, BCSDN requests that you acknowledge the following statement.

On the understanding that I may be aware of information pertaining to the company, its staff, operations, employment policies and methods, financial surroundings, history and future plans, I hereby covenant and agree with the company that I will henceforth maintain the integrity of the company by retaining to my personal knowledge any information that I become party to.

It is also clear that I shall not use (directly or indirectly), copy, reproduce or let out of my custody any information contained in documents, manuals or otherwise to any third party and I shall return copies of all printed or written documents, manuals, form etc. that come into my possession either on termination of my contract or when the item is no longer relevant to my position.

I agree that this document is binding from this day forward and extends indefinitely beyond the term of my employment with the company.

Signature: _____ Date: _____

Witnessed by: _____ Date: _____

Community Sports Network's Conflict of Interest Policy

Community Sports Network employees will faithfully discharge their duties and will refrain from knowingly engaging in any outside matters of financial interest incompatible with the impartial, objective, and effective performance of their duties.

Employees will not attain personal gain in any form which would influence improperly the conduct of their contracted duties. Employees will not knowingly use Community Sports Network property, funds, position or power for personal gain. They shall inform their Line Managers in writing of reasonably foreseen potential conflicts.

1.1 Sanctions

Conduct by an employee that violates Community Sports Network policies, regulations or rules pertaining to conflict of interest shall constitute a breach of the employment contract and this may lead to disciplinary action.

Employees must inform (in writing) their Line Manager, of all paid and unpaid work undertaken outside of contracted hours, so that clarification is sought on whether or not there is a conflict of interest or non-conformance with European Working Time Directive.

All staff must complete an annual Staff Conflict of Interest Disclosure Statement stating any potential conflict of interests that may affect their work and hand it into their Line Managers to assess potential conflicts that may effective performance of their duties or the funding for their post.

Line Managers must report any potential conflicts to the HR & Finance Manager with all completed Disclosure Statements for staff.

Senior Managers will meet with the staff member to assess if any personal gain or conflict to their work with Community Sports Network is a conflict of interest. All finding will be reported to the Finance & Personnel Committee for discussion and agreement.

Community Sports Network's Leave Policy

Annual leave is detailed in the terms and conditions of each post.

Community Sports Network Board of Directors and Staff and Employees will be entitled to 25 days annual leave and 12 days statutory leave. A further 1 days leave will be allocated after 5 years' service and a final 1 awarded to all staff after 10 years' service. Community Sports Network's annual leave runs from 1st April to 31st March each year.

Employees who commence after 1st April are entitled to leave proportionate to the completed months of service during the leave year of entry. Part-time workers annual leave will be apportioned on a pro-rata basis.

On termination of your employment, you shall be entitled to annual holiday with pay, or pay in lieu thereof, proportional to your length of service in that holiday year less any annual holiday already taken.

Where paid annual holidays have been taken in excess of accrued paid entitlement at the date of termination of employment such excess shall be deducted from monies due. Statutory days are excluded from this calculation.

Community Sports Network must be able to meet its contractual commitments, so would not envisage an employee taking any more than three working weeks leave at any one period unless under exceptional circumstances. This must be in agreement with the CEO.

No more than five days may be carried over in any leave year and only with your Director or Chief Executive's prior approval.

Requests for leave should, except in emergencies, be made at least seven days in advance for one days leave and one month in advance for a week's leave, on the appropriate leave card.

Requests for leave at a specific time may be refused if it is not in the best interests of the organisation to agree to the request.

1.2 Parental leave

Staff are entitled to (unpaid) parental leave as follows if they:

Are a parent of a child born or placed for adoption on or after 15th December 1999.

If staff have one year's service with Community Sports Network they are entitled to up to 13 week's leave for the purpose of caring for a child. This entitlement must be exercised within 5 years of the birth or adoption of the child; in the case of adoption, the entitlement will not apply past the child's 18th birthday.

Community Sports Network's Leave Policy

OR

Are the parent of a child entitled to a disability living allowance.

If staff have one year's service with Community Sports Network staff are entitled to up to 18 weeks leave for the purpose of caring for the child up to the child's 18th birthday. Staff must take parental leave in a minimum of one week blocks (apart from where a child is disabled) and staff are limited to a maximum of 4 weeks in a year for each child starting with the date staff first became entitled to parental leave.

In order to assist Community Sports Network in managing staff absence, you must provide at least 21 days' notice. Leave may be postponed, apart from leave taken immediately after the birth or adoption, depending on the needs of Community Sports Network

1.3 Hospital Appointments (Staff)

In recognition that hospital appointments are out of your control, Community Sports Network will allocate reasonable time (up to 3 hours paid leave). Prior to hospital appointments a relevant appointment card or letter/verification should be produced to the Line Manager. Should you wish to extend this period/appointment, Community Sports Network will be flexible and you can make arrangements to take time off or unpaid leave. This must be done in conjunction with your Line Manager.

1.4 Hospital Appointments (for dependants)

Where the staff member is the primary carer and you need to accompany a parent/child etc. to a medical appointment, in line with flexible arrangements staff should consider taking time off i.e. Annual leave, TOIL etc. make up the time to the organisation or alternatively take unpaid leave. This must be done in conjunction with your Line Manager.

1.5 Doctors/Dentist Appointments

You are expected to make every effort to arrange dental and medical appointments outside Community Sports Network core time, either at the beginning or end of the working day, in order to cause less disruption to the agency Time. Where time is lost by attending such appointments, you will be expected to make it up (i.e. Use of TOIL, shorter lunch break, etc). If this is not practicable, you should take the time involved as annual leave. Time off for dental and medical appointments must be taken only with the prior consent of your Line Manager.

Community Sports Network's Leave Policy

1.6 Carers leave

Carers leave is defined as an occasion when there is an unexpected and/or emergency sickness of an immediate family member where the staff member is the primary carer i.e. parent/child/sibling/partner). Carer's leave is at the discretion of your Line Manager and will not normally exceed one day. In exceptional circumstances, at the discretion of your Line Manager, and on approval of the Chief Executive, carer's leave may be extended to a maximum of three days.

Carers leave will be monitored on an individual basis. Community Sports Network reserves the right to withdraw this privilege.

1.7 Bereavement Leave

Bereavement leave will be granted for immediate family bereavement. A maximum of five days will be granted.

Definition of immediate family: mother, father, spouse/partner, brother, sister, son, daughter. In the case of extended family i.e. aunts, uncles, nieces, nephews, grand-parents, in-laws - one day compassionate leave will be granted. Allowances for cultural differences will be considered on an individual basis.

1.8 Unpaid Leave

Additional requirements for unpaid leave may be granted for individual requests in exceptional circumstances and by the Chief Executive.

1.9 Interview Leave

Employees under notice of redundancy will be allowed reasonable time off with pay, subject to prior agreement by their Line Manager to:

- Look for work
- Attend interviews
- Arrange for re-training

2.0 Jury service

Staff are entitled to time off work to fulfil your obligations with regard to Jury Service. In the event of employees being summoned to attend for Jury Service, they must notify management immediately on receipt of the Jury Summons, giving details of the dates they are required to attend Court.

Community Sports Network's Leave Policy

If staff are retained on Jury Service for a prolonged period, they have an obligation to notify Community Sports Network and must keep in regular contact throughout. Employees must return to normal working immediately following release from Jury duties.

Staff are reminded to ensure that an expenses claim is submitted to the Court in accordance with the available allowances for travelling, subsistence and your financial loss.

Staff are not entitled to payment for this time off, as staff can claim allowances from the Court.

2.1 Public duties

Staff are entitled to reasonable time off during working hours to perform the duties associated with certain positions, such as Justices of the Peace, members of a local authority, statutory tribunal or police authority. Staff are not, however, entitled to payment for this time.

2.2 Special Leave

Staff can apply directly to the CEO for Special Leave, this should be done in writing. Special Leave is defined as leave which is for a one-off purpose in which the staff member has the opportunity to do something unique or special. This may include representing your Country as a sporting competition.

This is at the CEO's discretion and can be a maximum of up to 3 days paid leave.

2.3 Approval of Leave

All leave must be approved by either your Line Manager, CEO or HR & Finance Manager. Leave forms must be sent via email or printed and left with HR & Finance Manager. Your approved leave must be shown on your work calendar. On the description you must state who approved the leave.

Community Sports Network's Maternity & Paternity Rights

2.4 Maternity and Paternity Pay Policy

Most of the relevant legislation can be found consolidated into the Employment Rights Act 1996, the Employment Relations Act 1999, the Employment Act 2002 and the Work and Families Act 2006.

To claim Statutory Maternity pay (SMP) the CSN employee must give the employer medical evidence of the date her baby is due, in addition to the notification relating to maternity leave. This will normally be a maternity certificate (known as Mat B1), although other evidence may be acceptable, which must be signed by the doctor or midwife no earlier than twenty weeks before the expected week of childbirth.

2.5 Maternity rights

There are three levels of maternity leave:

- Ordinary maternity leave (OML): All pregnant employees are entitled to OML - there is no qualifying period. The length of the leave is 26 weeks. The allowances payable are Statutory Maternity Pay (SMP) or Maternity allowance (MA) and the paid period extends into part of the additional maternity leave period (see below).
- Compulsory leave: This is a period of two week immediately after giving birth during which the woman is not permitted to work. This is part of the ordinary maternity leave period, not additional to it.

Additional Maternity Leave (AML): Begins from the end of the OML and is for a period of a further 26 weeks. There is no qualifying period of employment for AML. Part of AML is unpaid.

The earliest date a woman can start her maternity leave is the beginning of the eleventh week before the baby is expected. She must provide her employer with details of the week the baby is expected and the start date of her maternity leave. The employer must respond to this notification within 28 days and state the date by which the woman is expected to have returned to work after she finishes her full maternity leave entitlement – usually the end of her AML unless she chooses to return at an earlier date.

2.6 Maternity pay

Mothers who qualify are essentially entitled to up to 39 weeks' SMP. To qualify, the employee must:

- work for an employer who is liable (or would be liable but for the employee's low earnings) to pay the employer's share of Class 1 National Insurance contributions
- have average weekly earnings in the eight weeks up to and including the qualifying week at or above the lower earnings limit for the payment of National Insurance contributions

Community Sports Network's Maternity & Paternity Rights

- have 26 weeks' continuous service with her employer assessed at the 15th week before the week the baby is due.

The first 6 weeks of SMP is paid at 90% of average weekly earnings and the remainder at the lower statutory level (or 90% of the average weekly earnings, if this is less than the lower level). SMP rates are normally increased in April each year.

Current rates can be found in the Directgov website. In April 2012 the rates of statutory maternity pay (SMP), statutory paternity pay (SPP) will increase. Rates may change in future years.

SMP and SPP rates will increase from £128.73 to £135.45 (April 2012 on)
The weekly earnings threshold for SMP and SPP payments will also increase from £102 to £107 (April 2012 on).

Women who do not qualify for SMP might qualify for Maternity Allowance: this is based on their recent employment and earnings record and is a state benefit which is payable for 39 weeks. To qualify, a woman must:

- be employed but not qualify for SMP, be self-employed, or have been recently employed
- have been employed or self-employed on at least 26 weeks of the 66 weeks ending with the week before the expected week of childbirth
- earn at least a specified amount per week on average in any 13 weeks in the test period.

2.7 Other rights before, during and after maternity

In addition to maternity leave and pay, women employees who satisfy the relevant qualifying conditions are entitled to:

- return to the jobs in which they were employed (if returning from OML) or ones of equivalent status (if returning from AML), with protected rights to pay and conditions and benefits
- time off to attend appointments for ante-natal care at the normal rate of pay, on producing proof of the appointment
- request a risk assessment during pregnancy
- request alternative work where any risks to the health of the expectant mother and baby can be avoided
- remuneration on suspension on maternity grounds, if health and safety measures cannot be complied with
- not be subjected to a detriment, disadvantage, unfair treatment or dismissal because of the pregnancy, maternity leave, etc.
- take up to ten 'keeping in touch' days during maternity leave without losing any entitlement to maternity pay. The employer is not obliged to offer any KIT days and the employee is not obliged to work any that are offered.

Community Sports Network's Maternity & Paternity Rights

2.8 Paternity rights

The main eligibility factors for basic paternity leave are:

- continuous employment for 26 weeks ending with the fifteenth week before the baby is due
- the man must be the baby's biological father or the partner/husband of the mother
- the man has (or expects to have) responsibility for the baby's upbringing.

For fathers of children due on or after 3 April 2011 further eligibility factors will apply to qualify for Additional Paternity Leave (APL) (see below).

The entitlement to leave is based on a relationship with the child's mother, so paternity and adoption leave also apply to partnerships of the same sex.

2.9 Paternity leave

An employee who meets the qualifying criteria and notice requirements is usually entitled to :

- two weeks ordinary statutory paternity pay (SPP) and
- up to 26 weeks additional* statutory paternity pay (ASPP).

The maximum duration of the basic statutory leave is two weeks. Paternity leave can start from:

- the date of the baby's birth or any day of the week following the birth. If the baby is born earlier than expected, then the leave must be completed within the period from the actual date of birth up to 56 days after the first day of the expected week of birth
- within 56 days of the date of birth of the baby.

The employee has an obligation to inform the employer of the intention to take paternity leave by the end of the fifteenth week before the baby is expected. The employee must provide the following details:

- the start date of the leave to be taken
- the week the baby is expected
- the duration of leave to be taken.

3.0 Paternity pay

The rate of Statutory Paternity Pay (SPP) is the same as SMP. However, an employee whose earnings are below the lower earnings limit for National Insurance purposes does not qualify for SPP. Such employees may be entitled to other welfare benefits.

Community Sports Network's Maternity & Paternity Rights

3.1 Rights during and after paternity leave

A male employee who qualifies for paternity leave is entitled to:

- return to the same job
- return to the same terms and conditions of employment
- not be subjected to a disadvantage, unfair treatment or dismissal.
-

Qualifying fathers are also entitled to unpaid parental leave and to request flexible working.

3.2 Additional paternity leave (APL)

APL applies to those with a baby due on or after 3 April 2011. APL is in addition to the current entitlement to two weeks' statutory ordinary paternity leave. For a father to take his full entitlement to APL, the mother must have ended her maternity leave and returned to work. This means that a mother and father will not be able to take maternity leave and APL at the same time. APL must be taken as one continuous period, must be for full weeks and for a period of between two and 26 weeks. APL may be taken at any time between 20 weeks after the date on which the child was born and the child's first birthday. Unless the employer agrees to waive the notice requirements APL may not be taken until eight weeks after the date on which the father gives their employer the required notice. If the mother has not taken her full entitlement to statutory maternity pay when she returns to work, the outstanding amount transfers to the father who is taking APL.

For example, the mother takes 26 weeks' ordinary maternity leave and then forfeits her right to any further maternity leave by returning to work. The couple agree that the father will take his full 26 week APL entitlement. He would receive SPP for the first 13 weeks of this APL, but would continue with his remaining 13 weeks of APL on an unpaid basis.

So APL is only paid to the extent that it is taken during the mother's 39 week maternity pay period, it is paid at the same rate and in the same way as SMP.

