



STAFF and VOLUNTEER HANDBOOK

The Strategy of Wales Rugby League is:

“To increase awareness of Rugby League in Wales through a Lifelong Participation in the Sport”

The Vision of Wales Rugby League is:

“To reach the Rugby League World Cup Finals at every attempt and be a recognised top 3 European Rugby League Nation in Performance and Governance”

Wales Rugby League Ltd.

2019

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Introduction

Wales Rugby League (WRL) is the governing body of the sport of Rugby League in Wales. It seeks to establish good practice in all matters and therefore we want to be an exemplary employer of staff. The leadership and management of our staff is based on our PEOPLE principles which are:

- Professionalism - to present ourselves in an appropriate manner with consideration for all.
- Excellence - being the best we can be
- Openness - being honest even when there are consequences
- Pride - knowing what we stand for and where we are going
- Learning - always open to finding a better way
- Equality - open to all, closed to prejudice

And our Business values which are:

Values

PASSION	INTEGRITY	RESPECT	INNOVATION
To never give up; believe in feedback and not failure; strive to make our people happier and above all to have a compelling emotion for our vision	To have unity; transparency and to work effectively towards our Mission Statement	To work with a demonstrative admiration and consideration alongside our colleagues to enhance our International esteem	To develop and improve everything we do as we grow and sustain participation numbers through creative and progressive concepts

Section 1

Absence Policy

1.1 Introduction

This policy aims to cover as far as possible all circumstances of absence from work. In some individual cases there may be a need for discretion and the details in this policy are to be used by managers and employees as a guide. Any waiver from the policy has to be sanctioned by the nominated lead officer who may be the General Manager; Chief Operations Manager or Chief Executive, and sanctioned by the Chairman. It should be read in conjunction with other policies such as maternity and paternity leave, family policy or overtime policy.

1.2 Sickness

It is important that all forms of illness are dealt with sympathetically and that every effort is made to assist recovery and safeguard employment. In order for WRL to operate effectively, procedures for reporting and recording sickness absence have been established to ensure that absences from work create the minimum amount of disruption to the normal pattern of work. The policies are designed to encourage and inform staff, in order to ensure that they are treated in a clear, fair and consistent manner. It is acknowledged that matters relating to health are sensitive and therefore confidentiality must be maintained throughout all aspects of the policy. Empathy and understanding are paramount and awareness of mental health illness should be carefully investigated, diagnosed where necessary and carefully monitored.

The loss of working days through repeated sickness absence can be a significant cost to WRL in terms of work not completed or the costs of arranging absence cover. Repeated sickness absence also places additional pressure on colleagues. It is therefore essential that accurate sickness absence records be maintained to enable WRL to identify patterns of sickness and work-related health problems. In some cases, patterns or levels of absences will be unacceptable and formal management action may be required.

Sickness absence as a consequence of cosmetic surgery will not be considered appropriate circumstances to receive sick pay. In such circumstances, employees will be required to use their holiday entitlement to cover their absence from work.

1.2.1 Pre - Employment Screening

All offers of employment are made subject to a satisfactory review of a medical questionnaire. In certain circumstances, the prospective employee may be requested to attend a formal medical screening, before their employment is confirmed.

1.2.2 Procedure

On the first day of absence, an employee should notify his or her line manager (or the General Manager, Chief Operations Manager or Chief Executive) a minimum of one hour before their normal starting time by telephone call only followed by text or e-mail confirmation. To allow arrangements to cover workload, cancel meetings etc, any necessary messages will be taken and the appropriate people will be informed of an employee's absence. All staff are expected to confirm further sickness absences through the same arrangements, unless or until a medical certificate has been provided.

Where an employee falls ill at work and is too unwell to continue working, his/her manager or the General Manager, Chief Operations Manager or Chief Executive should give permission for the individual to leave work and where appropriate to seek medical advice. In emergency situations, the employee's line manager will contact the employee's nominated next of kin. A member of staff who falls sick at

work before 1.00pm will be classified as having a full day's sickness absence. Absences after 1.00pm will be recorded as a half-day absence.

When reporting sickness absence employees should confirm:

- The nature of the illness.
- The anticipated duration of the illness.
- A contact telephone number (this will be used for emergencies only and can be for the sole use of the Chief Operations Manager and/or WRL Treasurer, if so instructed).
- Any urgent or outstanding work that must be dealt with.

It is not acceptable, in the first instance, to report sickness absence via a text message, e-mail or a friend, unless there are exceptional circumstances prevailing.

All staff absent due to long-term sickness are expected to maintain a regular dialogue with their line manager and/or the nominated General Manager, Chief Operations Manager or Chief Executive (at least every fortnight) where this is practical, and to update him on their general prognosis.

If a member of staff believes his / her condition may be related to an activity or incident at work, she/he should inform the nominated Line Manager, General Manager, Chief Operations Manager or Chief Executive. In such circumstances, an Accident Report Form must be completed.

1.2.3 **Certification**

For the first seven calendar days of any sickness absence, staff must complete a self-certification form (see Appendix I), which should be completed and returned to the nominated Line Manager, Chief Operations Manager or Chief Executive. Failure to complete self-certification or provide a doctor's medical statement for the period of sickness will result in the absence being classed as unauthorised leave without pay.

From the eighth day of sickness absence, staff must obtain a statement of fitness for work ('fit note') from a doctor in every instance. This note must be sent to their nominated Line Manager, General Manager, Chief Operations Manager or Chief Executive without delay. Where required, staff must supply continuation 'fit notes' immediately as each one expires so that each day of sickness absence is covered.

Upon an employee's return to work and on every occasion, the nominated Line Manager, General Manager, Chief Operations Manager or Chief Executive must be verbally informed. Unless otherwise noted, employees will be expected to return to work after the expiry of their 'fit note'.

All documentation noting sickness absences, including notes from meetings, will be retained on an employee's personal file.

1.2.4 **Pay during sickness absence**

Providing they comply fully with the notification requirements, staff will be entitled to enhanced occupational sick pay or Statutory Sick Pay (SSP) as follows:

Under the terms and conditions of employment with WRL, entitlement to sick pay, subject to successful completion of any probationary period, is as follows:

- During their first three months of service with WRL, staff will be entitled to SSP only
- For the remainder of their probationary period, staff will be entitled to a maximum of 20 working days at half pay (inclusive of SSP).

- Thereafter, staff will be entitled to a maximum of 20 working days full pay (inclusive of SSP) for sickness absence during each of the first two years of employment.
- Thereafter, staff will be entitled to a maximum of 130 working days full pay in a twelve-month period (pro-rata for part-time staff). After 130 days, the standard SSP rate will continue to be paid up to a maximum of 28 weeks.
- Once the maximum entitlement of 130 working days full pay has been utilised in any twelve- month period, the allowance reverts to 20 working days full pay in a twelve- month period for the two years following the return to work.

The calculation of entitlement is based on a 5-day working week and will be pro-rated accordingly for staff working a shorter working week. Failure to follow WRL's policy on reporting sickness absence may result in contractual sickness payments being stopped or suspended.

If staff cannot get SSP or SSP has ended, WRL will complete form SSP1 and give to staff. Form SSP1 is used to support a claim for Employment and Support Allowance/Universal Credit.

1.2.5 **Return to Work Interviews**

Return to work interviews will be held in all circumstances with the employee's line manager, in order to determine the cause of the illness, discuss any pattern of absence, and give the employee an opportunity to discuss any issues relating to his/her absence.

1.2.6 **Return to Work with Medical Restrictions**

Any request by a member of staff to make reasonable alterations to the working environment following a period of sickness absence will be fully investigated by their Line Manager, Chief Operations Manager or Chief Executive, where appropriate (in accordance with the Disability Discrimination Act, where applicable). Such requests should be made in writing, and accompanied where appropriate, by a letter from a GP or other recognised medical practitioner. Should staff work reduced hours for a temporary period, they may be required to take annual leave for the portion of hours not worked.

1.2.7 **Home Visits**

A member of staff who is away from work on long-term sickness absence (in excess of 10 working days) may be visited at home, or at another mutually convenient place, by prior arrangement, by the employee's line manager and / or another senior manager.

The Home Visit will seek to determine the likely duration of the absence and all possible implications.

The employee's line manager or other nominated senior manager will seek to maintain regular contact throughout the duration of an individual's illness and support the member of staff where necessary and further home visits may be arranged.

1.2.8 **Attendance Review Meeting**

Where patterns or amounts of sickness absence are persistent or give cause for concern, a formal Attendance Review meeting will be arranged. This meeting will involve a nominated senior manager and the relevant line manager. The purpose of this meeting will be to understand reasons for the absence and for WRL to provide appropriate support so that steps can be taken to minimise the effect of this absence on colleagues and the organisation.

In the event of recurring absences due to illness or injury, WRL may request an employee to attend an independent doctor for an examination and report. WRL may request that an employee submit a medical certificate for future periods of sickness absence and also establish a review period to establish a specific target level of attendance. Any costs incurred by the employee as a result of this request, will be reimbursed by WRL.

In certain circumstances where an employee's conduct or capability is called into question, WRL may invoke the disciplinary procedure. Persistent, short-term sickness could also lead to disciplinary measures for capability, being taken.

It must be emphasised however, that absence through sickness will be treated sympathetically and every practical and reasonable support will be offered by WRL.

1.2.9 **Medical Reports**

During prolonged sickness absence in excess of one month's duration, WRL may write to the employee to request their permission to approach their GP for a medical report. In any event, WRL will make this request at the expiry of contractual sick pay or after 3 months continuous absence, whichever is sooner.

With the employee's permission, their GP will be approached to provide information relating to the diagnosis of the illness, its anticipated duration and general prognosis for recovery, whether an employee is likely to fulfil their job description in the future, together with any adjustments WRL should consider in order to facilitate a return to work.

Once this information has been provided, a meeting will be arranged at the employee's home, at the offices of WRL or an alternative venue of mutual convenience, in order to discuss the report further. This may involve, but is not limited to consideration of alternative duties, adjustment to the working environment or a reduction in the hours to be worked.

In some cases, it may also be necessary to request that the employee attends an independent physician or occupational health practitioner for an additional report to be made.

If, following these procedures, there is no apparent return to work date (within a further 2 months) or there is written confirmation that the employee will be permanently unfit for work, WRL may consider termination of employment on the grounds of medical incapacity in so far as the employee is not capable of fulfilling their duties. This measure will be taken, only as a last resort and in line with WRL's disciplinary procedure and after full consultation with the employee.

1.2.10 **Unauthorised Absence**

Failure to comply with the absence (sickness) policy may mean an employee is absent from work without authorisation. WRL takes this issue very seriously and any period of unauthorised absence may lead to the disciplinary procedure being invoked.

1.2.11 **Conduct Whilst on Sick Leave**

Any member of staff who is absent from work through sickness is expected to conduct him or herself in a manner befitting their absence. WRL does not expect its employees to behave in such a manner as to jeopardise their existing absence from work or act in such a way as to exacerbate their illness or ailment. For example this may include playing sport, gardening, DIY and duties of a significant manual nature (this list is not exhaustive and is designed to indicate broad areas that might apply in

various circumstances). Any employee who is signed off sick from work by their GP should not participate in any secondary employment.

1.2.12 Sickness during holiday leave

If a member of staff is signed off with a doctor's certificate during their holiday period and unable to take their planned trip, then WRL will reimburse the member of staff with the appropriate amount of holiday, providing a 'fit note' has been provided.

1.2.13 Holidays during sickness period

Holidays will accrue whilst sick up to a maximum of 28 days per annum including eight public holidays (or 20 days per annum excluding public holidays). All leave, which is carried forward, into the following year, will be taken at a time to be determined by the nominated line manager. It is not possible to pay for accrued holiday not taken.

1.2.14 Sickness During Notice Period

If a member of staff has resigned and falls sick whilst working their notice period they will not be entitled to pay and WRL will deduct the appropriate daily pay rate from final salary.

1.2.15 Misconduct

Misconduct includes being unfit for work because of the effects of alcohol or drugs (other than medically prescribed drugs, taken as directed), as well as improper conduct committed whilst under the influence of alcohol or drugs. In any case where the disciplinary procedure is invoked, the taking of alcohol or drugs will not be accepted as a mitigating circumstance.

If a member of staff indicates that they have an alcohol or drug problem and that employee indicates a willingness to seek appropriate treatment to address this, WRL will endeavour to support the employee as far as is practical. Any such case will be handled sensitively and in the strictest confidence.

1.3 Holiday Entitlement

In addition to Statutory Public and Bank Holidays, WRL's holiday entitlement commences at 23 days, rising by 1 additional day, for each completed year of employment, to a maximum of 25 days. Part-time staff will have a pro-rata amount of their full-time equivalent entitlement.

1.3.1 Procedure

Annual Leave must be requested in writing by completing and signing a Holiday Request Form (see Appendix II), at least 10 working days before it is due to commence. WRL retains the right to refuse or postpone a holiday request, due to the business needs of the organisation. Under no circumstances, should staff make holiday commitments without first obtaining approval from their Line Manager.

Each department must decide on the appropriate number of staff who may be granted holiday at the same time. With the exception of Public or Bank Holidays, each department should be remained staffed at all times where reasonable, unless prior permission has been obtained from their Line Manager.

Up to five days leave may be carried-forward into the following leave year. No payments will be made in lieu of holiday, except upon termination of employment. Annual leave cannot be brought-forward from the forthcoming leave year.

All staff are reminded of the need to ensure they utilise their annual holiday entitlements and to manage their allocation appropriately.

1.4 Hospital, Medical and Dental Appointments

Every effort should be made to arrange such appointments at the beginning or end of the working day, so as to minimise your length of absence from the office. As much notice as possible should be given to the appropriate Line Manager and/or nominated WRL Officer. Employees may also be asked to supply an appointment card.

If such arrangements involve absence for up to half a day, then this time must be made-up, over an appropriate period of time. If these appointments result in a whole day's absence from work, it will be counted as one day's sickness.

Absence for any "domestic" reason (e.g. to accept deliveries, to deal with a plumber or electrician, or to attend a child's school) is authorised only on the basis that the time off is taken as holiday or can be made up with other official activities.

Optician's appointments should always be made for out of work hours.

1.5 Compassionate Leave

Bereavement of a relative, partner or dependant affects every individual differently. The personal circumstances surrounding such an event must be taken into account. Compassionate leave on full pay is granted in the unfortunate event of the death of a close family member. Such absences should be reported to the appropriate Line Manager as soon as is practical.

The following arrangements are intended to act as a guide:

- Immediate relatives (defined as husband/wife/partner, son, daughter, brother, sister, parent) - up to four days paid leave.
- Others closely associated people (defined as grandparents, uncles, aunts, and close personal friends) - up to two days paid leave including funeral.
- In the cases of other relations, colleagues, business "contact", time off to attend the funeral will normally be given and counted as a half-day.

WRL understands that this can be a traumatic time and will seek to support any member of staff during their bereavement.

Any extra leave will be at the discretion of the nominated WRL Official.

Additional, time off, without pay, will be considered favourably where appropriate (e.g. where the employee is an executor of the will).

1.6 Public Duties

WRL acknowledges that some staff may wish to undertake public or civic duties. In each circumstance, a Senior WRL Official will discuss the employee's request with their Line Manager. In accordance with WRL's policy on Conflict of Interest, the employee must obtain prior, written agreement from the General Manager, Chief Operations Manager or Chief Executive before committing to such duties.

WRL may provide support through reasonable unpaid leave or through allowing the use of contractual holiday, provided. Examples of these duties include acting as a Justice of the Peace, Magistrate.

1.7 **Jury Service**

Staff who are required for jury service should immediately inform their Line Manager / nominated Senior Manager. During the period of Jury Service they may continue to be paid in the normal way, but the court will issue a "loss of earnings" certificate at the end of attendance. This form should be handed in to their Line Manager. Any loss of earnings recovered from the court will be deducted from the employees' wage, such that in the period of jury service the employee will receive his / her full pay albeit that some will have been received from the court and the balance from WRL.

WRL will allow absence on full pay if summoned to appear in court as a witness.

1.8 **Family/Domestic Emergencies**

In cases of serious illness within the family or an unexpected domestic crisis or emergency, employees may request unpaid leave of absence.

For the purposes of the above entitlement an unexpected domestic crisis or emergency will include:

- Where the employee has to provide assistance on an occasion when a dependant falls ill or is injured or assaulted;
- Where the employee has to make arrangements for the provision of care for a dependant who is ill or injured;
- Because of the unexpected disruption or termination of arrangements already in place for the care of a dependant;
- To deal with an incident which involves a child of the employee and which occurs unexpectedly whilst the child is at school.

In addition to the employee's spouse, child or parent, a dependant of the employee can be a person who lives in the same household as the employee (other than as their employee, tenant, lodger or boarder) or can be any person who reasonably relies on the employee to make such arrangements on their behalf.

Approval for a period of absence due to a serious illness or for an unexpected domestic crisis or emergency will only be given where the situation requires the employee to be absent from work. WRL may request details to show that the other members of the family are also providing a similar level of support.

The employee concerned must notify his / her Line Manager of the situation at the earliest opportunity and inform them of the reason for the absence as soon as reasonably practicable.

Advice on entitlements and eligibility can be sought from their Line Manager or nominated WRL Official. Any cases of terminal illness will be dealt with individually and with the utmost sympathy.

1.9 **Statutory Duties**

WRL will fully comply with legal requirements in respect of statutory time off work. The categories covered by legislation include:

- Trade union duties and training.
- Trade union activities.
- Safety representatives.
- Elected employee representatives for consultation purposes.

- To seek work or arrange training if under notice of redundancy.
- Pension scheme trustees

1.10 **Reserve Forces (Territorial Army)**

Before joining the Reserve Forces, employees are encouraged to discuss their application with their Line Manager.

Employees who are members of the Reserve Forces and request time off to attend annual training for a fortnight will receive one week's paid leave. The remaining days and any further requirements must be taken from the individual's annual holiday entitlement.

The individual is responsible for informing their Line Manager/nominated WRL Official of any earnings received from the Reserve Forces so that a balance can be deducted from the employee's pay.

1.11 **Other Absences**

1.11.1 **Travel to Work During National Disputes**

Although WRL will be flexible about the time of arrival and departure at any place of work, it is everyone's duty to try and get to work at whatever time they are expected to arrive. In practice, of course, most employees go to considerable lengths to ensure that they overcome any disruption, and this approach will be encouraged.

Public transport disruption caused by strikes, bombs, bad weather etc, is not itself an acceptable reason for not being at work. Nonetheless, there will be occasions when certain employees in certain circumstances decide that they cannot attempt to overcome the problems, and WRL will respect their decision not to set out, or to complete a problem journey. However, those in this position may be requested to take such days from their holiday entitlement.

1.11.2 **Time off for Religious Reasons**

WRL respects the diversity of our workforce and their religious beliefs. Every effort will be made to accommodate requests for annual leave at times of recognised religious festivals and holidays, in accordance with the holiday procedures, noted above.

Appendix I – Self-Certification Form

Wales Rugby League		SICKNESS - SELF CERTIFICATION FORM		
PLEASE NOTE: Any delay in returning this form or any subsequent doctors note(s) may result in loss of sick pay.				
NAME				
POSITION				
First day and date of absence				
Last day and date of absence				
Day and date of return to work				
Total number of working days absent				
The details of your sickness were:				
Whom at WRL did you inform of your sickness:				
Did you consult your:	Doctor	Yes/No	Hospital	Yes/No
If a period of sickness exceeds 7 days you must produce a doctor's statement for subsequent periods.	Signed:			
	Dated:			
Processed by General Manager/COO/CEO	Signed:			
	Dated:			
This form is to be returned (you may wish to use a sealed envelope) to the G.M/C.O.O/C.E.O on the day of returning to work or immediately following 7 days of sickness. ANY INFORMATION THAT IS PROVIDED ON THIS FORM THAT IS LATER PROVED TO BE FALSE, MAY RESULT IN DISCIPLINARY ACTION BEING TAKEN				

Appendix II – Holiday Request Form

Wales Rugby League	HOLIDAY REQUEST FORM
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Please do not make any holiday commitments until your leave request has been approved.

NAME: _____

DATE: _____

FIRST WORKING DAY OF HOLIDAY: _____

LAST WORKING DAY OF HOLIDAY: _____

TOTAL NUMBER OF WORKING DAYS BOOKED: _____

SIGNED: _____

APPROVED: _____

DATE: _____

Please note that all holiday requests must be submitted at least 10 working days prior to being taken. Any holiday in excess of 10 working days (at one time) must also be accompanied by an explanation by your Line Manager prior to approval from the General Manager/C.O.O or C.E.O in the box below.

A maximum of 5 days may be carried over into the next holiday year.

Section 2

Anti-bullying and Harassment

2.1 Introduction

WRL believes that every employee should enjoy a supportive working environment that is free from discrimination, prejudicial, bullying or intimidating behaviour and that the dignity of individuals is respected. WRL is committed to eliminating intimidation in any form.

It is the intention of this procedure to:

- Allow complaints to be investigated in a sensitive manner.
- Ensure allegations are responded to in a positive and confidential manner.
- Promote a climate in which staff feel confident about bringing forward complaints of harassment, which includes discrimination and prejudice or bullying without fear of reprisals.

This procedure applies to all employees, volunteers and any representative of WRL, regardless of the duration of their employment contract or involvement in the game.

Breaches of the policy will result in disciplinary action that may include reprimand or dismissal.

2.2 Bullying

WRL defines bullying as intimidation or belittling of someone through the abuse or misuse of power or position, which leaves the employee feeling hurt, upset, vulnerable or helpless.

Some examples of bullying are as follows:

- Unjustified criticism of an employee's personal or professional performance.
- Overbearing supervision.
- Making threats or comments about job security without foundation.
- Deliberately undermining a competent worker by overloading and constant criticism.
- Shouting at an individual.
- Criticising an employee in an open and public manner.
- Spreading malicious rumours or allegations.
- Ignoring or excluding an individual from the team/group.

2.3 Harassment

WRL defines harassment as uninvited, unreciprocated and unwelcome behaviour that causes an employee to feel threatened, humiliated or embarrassed.

Some examples of areas of harassment are as follows:

- Race, ethnic origin, nationality or skin colour.
- Sex or sexual orientation.
- Religious or political convictions.
- Disabilities, sensory impairments or learning difficulties.
- Age.
- Real or suspected infection with HIV/Aids.

The forms which harassment might take are varied, but may include:

- Verbal – innuendo, offensive language, slander, jokes.
- Written – notes, e-mails including 'flame-mails'.

- Visual – pictures, gestures.
- Physical – touching, brushing against someone.
- Intrusion – following, pestering.
- Coercion – such as pressure for sexual favours.
- Unwelcome sexual advances or behaviour.

2.4 Procedure

An employee who feels that they are being subjected to harassment or bullying may attempt to resolve the matter informally. In some cases, it may be possible for the employee who feels harassed or bullied to explain that the actions or behaviours concerned, are unwanted and unwelcome. However, it should be stressed that employees are not obliged to undertake this informal action. Where this is not possible, the complainant should raise the matter informally and in confidence with their line manager or nominated Senior Manager such as General Manager, C.O.O or C.E.O. All complaints of harassment or bullying will be treated seriously.

In circumstances where this is not possible e.g. the manager concerned is directly involved in the matter or the employee wishes to speak to another employee of the same sex, the General Manager or Chief Operations Manager should be contacted in the first instance, or if this is inappropriate, a member of WRL Board, in order for alternative arrangements to be made. WRL advise all employees to maintain accurate records of any incidents, detailing when, where and what has occurred, noting witnesses where appropriate.

At this informal stage, the nature of the complaint will be discussed sensitively and in a confidential manner with the complainant. Both parties will agree any subsequent course of action. The complainant may ask the line manager, General Manager or Chief Operations Manager to speak to the identified offender or to facilitate a meeting.