Community Sports Network's Adoptive Parents Policy

Employees have certain statutory rights if you are adopting a child. These are addressed in turn below; listing what conditions must be met for you to be entitled to the rights. To obtain benefit of each right, you must have complied with all of the conditions.

1.0 Statutory Adoption Leave

You are entitled to 26 weeks ordinary adoption leave followed by 26 weeks additional adoption leave if you meet the following conditions.

You must:-

- be newly matched with a child for adoption from an approved adoption agency;
- have been continuously employed for up to 26 weeks leading into the week in which you are notified of being matched with a child for adoption.
- provide a 'matching certificate' from an approved adoption agency.

Adoption leave can be taken either from the date of the child's placement or from a fixed date which can be up to 14 days before the expected date of placement

You are only entitled to take one period of leave irrespective of whether more than one child is placed for adoption as part of the same arrangement. If placement ends during the adoption leave period, you will be entitled to continue adoption leave for up to 8 weeks after the end of the placement.

Whilst on ordinary adoption leave all contractual benefits except for your pay will be maintained as if you were not present. At the end of ordinary adoption leave you are entitled to return to the job you were in before you went away. Whilst on additional adoption leave your employment contract will continue with some contractual benefits and obligations remaining in force. At the end of the additional adoption leave you are entitled to return to a similar position which is deemed suitable and appropriate.

1.1 Adoption Pay

Adoption Pay will be paid for 39 weeks, additional adoption leave is unpaid.

Adoption Pay is paid at the same rate as Maternity Pay at £145.18 or 90 per cent of your average weekly earnings if this is less

You will not be eligible for SAP if your average earnings are below the lower earnings limit for National Insurance Purposes

You should inform Community Sports Network of the date you expect any payments of SAP to start, at least 28 days in advance unless this is not reasonably practicable.

Community Sports Network's Adoptive Parents Policy

1.2 Notice

Should you wish to take adoption leave you must inform Community Sports Network of:-

- your intention to take adoption leave within 7 days of being notified by the approved adoption agency that you have been matched with a child for adoption, unless this is not reasonably practicable.
- when the child is expected to be placed with you; and
- when you want your adoption leave to start.

Should you wish to change the date on which you want your adoption leave to start you must inform Community Sports Network at least 28 days in advance, unless this is not reasonably practicable.

Community Sports Network will write to you within 28 days of your notification of leave, setting out the date on which you are expected to return to work if you wish to take your full entitlement to adoption leave.

1.3 Returning to work

If you wish to return to work at the end of the 52 weeks of adoption leave and have not told your employer that you wish to come back at any other time, you do not need to provide any other notice.

If you wish to change the date of your return, you may do so provided you give your employer 8 week's notice to your employer.

If you decide not to return to work at the end your adoption leave you are entitled to receive your full amount of statutory maternity leave and pay. You must give your employer notice under your contract.

The above information is given for guidance purposes only and confers no extra rights to you beyond those provided by statute.

Community Sports Network's Staff Code of Conduct

The purpose of this Code of Conduct is to provide staff members with clear guidelines as to their standard of behaviour, responsibilities and best practice in fulfilling their obligations to Community Sports Network.

It is your responsibility to familiarise yourself with the following rules and procedures. Any breaches will result in disciplinary action including dismissal. If you have any concerns or require clarification on any issue(s), please raise them with management.

Staff members must observe Community Sports Network's Code of Conduct whenever s/he/they:

- (a) conducts the business of Community Sports Network; or
- (b) acts as a representative of Community Sports Network

Staff members are expected to act honestly, conscientiously, reasonably and in good faith at all times having regard to their responsibilities, the interests of Community Sports Network and the welfare of colleagues, stakeholders and volunteers.

Staff have an obligation to Community Sports Network to:

- be present at work as required and to be absent from the workplace only with proper authorisation;
- carry out their duties in an efficient and competent manner, and maintain specified standards of performance;
- show the skill or aptitude required for the job, especially where such skills are claimed or implied at the time your employment commenced;
- maintain a good understanding of and be sympathetic to the vision, mission, values and principles of Community Sports Network;
- comply with lawful and reasonable employer instructions and policies and to work as directed;
- respect the privacy of individuals and use confidential information only for the purposes for which it was intended;
- neither use, nor allow the use of, Community Sports Network property, resources, or funds for other than authorised purposes;
- incur no liability on the part of Community Sports Network without proper authorisation;

Community Sports Network's Staff Code of Conduct

- not demand, claim or accept any fee, gratuity, commission or benefit from any person or persons other than Community Sports Network in payment for any matter or thing concerned with their duties and responsibilities; A staff member must, within 28 days of receiving any gift or hospitality over the value of £25, provide written notification to the Chief Executive of the existence and nature of that gift or hospitality;
- not perform, arrange or carry out any work or activity which could be considered to be in competition with or affect in any way Community Sports Network's interests.
- Ensure personal hygiene and appearance must be of an acceptable standard.
- ensure that they do not act in a manner which could be considered to be of an unlawful discriminatory nature.
- to read and observe all authorised notices as displayed.
- to be prepared to undertake reasonable duties other than those for which they have been specifically engaged to ensure maximum efficiency.
- to not remove material or equipment of any kind from Community Sports Network without prior permission.
- Working time and/or Community Sports Network's material or equipment must not be used for any unauthorised work.
- An orderly and courteous manner must be maintained in front of clients, visitors, suppliers, other employees and the general public.
- Community Sports Network reserves the right to require you to agree to submit your person or property to being searched whilst on Community Sports Network 's premises, or at any time at the reasonable requirement of Community Sports Network
- You are required to comply with Community Sports Network 's policy of not permitting the display of flags, emblems, posters, graffiti, etc. or the circulation of literature which is likely to give offence or cause apprehension among particular groups of employees.

Breaches of the Code of Conduct may result in disciplinary procedures being invoked.

Community Sports Network's Staff Code of Conduct

1.0 CODE OF CONDUCT (when out delivering programmes on behalf of Community Sports Network)

Staff/Coaches/Volunteers should comply with the following:

- Always place the well-being and safety of the participant above the development of performance.
- Always develop an appropriate working relationship with participants (especially children) based on mutual trust and respect. Do not exert undue influence to obtain personal benefit or reward.
- Always follow agreed dress code
- Never smoke, use bad language, text or use mobile phone when preparing or delivering coaching/physical activity sessions
- Always promote the positive aspects of sport/physical activity.
- Always respect the rights, dignity and worth of every person and treat everyone equally.
- Always check all equipment being used and ensure that health and safety regulations are adhered to.
- Always ensure that registration and attendance records are kept for all sessions and use the accident report form for any accidents or injuries.
- Always ensure that relevant qualifications are kept up-to-date e.g. Child Protection, First Aid etc.
- Never condone or participate in rules violation, bad sportsmanship, the use of foul and abusive language, the use of sectarian language and banter and the use of prohibited substances.
- Never allow allegations made by a young person to go unchallenged, unrecorded or not acted upon.
- Never engage in rough physical or sexually provocative games including horseplay or make suggestive comments to a young person even in fun.
- Never do things of a personal nature that a young person can do himself or herself.
- Never agree to meet a young person on your own or take a young person alone on car journeys, however short.

Breaches of the Code of Conduct may result in disciplinary procedures being invoked.

Community Sports Network's Sickness Policy

This policy is divided into nine sections covering the following areas:-

1. Statutory Sick Pay
2. Occupational Sick Pay Scheme
3. Absence Notification and Certification Procedure
4. Evidence of Incapacity
5. Statutory Sick Pay
6. Return To Work Meetings
7. Persistent Sickness/Absence Reviews
8. Long-Term Absence
9. Dismissed on the Grounds of Capability Appeal Procedure

1.1 Statutory Sick Pay

Although Community Sports Network provides sick pay leave allowances in accordance with the provisions of the employer's Occupational Sick Pay Scheme below, it is legally obliged to maintain records of all absences due to sickness or incapacity in accordance with the Statutory Sick Pay Scheme (SSP).

For this reason, it is important for staff to be aware of the need to notify all absences due to sickness or incapacity (see section 3. Notification and Supply of Evidence).

Employees who qualify for Statutory Sick Pay (SSP) are entitled to sickness benefit up to a period of twenty-eight weeks in total at a rate of £92.05 per week.

For SSP purposes the Qualifying Days with Community Sports Network are Monday – Friday inclusive.

An employee, absent from work due to illness or injury, shall be paid SSP provided the qualifying conditions for receipt of such are satisfied; and provided that the requirements in respect of notification and supply of evidence of incapacity as set out in Section 3 are complied with.

Any queries regarding the operation of the Statutory Sick Pay Scheme (SSP) should be addressed to the HR & Finance Manager.

1.2 Occupational Sick Pay

In addition to SSP Occupational Sick Pay will be paid subject to the limitations and conditions set out in the following paragraphs.

Community Sports Network's Sickness Policy

Community Sports Network will normally accept self-certification for sickness absences of one to seven calendar days' duration (see Section 3). However Community Sports Network reserves the right, on giving notice, to insist on evidence from your Doctor for the payment of Occupational Sick Pay, for any sickness absence of seven days or less.

1.3 Absence Notification and Certification Procedure

If you are absent from work due to illness, or any other reason, you must ensure that your immediate Line Manager is advised. This must be done by telephone before 10:00 am stating why you are absent and when you expect to return.

If your immediate Line Manager is unavailable you should ask to speak with either your Director or the CEO. Under circumstances where you are physically unable to telephone, you should arrange for someone else to ring.

When an employee is away from work due to reasons of ill health, it is the responsibility of the line manager to provide cover for their work and to ensure that the employee has a break from work and related issues, as far as is practicable, to enable them to rest and recuperate. Community Sports Network however has the right to contact the employee during their sick leave unless hospitalised, to enquire about their ill health or to deal with any urgent work related queries.

For staff on long-term sickness (ie greater than one month), regular contact will be established by the Manager to check on their health and progress with recovery. The contact will typically be every two weeks and is likely to be by telephone, although discretion will be exercised after consultation with the employee and/or the Staff Union Representative particularly where the employee's absence is due to stress or some other such illness.

1.4 Evidence of Incapacity

You must provide the appropriate certificates as referred to below at the relevant times, and complete any absence recording documentation as required on your return to work. Failure to notify Community Sports Network as set out will result in disciplinary action.

1.5 Self-certificates and medical practitioner's certificates

You should produce the following written evidence of absence and ensure that the appropriate certificates are provided for the whole of your absence.

1.6 Self-Certificate (HMRC Sc2 form)

- for absence of up to, and including, 7 calendar days; or

Community Sports Network's Sickness Policy

1.7 Medical Practitioner's Certificate

[Statement of Fitness for Work, or 'fit note']

- for absence of more than 7 calendar days; or
- when requested, where more than 3 periods of self-certificated absence occur in any 12 month period (this will have to be obtained at your own expense); or
- for absence before or following an annual or public holiday.

You should forward certificates and any correspondence to your Line Manager as soon as possible. Failure to do so may result in sick pay being delayed or withheld and disciplinary action being taken.

Community Sports Network reserve the right to have you examined by a medical practitioner of Community Sports Network's choice and/or to seek a report from your Doctor. Where Community Sports Network wish to seek a report from your Doctor, you have rights under legislation. A summary of these rights is included later in this Manual (under 'Access to Medical Reports').

1.8 Statutory Sick Pay

Statutory Sick Pay (SSP) will be paid when you are absent from work due to sickness, provided that you have complied with the requirements and conditions attached to its payment.

1.9 When SSP is payable

SSP cannot be paid for the first 3 days of sickness. Therefore, payment usually starts on the 4th day of absence, and continues for as long as you are absent, up to a maximum of 28 weeks in any one period of sickness.

SSP is paid in exactly the same way as normal earnings.

2.0 When SSP is not payable

SSP is not payable in certain circumstances, the principal ones being:

- if your average weekly earnings are less than the figure set by the Government for the payment of National Insurance Contributions
- for absence of less than 4 days
- if you have failed to follow the sickness Notification Procedure
- if your employment has terminated
- where Statutory Maternity Pay is being paid to you
- for days on which you do not normally work (e.g. if you work Monday to Friday and not at weekends, SSP will normally apply to those 5 days only)
- if your employment is for a specified period of 3 calendar months or less.

Community Sports Network's Sickness Policy

2.1 Payment During Sickness Absence

When you are absent during sickness, your normal pay ceases and is replaced by a sickness allowance. This allowance is made up of money from your employer, called Occupational Sick Pay (OSP) and money paid on behalf of the Inland Revenue/Government called Statutory Sick Pay (SSP). Your eligibility for these allowances is dependent on a number of factors and these are briefly explained below.

2.2 Community Sports Network Occupational Sick Pay

This money is payable to you under the terms of your contract and your conditions of service. Your entitlement is determined by your length of service and by any previous sickness absence during a certain period. The scales of allowances for all staff are set out at 10.5.5 below for periods of absence due to sickness or injury provided the correct procedures have been followed.

- The scheme is intended to supplement Statutory Sick Pay and Incapacity Benefit so as to maintain normal pay during defined periods of absence on account of sickness, disease, accident or assault.
- Absence in respect of normal sickness is entirely separate from absence through industrial disease, accident or assault arising out of or in the course of employment with a local authority. Periods of absence in respect of one shall not be set off against the other for the purpose of calculating entitlements under the scheme.

2.3 Occupational Sick Pay Entitlements

2 weeks full pay followed by 2 weeks half pay.

2.4 Other Conditions

- All payments made include SSP
- As with SSP, the notification procedure must be followed in order to qualify for payment
- Community Sports Network reserves the right at its discretion to withdraw or amend the benefit in respect of an employee, or employees generally, at any time and to take disciplinary action against employees whose absence is excessive
- Where payable, sickness or industrial injury benefit must be claimed from the appropriate Government Agency and any benefit received must be notified to Community Sports Network; such benefits will be deducted from the above payments
- At any time during employment, Community Sports Network reserves the right to require an employee to undertake a medical examination by a GP and/or Specialist appointed by Community Sports Network

Community Sports Network's Sickness Policy

- Employees who are absent due to sickness during the course of disciplinary proceedings or during investigations into alleged breaches of rules, procedures or contractual obligations will not be entitled to sickness payment from Community Sports Network (other than SSP)
- If an employee is absent from work due to injury or illness caused by a third party, any payments made by Community Sports Network as sickness payment will be classed as a loan; this will be repayable to Community Sports Network by the employee if compensation for loss of earnings is recovered from the third party
- Eligibility for sickness payment will not prevent Community Sports Network from terminating an individual's employment prior to the expiry of the above maximum benefits.

IMPORTANT

If you work for more than one employer and sustain an injury whilst working for another employer, you may not be entitled to receive occupational sick pay from Community Sports Network

If an employee falls sick during a period of annual leave and produces, at the time, a doctor's 'Fit Note' to the effect that he/she is unfit for work, the period of his/her sickness will be treated as sick leave and not annual leave.

If, during an employee's absence, a customary holiday occurs to which he/she has an entitlement, Occupational Sick Pay shall not be made payable. The employee shall instead receive holiday pay inclusive of any SSP payable

Occupational Sick Pay will normally be paid on payday along with any SSP or salary that may be due.