If the matter cannot be resolved informally, the General Manger or Chief Operations Manager with assistance from the WRL Board will investigate the complaint quickly and thoroughly, fully informing the complainant of the investigative process as much as possible and giving a timescale for resolution. They will first interview the complainant to establish the following:

- Date, time and place of the incident(s).
- What actions constituted the harassment.
- How the complainant reacted.
- Whether any of the incidents were witnessed.
- Whether there is any material evidence (e.g. letters or e-mails).
- What impact the harassment has had on the complainant's health and job performance.

The same investigators will then interview the alleged harasser and put the allegations to him/her. A full response should be obtained from the alleged harasser. If the alleged harasser denies the allegations, the managers may have to re-interview the complainant.

Those investigating the issue will continue with the investigation and collection of evidence and will decide as swiftly as possible if the complaint is to be upheld or not. Resolution will be as timely as possible without losing objectivity. The General Manager or Chief Operations Manager will continue to provide assistance and advice.

If the complaint is upheld it will be dealt with under the Disciplinary Procedure and appropriate penalties will be applied. If transfer to another location proves necessary, every effort will be made to transfer the harasser and not the victim.

If the complaint is not upheld, voluntary transfers of one or both parties may be considered depending on the circumstances.

WRL will ensure that no victimisation of staff follows a complaint of harassment.

If the complainant is not satisfied with the decision made by the line manager, they may appeal by writing within seven calendar days, to the General Manager or Chief Operations Manager in the first instance or subsequently, the WRL Chairman. The result of the appeal will be given in writing within seven calendar days of its receipt. There is no further right of appeal.

WRL reserves the right, where evidence of bullying or harassment is brought to its attention, to undertake a full investigation of the matter. The General Manager or Chief Operations Manager will observe confidentiality in so far as it is possible to do so, in dealing with any complaint in a sensitive and understanding manner.

Where evidence of harassment or bullying is confirmed, WRL may take corrective action via the disciplinary procedure. Harassment is a serious offence that may result in summary dismissal.

Timescales

- 2.5 Wherever possible within the formal procedure, initial meetings should be arranged within five working days of the written complaint being received.

The outcome of any meeting should be communicated in writing to the employee within five working days of it taking place and a copy of the letter sent to the Chief Operations Manager.

Where no meeting needs to take place, the appropriate Manager should respond in writing within 5 working days of receiving the complaint.

If it is not possible to respond within the specified time period, the employee should be given an explanation for the delay and told when a response can be expected.

2.6 Companion

When invited to a meeting, employees have the right to be accompanied by an employee of their choice (who is not directly affected by the issue) or a trade union representative. The employee will be asked to confirm who will be acting as their companion so that a copy of this procedure can be made available to the companion, prior to the meeting. The companion cannot represent the employee at the meeting.

Meetings will be held at a mutually convenient time for all parties.

2.7 Protection

Employees will be protected from intimidation, victimisation or discrimination for filing a complaint or for assisting in an investigation. Retaliation against an employee for complaining about harassment or bullying is a disciplinary offence.

2.8 False Accusations

A complaint against another member of staff may have very serious implications. For this reason, if the consequent investigation proves that the complaint was made falsely and with malicious intent then the complainant will be liable to disciplinary action, which could include dismissal.

Confidentiality

- 2.9 Records will be kept confidential to the parties directly concerned and the General Manager or Chief Operations Manager. The appropriate Line Manager (if not directly dealt with by the

GM) is responsible for notifying the General Manager or Chief Operations Manager as soon as a formal complaint is received. Records will be kept detailing the nature of the complaint raised, the manager's response, any action taken and the reasons for it. Notes will be taken during meetings, copies given to the employee and another copy placed on the employee's file. In certain circumstances some information may be withheld from the employee, for example to protect a witness. Records will be kept confidential and retained in accordance with the Data Protection Act.

Section 3

Vehicle Policy

3.1 Vehicle Allocation

WRL recognises that on occasions it is necessary to provide employees with a vehicle for the proper performance of their jobs. Therefore, WRL will at its absolute discretion and where it deems necessary, provide an employee with a company vehicle for the proper performance of their role. Vehicles will not normally be provided below manager or Executive Board level unless the post holder is expected to undertake business related mileage in excess of 10,000 miles per annum.

All staff who receives a vehicle for work purposes will be issued with written confirmation of the details of the vehicle that they have been allocated, the mileage rate applicable at that time, their anticipated annual mileage and the number of keys issued with that vehicle. Both vehicles for work or vehicle allowances should not be considered contractual and WRL reserves the right at any time, but with reasonable notice, to withdraw either.

3.2 Annual Mileage

Each vehicle is secured on the basis of an estimated annual mileage. In determining this mileage, WRL will consider an employee's role and subsequent travel commitments and, where applicable, previous mileage accrued by the same or a similar post-holder.

When a vehicle is issued to an employee, this mileage estimate will be noted in writing. It is the duty of each vehicle holder to keep an accurate record of mileage and on a monthly basis, to submit this information to the General Manager or Chief Operations Manager in a timely manner, when requested to do so.

WRL will review mileage records for all employees on a regular basis, against their expected annual commitments. In such cases where there is an indication that mileage is significantly in excess or is significantly short of this estimation, WRL reserve the right to require that an employee swap vehicle for any period of time that will allow appropriate management of its vehicle fleet mileage.

Changes of vehicles will be made in consultation with the General Manager or Chief Operations Manager, the appropriate Line Manager(s) and the employee(s) concerned.

For the avoidance of doubt, it is the responsibility of the member of staff to familiarise themselves with the mileage restrictions on their vehicle and to monitor usage and if necessary to bring to the attention of their Line Manager, General Manager or Chief Operations Manager the prospect of a breach of the mileage obligation.

3.3 Road Fund License

WRL will provide annual Road Fund Licence for all leased vehicles. Employees who use their own vehicle for work will be responsible for providing their own Road Fund License.

3.4 Tax

WRL's vehicle policy shall conform to HMRC rules. Individuals may therefore be personally liable for tax. WRL will ensure that personal tax liability, where appropriate, is notified to staff when a company vehicle is issued.

3.5 Maintenance

It is the responsibility of the employee to ensure that their work vehicle is serviced at appropriate intervals, has a valid MOT certificate (where appropriate) and for reporting any repairs that are required to the General Manager or Chief Operations Manager. WRL will

pay all reasonable costs incurred for work vehicles. However, a written quotation should be submitted to the Line Manager, General Manager or Chief Operations Manager, prior to any work being authorised.

In **all** instances where work vehicles require an MOT or service, the car driver must make all reasonable arrangements to ensure their vehicle MOT registered within the due date.

It is the obligation of work vehicle drivers to ensure that their vehicle is serviced at regular and appropriate intervals. All services should be booked in consultation with the Chief Operations Manager.

Work vehicles should, at all times, be maintained in an appropriately clean condition. This includes both the interior and exterior of the car. Work vehicle drivers are reminded that another member of staff may use their car at any time. In addition, work vehicles are an extension of how WRL is represented to the public. Work vehicle drivers are expected to meet any costs associated with cleaning and valeting their vehicle.

If, in the opinion of WRL, a vehicle falls below acceptable standards of cleanliness, the vehicle driver will be requested to clean and/or valet the car at their own expense.

Failure to properly service, maintain or up-keep work vehicles to satisfactory levels may be treated as a disciplinary offence.

3.6 Insurance

Employees who are issued with a work vehicle by WRL will have their insurance covered as well. In order to fulfil our obligations under the insurance a copy of the employee's current driving licence should be retained in the employees personnel file. Any endorsements or other changes to a licence should be notified to the General Manger or Chief Operations Manager immediately. A failure to provide a current valid licence (or report any amendments to the licence) will be treated as a disciplinary offence.

WRL will not insure work personal belongings e.g. laptops, mobile phones. All work vehicle drivers are reminded not to leave any valuables and particularly WRL property e.g. lap-tops, on display in their car and no goods or items should be left over-night in a work or personal vehicle.

The theft of any WRL property from a work vehicle must be reported to the General Manager or Chief Operations Manager. Following any investigation, where it is found that a member of staff has been negligent, WRL may request that individual to fund the cost of replacing the stolen, broken property etc themselves.

WRL may request that another eligible employee has access to a work vehicle on certain occasions. The employee must make all reasonable efforts to ensure that the car is available for this period.

Should an employee use their own vehicle for work purposes, **they will be responsible for insuring that vehicle** for both personal and class 2-business use. They will be required to provide a copy of the insurance certificate and their current driving licence to the General Manager or Chief Operations Manager to be kept in their personnel file.

3.7 Penalty Points, Driving Misdemeanours etc

Any employee driving a WRL work vehicle, whether they are the authorised driver or not, who incurs a fixed-penalty notice as a consequence of breaching a traffic regulation (e.g. speeding, illegal parking, congestion charge) is liable to pay any subsequent penalty or fine and any associated administration fee.

All fines notified to WRL must be paid in full within 10 working days from receipt of the notification. It is the sole responsibility of the driver in breach of traffic regulation to pay the penalty within the required time frame.

Any employee who is issued with a work vehicle and accrues nine 'live' penalty points (in any combination or succession of points) on their licence, will meet with the General Manager or Chief Operations Manager to discuss their driving. WRL may commence disciplinary action as a consequence of an employee incurring further penalty points. Should an employee receive a ban that prevents them from driving and consequently carrying out their duties, then disciplinary action will follow that may result in dismissal or a change of role.

3.8 Use of a Company Vehicle by non-WRL Employees

WRL recognises that employees issued with a vehicle for the proper performance of their duties will use this car to travel to and from their place of work and out of office hours for personal use. Should an employee wish for additional drivers to be covered under WRL Group insurance policy this will be done at the absolute discretion of WRL and only on production of a current valid driving licence, prior to the un-insured driving the vehicle.

WRL work vehicles may not be used for training provisional drivers.

3.9 Payments for Business Mileage

WRL does not provide employees with petrol cards.

For staff issued with a work vehicle, their fuel costs incurred as a result of business travel will be re-imbursed at rates set by WRL Treasurer and/or Finance Director. Mileage reimbursement will be paid monthly after receipt of an authorised mileage claim form.

Mileage should be claimed from WRL office unless travelling directly to the meeting from home. Mileage rates will be amended from time to time as is appropriate and at the absolute discretion of WRL. Mileage for personal use or travel to and from an employee's normal place of work will not be reimbursed. All work vehicle drivers must submit their current mileage on a monthly basis to the General Manager or Chief Operations Manager.

3.10 The Use of a Work Vehicle Outside the UK

WRL's Group Insurance will cover use of the vehicle within the UK. Should an employee wish to take their vehicle outside of the UK they should make request to the General Manager or Chief Operations Manager in writing at least 14 days prior to the planned journey. If approved, this will allow the appropriate insurance cover to be arranged. WRL reserves the right to refuse to extend this cover at its expense.

3.11 Health and Safety of Drivers

WRL is keen to ensure that principles of health and safety for employees who are required to drive in the course of their work are maintained. For the avoidance of doubt, driving in the course of work means a journey undertaken to primarily carry out a WRL activity. It does not include driving from home to work or vice versa at the beginning or end of a working day or a journey undertaken for personal reasons where the employee chooses to carry out elements of WRL work to suit their personal reasons.

Employees should not drive for more than for more than eight hours in any 24-hour period and should consider carefully how many hours continuously they drive, without a break. Start and finish time for journeys should be planned to allow for breaks. If more than one WRL authorised driver is travelling to a WRL event or meeting, arrangements should be made to share the driving.

In any one day the total time an employee spends driving to and from a venue and carrying out WRL work should not exceed 12 hours (including rest periods during driving). If undertaking WRL work and driving a return journey means that an employee is likely to exceed the 12-hour threshold then overnight accommodation should be arranged close to the work point (in line with WRL procedures) and any return journey undertaken the next day.

Where an employee has planned work and journeys within the 12-hour threshold but unforeseen circumstances (e.g. road works) mean that the total time for the work and journey is in excess of the 12-hour threshold, the employee may choose to complete the journey - taking 10 minute breaks on a regular basis or they may seek overnight accommodation (in line with WRL procedures) and complete the journey the next day.

Only mobile phones with a hands-free attachment may be used when driving. If any member of staff is penalised or convicted for using a mobile phone without a hands-free attachment, WRL may invoke the disciplinary procedure.

3.12 The Use and Misuse of a Work Vehicle

WRL recognises that by their very nature accidents will happen. However, WRL employees have a responsibility to drive with due care and attention at all times. If an employee is found to be responsible for an accident, an investigation will be conducted by the General Manager or Chief Operations Manager and/or any delegated authority as seen fit by WRL. If an employee is found to have been negligent, disciplinary action may be taken. Where fault is proven and blame is attributed to WRL's work vehicle driver, the employee may be liable to pay the insurance policy excess that is incurred.

All accidents that involve a work vehicle must be reported (both verbally and in writing) by the driver of the vehicle as soon as is practical to the General Manager or Chief Operations Manager, noting full details of the accident and of the third party. Failure to submit the information in a timely manner may result in disciplinary action being taken. If a WRL vehicle is misused, or used by someone who is not authorised, it may, at the absolute discretion of WRL, be withdrawn immediately.

At no time should modifications be made to the work vehicle (e.g. tow bars) without prior written approval of the General Manager or Chief Operations Manager.

In the event of accident, breakdown or the authorised driver is physically unable to drive; any person with a valid driving license may complete the journey or drive the car to the nearest garage. Permission for any other driver to use the vehicle must be obtained in writing from the General Manager or Chief Operations Manager, prior to its use.

Drink-driving and dangerous driving convictions may result in the employee being refused insurance cover under WRL's scheme and disciplinary action may be taken if such convictions occur whilst the employee is on WRL business.

In all occasions where an employee is banned from driving whilst employed by WRL, the employee will be required to surrender their vehicle for the duration of their ban. Where an employee is refused insurance under WRL's car insurance cover, the employee will be requested to fund any difference in insurance premium, to that offered by an alternative provider.

For the avoidance of doubt, no vehicle permitted under this policy may be used for rallying, racing or trials or for hiring or carrying passengers for hire or financial reward.

3.13 Maternity, Paternity, Sick Leave and Authorised Absence

Employees will continue to receive all contractual benefits under this policy during times of maternity leave, parental leave, paternity leave, sick leave and other authorised absences.

3.14 Leaving WRL

Staff that have been issued with a work vehicle and leave WRL are required to return the vehicle to an agreed WRL location on their final day of employment, together with any/all keys that have been issued with the vehicle. The vehicle must be returned in an acceptable condition. WRL reserve the right to deduct the cost of any valeting of a Company Car from a final salary payment and/or any costs it incurs as a result of 'spare' keys that are not returned.

Section 4

Conflict of Interest Policy

4.1 Introduction

The Wales Rugby League (WRL) requires its employees to conduct their affairs with the highest standards of integrity in order to protect the interests of WRL and also themselves. This policy is designed to monitor and deal consistently with potential conflicts of interests that may arise as a result of employment with WRL.

WRL will not interfere with the right of an employee to engage in outside business or other activities that do not conflict with their obligations to the organisation (provided these are undertaken in the employee's own time). However, employees are required to make an annual declaration of any current outside interests as set out below and, from hereon, to gain prior written approval from the WRL Board to undertake any new interests. For the avoidance of doubt, the duty to declare relevant matters is ongoing and failure to provide a full and frank disclosure may result in the disciplinary process being invoked.

4.2 Procedure

All employees of WRL are required to declare whether they have any personal or business interest that may conflict with their responsibilities as an employee of WRL.

The areas of potential conflict can be summarised as follows:

- Any other secondary employment. This also includes additional income obtained by virtue of employment with WRL e.g. publications, lectures etc
- Any unpaid work or voluntary activity. This includes representing a sports club in any capacity for example as a secretary, any other activities such as being an elected representative of a council and any charity work
- Any directorships or positions within a company that may provide material benefit
- Any involvement of immediate family members of clubs or associations that are affiliated to WRL

4.3 Conflict of Interest

In the event that an employee of WRL confirms a conflict of interest in the areas set out below, a representative of the WRL Board will seek to meet with the individual and clarify the exact nature of this conflict. A record of this meeting will then be held on the employee's personal file. As a consequence of this meeting, WRL may decide on certain appropriate actions. These may include, but are not limited to:

- The employee may be asked to leave (part of) meetings
- The employee may be asked to remove themselves from any decision making process that may have an effect upon their club, their business interest etc
- Where secondary employment is noted, employees will also be asked to sign an opt-out in respect of the Working Time Directive

At no time may an employee use the facilities or property of WRL without prior written agreement from the WRL Board of Directors.

Upon completion, the Conflict of Interest Declaration (see Appendix I) should be returned to the Chair of the WRL Board of Directors, to be placed on each employee's personal file. Any changes to circumstances during the year should be notified immediately using this form and given to the General Manager or Chief Operations Manager for presentation to the WRL Chair.

A statement on the Conflict of Interest Declaration does not in itself signify acceptance by WRL.

In all circumstances, WRL will seek to address actual or potential conflict of interests in a fair and timely manner. Employees will be afforded, where circumstances permit, a reasonable time to resolve the conflict. However, WRL reserves the right to invoke the disciplinary procedure in such cases where the employee is unwilling to resolve the conflict.

Appendix 1

CONFLICT OF INTEREST DECLARATION

Name:.....

Date:.....

Please provide details of any other paid employment, currently undertaken. **NB. Staff who make a declaration in this section will be asked to sign an opt-out agreement if their secondary employment takes them beyond a 48 hour working week.**

Name of Organisation	Position	Hours Worked

Please provide details of any unpaid, honorary or voluntary posts (e.g. coach, player, secretary) held:

Name of Organisation	Position	Purpose of Organisation (e.g. amateur club)

Please provide details of any directorships or commercial interests in other companies that are directly or indirectly connected to rugby league:

Name of Organisation	Personal Interest	Nature of Business

Please provide details of any involvement of your immediate family with clubs and associations that are affiliated to WRL (continue on reverse if necessary):

Name of Organisation	Personal Interest	Family Member(s)

I have no involvement with any other employer, business organisation or sporting club (please tick).

Signed:

Date:

Section 5

Data Protection Policy

5.1. Introduction

The Data Protection Act protects employees against the misuse of personal data and includes records held both manually and electronically.

It requires that any information held should be:

- Processed fairly and lawfully;
- Obtained and processed only for specific and lawful purposes;
- Accurate, relevant and not excessive;
- Held securely and not held for longer than is necessary;
- Not transferred to a country outside the European Economic Area unless there is an adequate level of data protection.

The Act also gives employees certain rights. For employment purposes, the most important right is the right to access the personal data held about an employee. In general terms, the Act regulates the way in which personal information is obtained, stored, used and disclosed.

This policy sets out the principles that WRL will follow in relation to personal data that it holds about all data subjects. It also sets out employee's obligations in relation to personal data in their possession.

5.2. Definitions

The Data Protection Act 2018 specifies a number of definitions in respect of collecting, storing and using data supplied as a consequence of employment.

The Data Protection Act 2018 is the UK's implementation of the General Data Protection Regulation (GDPR).

WRL commits to make sure information collected and saved is

- Used fairly, lawfully and transparently;
- Used for specified, explicit purposes;
- Used in a way that is adequate, relevant and limited to only what is necessary;
- Accurate and, where necessary, kept up to date;
- Kept no longer than is necessary;
- Handled in a way that ensures appropriate security, including protection against unlawful or unauthorised processing, access, loss, destruction or damage.

There are separate safeguards for personal data relating to criminal convictions and offences

YOUR RIGHTS AS A WRL EMPLOYEE:

You have the right to find out what information WRL have stored on you which include the right to:

- Be informed about how your data is being used;
- Access to personal data;
- Have incorrect data updated;
- Have data erased;
- Stop or restrict the processing of your data;
- Data portability (allowing you to get and reuse your data for different services);
- Object to how your data is processed in certain circumstances;

Definitions:

- “Personal Data” means data relating to a living individual who can be identified either from that data alone, or from that data and other information which is held or likely to come into the possession of the data controller;
- “Sensitive Personal Data” means Personal Data which consists of information regarding racial or ethnic origin, political opinions, religious or other beliefs, trade union membership, physical or mental health or condition, sex life, the commission or alleged commission of any offence or proceedings for any offence committed or alleged to have been committed (including the disposal of any such proceedings and / or the sentence of any court in such proceedings);
- “Data Subject” means an individual who is the subject of Personal Data. This includes, job applicants, employees, consultants, agency workers, temporary staff, casual workers, contract workers, work-experience placements, gap-year students and ex-employees;
- “Processing” includes the holding, obtaining, recording, organising, retrieving, consulting, using, adapting, altering, disclosing, transferring, disseminating and destroying information. Processing extends to any operation or set of operations carried out on information or data.

5.3. Processing Data

WRL processes Personal Data (both manually and electronically), including Sensitive Personal Data, for a number of reasons, which include but are not limited to:

- Recruitment, appraisals, promotions, staffing levels, career planning, training and the provision of references;
- Payment of salary and benefits, payroll, taxation, national insurance (and other statutory or contractual deductions from salary) reimbursement of expenses and business travel;
- Health and safety matters;
- Review and management of policies and procedures;
- Disciplinary, grievance and performance management;
- And other purposes required by law, regulation or as deemed necessary by WRL for the management of its employees and its business.

WRL considers the following data relevant:

- Personal details including name, address, age, status, and qualifications;
- Ethnic origin and nationality for monitoring purposes;
- References and CVs;
- Emergency contact details;
- Notes on discussions between line managers and their employees;
- Appraisals and documents relating to grievance, discipline, promotion, demotion or termination of employment;
- Training records;
- Salary, benefits and bank/building society details;
- Absence and sickness information.

5.4. Use of Personal Data

WRL endeavours to ensure that the personal data held is accurate and that inaccurate, irrelevant and excessive information is either deleted or rendered anonymous as soon as reasonably practical. However, WRL may retain some personal data (including sensitive personal data) in order to comply with legal and regulatory obligations and for other legitimate business reasons.

WRL reserves the right, at its absolute discretion, to retain personal data (including sensitive personal data) after the termination of employment, for purposes including but not limited to,

equal-opportunities monitoring, health and safety records and in relation to possible or actual legal claims.

To ensure compliance with the Data Protection Act 2018 and in the interest of privacy, employee confidence and good employee relations, the disclosure and usage of information held by WRL is governed by the following conditions:

- It must be used only for one or more of the purposes specified in this policy;
- Documents may only be used in accordance with the statement within each document stating its intended use;
- Provided that the identification of individual employees is not disclosed, aggregate or statistical information may be used to respond to any legitimate internal or external requests for data (e.g. surveys, staffing level figures).

Personal data must not be disclosed, either within or outside WRL to any unauthorised recipient.

When manual records are no longer required, they should be shredded to ensure that they are disposed of securely.

5.5. Disclosure

Personal data will only be disclosed outside WRL where the employee has given written consent, where law or where there is an immediate danger to the employee's health requires disclosure.

5.6. Accuracy

Employees must notify the General Manager or Chief Operations Manager immediately of any changes in their personal circumstances, which could cause the Personal Data held by WRL to be incorrect. If staff are in possession of personal data (including but not limited to data held in spreadsheets, contained in CVs, contact lists or address books) you are obliged to ensure that such personal data is kept in a safe place and is not accessed by unauthorised persons. Secure filing cabinets and password protected computer applications should be used as appropriate.

5.7. Access to Personal Data

Employees have the right to access personal data held about them. WRL will arrange for the employee to see/hear all personal data held about them, within 40 days of receipt of a written request. This is also subject to payment of an administration fee of £10.

Section 6

Disciplinary Policy

6.1 Introduction

WRL has established disciplinary procedures to ensure fairness and consistency in the treatment of all employees. This procedure enables WRL to influence the conduct of employees, ensuring high standards are maintained and to deal with problems of poor performance.