Employees will be required to submit themselves for independent medical assessment/examination if required by Community Sports Network to do so. Community Sports Network reserves the right to withhold Occupational Sick Pay, and SSP if appropriate, where it considers the circumstances so justify.

Community Sports Network is required to keep absence records and should it be evident that an employee has been imposing on the Occupational Sick Pay scheme, or has infringed the rules of the scheme, action will be taken under the disciplinary procedure.

If you have been absent due to sickness and are found not to have been genuinely ill, you will be subject to disciplinary action which could include dismissal.

Community Sports Network's Sickness Policy

2.5 Return to Work Meetings

On an employee's return to work following an extended period of sickness absence, the Line Manager will meet with the employee to discuss the reason for the absence and the progress of work in their absence.

There may be exceptional circumstances when the Manager will be requested to respect the confidential nature of sickness absence which will mean the employee is unwilling/unable to discuss the reasons for the absence.

In these situations the Manager is required to establish as a minimum whether the absence is in any way attributed to work or a result of work related injury. This meeting is essential for a number of reasons:

1. To ensure that the employee is fully informed of and kept up to date on issues within their unit of work.
2. To enable Managers to identify at an early stage and take account of any sickness absence related problem areas which could have an impact on other employees' work.
3. To ensure the employee has fully recovered and that appropriate steps are taken to ensure they are rehabilitated back to work.

All details discussed during the meeting will be held in strict confidence. Line Managers should be aware of the possibility that a disability or a disabling or terminal illness might be a cause for absence. If this is known or becomes apparent during a return to work meeting, the matter must be treated very sensitively and will require preliminary discussion with the employee about action or measures. Community Sports Network might be able to assist in the return to work.

2.6 Persistent Sickness/Absence Reviews

If an employee's record involves frequent, patterned or persistent levels of absence, then the Line Manager will conduct an interview with the employee. This interview will aim to:

1. Clarify the frequency, pattern or persistence and identify the reason for the absence.
2. Ensure that the employee is aware that the absence record is giving cause for concern.
3. Advise the employee to seek proper medical attention if there is an underlying health problem.
4. Give consideration to the employee's personal problems/circumstances and explore possible methods of assistance.

Community Sports Network's Sickness Policy

5. Inform the employee that persistent short-term absences are unacceptable and that they may put continued employment at risk, i.e. disciplinary measures may be required.

6. Agree a reasonable period of time over which the employee's attendance can be monitored for improvement.

7. Indicate what the next step will be if the employee's attendance fails to improve, i.e. disciplinary measures may be invoked.

Details of the Sickness Absence Interview will be placed on the employee's personal file.

2.7 Long-Term Absence

Community Sports Network recognises that some employees may be subject to periods of long-term illness where the employee is unlikely to be in a position to change the situation. In such instances Community Sports Network will endeavour to be sensitive to the long-term needs of the employee.

However, there are occasions where the needs of Community Sports Network are such that appropriate action will be taken. In the event that an employee is absent through long-term illness, the following steps will be invoked after a period of two months:

1. The Line Manager will seek a meeting with the employee to discuss their current state of health and the likelihood of a return to work within a reasonable period.

2. At this meeting Community Sports Network will seek to obtain written approval to contact the employee's GP in order to establish the likely length of absence and the long-term effect on the individual's capability in relation to job performance and attendance at work (see RB11: Request to Employee's GP For Medical Assessment; Summary of Your Rights Under Part III of the Access to Personal Files and Medical Reports (NI) Order 1991). A copy of the GP's report will be sent to the employee and a follow up meeting will be held to discuss the reports.

3. If the absence extends to a fourth month, Community Sports Network will seek written approval for an independent medical assessment at Community Sports Network's expense (again a copy of the report should be forwarded to the employee).

4. If the independent assessment indicates that a return to work within six months is unlikely, then the Line Manager will seek a further meeting with the employee.

5. If the absence extends to a tenth month, Community Sports Network will seek approval for a second independent medical assessment at Community Sports Network's expense (again a copy of the report should be forwarded to the employee).

Community Sports Network's Sickness Policy

6. If the second independent assessment indicates that a return to work within six months is unlikely, then a further meeting will be sought. The purpose of this meeting will be to consider future options which may include:

- (i) Any possible adjustments to work such as shortened days or weeks.
- (ii) Alternative employment.
- (iii) Early retirement on health grounds.
- (iv) Dismissal.

7. It is important at this stage to agree a timetable for considering the options above, usually two months, and to identify at this stage whether dismissal will be considered. This should be confirmed in writing with the employee and their Trade Union representative.

8. If over the course of the agreed timetable it becomes clear that an improvement in the foreseeable future is unlikely and other options have been exhausted, a further meeting will be arranged with the employee and their Trade Union representative to explain Community Sports Network's decision to dismiss the employee for reasons of ill health.

9. The decision will be confirmed in writing giving the appropriate contractual/statutory notification and the procedure for appealing the decision.

2.8 Dismissed on the Grounds of Capability Appeal Procedure

Right of Appeal

Every employee dismissed on the grounds of capability will be advised of their right of appeal against dismissal. This right will be confirmed to the employee with the written notification of their dismissal.

The procedure will be as follows:

Step 1

- Employee (appellant) must make an appeal against a notification of dismissal in writing to the CEO within 5 working days of receiving written confirmation of the dismissal.
- The employee (appellant) must also clearly set out their grounds for appeal.

Step 2

- The CEO must confirm receipt of the appeal in writing to the employee within 5 working days of receiving the letter of appeal.
- The CEO must inform the Finance & HR Manager of receipt of the letter of appeal.

Step 3

- The Appeals Hearing should take place within 15 working days of receiving the appeal or as soon as is practicable, unless agreement can be reached between the employee, the CEO and Finance & HR Manager for the Hearing to take place sooner.

Community Sports Network's Sickness Policy

- The Appeals Hearing will be chaired and heard by at least 3 Members of the Finance and Personnel Committee who will have the responsibility for determining whether or not to uphold the appeal.
- The CEO will advise the employee of the date of the appeal hearing in writing at least 3 working days prior to the hearing unless otherwise agreed. The letter will advise the employee of their right of representation by a Trade Union representative or work colleague. Companions may not act in a legal capacity. The letter will also state that if the employee wishes to submit their own documentation this must be provided to the CEO at least 3 working days before the hearing takes place.

Step 4

Conduct of the Appeal

The hearing will be conducted as follows:

- The Chairperson of the appeals panel will ask the appellant (employee) or their representative to state their grounds for appeal.
- The appellant or their representative may submit evidence in support of the grounds of appeal and may call witnesses.
- The CEO may question the appellant, the representative and any witnesses. Each witness shall withdraw on completion of their evidence.
- The appeals panel may question the appellant and any witnesses. Each witness shall withdraw on completion of their evidence.
- The CEO will submit the relevant details in support of the redundancy dismissal and may call witnesses if appropriate.
- The appellant and representative may question the CEO and witnesses.
- The appeals panel may question the CEO and any witnesses. Each witness shall withdraw on completion of their evidence.
- The appellant and representative may address the panel.
- Both parties will withdraw while the panel makes a decision but they may be recalled to supply further information or clarify points already made. Where this recall proves necessary, both parties shall be represented during further enquiries.

Step 5

- Where the appeal is dismissed, the employee will be advised of the outcome in writing within 5 working days of the appeal hearing.
- Where the appeal is upheld and the dismissal is rescinded, the employee will be advised in writing within 5 working days of the hearing, and notice of termination of employment will be withdrawn.
- There is no right of appeal against the decision of the Appeals Hearing.

Community Sports Network's Access to Medical Records

In certain circumstances it may be necessary for Community Sports Network to obtain a Medical Report from your Doctor/Specialist in order to establish:

- reason for and likely duration of absence
- when you will be able to return to work, and whether the problem will recur
- what, if any, treatment is being prescribed; and
- whether you can carry out all the duties of the job.

This will enable Community Sports Network to plan workloads. It is in the interests of both yourself and Community Sports Network to establish, with the benefit of expert medical opinion, your ability to work. You have certain rights under the Access to Personal Files and Medical Records (Northern Ireland) Order 1991

Your Doctor/Specialist cannot submit the report to Community Sports Network without your consent. You may withhold consent to the report being sought or can request to see the report prior to it being forwarded to Community Sports Network.

If you indicate that you wish to see the report in advance, Community Sports Network will inform you when the Doctor/Specialist has been written to; and the Doctor/Specialist also will be notified that you wish to see the report. You then have 21 days to contact the Doctor/Specialist regarding arrangements to see the report.

Should you indicate that you do not wish to see the report before Community Sports Network, you still have the right to write to the Doctor, if the report has not been provided to Community Sports Network, and have 21 days to contact the Doctor/Specialist regarding arrangements to see the report. You have the right to ask the Doctor/Specialist for a copy of the report for up to 6 months after it has been supplied. (There may be a charge for this.)

You may ask the Doctor/Specialist to amend any part of the report which you consider to be incorrect or misleading. If the Doctor/Specialist is not in agreement, you may attach a statement of your views with the report. If the Doctor/Specialist thinks that you or others would be harmed by the report, or any part of the report, it can be withheld from you.

No decision will be made that could affect your employment without careful consideration of all the circumstances.

Where Community Sports Network wishes to obtain a medical report, you will be asked for your written consent. Should you withhold such consent, Community Sports Network will take a decision regarding your continuing employment without the benefit of medical opinion.

Community Sports Network's Pensions Policy

All employees aged eighteen and over when they join Community Sports Network will automatically be enrolled onto Community Sports Network's preferred pension scheme. It is up to the employee to inform both Standard Life and Community Sports Network by letter that they wish to opt out from the Qualifying Workplace Pension (QWP) Scheme.

Community Sports Network are committed to providing a pension scheme, which is:

- a) of benefit to its employees, and
- b) meets legislative requirements.

2.9 Employer & Employee Contributions

Community Sports Network will match your pension contribution up to a maximum of 3%

Staff: Maximum staff contributions will be dependent upon employee limits imposed by the Pension Scheme or by Law

Community Sports Network: Maximum Community Sports Network will contribute to your pension is 5%

Deductions due for Pension, Union Fees, etc. will be further deducted on the weekly/monthly payslip.

Community Sports Network's Retirement Policy

1.0 Individual choice

From October 2011 it will be an individual's choice as to how long they wish to carry on working and the onus will be on employees to inform Community Sports Network when they wish to resign or 'retire' from our employment. Staff are required to give notice as set out in their terms and conditions of service. We would encourage staff to give as much advance notice as possible to enable planning and, in particular, to ensure that pension arrangements can be put in place where applicable. Staff can still retire at age 65 if they so wish but that would be a personal choice on their part.

1.2 Flexible Retirement

It is recognised that staff in the future may wish to consider phased changes to their working arrangements as part of their personal plans for moving towards 'retirement' e.g. part-time working or alternative work of some kind. Requests are fully considered and will either be granted or declined, depending on the Community Sports Network's business case.

1.3 Training and Promotion

Staff who are approaching or who work beyond age 65 will be treated in the same way as other staff. They will have access to the same training and promotion/re-grading opportunities and will be subject to the same managerial processes (e.g. appraisal/Support & Supervision reviews)

1.4 Workforce/Career Planning

It is still perfectly in order for line managers to have workplace discussions with employees about their future plans to help facilitate career and workforce planning. These discussions are ideally held as part of regular appraisal/ Support & Supervision reviews but can take place outside it as long as similar discussions are held with others, regardless of age.

Community Sports Network's Retirement Policy

1.5 Guidance for Managers

Overview

The removal of the default retirement age (DRA) is an opportunity to review your practices and processes for managing staff. Having regular conversations with all staff about your expectations of them, their performance and future plans are invaluable, irrespective of age. You do not have to treat people of different ages exactly the same, however, they should be treated fairly and consistently ensuring that there is not more favourable treatment of an employee because of their age.

1.6 Dismissal

It is no longer permissible to dismiss an older worker on grounds of retirement. Older employees can still voluntarily retire at a time of their choosing and draw any occupational pension to which they are entitled in line with the scheme's rules. Removing the DRA does not mean that employees will never be able to retire. It just means that employers cannot force employees to retire at a set age. Open discussion about future plans, conducted in an atmosphere of trust can help facilitate the transition from work to retirement for both the individual and Community Sports Network.

1.7 Annual Appraisal/ Support & Supervision review (S&SR)

The ideal place to have conversations with staff about future plans is during the Annual Appraisal and is best managed by ensuring that discussions take place for all staff at this formal meeting. Where this is not possible, simple Support & Supervision discussions can be held with all staff to help managers handle workforce/succession planning. In either case, the framework set out below is considered good practice and can be adapted for most purposes. It is for you to decide whether or not you wish to hold workplace discussions but they are a good way of raising the issue of potential retirement with older employees.

1.8 Workplace discussions

Whatever the age of an employee, discussing their future aims and aspirations can help you identify their training/development needs and provide an opportunity for you to discuss future work requirements and how they will impact on individuals. For all employees this may involve a discussion around where they see themselves in the next few years and how they see their contribution to working life. These discussions can take place as frequently as you deem appropriate but should happen at least annually. They can be simple, informal and confidential. You might find it helpful to use the following framework

Community Sports Network's Retirement Policy

1.9 Workplace discussions – areas to talk about

- Performance to date against targets, activities and outcomes
- Developmental or training needs
- Future plans (employer)
- Aims and aspirations (employee)
- Future performance

Discussions are best undertaken voluntarily and in an atmosphere of trust, however, it should be clear that you do have to be able to plan your workforce requirements to meet future needs. Staff have a right to be treated fairly and should be encouraged to participate in these discussions in an open and frank manner.

The discussions do not have to follow exactly the same format with all employees irrespective of where they are in their careers. However, you must not ask questions which could be perceived to be discriminatory. Workplace discussions may also help identify employee aims and aspirations that were previously unknown: Asking open questions can provide you with a good basis and can avoid suggesting discrimination.

A useful technique is to ask staff about plans and aims for the short, medium and long term. This will help you to organise training and development and to develop appropriate succession plans, and should not just be limited to older workers. It also allows employees to focus on their future goals. When discussing future plans, think about the skills of your overall team and how best to utilise these strengths. This could help match your needs with the aspirations of staff and thus benefit all parties.

2.0 Other Considerations

Setting work objectives and expectations

Objectives, targets and work expectations do not need to be identical for all employees. However, they should not be different for reasons of age or other protected characteristics (e.g. Section 75 groupings) unless they can be justified.

2.1 Disability discrimination

A person has a disability if they have a physical or mental impairment and the impairment has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities. As employees get older they may possibly acquire more impairments than a younger employee so you need to be careful that your decisions do not discriminate against an employee because of disability. If an employee is disabled, or you suspect they may be disabled, you must make reasonable adjustments to remove any barriers to their performance.

Community Sports Network's Retirement Policy

2.2 Poor performance

If an employee is performing poorly you should discuss this with them to establish the causes. Failure to address poor performance in older workers because, or in the expectation that, they will be leaving soon to draw their pension, or that it may be seen to be undignified, may well be discriminatory.

You should also avoid creating the stereotype that poor performance is more likely to be associated with older workers. Establishing the reasons for poor performance, setting improvement periods and agreeing what training and development would help the employee meet your work or business expectations are key to managing this conversation.

2.3 Frequently Asked Questions

Q. What can I say to an older employee at a meeting to discuss their future plans?

A. It is best if you start any discussion in a general way. Perhaps asking the employee what their future plans are or how they see themselves developing in the workplace over the next year or so. Any direct questions such as “are you planning to retire in the near future” or “you seem to have been slowing down of late, have you thought about retirement” are best avoided. Once an employee has indicated that they do wish to retire there is no problem in talking to them about the date for their retirement and any adjustments that may need to be considered in the lead up to retirement.

Q. I have an employee who is not performing as well as I would wish, I was hoping to use the DRA to ‘dismiss’ them when they reach 65 but now cannot do this because the law has changed. What can I do?

A. You may use one of the reasons for fair dismissal. However, a workplace discussion can help you better understand the employee’s intentions regarding their retirement. If they intend to retire then you can allow this to happen but remember an employee can change their mind. Where it is established that an employee is performing poorly and their performance cannot be improved, you have the option of dismissing them on the grounds of capability. There is a formal process which must be applied in these circumstances and you should consult the HR & Finance Manager for advice

Q. Do I have to have a retirement discussion with my employees?

A. No, there is no requirement to talk to employees about their future plans but you may find it helpful to do so for your own organisational and succession planning purposes.

Community Sports Network's Data Protection & GDPR Policy

1.0 Data protection policy

The Data Protection Act 1998 gives individuals the right to be aware of, seek access to and have some control over the nature and content of information held in relation to them by Community Sports Network, and to know for what reasons the information is held or processed.

Community Sports Network recognises the importance of respecting the privacy of all our employees and the need for the appropriate safeguards, in relation to the collection, storage and processing of personal data.

As employees, we all have an expectation that information held about us will be dealt with properly and responsibly. As an employer Community Sports Network has a responsibility and a duty of care to ensure that this happens. It is important to understand your responsibility when handling other peoples' personal data, whether this is employee or customer related.

This applies to information held on computer or in Manual filing systems from which they are identifiable. Information held must be 'adequate, relevant and not excessive'.

These are the principal reasons why Community Sports Network would hold personal information on its employees:

- Recruitment, promotion, training, redeployment and/or career development
- Calculation of payroll data and the transfer of such data for use by internal auditors
- Calculations of certain benefits including pensions
- For contacting next of kin in the event of an emergency
- Compliance with statutory requests from the Inland Revenue, Department of Social Security, the Benefits Agency and other relevant public authorities/agencies.
- Disciplinary purposes arising from an employee's conduct or ability to perform their job – these records will be retained on file and reviewed at regular times?
- Provision of reference to financial institutions, facilitate entry onto educational courses and assist potential future employers
- Assessment of suitability for internal moves and career progression/manpower planning.

Community Sports Network's Data Protection & GDPR Policy

By agreeing to the terms and conditions of Contract of Employment and this Employee Manual you are agreeing to individual consent to hold and use data/information and the processing of sensitive personal data for the purposes mentioned above.

Employees can make a written request to inspect their own file and this can normally be facilitated within 7 working days.

1.1 General Data Protection Regulation

Introduction

Community Sports Network is committed to the protection of all personal and sensitive data for which it holds responsibility as both the Data Controller/Data Processor and the handling of such data in accordance with the General Data Protection Regulation (GDPR) May 2018.

The General Data Protection Regulation (GDPR) (Regulation (EU) 2016/679) is a regulation by which the European Parliament, the European Council and the European Commission will strengthen and unify data protection for individuals within the European Union (EU). It also addresses the export of personal data outside the EU. The primary objectives of the GDPR are to give citizens back control of their personal data and to simplify the regulatory environment for international business by unifying the regulation within the EU. GDPR 2018 will replace the data protection directive (officially Directive 95/46/EC) from 1995. The new Regulation was adopted on 27 April 2016 and came into force on the 25th May 2018 after a two-year transition period.

The following guidance is not a definitive statement on the Regulations, but seeks to interpret relevant points where they affect Community Sports Network.

The Regulations cover both written and computerised information and the individual's right to see such records.

It is important to note that the Regulations also cover records relating to staff and volunteers. All Community Sports Network staff are required to follow this Data Protection Policy at all times.

The Chief Executive has overall day to day responsibility for data protection within Community Sports Network, but each individual processing data is acting on the controller's behalf and therefore has a legal obligation to adhere to the Regulations.

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Community Sports Network's Data Protection & GDPR Policy

1.2 Definitions

- Processing of information – how information is held and managed.
- Information Commissioner - formerly known as the Data Protection Commissioner.
- Notification – formerly known as Registration.
- Data Subject – used to denote an “individual” about whom data is held.
- Data Controller – used to denote the entity with overall responsibility for data collection and management. Community Sports Network is the Data Controller for the purposes of the Act.
- Data Processor – an individual handling or processing data [Community Sports Network can also be a data processor through handling/processing information on behalf of an outside agency.
- Personal data – any information which enables an individual person to be identified
- Special categories of personal data – information under the Regulations which requires the individual’s explicit consent for it to be held by the Charity.

1.3 Data Protection Principles

As data controller, Community Sports Network is required to comply with the principles of good information handling.

These principles require the Data Controller to:

- 1.Process personal data fairly, lawfully and in a transparent manner.
- 2.Obtain personal data only for one or more specified and lawful purposes and to ensure that such data is not processed in a manner that is incompatible with the purpose or purposes for which it was obtained.
- 3.Ensure that personal data is adequate, relevant and not excessive for the purpose or purposes for which it is held.
- 4.Ensure that personal data is accurate and where necessary kept up-to-date.
- 5.Ensure that personal data is not kept for any longer than is necessary for the purpose for which it was obtained.
- 6.Ensure that personal data is kept secure.
- 7.Ensure that personal data is not transferred to a country outside the European Economic Area unless the country to which it is sent ensures an adequate level of protection for the rights (in relation to the information) of the individuals to whom the personal data relates.

Community Sports Network's Data Protection & GDPR Policy

1.4 People, Risks and Responsibilities

People

This policy applies to;

- The CEO
- All staff and volunteers of Community Sports Network
- All peripatetic staff, contractors, suppliers and other people working on behalf of Community Sports Network.

It applies to all data the Community Sports Network holds relating to identifiable individuals even if that information technically falls outside of GDPR Regulations. This can include;

- Names of individuals
- Postal Addresses
- Email addresses
- Telephone numbers
- Plus any other information relating to individuals

1.5 Risks

This policy helps to protect Community Sports Network from some very real data security risks including;

- Breaches of confidentiality e.g. information given out inappropriately
- Failing to offer choice e.g. all individuals should be free to choose how the company uses data relating to them, unless it is required by contract or legal reasons.
- Reputational damage e.g. Community Sports Network could suffer if hackers successfully gain access to sensitive data.

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Community Sports Network's Data Protection & GDPR Policy

1.6 Responsibilities

Everyone who works for Community Sports Network has some responsibility for ensuring data is collected, stored and handled appropriately. Each team that handles personal data must ensure that it is handled and processed in line with this policy and data protection principles, however the following have key areas of responsibility;

The Board of Trustees is ultimately responsible for ensuring that Community Sports Network meets its legal obligation.

The Chief Executive Officer and the HR & Finance Manager are responsible for:

- Keeping the Board updated about data protection responsibilities, risks and issues.
- Reviewing all data protection procedures and related policies, in line with an agreed schedule.
- Arranging data protection training and advice for the people covered by this policy.
- Handling data protection questions from staff and anyone else covered by this policy.
- Dealing with requests from individuals to see the data Community Sports Network holds about them.
 - Checking and approving any contracts or agreements with third parties that may handle the company's sensitive data.

The Operations Manager is responsible for:

- Ensuring all systems, services and equipment used for storing data meet acceptable security standards.
- Performing regular checks and scans to ensure security hardware and software is functioning properly.
- Evaluating any third-party services the company is considering using to store or process data. For instance, cloud computing services.
- Approving any data protection statements attached to communications such as emails and letters.
- Addressing any data protection queries from journalists or media outlets like newspapers.
 - Where necessary, working with other staff to ensure marketing initiatives abide by data protection principles.

Community Sports Network's Data Protection & GDPR Policy

1.7 General Staff Guidelines

- The only people able to access data covered by this policy should be those who need it for their work.
- Data should not be shared informally. When access to confidential information is required, staff s can request it from their line managers.
- Community Sports Network will provide advice and training to all staff s to help them understand their responsibilities when handling data.
- Staff s should keep all data secure, by taking sensible precautions and following the guidelines below.
- In particular, strong passwords must be used and they should never be shared.
- Personal data should not be disclosed to unauthorised people, either within Community Sports Network or externally.
- Data should be regularly reviewed and updated if it is found to be out of date. If no longer required, it should be deleted and disposed of.

Staff should request help from their line manager or the HR & Finance Manager if they are unsure about any aspect of data protection.

1.8 Data Storage

These rules describe how and where data should be safely stored. Questions about storing data safely can be directed to the HR & Finance Manager.

When data is stored on paper, it should be kept in a secure place where unauthorised people cannot see it.

These guidelines also apply to data that is usually stored electronically but has been printed out for a purpose:

- When not required, the paper or files should be kept in a lockable drawer or filing cabinet.
- Staff s should make sure paper and printouts are not left where unauthorised people could see them, e.g. at reception or a printer.
- Data printouts should be shredded and disposed of securely when no longer required.

When data is stored electronically, it must be protected from unauthorised access, accidental deletion and malicious hacking attempts:

- Data should be protected by strong passwords. User passwords must have a minimum of 7 characters and must meet complexity requirements.
- If data is stored on removable media (like a CD or Usb), these should be encrypted and kept locked away securely when not being used.
- Data should only be stored on designated drives within the server, and should only be uploaded to an approved cloud computing services.

Community Sports Network's Data Protection & GDPR Policy

- Data should be backed up frequently on a secure encrypted server.
- Data should never be saved directly to laptops or other mobile devices like tablets or smart phones.
- All Community Sports Network servers and computers containing data are protected by approved security software and a firewall.

1.9 Data Use

Personal data is of no value to Community Sports Network unless the business can make use of it. However, it is when personal data is accessed and used that it can be at the greatest risk of loss, corruption or theft:

- When working with personal data, staff should ensure the screens of their computers are always locked when left unattended.
- Personal data should not be shared informally. If personal information is sent by email [this form of communication is not secure], it should be encrypted.
- Data must be encrypted before being transferred electronically. The HR & Finance Manager can explain how to send data to authorised external contacts.
- Personal data should never be transferred to Usb drives or laptops, unless authorisation has been given by your line manager and the drive has been encrypted.
- Staff should not save copies of personal data to their own computers. Always access and update the central copy of any data.

2.0 Data Accuracy

The law requires Community Sports Network to take reasonable steps to ensure data is kept accurate and up to date. The more important it is that the personal data is accurate, the greater the effort Community Sports Network should put into ensuring its accuracy. It is the responsibility of all staff who work with data to take reasonable steps to ensure it is kept as accurate and up to date as possible.

- Data will be held in as few places as necessary. Staff should not create any unnecessary additional data sets.
- Staff should take every opportunity to ensure data is updated. For instance, by confirming a participant's details when they call.
- Data should be updated as inaccuracies are discovered. For instance, if a participant can no longer be reached on their stored telephone number, it should be removed from the database and the Member contacted by email or letter to confirm contact number if needed.
- It is the Marketing Officers responsibility to ensure membership group email details are checked against the main membership database every three months e.g. if any email groups are made then they must be checked for accuracy from the main Membership database.

Community Sports Network's Data Protection & GDPR Policy

2.1 Consent

Community Sports Network must record service users explicit consent to storing certain information (known as 'personal data' or 'special categories of personal data') on file.

For the purposes of the Regulations, personal and special categories of personal data will cover information relating to:

- 1.The racial or ethnic origin of the Data Subject.
- 2.His/her political opinions.
- 3.His/her religious beliefs or other beliefs of a similar nature.
- 4.Whether he/she is a member of a trade union.
- 5.His/her physical or mental health or condition.
- 6.His/her sexual life.
- 7.The commission or alleged commission by him/her of any offence
- 8.Online identifiers such as an IP address
- 9.Name and contact details
- 10.Genetic and/or biometric data which can be used to identify an individual

Special categories of personal information collected by Community Sports Network will, in the main, relating to points 1,3,5 & 9.

Consent is not required to store information that is not classed as special category of personal data as long as only accurate data that is necessary for a service to be provided is recorded.

As a general rule Community Sports Network will always seek consent where a personal or special category of personal information is to be held.

It should also be noted that where it is not reasonable to obtain consent at the time data is first recorded and the case remains open, retrospective consent should be sought at the earliest appropriate opportunity.

If personal and/or special categories of personal data need to be recorded for the purpose of service provision and the service user refuses consent, the case should be referred to the Operations Manager or HR & Finance Manager or Chief Executive for advice.

Community Sports Network's Data Protection & GDPR Policy

2.2 Obtaining Consent

Consent may be obtained in a number of ways depending on the nature of the interview, and consent must be recorded on or maintained with the Member/Project records:

- Face-to-face
- Written
- Telephone
- Email

Face-to-face/written

A pro-forma should be used and signed as agreement. For written consent staff should obtain a participant form or consent form from the booking organisation. i.e. a school may provide you with a signed GDPR declaration with participant information.

Telephone

Verbal consent should be sought and recorded giving details of agreement e.g. who, what & when and secured in a safe location.

E-mail

The initial response should seek consent.

Consent obtained for one purpose cannot automatically be applied to all uses e.g. where consent has been obtained from a participant in relation to information needed for the provision of that service, separate consent would be required if for example, if a participant attends one programme then moves to another programme new consent must be obtained.

Preliminary verbal consent (from adults) should be sought at point of initial contact as personal and/or special categories of personal data will need to be recorded either in an email or on a computerised record. The verbal consent is to be recorded and secured on the computer or stated in the email for future reference. Although written consent is the optimum, verbal consent is the minimum requirement.

Specific consent for use of any photographs and/or videos taken should be obtained in writing via CSN Participant forms. Such media could be used for, but not limited to, publicity material, press releases, social media, and website. Consent should also indicate whether agreement has been given to their name being published in any associated publicity. If the participant is less than 18 years of age then parental/guardian consent should be sought.

Individuals have a right to withdraw consent at any time. If this affects the provision of a service(s) by Community Sports Network then the staff member should discuss this with their Line Manager at the earliest opportunity.

Community Sports Network's Data Protection & GDPR Policy

2.3 Ensuring the Security of Personal Information

Unlawful disclosure of personal information

1.It is an offence to disclose personal information 'knowingly and recklessly' to third parties.

2.It is a condition of receiving a service that all service users for whom we hold personal details sign a consent form allowing us to hold such information.