Wherever possible, alternative options to invoking the disciplinary procedure will be considered, for example informal counselling. WRL will seek to provide help and guidance within a prescribed timescale, with the aim of correcting the position and thus avoiding the need for formal sanctions/action. This policy should be seen as a way of helping and encouraging improvement of employees whose conduct or standard of work is unsatisfactory.

This procedure applies to all employees of WRL, regardless of the duration of their employment contract.

6.2 Formal Procedure

If informal discussions or provision of formal training have not provided a satisfactory resolution to an issue, or an issue is in itself of sufficient importance, the employee may be subject to formal disciplinary action. WRL reserves the right to implement the procedure at any stage as set out below taking into account the alleged misconduct of an employee. These steps may normally be followed in sequence and except in cases of gross misconduct, dismissal will not be the first sanction.

6.3 Investigation

An employee's Line Manager, General Manager or Chief Operations Manager will promptly investigate any matter that is reasonably suspected or believed to contravene any of WRL's policies, rules or procedures or may otherwise be a disciplinary matter.

The purpose of an investigation will be to establish facts as quickly as possible. This may involve speaking to other employees or witnesses and taking statements from them. Depending upon the circumstances, the employee may be invited to attend an investigatory interview. In exceptional circumstances, this meeting may be held by telephone. In either instance, the employee will be informed at the outset that the meeting is an investigatory interview.

At all stages of the formal procedure, the employee has a right to be accompanied by a colleague or trade union representative. The employee is required to confirm in writing, the name of the individual who is accompanying them to the meeting, at least 24 hours before the meeting convenes.

Upon the conclusion of the investigatory process, there are two possible outcomes. One outcome may be that there is no case to answer, or that there is insufficient information to proceed to a disciplinary hearing. Alternatively, there may be reasonable grounds to believe that an employee has committed an act of misconduct or is performing poorly (and informal warnings and/or counselling or training have failed); the employee will then be invited to attend a disciplinary hearing.

6.4 Disciplinary Hearing

In the event that a disciplinary hearing is convened, the employee will be informed in writing of the purpose of the hearing and that it will be held under WRL's Disciplinary Procedure. The employee will normally be given two days advance notice of the date and time at which

they are required to attend a meeting with their Line Manager and the General Manager or Chief Operations Manager. WRL will give the employee written details of the nature of his/her alleged misconduct or unsatisfactory performance and provide all relevant information including statements etc, at least two days before the hearing is scheduled to take place.

At the disciplinary hearing, WRL will outline and explain the reason for proceeding with a disciplinary hearing and provide an opportunity for the employee to make any explanation or response.

Following a full discussion of the information, the meeting will be adjourned to allow the Line Manager and General Manager or Chief Operations Manager to discuss the matter and decide the next stage of action (or for the purpose of gathering further information). The adjournment will be as timely as possible and the employee will be informed before leaving the meeting, the anticipated period of the adjournment. If further information is gathered, the employee will be allowed a reasonable period of time. Together with his/her trade union official or colleague, to consider the new information prior to the reconvening of the disciplinary hearing.

There are three stages of action that may result from either the adjournment or at the conclusion of the disciplinary hearing. One is that no formal action will be taken and the matter will be closed. The second is that informal advice or counselling is provided. The remaining course of action is to inform the employee what WRL will be issuing the employee with any of the warnings, noted below, at its discretion. It is important that at every stage of the disciplinary action there is a right of appeal.

The levels of warning are as follows:

Verbal Warning

For minor breaches of discipline or failure to achieve satisfactory standards a verbal warning will be issued. The warning will be recorded on file and remain active for a period of six months. A copy of this note will also be given to the employee.

Written Warning

Following no improvement from a verbal warning or if the matter is considered more serious a written warning will be issued. This warning will be kept on file and remain active for a period of twelve months and will be confirmed to the employee in writing, noting that any further act of misconduct will result in further disciplinary action.

Final Written Warning

For further repetition of misconduct or a failure to comply with requested improvement, or where infringement is sufficiently serious a final written warning will be issued. The letter confirming this warning will also specify the consequences of a failure to comply with improvements/actions will normally be dismissal. The warning will be kept on file and remain active for two years.

Dismissal

For continued failure to improve, an employee will be dismissed. The employee will be informed immediately of the reasons for dismissal and the date on which their employment will end, including the contractual period of notice and benefits. A letter setting out this information will be issued.

Gross Misconduct

For any act of gross misconduct an employee may be summarily dismissed (i.e. without entitlement to notice pay or benefits).

WRL believes the following are examples of gross misconduct:

- Dishonesty, theft, fraud and deliberate falsification of records e.g. expense claims;
- Violent, dangerous or intimidating conduct;

- Deliberate, wilful or negligent breach of WRL Codes of Conduct, for example in relation to use of steroids;
- Gaining financial benefit either directly or indirectly, by selling or otherwise passing-on tickets, merchandise etc obtained by virtue of employment with WRL;
- Malicious or negligent damage of WRL's property;
- Sexual or racial offensiveness;
- Wilful breach of data protection;
- Unlawful possession of, or dealing in drugs;
- Deliberate breach of WRL's rules of e-mail and internet access;
- Unauthorised use or disclosure of confidential information (subject to the Public Interest (Disclosure) Act);
- Deliberate or negligent breach of health and safety rules;
- Disobedience or serious insubordination;
- Conduct outside of work that brings the game of rugby league and/or WRL into disrepute;
- Failure to follow a reasonable instruction;
- Failure to comply with statutory requirements;
- Failure to disclose correct information in respect of securing employment or promotion (e.g. qualifications);

This list is not exhaustive and there are other examples of gross misconduct for which summary dismissal will be appropriate.

In all cases except dismissal, the employee will be given a timescale with which to improve behaviour and the improvement or change WRL wishes to see.

6.5 Timescales

Wherever possible within the formal procedure, investigatory meetings should be arranged within five working days of the investigation being completed. However, should an employee's responsibilities or those of their companion prevent them from attending on this date, a postponement of up to five working days may be given.

Employees are required to confirm their attendance in writing, stating the name of any companion who will be attending with them, at least 24 hours prior to the date of any meeting. Unless there are special circumstances militating against it, if the employee is unable to attend the rearranged hearing, the rearranged hearing will take place in their absence. The employee's colleague or trade union representative may attend in such circumstances and will be allowed the opportunity to present the employee's case. The employee will also be allowed to make written submissions in such a case.

All disciplinary action taken will be confirmed in writing to the employee within five working days of the disciplinary meeting, stating the nature of the offence and where appropriate, the next stage of the process if improvement does not occur; the improvement required and the time given to the employee to make this improvement; the duration that the disciplinary action will remain active and the right of appeal (except in cases of a verbal warning). In cases of a final written warning, the letter will also confirm that further misconduct will lead to dismissal.

6.6 Appeal

Except for a verbal warning, an employee may appeal against the disciplinary action taken. A member of staff, who wishes to appeal against a disciplinary sanction, is requested to do so in writing to the Chair of the WRL Board, stating the grounds for the appeal. The appeal should be lodged within five working days of receipt of the written notification of the disciplinary action taken.

An appeal hearing will be arranged within five working days of receipt of the appeal. The WRL Chair will hear the appeal from the employee who may be accompanied by a colleague

or trade union representative. The WRL Chair may have a colleague in attendance to ensure procedure is correctly followed and / or a note-taker to take an accurate record of the meeting. The decision of the WRL Chair will be given in writing and will be final.

All records and documentation will be kept confidential and retained in accordance with the Data Protection Act.

6.7 Suspension

In certain circumstances, WRL may wish to suspend an employee. Suspension is not a disciplinary action. Suspension may be used to allow time for investigation; to provide a 'cooling-off' period; to protect the employee etc.

WRL will confirm the period of suspension in writing to the employee as close to its commencement as possible and also the relevant procedure that should be followed in relation to this suspension. In the interests of all parties, WRL undertakes a commitment to minimise any period of suspension. Whilst suspended, the employee retains full pay and benefits as provided by their contract of employment.

Section 7

Drug and Alcohol Policy

7.1 Statement

Wales Rugby League is committed to ensuring that employee's use of alcohol or drugs does not affect the safe and efficient running of the organisation or the health of its employees. Whilst WRL has no wish to intrude upon the privacy of members of staff, particularly in health matters, the organisation will be concerned where health or behaviour impairs the conduct or work performance of its employees. WRL recognises that alcohol or drugs can be a common cause of such impairment.

This policy sets out WRL's approach to employees' use of drugs and alcohol and outlaws their use in work, other than for legitimate medical reasons. The policy provides a framework for dealing with any issues and details the assistance available to employees in dealing with a drug or alcohol problem (also referred to as substance abuse). For the purposes of this policy, drugs are referred to in broad terms and are not confined solely to illegal substances but will include prescribed drugs such as tranquillisers.

WRL will, wherever possible, offer support to assist a member of staff to cease the use of alcohol or drugs, for example by providing time off work to attend counselling and will withhold disciplinary action in so far as this is reasonably practical.

All staff are reminded that high standards of behaviour are expected at all company functions or business gatherings, where alcohol is served. Further, all staff have a responsibility to present themselves and WRL in a professional manner and in such a way that inspires confidence when conducting their normal day-to-day activities.

To be effective, this policy requires the support of all employees. For the avoidance of doubt, all staff are expected to be able to carry out their duties professionally and safely at all times.

7.2 Definition of Abuse/Misuse

The following details are signs that issues may exist and that an employee has a problem with substance abuse. This list is not exhaustive, and it is recognised that one or more of these signs could be a symptom of something other than abuse or misuse of alcohol and/or non-prescription drugs:

- Irregular attendance at work – multiple or excessive periods of absence; lateness or unexplained absences from place of duty etc;
- Work performance – work seems to require greater effort or longer to complete than would otherwise be necessary; alternate periods of high or low productivity; poor decision making; increased errors or increasing general unreliability or unpredictability etc;
- Increased rates of accidents – both on and off the job;
- Mood/personality changes – over-excitement; deterioration of relationships with work colleagues or increased irritability etc;
- Physical signs – smelling of alcohol; loss of appetite or unkempt appearance etc;

7.3 Intervention and Assistance

Any member of staff who feels they may have an alcohol or drug-related dependency, is urged to contact their Line Manager or Chief Operations Manager in the strictest confidence, to discuss their issues (i.e. self-referral).

Managers who feel that an employee's unsatisfactory performance may be as a result of substance abuse may, on a strictly confidential basis, seek advice from professional colleagues before taking any further action. Following discussions, it may be decided to refer the employee through this policy (i.e. management referral).

WRL will always try to manage each situation as sympathetically as possible and where it is able, offer assistance to the member of staff.

Such assistance may be as follows:

1. Help the employee to recognise the nature of their problem, through referral to an appropriately qualified person or counsellor.
2. To offer support during the period of treatment. This may include a period of sick leave or other authorised leave (either paid or unpaid) and/or reduced duties or workload.
3. The opportunity to return to work following the completion of a course of treatment, as far as is practical, in either his or her own role or a suitable alternative position.
4. Post treatment support may include training or authorised absence to attend meetings e.g. AA.

It is normal that both during and after treatment or counselling, regular review meetings will be scheduled with the employee's Line Manager and the Chief Operations Manager to consider recovery and progress. In some cases, an action plan may be agreed to guide this process.

However, WRL's support will normally be conditional upon criteria being met:

1. An independently qualified diagnosis that the employee has a drug or alcohol related problem.
2. That the employee recognises that she/he is suffering from a drug or alcohol related problem and is prepared to co-operate fully in referral and treatment from appropriate sources.

Although WRL recognises that each individual case may be different, at no time will disciplinary measures be ruled out. Employees who suffer from substance abuse are encouraged to commit fully to any referral or treatment programme etc. Where, in the reasonable opinion of WRL, this commitment and co-operation is lacking, or where the treatment is unsuccessful, no further special assistance will be given and where any failure in work performance and behaviour is noted, this will be dealt with in accordance with the procedures set out in WRL's Disciplinary Policy.