3.A client's individual consent to share information should always be checked before disclosing personal information to another agency, unless Community Sports Network is acting as the Processor and the Data Controller requires the information.

4.Where such consent does not exist information may only be disclosed if it is in connection with criminal proceedings or in order to prevent substantial risk to the individual concerned. In either case permission of the Chief Executive or HR & Finance Manager should first be sought.

5.Personal information should only be communicated within Community Sports Network staff and volunteer team on a strict need to know basis. Care should be taken that conversations containing personal or special categories of personal information may not be overheard by people who should not have access to such information.

2.4 Ethnic Monitoring

In order for Community Sports Network to monitor how well our workforce reflects the diversity of the community we request that they complete an equality and diversity monitoring form during recruitment. The completion of the form is required by Law and all information will be stored securely and used only for statistical reporting purposes.

2.5 Use of Files, Books and Paper Records

In order to prevent unauthorised access or accidental loss or damage to personal information, it is important that care is taken to protect personal data. Paper records should be kept in locked cabinets/drawers overnight and care should be taken that personal and special categories of personal information is not left unattended and in clear view during the working the day. If staff during their working day requires you having personal / and / or special categories of personal data in your car, the same care needs to be taken e.g. held in a secure lockable area of the car and out of sight.

Community Sports Network's Data Protection & GDPR Policy

2.6 Disposal of Scrap Paper, Printing or Photocopying Overruns

Be aware that names/addresses/phone numbers and other information written on scrap paper are also considered to be confidential. Please do not keep or use any scrap paper that contains personal information but ensure that it is shredded. All information must be held for the relevant time period then disposed of in a secure way. Confidential waste bin are available

2.7 Computers

Where computers are networked, access to personal and special categories of personal information is restricted by password to authorised personnel only.

Computer monitors should be positioned in such a way so that public passers-by cannot see what is being displayed. If working in a public area, e.g. reception, you should lock your computer when leaving it unattended.

Firewalls and virus protection will be employed at all times to reduce the possibility of hackers accessing Community Sports Network's system and thereby obtaining access to confidential records. Documents will only be stored on the server and not on individual computers.

Where computers [laptops] are taken for use off the premises the device must be password protected.

2.8 Cloud Computing

When commissioning cloud based systems, Community Sports Network will satisfy themselves as to the compliance of data protection principles and robustness of the cloud based providers.

Community Sports Network currently use cloud based data management systems to hold and manage its information.

2.9 Community Sports Network's Electronic Data

3D Computer Services provide Community Sports Network with both IT services and a hosted server, which hold all of Community Sports Network's electronic data to include personal information on staff, Members, funded projects and email addresses of stakeholders. Access is password protected and restricted to named users, with different level of access to each user on a 'need to know' basis to be able to carry out their job.

User passwords must meet complexity requirements. The user gets locked out after 3 failed attempts, and their account does not automatically unlock after a period of time, it must be unlocked by an administrator.

Community Sports Network's Data Protection & GDPR Policy

The company data folder on the server is encrypted. Any storage devices used to transfer personal data are also encrypted. All company desktops, servers, laptops, smartphones, and tablets are managed from a central location ensuring security patch deployment, and the ability to apply restrictions on using camera, browser, etc. and to secure the devices like enabling passcode, remote lock/wipe, etc.

Remote backups are encrypted on Community Sports Network's server. As such Community Sports Network is satisfied with the security levels in place to protect its data.

3.0 Community Sports Network Website

Community Sports Network website is stored and maintained in a secure encrypted cloud based server.

3.1 Privacy Notice

Any documentation which gathers personal and/or special categories of personal data should contain the following Privacy Statement information:

- Explain who we are
- What information we collect and why
- What we will do with their data
- Who we will share it with
- How long we will keep it for
- That their data will be treated securely

The Privacy Notice is published on Community Sports Network's website

3.2 Personnel Records

The Regulations apply equally to volunteer and staff records. Community Sports Network may at times record special categories of personal data with the volunteer's consent or as part of a staff member's contract of employment.

For staff and volunteers who are regularly involved with vulnerable adults, it will be necessary for Community Sports Network to apply to the Disclosure & Barring Service to request a disclosure of spent and unspent convictions, as well as cautions, reprimands and final warnings held on the Police national computer. Any information obtained will be dealt with under the strict terms of the DBS Code.

Access to the disclosure reports is limited to the Senior Management Team. If there is a positive disclosure the Chief Executive will discuss this, anonymously, with the Chairperson and our insurers to assess the risk of appointment. Trustees and insurers should not see the report itself.

Community Sports Network's Data Protection & GDPR Policy

3.3 Confidentiality

When working from home, or from some other off-site location, all data protection and confidentiality principles still apply. All computer data, e.g. documents and programmes related to work for Community Sports Network should not be stored on any external hard disk or on a personal computer. If documents need to be worked on at a non-networked computer they should be saved onto a USB drive which should be password protected.

Workstations in areas accessible to the public, e.g. reception, should, like all desks, operate a clear desk practice so that any paperwork, including paper diaries, containing personal and/or special categories of personal data is not left out on the desk where passers-by could see it.

When sending emails to outside organisations. If emails are sent to more than one participant email address, then their email address should be BCC so that recipients cannot see other receivers email address.

If necessity means that paperwork is kept away from the office, this should be treated as confidential and kept securely as if it were held in the office.

If you are carrying documents relating to a number of projects the document should be kept in a briefcase/folder/bag should contain Community Sports Network's contact details. Never take more personal data with you than is necessary for the job in hand. Care should be taken to ensure that you leave a project with the correct number of documents and that you haven't inadvertently left something behind. Best policy would be not to take any files when leaving Community Sports Network unless it is essential to complete the task.

3.4 Retention of Records

Paper records should be retained for the following periods at the end of which they should be shredded:

- Trustee records/minutes - must be kept for as long as the charity is registered
- Financial records – 6 years as per company/charity law.
- Staff records – 6 years after ceasing to be a member of staff.
- Unsuccessful staff application forms – 12 months after vacancy closing date.
- Membership records - must be kept for as long as the charity is registered
- Volunteer records – 6 years after ceasing to be a volunteer.
- Employer's liability insurance – 40 years.
- Project records – inline with funders requirements

Archived records should clearly display the destruction date.

Community Sports Network's Data Protection & GDPR Policy

3.5 What to do if there is a breach

If you discover, or suspect, a data protection breach you should report this to your line manager who will review our systems, in conjunction with the Senior Management Team to prevent a reoccurrence. The CEO should be informed of the breach, action taken and outcomes to determine whether it needs to be reported to the Information Commissioner and also for reporting to the Board of Trustees. Breaches to the ICO must be notified no later than 24 hours after the detection of the personal data breach so the CEO should be informed without delay. .

Any deliberate or reckless breach of this Data Protection Policy by any staff or volunteer may result in disciplinary action which may result in dismissal.

3.6 The rights of an individual

Under the Regulations an individual has the following rights with regard to those who are processing his/her data:

- Personal and special categories of personal data cannot be held without the individual's consent (however, consequences of not holding it can result in service being withheld due to legal requirements).
- Data cannot be used for the purposes of direct marketing of any goods or services if the person has declined their consent to do so.
- Individuals have a right to have their data erased and to prevent processing in specific circumstances:
 - Where data is no longer necessary in relation to the purpose for which it was originally collected
 - When an individual withdraws consent
 - When an individual objects to the processing and there is no overriding legitimate interest for continuing the processing
 - Personal data was unlawfully processed
- An individual has a right to restrict processing – where processing is restricted, Community Sports Network is permitted to store the personal data but not further process it. Community Sports Network can retain just enough information about the individual to ensure that the restriction is respected in the future.
- An individual has a 'right to be forgotten'.

Community Sports Network will not undertake direct telephone marketing activities under any circumstances.

Community Sports Network's Data Protection & GDPR Policy

3.7 Powers of the Information Commissioner

The following are criminal offences, which could give rise to a fine and/or prison sentence

- The unlawful obtaining of personal data.
- The unlawful selling of personal data.
- The unlawful disclosure of personal data to unauthorised persons.

3.8 Further Information

Further information is available at www.informationcommissioner.gov.uk

Information Commissioner – Northern Ireland
3rd Floor
14 Cromac Place,
Belfast
BT7 2JB

Data Protection Help Line: 0303 123 1113
Notification Line: 01625 545 740

3.9 Procedure for review

This policy will be updated as necessary to reflect best practice or future amendments made to the General Data Protection Regulation (GDPR) May 2018 and Data Protection Act 1998.

Community Sports Network's Equipment Policy

The purpose of this policy is to ensure that all CSN staff is aware of the guidelines surrounding the use and maintenance of company property.

CSN will provide all employees with the necessary equipment to do their job. This equipment has been obtained for the benefit of the company. None of this equipment should be used for personal use - unless it is approved by your daily co-ordinator or line manager.

Staff should be aware that the use of company equipment will be monitored for various reasons and purposes of:

- 1.To establish the usage levels and need for all items to plan for future purchases that suite CSN requirements.
- 2.To check for misuse of the resources or equipment.
- 3.To account for loss/damage so that replacements can be ordered

CSN will carry out an audit of all computer and sports equipment annually and all staff is to assist their daily co-ordinators /line managers in the process.

1.0 Roles and responsibilities

The CEO is delegated responsibility for ensuring full implementation of CSN Equipment Policy on a daily basis.

Daily co-ordinators are delegated responsibility for ensuring the maintenance and record keeping of all equipment, including the authorization of personal use.

All employees are responsible for any property belonging to the Company that is under his/her control or in his/her possession and must take proper care of any such items.

1.1 Office equipment

Telephones, copiers, fax machines, voice mail and e-mail are to be used for CSN business. Although limited personal use of such equipment is permitted, excessive personal use will lead to disciplinary action. Moreover, such equipment is at all times CSN property, and CSN reserves the right to enter and inspect such equipment and its contents at any time without prior notice.

1.2 Computer equipment

This including laptops, may not be used for personal use – unless authorisation has been given by your daily co-ordinator /line manager. All company computers/lap tops are to remain on company premises unless working circumstances require their removal from the office. It is forbidden to install any other programs to a company computer without the written permission of your daily co-ordinator. These forbidden programs include, but are not limited to, unlicensed software, pirated music, and pornography. The copying of programs installed on the company computers is not allowed unless you are specifically directed to do so in writing by your daily co-ordinator.

Community Sports Network's Equipment Policy

1.3 Sports Equipment

Sports equipment will be provided for the benefit of CSN. Personal use is not permitted unless authorisation has been given by your daily co-ordinator. All employees are responsible for taking reasonable care to safeguarding equipment against theft.

In instances where personal use has been granted all employees are fully responsible for the safe return of all borrowed equipment. Employees are responsible for the replacement of damaged or lost equipment during authorised personal use.

1.4 Procurement of Equipment

All IT and sports equipment must be purchased through CSN CEO

1.5 Disposal of IT Equipment

The CEO is responsible for the disposal of all IT equipment . All unwanted IT equipment must be returned to the Director. All equipment that is scrapped will be disposed of in accordance with WEEE legislation.

Community Sports Network's Workplace Smoking Policy

The following policy has been adopted concerning smoking in Community Sports Network.

Community Sports Network is committed to providing a healthy work environment for its employees. This smoking policy complies with The Smoking (Northern Ireland) Order 2006 and prohibits smoking on Community Sports Network premises and Community Sports Network's vehicles with effect from 30th April 2007.

This policy applies to workers at all levels including temporary staff, volunteers and it also applies to all visitors and customers.

Community Sports Network premises are designated smoke-free.

Removal of any "No Smoking" signs may result in disciplinary action. All staff, customers/members and visitors must not smoke in the premises. Employees should be aware that breach of this policy may amount to gross misconduct, may result in disciplinary action being taken against them and a possible sanction imposed may be their dismissal.

Employees are reminded that whilst the employer is responsible for ensuring strict compliance with this policy, all employees share in the responsibility for adhering to and enforcing this policy.

It is the employee's responsibility to ensure that their cigarette ends are extinguished correctly and placed in an appropriate bin with any cigarette packets.

Outside smoking areas are currently maintained by the office provider.

Community Sports Network's Environmental Policy

The Company will conduct its business in such a way as to prevent pollution, to minimize as far as is appropriate the adverse impact on the environment of its activities, to continually improve its performance against targets associated with environmental aspects and to comply with all applicable environmental legislation.

CSN is committed to a precautionary approach to environmental challenges and endeavours to promote greater environmental responsibility. For example:

- The worldwide implementation of its Green Policy Innovation project aims to reduce the organisation's global CO2 emissions
- During Practical delivery of sports coaching / sport 4 development, an environmentally friendly approach is constantly adopted to the surrounds
- Technical safety and health protection are key priorities for CSN
- Recycling and energy conservation are also key factors in CSN

Where possible CSN staff will endeavour to recognise and where possible alter the environment or their practice to ensure a kinder less harmful effect on the natural world.

Community Sports Network's Equal Opportunities Policy

CSN is an Equal Opportunities Employer and as such CSN's management will rigorously observe the principles and actively pursue the objectives set out in the discharge of their responsibilities so that this policy is fully implemented. It is our policy to provide employment equality to all, irrespective of:

- Gender (including persons who intend to undergo, are undergoing or have undergone gender reassignment).
- Pregnancy or Maternity Leave.
- Marital status or Civil Partnership or family status.
- Religious belief.
- Political opinion.
- Race (including colour, nationality, ethnic or national origins, being an Irish Traveller).
- Disability.
- Sexual orientation.
- Age.
- Having or not having dependents.

CSN is opposed to all forms of unlawful and unfair discrimination. All full-time and part-time employees and job applicants (actual or potential) will be treated fairly and selection for employment, promotion, training or any other benefit will be on the basis of aptitude and ability.

Our Equal Opportunities Policy will help all employees to develop their full potential and the talents and resources of the workforce will be fully utilised to maximise the efficiency of the organisation. We are committed to:

- Promoting a good and harmonious working environment in which all persons are treated with respect and dignity.
- Preventing any form of direct or indirect discrimination or victimisation.
- Promoting equal opportunities for women and men.
- Securing fair participation for Catholics and Protestants.
- Promoting equal opportunities for people with disabilities.
- Promoting equal opportunities for the beliefs of all individuals.
- Promoting equal opportunities for ethnic minorities.
- Promoting equal opportunities for people of different sexual orientation.
- Promoting a good and harmonious working environment where all men and women are treated with respect and dignity and in which no form of intimidation or harassment will be tolerated.
- Fulfilling all legal obligations under the relevant legislation and associated Codes of Practice.
- Taking any necessary positive/affirmative action.

Community Sports Network's Equal Opportunities Policy

Any act which contravenes the equal opportunities policy and practice will be regarded as gross misconduct and could lead to disciplinary action including dismissal being taken against an employee in breach of the procedure.

1.1 Implementation

The Director's have specific responsibility for the effective implementation of this policy. All other line managers have responsibilities and it is expected that all employees abide by the policy and help create the equality environment which is its objective.

In order to implement this policy, CSN will ensure that:

(1) The policy is communicated to all employees through induction training and will be contained in the staff handbook and made known to job applicants.

(2) Line managers are aware of their responsibilities through appropriate training.