7.4 Disciplinary Action

Notwithstanding the above considerations, WRL regards being intoxicated at work through alcohol or under the influence of non-prescribed drugs in normal circumstances to be gross misconduct. The consumption of alcohol at the place of work during working hours is not permitted other than on special occasions e.g. summer barbeques, when prior permission of the Chief Operations Manager or WRL Board Chair must be obtained. On such occasions the provision of alcohol should be moderate and suitable non-alcoholic alternatives will be available. Consumption of alcohol at lunch times is not allowed. Employees who are required to be mobile (in particular drivers of company vehicles and those with car allowances) should not consume any alcohol whilst either at or on-call for work. Staff should at all times be aware of the drink-drive limits and be particularly mindful of driving the day after drinking.

Possessing or supplying drugs at work will also be treated as gross misconduct.

In each case, normal disciplinary procedures will usually apply and where intoxication is believed, this may result in summary dismissal.

Where a breach of the disciplinary rules occurs, but it is established that a drug or alcohol related abuse exists, and the employee is willing to undergo referral and treatment (see

above), WRL may suspend the application of the disciplinary procedure and provide support as noted above.

In all cases where an illegal activity is reasonably suspected e.g. supplying drugs, WRL will notify the police accordingly and will co-operate fully with any subsequent investigation.

7.5 Confidentiality

All staff are assured that any problems that they highlight under the remit of this policy will be treated in the strictest confidence.

Section 8

E-mail, Internet and Social Media Policy

8.1 Introduction

This policy applies to all WRL employees using computer hardware, software, electronic mail (e-mail) addresses, and accessing the internet (together the "IT Resources") owned by, or procured by WRL or otherwise used in the course of an employee's employment with WRL.

The granting of employee access by WRL to e-mail and/or internet systems includes both a clear understanding and express authority by the employee that e-mail and internet use will be monitored by WRL to the extent permitted by law.

This is not to be regarded as an unwarranted intrusion by WRL. Such monitoring is necessary to identify abuse (whether criminal, breach of security or other) either deliberate or unknowing, and also to allow WRL to more effectively manage its resources and plan for future needs as the systems expand.

WRL retains total discretion in granting access to e-mail and the Internet for any employee. To ensure that on-line services are used in a productive and secure manner, e-mail and internet guidelines covering employees' responsibilities are provided for each user of such systems.

All employees are required to adhere to this policy and are expected to comply with the e-mail and Internet guidelines in order to protect and promote WRL's interests when using its systems.

8.2 E-mail Procedure

WRL is keen to promote effective communication and to reduce its reliance on paperwork. Where employees cannot meet in person, or speak by phone, they are encouraged to communicate electronically.

In most cases, temporary and permanent members of staff will have direct access to a personal e-mail account and to the internet. All staff who use IT resources in this way are required to use the IT resources in a professional, ethical and lawful manner to observe the following:

- Each employee is responsible for e-mail and internet communications from their own account, whether accessed from WRL premises or elsewhere. Unless expressly permitted, e-mails should not be sent on behalf of another user or from their computer. A central register of passwords will be maintained by the HR Manager and only used in circumstances where it is deemed absolutely necessary.
- Each employee's password to access his or her e-mail and Internet account should remain confidential and WRL recommends that at no time should this password be divulged.
- Employees shall not make libellous, slanderous or defamatory statements in any e-mail (external or internal). Defamatory statements in e-mail, even internally within WRL, could result in WRL and/or the employee being liable to pay substantial damages for defamation.
- Employees shall not use e-mail as a means of harassment (sexual, racial or otherwise). In this context consideration should be given to the other persons to whom the e-mail is to be copied and whether this itself could amount to a means of harassment.
- Heavy and excessive use of e-mails and the Internet for personal use is not acceptable. WRL reserves the right to remove these privileges in such circumstances.

- WRL has policies on Data Protection and Discipline, which should be read in conjunction with this policy. The sending of confidential and sensitive information, both internally and externally should be done with care.
- IT resources should not be used to establish or maintain a personal web site or business (be it for pleasure or financial reward) or for personal advertisement, solicitations, promotions, political material or any other unauthorised use.
- To protect the integrity of our systems, the use of unauthorised software is forbidden.
- Discretion should be used when signing up for electronic newsletters or online services that generate automatic e-mail responses, which could put a substantial overhead on the firm's e-mail system. Employees are not permitted to access World Wide Web (WWW) Chat Rooms unless for work purposes.
- When sending external e-mails the appropriate disclaimers must be included.
- In order to limit WRL' liability, WRL requires all staff to automatically attach disclaimers of liability to e-mail. Employees shall not remove any such disclaimer from e-mails.

A communication by e-mail may be considered to amount to formal advice or may otherwise bind WRL in the same way as a letter. Incorrect statements of fact made negligently or incorrectly or deliberately in e-mail may also result in liability on the part of WRL to pay damages.

Accordingly, employees should use reasonable skill and care in their composition. At least the same level of care should be used as when writing a letter on behalf of WRL. Consideration should also always be given to the use of appropriate disclaimers, including those attached.

8.3 Internet Procedure

In order to protect WRL' computer systems, employee access to the internet may be limited to authorised channels that have automatic protections in place. Employees shall not use the IT Resources or other resources to access the Internet other than through such channels and shall not circumvent such automatic protection.

WRL may monitor Internet usage and a number of sites, which are considered unacceptable, either because of their content or the amount of bandwidth they use, are prohibited. These sites include chatrooms, on-line gambling and any sites containing sexually explicit content.

A monthly report of unacceptable sites accessed may be produced and reviewed by the I.T Director, General Manager or Chief Operations Manager. As a result of this exercise access to some sites may be blocked. Where there are concerns about the content of websites that have been accessed, these will be raised with an individual's manager.

Access of sites of a sexually explicit nature on WRL's systems, either in or out of normal working hours is strictly prohibited and will be considered as gross misconduct.

Employees shall not use the IT Resources with personal internet accounts unless authorised to do so by the General Manager or Chief Operations Manager.

Internet accounts and software belonging to, or registered in the name of WRL, may only be used for WRL's business.

Files on the internet may contain software viruses, obscene material, unlicensed intellectual property rights of third parties or other files which in the reasonable opinion of WRL should not be introduced to the IT Resources ("Undesirable Files"). Employees shall not knowingly download any Undesirable Files.

Employees engaged in research who use the internet for the purpose of such research shall if required keep detailed records of all Internet resources used for research purposes.

On termination of employment employees shall return all copies of such data, files, and databases in their possession to WRL. No employee may password protect any such data, file or databases.

8.4 Social Media

Staff may not use official WRL's resources to access social media sites such as Facebook, Twitter etc. other than for research as directed by a Line Manager. In addition, the expression of personal statements on such sites either out of work or when using personal IT resources should not contravene or contradict WRL's policies, particularly relating to equality, diversity, anti-bullying or harassment, or bring the WRL into disrepute.

8.5 Penalties for misuse and abuse

Failure to comply with this policy is a disciplinary offence and may be an act of gross misconduct the penalty for which is summary dismissal. It may also amount to a criminal offence.

Failure to comply with all applicable legislation when using the IT Resources is also a disciplinary offence and may be an act of gross misconduct, the penalty for which is summary dismissal. It may also amount to a criminal offence,

The disciplinary procedures are set out in WRL's Disciplinary Policy and are noted here to indicate WRL's seriousness, in matters that related to its IT resources.

Appendix

E-mail Guidelines

Wales Rugby League has adopted the following guidelines as good practice and all employees are encouraged to observe and uphold the following:

- WRL recognises that e-mail represents a less formal means of communication than letters or memos, however due care and consideration should be used and the same standards adopted. In particular, WRL requires all users to adopt its 'house-style' when composing messages i.e. Arial font, size 10
- E-mails should not be seen as an alternative to personal contact through face-to-face meetings, or phone calls. E-mail 'traffic' should be kept to a minimum and each employee should regularly 'tidy' their folders and delete unwanted or obsolete messages on a regular basis
- WRL encourages all users to maintain their electronic calendar and to ensure it available for all WRL staff to "view", other than in exceptional circumstances. Care should be taken when entering confidential meetings into electronic diaries
- Passwords on screen savers and log-on facilities should always be used
- Care and consideration should be taken when selecting an addressee for an e-mail message, in particular when sending messages to multiple addresses. In all cases, the most appropriate title should be used
- Wherever possible, indicate a relevant title in the subject header
- During absences from work, where e-mails will not be accessed, the Out of Office Assistant should be activated, indicating when you will be back at work
- In the interests of protecting WRL's IT resources, e-mails that are received from an unknown address without a subject heading should be deleted without being opened
- Disclaimers will automatically be included in all e-mail messages
- External 'signatures' should be included in all external correspondence. This should note your full name, title, e-mail address and contact phone number (either DDI or switchboard) and should follow WRL standard format as follows:

Name
Title
Organisation Name
Location and Address
Mobile number
Telephone/Fax number
E-mail:
Website:

Section 9

Equal Opportunities Policy

9.1 Statement

WRL is committed to the principles of equal opportunities and to ensuring that the culture, philosophy and processes within the organisation and the game of rugby League are free from bias and discrimination.

As the national governing body for Rugby League in Wales, WRL is responsible for setting standards and values that should apply throughout the game. The sport is a game for everyone to enjoy equally and this should be reflected in the process and procedures that are applied throughout the organisation. WRL will operate an equal opportunities policy in the recruitment, selection, training and promotion of staff at all levels and all such decisions concerning these issues will be based on merit and ability.

WRL affirms its commitment to the equal treatment of all and will not tolerate discrimination on the grounds of age, ethnic origin, gender, special needs, including learning and physical disabilities, class or social background, religion, sexual orientation, marital status, pregnancy, colour or political persuasion.

WRL will take positive action to eliminate individual and institutional discrimination; to comply with its statutory and legislative obligations; to meet the needs of its staff and partners and to make equality and equal treatment a core issue in the development and delivery of its policies, initiatives and services and in the way it manages its staff.

9.2 Definition

Where discrimination against any person or group is referred to it shall be deemed to be potential discrimination within any of the categories listed in the Statement. WRL defines discrimination as:

9.2.1 Indirect Discrimination

Indirect discrimination occurs when a condition or requirement is imposed, which although applied equally to all individuals or groups, is such that the proportion of those that can comply with it is significantly smaller than those who can e.g. a formal uniform policy that insists all staff to wear hats.

Direct Discrimination

Direct discrimination occurs when an individual or group is treated less favourably than others.

9.3 Principles

All WRL staff will be made aware of this policy upon joining the organisation and of their obligations to observe and abide by its values. Board members and managers have responsibility for ensuring that the policy is applied throughout their departments and it is for each employee, each consultant and each contractor to ensure that they uphold and apply its principles.

Any worker who believes they have suffered a detriment and have been discriminated against, either directly or indirectly should inform their Line Manager, General Manager or Chief Operations Manager at their earliest opportunity. Where appropriate policies exist (e.g. Anti-bullying and Harassment), it would be normal to follow the procedures set out in these documents. WRL takes the issue of discrimination very seriously and any employee who is proved to have acted in such a manner, after a full investigation, may be dismissed.

Any action taken under any of the other policies and procedures of WRL e.g. Anti-bullying and Harassment, is without prejudice to any statutory right to complain to an Employment Tribunal, or any other appropriate body.

The Equal Opportunities policy of WRL should also be read in conjunction with its policies on Anti-bullying and Harassment and Discipline.

Section 10

Exit Interviews and Reference Policy

10.1 Exit Interviews

Employees, who leave WRL, will normally be invited to an exit interview with the General Manager or Chief Operations Manager. The purpose of these informal but confidential meetings is to establish reasons for leaving, to determine an individual's opinion on key factors such as the benefits package and appraisal system and to highlight strengths of WRL and/or any possible underlying problems and ways in which they might be addressed.

Upon receipt of a letter of resignation and as part of an employee's departure from the organisation, an Exit Questionnaire will be issued which will form the basis of the discussion.

The completed questionnaire will form part of an employee's personnel file.

10.2 References

WRL is under no obligation to provide employment references for staff who have left or who are leaving its employment.

Upon completion of an appropriate data protection clause (see Appendix I), WRL may make at its sole discretion, available a written employment reference to any prospective employer.

The Chief Operations Manager shall make all references only. All employment references must include WRL's standard waiver clause.

If an employee is acting as a referee in a private capacity, official WRL stationery, address or post title should not be used in any correspondence nor should any WRL view be expressed or implied. WRL accepts no data protection liability in such cases.

Any written reference will form part of the former/departing employee's personnel file.

Other reference requests e.g. mortgage applications will be handled cautiously. An individual's agreement will be sought before disclosure (legal obligations notwithstanding) and any objection will be considered accordingly.

It is the policy of WRL not to supply verbal references.

Appendix

Wales Rugby League

Data Protection and Employment References

The Wales Rugby League (WRL) will process the personal details contained within your employment file in accordance with the General Data Protection Regulation Act 2018, which can be extensively viewed on the Gov.UK pages. Your information will be held by the Chief Operations Manager and from time to time WRL may be requested to disclose some of this information to others either by legal obligation or by a third party request.

Although under no legal obligation to do so, WRL will, if you agree, provide to any person who reasonably requests one, a reference in respect of your employment. By signing this document below, you hereby give your explicit consent for WRL to proceed and at its discretion, provide a private and confidential reference (using reasonable efforts to ensure that it is accurate) addressed for the attention of the individual or organisation that has submitted the request. You have the right, at any time, to make a written request to WRL, to withdraw your agreement that we provide references (except to the extent that WRL is required to provide information as a result of any legal obligation).

Beyond making reasonable efforts to ensure any reference is accurate, WRL shall not be liable to you for any error or inaccuracy in the absence of malice.

SIGNED.....

NAME.....

DATE.....

Section 11

Family Policy

11.1 Introduction

WRL recognises the need to balance work obligations with a private life and family responsibilities. At times, it is difficult to balance these demands and WRL appreciates that undue stress and hardship is caused when a conflict occurs between work and family life. It is acknowledged that on certain occasions, personal decisions may have the potential to impact upon the organisation and WRL is keen to provide a working environment that supports family life and that assists its working parents and carers during urgent or emergency situations.

This policy sets out WRL’s approach to balancing the work and private life of its staff and should be read in conjunction with other policies on Maternity and Paternity and Absence.

11.2

Parental Leave

Eligible employees can take unpaid parental leave to look after their child’s welfare, e.g. to spend more time with their children, look at new schools, settle children into new childcare arrangements, spend more time with family, e.g. visiting grandparents. Employment rights, such as sickness and holiday entitlements are protected during parental leave and your employment with WRL will be treated as continuous.

All employees have the right to return to their previous position, following a period of Parental Leave that lasts for four weeks or less. If it is not practicable to offer you your previous position, because it has become redundant, then an alternative position will be offered under the same or better terms and conditions of employment.

Entitlement

This is relevant to all children up to 18 years of age.

Child	Entitlement
For each child	18 weeks up to their 18 th birthday
For each adopted child	18 weeks up to their 18 th birthday or 5 th anniversary of their adoption, whichever comes first
For each child who qualifies for Disability Living allowance	18 weeks up to their 18 th birthday

The limit on how much parental leave can be taken a year is four weeks. Unless the child is disabled, leave should be taken in blocks of one week. A ‘week’ equals the length of time an employee normally works in a week. For example, if an employee works three days per week, one ‘week’ of parental leave equals three days. If an employee works irregular weeks the number of days in a ‘week’ is the total number of days that they work in a year divided by 52. If you need to take part of a week it will be counted as a whole week of parental leave entitlement.

Parental leave applies to each child not to an individual’s job. For example, an employee is entitled to 18 weeks. They’ve used 10 with a previous employer. They can use up to eight weeks with WRL if they are eligible.

Eligibility

Staff qualify if all of these apply:

- You have been employed by WRL for more than a year
- You are named on the child's birth or adoption certificate
- You have or expect to have parental responsibility
- You are not an agency work or contractor at WRL
- You are not a foster parent (unless they have secured parental responsibility through the courts)
- The child is under five (or 18 in special circumstances)

WRL may ask for proof (like a birth certificate) as long as it is reasonable to do so, e.g. it would be unreasonable to ask for proof each time staff ask for parental leave.

Notice period

You must give at least 21 days' notice before the intended start date of your Parental leave, by putting your application in writing to the General Manager or Chief Operations Manager. If you or your partner are having a baby or adopting, it is 21 days before the week the baby or child is expected. Staff must confirm the start and end dates in their notice. The General Manager or Chief Operations Manager may require you to supply documentary evidence to support your request.

If WRL's business would be substantially prejudiced by your absence the General Manager or Chief Operations Manager may postpone your leave for up to six months. This notification shall be in writing and you will be given alternative dates when the leave may be taken. Parental leave will only be postponed if absolutely necessary.

11.2 Time off for Dependents

In cases of serious illness within the family or an unexpected domestic crisis or emergency concerning a dependant, employees may request unpaid leave at immediate notice. WRL classifies a dependent as:

- A spouse or partner
- A child
- A parent
- Another person who lives in the household (other than a lodger, tenant etc)
- Anyone who reasonably relies upon you to care for them, e.g. an elderly neighbour:

An unexpected crisis or emergency may include:

- An incident involving a child whilst at nursery or school
- A termination or disruption of arrangements already in place to care for a dependent
- A dependent falling ill or suffering injury following an accident or assault:

You cannot have dependency leave if you knew about a situation beforehand (e.g. a hospital appointment), although you may be able to take time off through other means such as annual leave or parental leave if the appointment is with your child.

You must notify your Line Manager, General Manager or Chief Operations Manager of your absence at the earliest opportunity and explain the reason for your absence and its anticipated duration. All requests will be treated sensitively and will be handled in the strictest confidence. WRL may subsequently request for documentary information in support of your request. In cases of terminal illness, the situation will be handled individually and with the utmost sympathy.

There is no qualifying period of employment required to become eligible to take time off for dependents in an emergency.

11.3 **Flexible Working**

Flexible working is applicable to all employees by discussion and negotiation with the line manager and within the reasonable expectations of the N.G.B.

The reasons for a request could involve the following:-

- A change to the hours you work;
- A change to the times you are required to work;
- To work from home.

Any application to work in a flexible manner should be made in writing to the General Manager or Chief Operations Manager, noting the basis for your request and suggesting the flexible working pattern you would prefer and a proposed date of starting.

Within 28 days of the date of your request, the General Manager or Chief Operations Manager will arrange a meeting with you and your Line Manager to discuss your application further. Any alternatives to your request may also be discussed at this meeting. A companion may accompany you to this meeting and to any subsequent appeal meetings.

Within 14 days of the date of the meeting, the General Manager or Chief Operations Manager will write to you and confirm a decision. If your request is rejected, reasons will be provided. If your request is accepted, your new work pattern will be confirmed, together with a start date. Where this effects your terms and conditions of employment (e.g. reduced hours of work), a separate letter will be issued seeking your undertaking to these changes.

Any change to your terms and conditions of employment that result from your request to work flexibly will be permanent.

Applications for flexible working are subject to the employee's ability to continue to fulfil the requirements of their role.

You have the right to appeal the decision if your application is rejected. This appeal must be made in writing to the Chair of WRL Board of Directors and be made within 14 days from the date you receive notification. An Appeal meeting will be held within 14 days from receipt of your request. The decision of this appeal meeting is final and you will be notified in writing of a decision within 14 days.

11.4 **Adoption Leave**

All employees who have at least 26 weeks continuous service by the week, in which they are notified of being newly matched with a child for adoption, are eligible for adoption leave. Where a couple are adopting a child, one parent is eligible to take adoption leave; the other can take paternity leave (see Maternity and Paternity Policy).

Adoption leave is divided between 26 weeks ordinary adoption leave and then a further 26 weeks additional adoption leave. Only one period of adoption leave may be taken at one time, irrespective of the number of children placed.

Ordinary adoption leave may commence, at the choice of the adopter, either on the date of the placement of the child, or up to two weeks before this placement date. Ordinary adoption leave can commence on any day of the week.

If a child's placement ceases during the adoption leave period, the adopter will be able to continue adoption leave for a further eight weeks after the end of the placement.

Ordinary adoption leave will be paid at 90% of average weekly earnings. It is paid in the normal way for up to 39 weeks of adoption leave and is subject to tax and NI deductions. Additional adoption leave will be unpaid.

You must notify the General Manager or Chief Operations Manager in writing of the day on which you expect your adoption leave to start, within seven days of being notified that you have been matched for adoption. If this is not possible, then as soon as reasonably practicable. You will be required to submit a matching certificate from your adoption agency as evidence of your eligibility for adoption. You may amend the start date of your adoption leave by notifying the General Manager or Chief Operations Manager in writing, providing at least 28 days' notice. In all cases, WRL will confirm in writing when you can expect to return to work, if your full entitlement is taken. If you wish to return earlier than the end of your full allocation, you must confirm this in writing, providing 28 days' notice to do so.

You have the right to return to the same job, if you return during or at the end of your ordinary adoption leave. If you return after additional adoption leave, you have the right to return to the same job, or if this is not reasonably practicable, an appropriate alternative job.

Paternity leave in cases of adoption should be requested in accordance with WRL's Maternity and Paternity policy. This policy also confirms the notification process and your rights. paternity leave in this instance can commence on any day of the week and must be completed within 56 days of the date of the child's placement.

All other terms and conditions of employment will remain unaltered during the duration of your adoption leave.

Section 12

Grievance Policy

12.1 Introduction

WRL acknowledges that employees may have problems or concerns about their work, their working environment or working relationships that can have an adverse effect upon them or upon their work performance.

The grievance procedure enables individuals to raise issues with management about their work, or fellow colleagues' actions that affect them and provides a way of addressing the issue.

WRL intends to treat all employees in a fair and equitable manner. However, it recognises that on occasion an employee may feel that their grievance requires resolution and therefore this procedure establishes a mechanism for these to be dealt with fairly and speedily, before they develop or escalate further.

Examples of grievance complaints may include:

- Terms and conditions of employment
- Health and Safety
- Relationships at work
- New working practices
- Organisational change
- Equal opportunities

If an employee believes they have a grievance they should use the Grievance Procedure, which follows.

12.2 Informal Procedure

Informal discussion with the employee's immediate line manager can often be the most practical way to resolve problems.

If an employee wishes to raise a matter in which they are directly involved, their Line Manager or if this is not appropriate, the General Manager, should be verbally informed as close as possible to when the matter arose and in any event within 14 days of the cause of the grievance occurring. The matter should then be discussed between the two parties in a relaxed and informal manner.

Both manager and employee may find it helpful to keep a note of such an informal meeting. Where the grievance is directly against the Line Manager, General Manager or Chief Operations Manager, the WRL Board Chairperson will deal with the matter.

If resolution is not achieved informally, the employee should enter the formal grievance procedure at Stage 1.

12.3 Formal Procedure

Stage 1

The employee should explain the grievance in writing to their Line Manager within 7 calendar days of the informal meeting. A copy of this letter should be sent to the General Manger/Chief Operations Manager.

The Line Manager will invite the employee to a meeting in order to discuss the grievance. There may be other meetings with relevant parties or meetings to obtain witness statements.

The employee must take all reasonable steps to attend the grievance meeting. Following the meeting, the line manager must inform the employee in writing of their response to the grievance and notify the employee of their right to appeal against that decision as set out in Stage 2.

In the event of illness or absence of the Line Manager, the General Manager / Chief Operations Manager will hear their grievance.

Where the grievance is against the Line Manager and the grievance has not been satisfactorily resolved informally, Stage 1 of the formal procedure will be managed by the General Manager / Chief Operations Manager.

A colleague may accompany the employee at all stages of the formal procedure.