(3) Staff involved in assessing candidates for recruitment or promotion will be trained in non-discriminatory recruitment and selection techniques.

(4) Consultation will take place with recognised trade unions/employee representatives on the implementation of this policy and any amendments to practice.

1.2 Affirmative Action

Where appropriate, lawful positive action measures such as special encouragement in advertisements or special training will be developed. These measures are available to us in certain circumstances; for example where there is an under-representation of a particular group in specific areas of work.

1.3 Monitoring and Review

The provision of equality of opportunity between women and men will be monitored through the collection and analysis of statistical data on the community background, ethnic background, gender, age group, marital status, status as a disabled person of all employees and job applicants. CSN will also monitor the workforce composition and undertake periodic reviews as required by Article 55 of the Fair Employment and Treatment (Northern Ireland) Order 1998. Progress on the implementation of this policy and any equal opportunities and affirmative/positive action programmes will be reviewed annually.

Community Sports Network's Equal Opportunities Policy

1.4 Complaints

Employees who believe that they have suffered any form of discrimination, harassment or victimisation are entitled to raise the matter through the agreed procedures. All complaints of discrimination will be dealt with seriously, promptly and confidentially.

These internal procedures do not replace or detract from the right of the employees to pursue complaints under the Sex Discrimination (Northern Ireland) Order 1976, the Disability Discrimination Act 1995, the Race Relations (Northern Ireland) Order 1997 and the Employment Equality (Sexual Orientation) Regulations (Northern Ireland) 2003 to an industrial tribunal or, under the Fair Employment and Treatment (Northern Ireland) Order 1998, to a Fair Employment Tribunal.

Every effort will be made to ensure that employees making complaints will not be victimised. Any complaint of victimisation will be dealt with seriously, promptly and confidentially. Victimisation will result in disciplinary action and may warrant dismissal.

1.5 Direct Discrimination

Direct discrimination occurs when a person is treated less favourably than another on the grounds of their gender, marital or family status, religious belief or political opinion, disability, race or ethnic origin, nationality, sexual orientation and age.

1.6 Indirect Discrimination

Indirect discrimination can occur when a requirement or condition, which cannot be justified on grounds other than gender, marital or family status, religious belief or political opinion, disability, race or ethnic origin, nationality, sexual orientation and age is applied equally but has the effect in practice of disadvantaging a considerably higher proportion of persons in one or other of the above groups.

1.7 Disability Discrimination

Disability discrimination occurs when for a reason related to their disability, a disabled person is treated less favourably than other people, and this treatment cannot be justified. It also occurs when an employer fails to comply with the duty to make a reasonable adjustment in relation to the disabled person, and the failure cannot be justified. An employer cannot justify less favourable treatment if, by making a reasonable adjustment, it would remove the reason for the treatment.

Community Sports Network's Equal Opportunities Policy

1.8 Victimisation

Victimisation occurs when a person is treated less favourably than another because that person has, for example, asserted rights under any of the discrimination laws or

has helped another person to assert such rights or given information to the relevant statutory body, or because it is suspected that the person might do any of these things.

1.9 Complaints

Complaints of sex/marital status, sexual orientation, race/nationality/ethnic/national origin, disability and age discrimination should be lodged with an industrial tribunal within three months from the date of the alleged act of discrimination. In respect of equal pay, the complaint can be lodged at any time while the person is in the job or within six months of leaving the job.

Complaints to a Fair Employment Tribunal must be lodged within three months from which a complainant first knew, or might reasonably have known, of the act of discrimination or within six months from the date when the act occurred, whichever is earlier.

Community Sports Network's Financial Procedures Document

The following financial policies and procedures have been established by Community Sports Network (CSN) to ensure that all our financial systems are accountable and transparent and meet the requirements of our Funding Partners and Auditors.

1.0 Cheques

All cheques must be prepared by the Finance and Personnel Manager and second signed by and/or nominated Board of Directors. No cheques will be prepared or signed prior to a cheque requisition form being properly completed and signed. Under no circumstances will a blank cheque be signed. Cheque signatories may not co-sign cheques made out to themselves except in an emergency and prior approval must be obtained from the Board of Directors.

1.1 Cancelled Cheques

All cancelled cheques will be kept and should never be destroyed.

1.2 Payment Signatories

A copy of the organisation's Bank Mandate form listing cheque signatories will be kept in the office. Current authorised payment signatories are as follows:

Peter Shaw – CEO

Emma Sheehy – Finance and Personnel Manager

Margaret Patterson - Director

1.3 Financial Transactions

All financial transactions over £20 shall be made by crossed cheque. Requests for payment will be made through a cheque requisition form signed by the CEO, Peter Shaw or person making the request and authorised by CEO (or), Finance Manager or Director. Separation of duties will be maintained with regard to these roles. An original invoice or receipt must be attached to the cheque requisition form. Cheque signatories are required to check that the requisition form is properly completed and accompanied by supporting evidence. All expenditure will be coded for easy budget identification.

In the case of particular project grants, all expenditure will be governed strictly by the budget approved by the Funding Body and stated in their Letter of Offer.

All monies or cheques received by members of staff will immediately be recorded and given to the Finance Manager for lodgement in the bank. A receipt will be issued and a record of the lodgement will be entered in the appropriate Income / Expenditure ledger.

Community Sports Network's Financial Procedures Document

All financial records will be kept up to date and ready for examination, at any reasonable time, by Funding Bodies or Auditors. An expenditure report will be given to the Board of Directors on a monthly basis.

1.4 Internet Banking

Current authorised Internet Banking payment signatories are as follows:

Peter Shaw – CEO

Emma Sheehy – Finance and Personnel Manager

Margaret Patterson - Director

All authorised signatories will have their own password and fob which is stored securely and must not be shared. Internet banking will be used for the process of monthly Salary and Inland Revenue payments. All Internet Banking Payments must be prepared by the Finance and Personnel Manager and second approved by and/or nominated Board of Directors. Any amendment to supplier details on Internet Banking must be approved by nominated signature.

1.5 Petty Cash

The petty cash is operated on an excel system. The Finance and Personnel Manager is responsible for all items of petty cash.

Procedures for petty cash are as follows:

- Petty cash should only be used for small items of cash expenditure.
- Gifts, flowers. Chocolates for staff members, etc., should not be purchased from petty cash unless approved by the CEO.
- Petty cash transactions must be requested through a petty cash voucher and authorised by the CEO. Original receipts must be provided for all petty cash transactions.
- A petty cash summary sheet should be completed whenever the float needs replenishing or on a monthly basis. This should detail each item of expenditure, date and items purchased. This should be accompanied by the relevant receipts and signed by the Finance and Personnel Manager and the CEO

The Finance and Personnel Manager will check the petty cash account and receipts once per month.

Community Sports Network's Financial Procedures Document

1.6 Annual Accounts

An independent examination of accounts and accounting systems will take place annually at the close of each financial year by an external Auditor appointed by the SMT and Board of Directors. At the end of each financial year the accounts for the year will be balanced and prepared for the Auditor by the Finance and Personnel Manager.

When the accounts are returned by the Auditor, they will be presented to the Board of Directors for approval and signed by the Chairman on behalf of CSN

A copy of the accounts will be forwarded to Companies Registry, a copy included with the Annual Report and a copy retained on file.

1.7 Procurement Procedures

Quotations will be obtained by the Finance and Personnel Manager, for all expenditure as follows, and in line with CSNs Procurement Policy:

- No quotations up to £250
- Two quotations for expenditure from £251 to £1,500
- Three written quotations for expenditure from £1,501 to £10,000
- Five written quotations for expenditure from £10,001 to £30,000
- £30,001 and above – Full Public Tender

All expenditure, however small, must be authorised before payment by the CEO. All expenditure if over £10,000.00 must be authorised by a board member.

1.8 Purchasing

All purchasing is the responsibility of the Finance and Personnel Manager.

The procedure for purchasing of all items is as follows:

- Staff forward requests to the Finance and Personnel Manager.
- If required the Finance and Personnel Manager will obtain quotations for approval by the CEO.
- The Finance and Personnel Manager completes a purchase order.
- The purchase order form is authorised by the CEO.
- The purchase order form is sent to the supplier and held in the purchase order file until items are delivered.
- When items are delivered, the delivery note is checked and signed off, matched with the purchase order form and held in the purchase order file until the invoice is received.
- When the invoice is received, it is matched with the purchase order form and the delivery note and passed to the Finance and Personnel Manager for Payment.
- No purchases will be made without the prior authorisation of the CEO.

Community Sports Network's Financial Procedures Document

1.9 Invoices

When an invoice is received, it will be matched to the relevant purchase order and delivery docket. Cheques for all invoices will be prepared by the Finance and Personnel Manager and authorised CEO (pending amount) and/or nominated member of Board.

2.0 Opening a New Bank Account

A mandate detailing authorised signatories to open bank accounts will be held by the Bank and a copy retained on file.

A letter requesting opening of a new bank account will be prepared by the Finance and Personnel Manager, approved by CEO and CSN's Audit Committee.

2.1 Salaries

All salaries are operated on a SAGE payroll package. Salaries will be paid (where possible) on the 25th day of each month. It is each member of staff's responsibility to inform the Finance and Personnel Manager, of any change in circumstances that might affect their salary. All salaries are paid electronically directly into the bank account of each staff member.

Increments will be paid on 1 April of each year and all staff will qualify for an increment on 1 April after completing six months service. Cost of living rises are paid in conjunction with NJC policies but usually about September/October of the year.

All salaries will be authorised by the Finance and Personnel Manager and CEO.

2.2 Travel Claims

CSN will reimburse travel expenses specifically incurred through work or work related activities. Travel to and from work will, at no time, be reimbursed.

Taxis must not be used to transport members of staff to and from their own homes to work unless in an emergency situation.

The employee's line manager must sign all travel claim forms. Line Managers should be aware that by signing these forms they are stating that they have checked and approved the payment to be made.

Travel expenses are paid along with salary but as a separate amount.

Community Sports Network's Financial Procedures Document

2.3 Tenders

For particular services or goods over £30,001, an advertisement will be placed in the press requesting tenders. When a tendering procedure is followed a purchase order will be raised at the end of the process. The tenders submitted will be used as quotes received. A note should be made on the requisition form explaining the tender process and indicating where the tender records are held.

All deliveries will be checked before delivery notes or carrier's receipt is signed. Once services have been delivered or an order has been completed, the cheque will be signed by the Finance and Personnel Manager, CEO and/or nominated member of Board.

2.4 File Management

All project finance files and associated materials will be kept in safe storage for required time as specified by funder.

Governance and Risk Management subcommittee oversee all Financial and Personnel Management – made up of CEO and two Directors' from CSN Board (Trevor Ringland and Tommy McVeigh)

Community Sports Network's Fraud Policy

CSN is committed to a culture of openness and honesty to ensure that the opportunity of fraud or corruption is reduced to the lowest possible risk. If fraud or corruption occurs, CSN will deal with it in a firm and controlled manner.

CSN expects all staff, consultants, contractors and service users to be fair and honest in their dealings with the organisation and to provide any help, information and support needed to deal with fraud and corruption.

The organisation has in place a variety of checks and controls that are designed to reduce the likelihood of fraud occurring and will review these procedures especially if any problem comes to light.

All Line Managers have a duty to familiarise themselves with potential types of impropriety that might occur within their areas of responsibility and to be alert for any indications of irregularity. They must also ensure that adequate internal controls exist and that the controls operate effectively.

1.0 Suspicion of Fraud

All staff are encouraged to inform their Line Manager if they suspect a case of fraud. If it is not appropriate, for any reason, to report to the Line Manager, the member of staff may speak directly to the Chair of the Board. All information will be dealt with fairly and confidentially. CSN will do everything possible to protect the member of staff's identity and will not disclose it without their consent. However the investigation may reveal the source of the information and a statement by the member of staff may be required as part of the evidence.

CSN will not tolerate the harassment or victimization of anyone who raises a genuine concern and will deal with any such occurrences promptly and effectively under the harassment procedure. If however, an individual makes a malicious allegation, action may be considered against that individual under the disciplinary procedure.

Community Sports Network's Bullying & Harassment Policy

CSN recognises the right of all employees to a working and training environment that is free from harassment in any form and in which their dignity is respected.

In particular CSN recognises its responsibility to prevent any harassment including sexual, religious, racial harassment or harassment on account of disability in the workplace and at training locations.

CSN will promote a harmonious working environment in which all employees are treated with dignity in which men and women do not feel apprehensive because of their religious belief, political opinion, gender, marital status, sexual orientation, disability, colour, race, nationality, ethnic or national origin or disability.

This policy is designed to promote the above objectives.

Definitions

(i) Harassment includes any course of conduct that has the effect of causing any person to feel harassed, including alarming the person or causing the person distress or to fear that violence will be used against him/her. It may include the following, which is a non-exhaustive list:

- Persistent or recurrent behaviour which is offensive, abusive or demeaning
- Verbal or physical intimidation
- Persistent or recurrent behaviour which is malicious or insulting
- Persistent unjustified criticism; or
- Penal sanctions or detrimental changes in the employee's duties or responsibilities imposed without reasonable justification.

(ii) Sexual harassment can include unwanted conduct of a sexual nature or other conduct based on sex affecting the dignity of men or women at work. This can include unwelcome physical, verbal or non-verbal conduct. Men as well as women may be victims of sexual harassment. The essential characteristic of sexual harassment is that it is unwanted by the recipient. It is for each individual to determine what behaviour is acceptable to them and what they regard as offensive.

Many forms of behaviour can constitute sexual harassment. The following list of examples, although illustrative, is not exhaustive:-

- Unwanted physical contact, ranging from unnecessary touching, patting or pinching, or brushing against another employee;
- Unwelcome sexual advances, propositions or pressure for sexual activity;
- Continued unwelcome suggestions of a sexual nature for social activity outside the workplace;
- Offensive flirtations;

Community Sports Network's Bullying & Harassment Policy

1.0 Suggestive remarks, innuendo or lewd comments;

- The display of pornographic or sexually suggestive pictures, objects or written materials;
- Leering or whistling;
- Conduct that denigrates or ridicules or is intimidatory or physically abusive of an employee because of gender, derogatory or degrading abuse or insults which are gender related or offensive comments about appearance or dress.

In particular, any threat or insinuation made that any employees rejection of or submission to any conduct in the nature of sexual harassment will influence an employment decision affecting that person will be treated as a serious disciplinary offence.

Religious/political harassment may be defined as “threatening or intimidating conduct by a person of one religious background or affiliation against a person of another which is designed to, or has the effect of making a person feel threatened, intimidated, uncomfortable, or embarrassed because of their religious belief or political opinion.” The following list of examples, although illustrative, is not exhaustive:-

- Derogatory name calling and/or insults;
- Religious or political jokes;
- Derogatory comments or innuendo about religion or politics;
- Actual or threatened physical attack;
- Verbal abuse;
- Displaying or failure to remove flags, graffiti or other emblems including sporting favours which may give offence to a particular section of the community;
- The deliberate articulation of slogans or songs which may cause offence to a particular section of the community.

Racial harassment may be defined as “hostile, offensive, threatening conduct by a person of one racial group or ethnic origin” against a person of another which is designed to or has the effect of making a person feel offended, threatened, intimidated, uncomfortable, belittled or embarrassed because of their colour, race, nationality or ethnic or national origins. The following list of examples, although illustrative, is not exhaustive:-

- Derogatory name calling, insults or innuendo;
- Racist jokes;
- Actual or threatened physical attack;
- Verbal abuse;
- Displaying or failure to remove racist graffiti;
- Incitement to commit any act in the nature of racial harassment.

Community Sports Network's Bullying & Harassment Policy

Disability harassment may be defined as “conduct towards a person with a disability which has the effect of making that person feel uncomfortable, embarrassed, offended, belittled or threatened, because of their disability.”

Again the following list of examples, although illustrative, is not exhaustive:

- Name calling, insults or innuendo;
- Verbal abuse;
- Actual or threatened physical attack;
- Derogatory comments or innuendo about an individual's disability or disability generally;
- Jokes about an individual's disability or disability general;
- Actual or threatened physical attack

CSN recognizes that what is perceived as harassment may vary from individual to individual and it is therefore difficult to define harassment in exact terms. If any employee therefore is distressed because of particular behaviour which they are unsure constitutes harassment they should not feel inhibited from complaining of such behaviour.

1.1 Policy

Any form of harassment and/or breaches of an employee's or participant's dignity at work or in training is unacceptable to CSN and will be treated as gross misconduct which will warrant disciplinary action up to and including summary dismissal or termination of training.

All employees have a responsibility to comply with this policy and help prevent harassment. Employees should ensure that their behaviour towards colleagues does not cause offence and could not in any way be considered to be harassment.

Members of management and supervisory staff have a particular duty to ensure that harassment does not occur within the areas of their responsibility and must deal effectively with any situations of harassment that do occur. In particular, Chair of the Boards and Line Managers should:

- (i) Ensure that all staff are aware of CSN's harassment policy and complaints procedure.
- (ii) Be responsive and supportive to any employee who makes an allegation of harassment, provide clear advice on the complaints procedure, maintain confidentiality and do their best to ensure that there is no further problem of harassment or victimization after a complaint has been resolved.
- (ii) Set a good example about treating all staff with dignity and respect.

Community Sports Network's Bullying & Harassment Policy

(iii) Be alert to unacceptable behaviour and take appropriate action if it occurs.

(iv) Ensure all staff know how to raise harassment problems.

Any employee who considers that harassment has occurred is entitled to complain and should follow the complaints procedure below.

All allegations of harassment will be dealt with sensitively, promptly and in confidence under the complaints procedure below.

It will be considered a serious disciplinary offence to victimize, or retaliate against any person making a complaint of harassment, or a person assisting in any investigation.

Community Sports Network's Health & Safety Policy

1.0 Statement of Intent

As a requirement under the Health & Safety at Work Act 1974, the following Statement and Policy Guidance sets out the health and safety objectives for:

CSN, C/O Office 8, Townsend Enterprise Park, 20 Townsend Street, Belfast, BT13 2ES.

1.1 Aims

CSN recognises its legal duty for providing a safe and healthy workplace and suitable working environment for its staff, volunteers and others (contractors, visitors and the public) that could be affected by its work or undertakings.

Health and safety is a key line management responsibility and CSN is committed to ensuring that it is an integral part of the core management activity of the association. The senior management team will lead by example in communicating and promoting this policy and our aim will be to strive for continuous improvement in health and safety performance. CSN requires all managers to demonstrate positive leadership in the promotion and management of health and safety.

1.2 Key Objectives

- To support a positive health and safety culture throughout the company
- To define health and safety responsibilities of staff and volunteers.
- To hold staff and volunteers accountable for meeting their individual responsibilities through a system of supervision, monitoring and review
- To involve staff and safety representatives actively in health and safety
- To ensure effective communication and consultation with staff, volunteers and others affected by sportopps.com activities.
- To co-ordinate and co-operate with other employers where:
- The CSN employees or volunteers share premises/facilities and undertake activities with persons working in other organisations
- Persons from other organisations, including contractors, are working in CSN controlled activities
- To measure and review health and safety performance regularly with the aim of continuous improvement.

1.3 Organisation for Implementation of the Policy

The overall responsibility for this policy lies with CSN board of directors and gives delegated authority to the Director for implementation.

Community Sports Network's Health & Safety Policy

1.4 Review

CSN is committed to reviewing and developing its policy, organisation and arrangements for implementation to ensure that it remains both current and relevant. To achieve this it will document a review process that will be undertaken annually, with additional reviews initiated if a major change to premises or activities were to occur.

1.5 Organisation & Responsibilities

Management Structure

Regulation Consideration :

The Health & Safety at Work Act 1974

The Management of Health & Safety at Work Regulations 1999

- 1.CSN Board of Trustees are responsible for strategic health and safety planning and the annual review of the health and safety policy.
- 2.The CEO is delegated responsibility for ensuring full implementation of CSN Health and Safety Policy on a daily basis.
- 3.Contract staff will be delegated responsibility for ensuring the full implementation of the Health and safety policy whilst activities are taking place at external premises/facilities and with persons working for other organizations.

1.6 Health & Safety Policy Implementation

The Board of Trustees and the CEO implement the CSN Health and Safety Policy by effectively:

- Ensuring guidelines and Approved Codes of Practice that are produced and available to all staff.
- Ensuring managers and staff are competent and suitably trained in matters of health, safety and welfare.
- Ensuring that so far is reasonably practicable, all hazards are identified, assessments are carried out, appropriate actions taken and recorded.
- Ensuring that all new and existing employees are familiar with and comply with the requirements of this policy.
- Ensuring that customers, contractors and sub-contractors have effective arrangements for health, safety and welfare and comply with Sportopps.com policies.
- Establishing effective monitoring and review systems of all health and safety policies and procedures both proactively and reactively.

Community Sports Network's Health & Safety Policy

1.7 All employees are responsible for:

- Complying with CSN and Safety Policy
- Taking reasonable care of their own health and safety and that of others that may be affected by their acts or omissions.
- Carrying out instructions as directed by their line manager or daily co-ordinator
- Using all work equipment, materials and substances in accordance with the information, instruction and training given.
- Not deliberately misusing equipment or fixed systems that are provided for the purposes of health, safety and welfare.
- Reporting to their line manager any health and safety problem they cannot deal with themselves, and reporting all accidents, injuries, risks, hazards and faults relating to health, safety and welfare.

Community Sports Network's Health & Safety Policy

Health & Safety Policy Overview

1.8 Policy Overview

CSN will do all in its power to ensure every employee's well-being and safety whilst at work. However every employee also has the duty to take reasonable care of themselves and their colleagues who may be affected. Any action by an employee, which endangers the health or safety of another person whilst at work, will lead to disciplinary action being taken which could result in dismissal.

Offices

Safety is often neglected in offices. The following points should be kept in mind, and remedial action taken when necessary:

- Tripping hazards are common. Open filing cabinets; trailing leads and defective floor covering may cause accidents. Do not have cables from computer equipment trailing across walkways. There should be sufficient power points within the premises to make this unnecessary
- As far as possible load cupboards and filing cabinets from the bottom up, keeping any heavier items low down. Do not stow heavy objects on top of cupboards.
- Do not stand on chairs.
- Do not sit too close to visual display units and, if necessary, turn brightness down. Ensure that you are sitting in the correct ergonomic position with adequate wrist support.

1.9 Fire

All employees must ensure that they are aware of the procedure. Fire notices are to be displayed in each area. It is the responsibility of all employees to be familiar with the correct procedure to be followed in the event of fire and evacuation from the building.

Disabled Personnel

Managers are to give special consideration to the safety of disabled personnel and to make specific provision for their escape in the event of fire or other emergency evacuation of the building.

2.0 First Aid

CSN has a number of trained First Aiders. Accidents should be recorded in the Incident report books.

Community Sports Network's Health & Safety Policy

2.1 First Aid at Work

CSN is under a general duty to provide a safe place of work, with suitable arrangements, including welfare, Section 2 of the Health and Safety at Work Act 1974. Provision for First Aid is a requirement under the Health And Safety (First Aid) Regulations 1981.

This Policy describes what facilities are in place.

CSN must ensure that there is adequate first aid provision for persons who may become ill or are injured. CSN is committed to providing sufficient numbers of first aid personnel to deal with accidents and injuries occurring at work.

Should persons have concerns about the provision of first aid within the organisation, they should inform:

- their line manager

These concerns will be investigated and an assessment will conclude if any rectification is required.

2.2 Arrangements for Securing First Aid Provision

2.3 First Aiders

First Aiders are qualified personnel who have received training and passed an examination in accordance with Health and Safety Executive requirements. Incorporated into this will be refresher training at regular intervals and an examination to ensure that their skills are maintained.

2.4 First Aid at Sport Events/Activities

All events organized and run by CSN will have a nominated First Aider present.

2.5 Recording of Accidents

All accidents must be recorded, however minor, in line with CSN Incident Reporting Book. It is the responsibility of employees, volunteers and visitors to complete a CSN incident report form as soon as possible after the incident has occurred. Where the injured person is unable to complete their own details of the accident, then the First Aider in attendance and/or witness (where relevant) should enter details on the injured persons behalf. However, it is the responsibility of the Director to ensure that all employees, volunteers and/or visitors to CSN are aware of the procedure for reporting of accidents.

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For the purpose of maintaining first aid supplies, First Aiders should keep a record of those supplies that are used for treatment purposes and inform their Line manager of replacements required soon as possible.

2.6 Own Work Area

- Know your own work area intimately, paying special attention to potential hazards in that area and to know the correct treatment for injuries common to your area.
- Promote accident prevention and safe working practice.
- Ensure that incident forms are completed appropriately.

2.7 First Aid Kit

- Keep your first aid kit clean and adequately stocked.
- Ensure that your first aid kit contains the approved first aid materials and nothing else and that any damaged, open or expired materials are disposed of in the appropriate manner.
- Ensure that your first aid kit is accessible at all times.
- Be physically fit enough to move a patient.
- Attend refresher courses as necessary.
- Inform CSN of any change in your circumstances, eg name & number.

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2.8 Responsibilities of First Aiders

Appointed First Aiders have the following responsibilities to:-

- Be readily available.
- Follow the principles and practices as laid down by the first aid course and manuals.
- Comply with the aims of first aid:-
 - o To preserve life.
 - o To prevent the condition worsening.
 - o To promote recovery.
- Quickly and accurately assess the situation.
- Identify the disease or condition from which the casualty is suffering; but not to treat any illness or injury which is beyond your capability.
- Give immediate, appropriate and adequate treatment, bearing in mind that a casualty may have more than one injury and that some casualties will require more urgent attention than others.
- Arrange, without delay, for the transfer of a casualty (should it be required) to their GP, Hospital Accident and Emergency Unit or home, according to the seriousness of the condition.
- Stay with the casualty until they are handed over to the care of a Doctor, Paramedic, the Accident Emergency Unit or other appropriate person.
- Not to ignore accidents or illness under any circumstances, or to refuse to give treatment and assistance if required to do so.
- Not to undress any patient unnecessarily.
- Safeguard the patient's clothing and possessions.
- Respect the patient's confidentiality at all times, and not to discuss the patient's condition with anyone other than the Emergency Services.
- Maintain the highest practicable level of cleanliness whenever treating a patient.
- Maintain a record of all patients treated, no matter how trivial, and to submit such records in line with CSN policy.

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2.9 Display Screen Equipment Code Of Practice

Introduction

CSN has agreed the following Code of Practice in accordance with the Health and Safety (Display Screen Equipment) Regulations 1992 and the Management of Health and Safety at Work Regulations 1999. CSN is responsible for monitoring and reviewing the Code in the light of further developments and it will be reviewed periodically by the Board of Trustess.

The Code should be referred to in conjunction with Sport Health and Safety Policy Procedures.

The purpose of the Code is to:

- a) Promote practical measures to minimise the risk to the health, safety and welfare of all staff using display screen equipment and particularly users of display screen equipment as defined under the Health and Safety (Display Screen Equipment) Regulations 1992.
- b) Remove, so far as practicable, any stress caused by the use of display screen equipment through the provision of information and the promotion of good working practices.
- c) Meet the requirements of the Health and Safety (Display Screen Equipment) Regulations 1992.

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3.0 Preventing Trips, Slips & Falls

According to the HSE a third of all major injuries reported each year are caused as a result of a slip or trip, which represents the single most common cause of injuries at work.

Slips and trips are the most common cause of non-fatal major injuries in both manufacturing and service industries and account for over half of all reported injuries to members of the public.

Under health and safety legislation your employer has a general duty of care, which includes addressing this type of hazard and also a strong commercial incentive to adopt effective measures. Actions brought as a result of an injury can be extremely damaging to business, especially where the public are involved. Insurance covers only a small proportion of the costs.

Effective solutions are often simple, cheap and lead to other benefits.

What the law says

The Health and Safety at Work etc Act 1974 (HSWA) requires employers to ensure the health and safety of all employees and anyone who may be affected by their work. This includes taking steps to control slip and trip risks.

The HSWA also places a responsibility on employees not to endanger themselves or others and to use any safety equipment provided.

Manufacturers and suppliers have a duty to ensure that their products are safe. Adequate information about appropriate use must also be provided.
The Management of Health and Safety at Work Regulations 1999

These build on the HSWA and include duties on employers to assess risks (including slip and trip risks) and where necessary take action to safeguard health and safety.

The Workplace (Health, Safety and Welfare) Regulations 1992

Require floors at the workplace to be suitable, in good condition and free from obstructions. People must be able to move around safely.

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3.1 What are the hazards?

There are many hazards to look out for, including:

- Spillages of wet or dry substances
- Trailing cables
- Loose mats or rugs
- General rubbish
- Change of surface conditions
- Weather conditions
- Slopes
- Obstacles left in the way / protruding obstacles

3.2 What practical measures can be taken?

- Clean up any spills immediately
- Use a suitable cleaning agent if spills are greasy
- Use warning signs and arrange alternative routes when floors are wet
- Make sure cables don't cross pedestrian routes, secure them to the floor, or use cable covers where appropriate
- Keep mats securely fixed to the floor surface and make sure they don't have any curling edges
- Do not allow rubbish to build up; clean up and keep work areas free of obstructions
- On sloping surfaces, provide handrails and clearly mark slopes to increase visibility
- Use suitable footwear at all times
- Place mats where changes in surface conditions are likely
- Consider the use of anti-slip surfaces where the risks are significant
- Ensure pedestrian routes are free of obstacles left in the way and protruding obstacles

Community Sports Network's Health & Safety Policy

3.3 Fire Prevention & Evacuation

Introduction

In any premises, such as the office, fire can readily result from human carelessness or lack of reasonable precautions. Good housekeeping and sensible fire precautions will reduce the possibility of a fire occurring but poor housekeeping will not only make the outbreak of fire more likely but will inevitably allow a fire to spread more rapidly.

Common causes of fire are:-

- careless disposal of lighted cigarettes or matches;
- accumulation of rubbish, paper or other materials that can easily catch fire;
- electrical wiring, plugs and sockets in poor condition or overloaded;
- electrical equipment left switched on when it is not in use;
- flammable material left close to sources of heat;
- obstructing the ventilation of heaters, machinery or office equipment;
- inadequate clearing of work areas.

The most effective means of reducing the risk of fire is by adopting safe systems of work and good housekeeping standards, e.g.

- make sure there is no accumulation of rubbish, wastepaper or other materials which could catch fire in or adjacent to any building;
- make sure that where it is necessary to store flammable materials, they are kept in an appropriate place and in appropriate quantities;
- make sure that electrical wiring, plugs and sockets are sound, correctly fused and there is no overloading;
- turn off electrical equipment when not in use;
- ensure that no material which could readily catch fire is left near to a source of heat;
- make sure that all machinery and equipment is well ventilated and regularly cleaned and maintained;
- ensure all work areas are cleaned on a regular basis;
- ensure the means of escape are kept clear at all times.
- observe the Sport policy on smoking.

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3.4 Evacuation Procedure

The Fire Precaution Scheme involves a pre-arranged plan for the evacuation of all buildings, the main components of which are:-

1. Speedy evacuation of premises.
2. Familiarity with normal and alternative escape routes.
3. Arrangements to summon the emergency services.
4. Assemble in a designated area.
5. Arrangements to account for all evacuated personnel.

Familiarity with the Fire Evacuation Instructions, Assembly Point, Alternative Escape Routes and Summoning help is achieved through fire drills. However, there is a need for some individuals to be designated with certain responsibilities in emergency situations which is why there is a designated Fire Officer and deputies. All employees are to make themselves familiar with the Fire evacuation Instructions for the premises in which they are located.

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3.5 Manual Handling

For some years national statistics have shown that more than a quarter of accidents reported are associated with the manual handling of loads. Sprains and strains are common together with cuts and bruises. No type of work is immune from this source of injury, whether in offices, workshops, laboratories, kitchens, delivery activities etc.

CSN has agreed the following Code of Practice for Manual Handling in accordance with the Manual Handling Operations Regulations 1992 and the Management of Health and Safety at Work Regulations 1992. CSN is responsible for monitoring and reviewing the Code in the light of further developments and it will be reviewed at intervals by the Board of Trustees.

The Code should be referred to in conjunction with CSN Health and Safety Policy Procedures.

The purpose of the Code is to;

Establish broad, general guidelines for the assessment and control of risks arising from the manual handling of loads and develop a simple strategy for manual handling as follows:-

- Avoid hazardous manual handling operations where possible;
- Assess any hazardous operations that cannot be avoided;
- Remove or reduce the risk of injury using the assessment as a basis for action.
- Meet the requirements of the Manual Handling Operations Regulations 1992

3.6 Implementation

The CEO is responsible for the implementation of the Code of Practice within the CSN office and event organisers are responsible outside CSN office i.e. Sports Development officers will be responsible for identifying risks at conferences, meetings and events.

The CEO must identify who will be responsible for undertaking risk assessments under the Code. They must be competent to carry out the assessments, recognising their own limitations and seeking specialist advice where necessary.

Community Sports Network's Health & Safety Policy

The CEO must satisfy themselves that risk assessments are;

- completed.
- consistent and to a reasonable standard.
- relate to the actual work being undertaken.
- recorded (where appropriate) and proper records maintained.
- reviewed.

3.7 Avoidance of Manual Handling

First consider whether the risk of injury associated with the manual handling operation can be dismissed as trivial or insignificant, e.g. because of weight, size, shape, stability etc. of load to be handled, the environmental conditions (heat, cold, wet etc.), the position of the handler (standing, crouched, seated, etc.) and the capability of the individual handler(s).

If there is a risk of injury from manual handling consider whether the operation is necessary and can it be eliminated altogether.

If a load handling operation cannot be avoided, is it possible to introduce automation or mechanisation for the operation and thus avoid manual handling?

3.8 Assessment of Risk

If a formal assessment is carried out it will need to be recorded and retained. This assessment must take into account the task, the load, the working environment and the individual capability.

3.9 Reducing the Risk

The final stage, following the assessment, must indicate what steps are to be taken to reduce the risk of injury to those individuals undertaking the manual handling operation to the lowest reasonably practicable level. The approach to this may depend upon the nature and circumstances of the operation; but the provision of mechanical assistance and the job or workplace design must be considered.

4.0 Review of Assessment

The assessment should be kept up to date. It should be reviewed whenever it is considered that it is no longer valid, e.g. working conditions or personnel have changed, or there has been a significant change in the manual handling operation.

Community Sports Network's Health & Safety Policy

4.1 Stress at Work

CSN places a high value on maintaining a healthy and safe working environment for all its employees and recognises its duty of care extends to their mental health as well as their physical health at work. Mental health problems have many causes, including stressors both in the workplace and in the lives of employees away from work. A controllable level of pressure may be healthy and can lead to improved motivation, job satisfaction and performance. However, in contrast, harmful, excessive pressure can be damaging by causing stress. CSN is committed to identifying sources of stress in the workplace and taking action where practicable to reduce or remove harmful pressure.

CSN has agreed the following Policy and Code of Practice as part of its Health and Safety Policy. This document sets out CSN's objectives for the management of health and safety in relation to stress at work. CSN is responsible for monitoring and reviewing the Policy and Code in the light of further developments. It will be formally reviewed periodically by the Board of Trustees.

4.2 Policy Statement

CSN is committed to protecting the health, safety and welfare of its employees and recognises that workplace stress is a health and safety issue and acknowledges the importance of identifying and reducing workplace stressors. This policy applies to all employees. Directors and line managers are responsible for its implementation and for the provision of necessary resources.

The objectives of CSN Policy on Stress are:

- To increase general awareness of stress and methods to prevent and combat harmful, excessive work place stress through training initiatives line managers in good management practice
- To identify all workplace stressors and conduct risk assessments to eliminate stress or control the risks from stress. These risk assessments will be regularly reviewed
- To assist staff in managing stress in others and themselves
- To manage problems that do occur and provide a confidential counselling service for staff affected by stress caused by either work or external factors
- To manage the return to work of those who have had stress - related problems
- To monitor and evaluate stress indicators
- To provide adequate resources to enable managers to implement the Policy on Stress.

Community Sports Network's Health & Safety Policy

4.3 STRESS AT WORK CODE OF PRACTICE

Roles and Responsibilities

Board of Trustees

The Board of Trustees are responsible for ensuring the CSN fulfils its legal obligations including those arising from Health and Safety legislation. The Board of Trustees will be proactive in promoting a healthy and safe working and learning environment. They are responsible for ensuring that all parties are aware of and understand their personal responsibilities under the policy. They are also responsible for ensuring that staff receive appropriate training and are adequately supported in order for them to fulfil their responsibilities.

4.4 Line managers

Line managers are responsible for the implementation of this policy within their area of responsibility and should take appropriate action to:

- 1.Ensure that the assessment of risks from work hazards within their area of control includes assessment of risks to mental as well as physical health and safety and that recommendations are implemented
- 2.Ensure good communication between management and staff, particularly where there are organisational and procedural changes.
- 3.Ensure staff receive the training and development opportunities to enable them to discharge their duties.
- 4.Monitor workloads to ensure that staff are not overloaded.
- 5.Monitor working hours and overtime to ensure that staff are not working excessive hours.
- 6.Monitor holidays to identify whether staff are taking their full entitlement.
- 7.Attend training as requested in good management practice and health and safety.
- 8.Ensure that bullying and harassment are not tolerated within their area of control.
- 9.Be vigilant and offer additional support to any member of staff who is experiencing stress outside work e.g. bereavement or separation.
10. Ensure staff are provided with adjustments to work in the short or long term as appropriate.

4.5 Employees

All employees, whatever their role within the CSN community, must take responsibility for the way in which they manage their work. It is the responsibility of individual employees;

- 1.To advise their line manager if feeling under undue pressure or stress.
- 2.To take action to eliminate or manage their stress taking account of any courses of action recommended by their line manager.

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4.6 Risk Assessment Policy

CSN will comply with the requirements of the Management of the Health and Safety at Work Regulations 1999 (MHSWR). As an employer it will ensure the suitable and sufficient assessment of:

- the risks to the health and safety of its employees to which they are exposed whilst they are at work; and
- the risk to the health and safety of persons not in their employment* arising out of or in connection with the conduct of its undertaking.

*Persons not in their employment" includes sub-contractors, volunteers, end-users, the public, emergency personnel, etc. who can be affected by the undertaking. Risk to such people can arise in connection with the operations, premises, purchasing function, services, storage and transport operations, and any other aspect of the undertaking.

It is CSN's aim to ensure that arrangements are in place to ensure a systematic approach to the assessment and control of risks. The risk assessment procedure provides a practical approach that is cost-effective and will assist in management fulfilling health and safety responsibilities. Assessments will enable management to plan, introduce and monitor measures needed to ensure compliance with health and safety legislation, to implement best practice and to ensure that particular risks are eliminated altogether or controlled adequately at all times.

Risk Assessment Procedure

4.7 Responsibilities

Line Managers are responsible for ensuring risk assessments are undertaken for all work activities in their area of responsibility.

There may be some areas of the assessment for which specialist advice is required, in these cases Line Managers should contact the Board of Trustees.

There must be consultation with the staff involved in the work activity and relevant safety representatives throughout the process on the findings and any action plan.

4.8 General

A risk assessment is carried out to identify the risks to health and safety to any person arising out of, or in connection with, work or the conduct of Sport. It will identify how the risks arise and how they impact on those affected.

The risk assessment should be suitable and sufficient. The level of detail in a risk assessment should be proportionate to the risk. Once the risks are assessed and taken into account, insignificant risks can usually be ignored, as can risks arising from routine activities associated with life in general, unless the work activity compounds or significantly alters those risks.

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4.9 Stage One - Classify Work Activities.

A necessary preliminary to risk assessment is to prepare a list of work activities, to group them in a rational and manageable way, and to gather necessary information about them. It is vital to include, for example, infrequent maintenance tasks, as well as day to day service delivery.

The assessment should cover all parts of the work activity including those not under the immediate supervision of a line manager, such as homeworkers and mobile employees.

5.0 Stage Two - Identification of hazards

A hazard is something with the potential to cause harm (this can include substances or machines, methods of work and other aspects of work organisation).

Hazards that clearly possess negligible potential for harm should not be documented or given further consideration.

To help identify hazards present, they can be grouped under 5 different headings:

- Physical Hazards e.g. moving parts of machinery, electricity, noise, vibration, manual handling, hand tools, pressure (including explosions), vehicles,
- Chemical Hazards presented when using, maintaining, or cleaning equipment or processes.
- Biological Hazards presented by infection from contact with clients or through cuts and abrasions, etc. during manual work activities, e.g. Tetanus, Hepatitis, Anthrax, Weil's disease, HIV.
- Ergonomic Hazards e.g. the poor positioning of desks or workbenches, or poorly designed equipment.
- Human Behaviour Hazards e.g. assault from a client or other person while at office base or in external environment.

5.1 Stage Three - Determine Risk

Risk expresses the likelihood that the harm from a particular hazard will happen. The risk from the hazard should be determined by estimating the potential severity of harm and the likelihood that harm will occur.

Where risks are already controlled in some way, the effectiveness of those controls needs to be considered when assessing the extent of the risk which remains.

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5.2 Stage Four - Decide if Risk is Tolerable

An initial Risk evaluation should be undertaken using the standard Risk Assessment form (see below). Each potential risk should be given a Probability and Impact score based on:

- 1 = very low
- 2 = low
- 3 = average
- 4 = high
- 5 = very high

These two scores should then be multiplied to give an overall Risk Ranking;

Low Risk 0-8
Medium Risk 9-17
High Risk 18-25

5.3 Stage Five - Prepare Risk Control Action Plan

RISK LEVEL	ACTION AND TIMESCALE
0 – 8	No additional controls are required. Consideration may be given to a more cost-effective solution or improvement that imposes no additional cost burden, Monitoring is required to ensure controls are maintained.
9 - 17	Efforts should be made to reduce the risk, but the costs of prevention should be carefully measured and limited. Risk reduction measures should be implemented within a defined period. Where the moderate risk is associated with extremely harmful consequences, further assessment may be necessary to establish more precisely the likelihood of harm as a basis for determining the need for improved control measures.
18 - 25	Work should not be started until the risk has been reduced. Considerable resources may have to be allocated to reduce the risk. Where the risk involves work in progress, urgent action should be taken. If it is not possible to reduce the risk even with unlimited resources, work has to remain prohibited.

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5.4 Stage Six - Review Adequacy of Action Plans

The action plan should be reviewed before implementation, typically by asking:

- will the revised controls lead to tolerable risk levels?
- are new hazards created?
- has the most cost-effective solution been chosen?
- what do people affected think about the need for, and practicality of, the revised preventative measures?
- will the revised controls be used in practice?

5.5 Records

Having made the assessment, clear, easily revisable and updateable record must be made. It should represent an effective statement of risks which leads management to take the relevant actions to protect health and safety.

Also risk ratings must be given that show why each risk has been assessed as more important than some and less important than others and so justifies why existing controls are adequate or why and what other controls are needed.

The Line Manager must retain the Risk Assessment Forms.

The record should be retrievable for use by the Board of Trustees in reviews and for safety representatives or other employee representatives and visiting HSE inspectors.

5.6 New and Expectant Mothers

Where the workers include women of child-bearing age and the work is of a kind which could involve a risk (by reason of her condition) to the health and safety of a new or expectant mother, that risk must be included in the assessment.

New and Expectant mothers are:

- those who are pregnant;
- those who have given birth within six months;
- those who have miscarried or had a still birth delivery after twenty four weeks; and
- those who are breast-feeding.

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Once the employee has informed her manager of her condition the manager is required to:

- i) assess the risks to health and safety and advise her of any hazards identified;
- ii) ensure the worker is not exposed to risks which would present a danger to her health and safety;
- iii) if the risk remains, alter the woman's working conditions or hours of work, if it is reasonable to do so;
- iv) if it is not possible to either remove the risk or, where necessary, alter the working conditions or hours of work the person should be offered alternative work on terms and conditions no less favourable than would normally apply. In extreme cases it may be necessary to "suspend" the employee on full pay for as long as necessary to protect her health and safety.

If the employee works at night and has a medical certificate stating that she should not, for health and safety reasons be at work for a period identified in the certificate, the employee shall be "suspended" on full pay for so long as necessary to protect her health and safety.

5.7 Specific hazards identified include:

- physical agents such as shock, vibration, manual handling, noise,
- temperature extremes, postures and movements that cause mental and physical fatigue;
- biological agents such as bacteria and viruses;
- chemical agents such as mercury, lead, and substances absorbed through the skin.

5.8 Review and Revision

Risk assessments should not be a once-and-for-all activity. They need to be reviewed if developments suggest they may no longer be valid. Below are some examples of when a review of assessments should be considered:

- change in nature of work;
- increased appreciation of hazards and risks;
- following an incident/accident/confirmation of occupationally induced disease.