Stage 2

If the matter is not resolved to the employee's satisfaction at Stage 1, the employee should appeal in writing to the WRL Board Chairperson, within 5 working days of receiving the outcome noted in Stage 1 and request an appeal against this decision. A copy of this letter should be sent to the General Manager/Chief Operations Manager.

The WRL Board Chairperson will respond in writing or convene a grievance appeal hearing. The employee must take all reasonable steps to attend the meeting. Following the meeting, the WRL Board Chairperson will inform the employee in writing of their response and decision to the appeal.

The decision made following the meeting noted in Stage 2 will be final and there will be no further right of appeal within the organisation.

12.4 Timescales

Wherever possible within the formal procedure, initial meetings should be arranged within 5 working days of the written complaint being received.

The outcome of any meeting should be communicated in writing to the employee within 5 working days of it taking place and a copy of the letter sent to the General Manger/Chief Operations Manager.

Where no meeting needs to take place, the manager should respond in writing within 5 working days of receiving the complaint.

If it is not possible to respond within the specified time period, the employee should be given an explanation for the delay and told when a response can be expected.

12.5 Companion

When invited to a grievance meeting, employees have the right to be accompanied by an employee of their choice (who is not directly affected by the issue) or a trade union representative. The employee will be asked to confirm who will be acting as their companion so that a copy of this procedure can be made available to the companion, prior to the meeting. The companion cannot represent the employee at a grievance meeting.

Meetings will be held at a mutually convenient time for all parties.

Where the chosen companion cannot attend on the date proposed, the employee can offer an alternative time and date which:

- Must be no more than five working days following the date originally proposed by the Line Manager/General Manager/Chief Operations Manager.
- Should have regard to the availability of the relevant manager.

12.6 Confidentiality

Grievance proceedings and records will be kept confidential to the parties directly concerned and the General Manager / Chief Operations Manager. The Line Manager is responsible for notifying the General Manager / Chief Operations Manager as soon as a formal grievance is received. Records will be kept detailing the nature of the grievance raised, the Line Manager's response, any action taken and the reasons for it. Notes will be taken during the meeting, a copy given to the employee and another copy passed to the General Manager/Chief Operations Manager to be placed on the employee's file. In certain circumstances some information may be withheld from the employee, for example to protect a witness. Records will be kept confidential and retained in accordance with the Data Protection Act 2018.

12.7 Distressing Grievances

WRL reserves the right to veto the progression of a grievance from progressing to the next stage of the procedure, in those cases where it considers that the employee is acting in a frivolous or vexatious manner. In such cases, the disciplinary procedure may be invoked.

Section 13

Maternity and Paternity Policy

13.1 Introduction

The aim of the Maternity Policy is to encourage women and men who choose to have a family, to return to the organisation, in order to continue their careers with WRL. WRL are committed to supporting both men and women with regard to shared parental leave.

A member of staff who either becomes pregnant or whose partner does so, is encouraged to inform their line manager as soon as possible. Strict confidentiality will be maintained and the decision of whom else to inform and when to inform them, will be at the discretion of the expectant mother. However, the General Manager / Chief Operations Manager should also be informed as soon as is practicable.

This policy is a guide; although it outlines statutory rights, it is not a detailed explanation of the law. Further information regarding maternity and parental leave rights can be obtained from a variety of sources, including:

- Midwife /GP / local maternity unit
- Gov.uk

All of the rights and benefits outlined in this policy apply to both full-time and part-time employees and are in accordance with current legislation.

13.2 Ante-natal Appointments

The health of our staff and that of their unborn baby is important and pregnant employees may be required to attend a number of antenatal appointments. An expectant mother is entitled to take reasonable paid time off from work to attend these appointments. However, WRL does ask that where possible, you try to arrange the time of your antenatal visits to minimise disruptions to work.

The appropriate Line Manager, General Manager and / or Chief Operations Manager may ask for the production of an appointment card or other appropriate document confirming a first antenatal visit.

13.3 Health and Safety

WRL is required to protect the health and safety at work of all employees. If we identify a health and safety risk, which could damage the health or safety of a new or expectant mother, then we must take a series of steps to ensure that our staff are not exposed to that risk.

A health and safety risk is determined when considering physical, biological and chemical agents. The possible steps that we could take are:

- Temporarily adjust working conditions, hours of work etc;
- Offer suitable alternative work;
- Suspension from work.

If WRL have to take the extreme step of suspending a pregnant member of staff from work, all contractual entitlements (if appropriate) will continue during the period of suspension (e.g. salary, health care, life assurance, etc).

13.4 Statutory Maternity Pay (SMP)

Statutory maternity pay (SMP) is available to all employees providing that certain conditions are fulfilled:

- That you have been employed by WRL for at least 26 continuous weeks ending with the 15th week (the 'qualifying week') before the expected week of confinement (EWC) i.e. the week in which it is expected your baby will be born
- That you provide the General Manager / Chief Operations Manager with evidence of their EWC (usually a MatB1 form, supplied by your midwife or GP).
- That you are still employed by WRL at the EWC.
- At the 11th week before the EWC, you are still pregnant or have had the baby.
- That your average weekly earnings in the eight weeks up to and including the qualifying week (or the equivalent period if they are monthly paid) have been at least equal to the lower earnings limit for national insurance contributions (although you do not have to have paid any contributions).

SMP is payable for up to 39 weeks. It is paid in the normal way and is subject to tax and NI deductions.

SMP is paid as follows:

- High rate of 90% of basic salary is paid for the first six weeks of ordinary maternity leave.
- Low rate of SMP for the remaining 33 weeks or 90% of earnings (whichever is the lowest, per week).

SMP will end if the employee returns to work before completing 33 weeks Maternity Leave. However, you can work up to 10 days during your Maternity Pay Period (MPP) for WRL paying your SMP without losing your entitlement. These are called keeping in touch (KIT) days. Once you have worked for ten days and you do further work for WRL, you will lose SMP for each week in your MPP in which you do that work.

Those employees, who do not fulfil the length of service criteria outlined above, may be eligible to claim Maternity Allowance (MA). Jobcentre plus or gov.uk will provide further details of how to obtain this benefit.

13.5 Commencing Ordinary Maternity Leave.

All employees, regardless of their length of service, are entitled to a period of 26 weeks ordinary maternity leave (OML) on the basis that certain criteria are met. A pregnant employee will be required to notify WRL in writing, of her intention to take OML by the 15th week before her EWC, unless this is not reasonably practicable.

This letter must confirm:

- that she is pregnant;
- The week the baby is expected to be born (the EWC), noted on the form MatB1;
- When she wants her maternity leave to start.

WRL will respond formally in writing and within 28 days of receiving this information, setting out the proposed maternity leave arrangements.

At approximately the 26th week of pregnancy a pregnant employee should be given a form from their midwife or GP, which confirms their EWC. This form is called a MATB1 form. It may not automatically be supplied, so staff are urged to request this form. It is important that the form MatB1 is handed to the General Manager / Chief Operations Manager, in order to confirm eligibility to receive maternity pay. The General Manager / Chief Operations Manager must have this form at least 21 days before an employee's maternity leave commences.

An employee will be able to change her mind about when she wants to start her OML providing she provides at least 28 days advanced notice (in writing) to do so (unless this is not reasonably practicable).

OML must start on a Saturday and finish on a Sunday. It is a continuous period of absence that cannot be interrupted (e.g. with holiday) and it cannot commence before the 11th week prior to the EWC.

The employee may begin her OML at any time from the 11th week before the EWC, however any pregnancy related illness arising from the fourth week before the EWC will automatically trigger the start of her OML.

If an employee chooses to work beyond the 11th week before her EWC and childbirth occurs, her OML will be automatically triggered.

13.6 Additional Maternity Leave

All employees who have 26 weeks continuous service by the beginning of the 14th week before their EWC will qualify for Additional Maternity Leave (AML).

AML is an additional period of leave that commences at the end of the OML. AML must start on a Saturday and finish on a Sunday. It is a continuous period of 26 weeks absence that cannot be interrupted (e.g. with holiday).

13.7 Returning to Work (inc. postponement of return)

Employees may not return for two weeks immediately following childbirth.

Employees who intend to return to work at the end of their OML or AML periods do not have to confirm this in writing. An employee who wishes to return before the expiry of her OML or AML must provide 28 days' notice of her intention to do so. Failure to provide this notification may result in the postponement of your return (though no later than the expiry of the OML / AML).

If an employee is ill on the date that she is due to return, then a doctor's note must be provided to cover from the first day of sickness.

13.8 Resumption of work

Upon returning to work from OML, the employee is entitled to return to the same job with the same terms and conditions as before their OML unless a redundancy situation has arisen during her absence, in which case a suitable alternative position will be offered.

Upon returning to work from AML, an employee is entitled to return to the same job with the same terms and conditions, unless this is not reasonable practically, or a suitable alternative position on no less favourable terms, unless:

- A redundancy situation has arisen during her absence, or
- There is some other reason why it is not practical for her to return to her former position.

In certain circumstances the date of return to work may be extended by up to four weeks. For business reasons WRL may need to postpone a return to work until a date up to four weeks after the date of return that we have been notified of, provided we have confirmed this in advance giving a reason for the postponement and a date of return.

If we receive a medical certificate giving advance notification that an employee is unable to return to work due to illness, it is possible that the date of return to work can be postponed by up to four weeks.

13.9 Consecutive Periods of Maternity Leave

An employee who qualifies for 52 weeks Maternity Leave (OML and AML) may become pregnant and therefore entitled to another period of leave without returning to work.

Formal written notification regarding procedures, as set out above, will still apply.

Following a second period of maternity leave, the employee has a right to return to her original job, or if this is not reasonably practicable, to another which is similar.

13.10 Miscarriage or Still Birth

If an employee miscarries her baby earlier than the 25th week of her pregnancy, she will not qualify for any maternity leave, statutory maternity pay or maternity allowance. Any period of sickness absence from work, will be treated sympathetically, but be guided by WRL's policy on sickness absence.

If an employee has a stillbirth from the 25th week of pregnancy onwards, she would be eligible for maternity leave, statutory maternity pay, or maternity allowance in the manner outlined above.

13.11 Paternity Policy

An employee who will have responsibility for bringing up the child, for example the biological father, the mother's husband or partner or one member of a couple who have jointly adopted a child are eligible to take paternity leave, subject to the following criteria:

- At least 26 weeks' continuous service by the end of the 15th week before the week the baby is due (the EWC) (or the week in which a match is made with a child for adoption) and continues to work for their employer until the baby's birth.
- Paternity Leave is for a period of two weeks and may be taken in either a single block of two weeks or a single block of one week. It is paid at the same rate as SMP.

The employee can choose to take Paternity Leave at any time from the date of the baby's birth (or child's placement) or later as long as leave is taken within 56 days of the birth (or child's placement). An employee who has adopted a child from overseas must arrange for leave to be taken within 56 days from the date on which the child entered the Great Britain. If the birth is premature, the leave can be taken with 56 days of the *expected* date of birth.

Employees must notify WRL of the day on which they expect to start their Paternity Leave and whether they wish to take one or two weeks leave, on or before the 15th week before the expected week of childbirth (or within seven days of matching a child for adoption). If

this is not reasonably practicable, WRL must be notified as soon as is reasonably practicable.

Employees will be able to amend this date, providing they give 28 days' written notice. Employees must also complete a self-certificate (a sample form is available from the General Manager / Chief Operations Manager) as evidence of their eligibility for Paternity leave. The same procedure acts as evidence for paternity pay.

All terms and conditions of employment, with the exception of remuneration, will remain throughout their paternity leave and the employee will return to the same job, following the leave period.

Details of WRL's approach to flexible working, adoption leave and parental leave can be found in the Family Policy section.

Section 14

Overtime Policy

14.1 Introduction

WRL is keen to ensure that the service it provides to clubs and individuals of the rugby league community and to other stakeholders and customers is delivered in a thorough and timely manner. To achieve this objective, WRL cannot operate strictly according to its core business hours. Flexibility and adaptability are important aspects of how services are delivered. In conjunction with WRL's policy on flexible working, the Overtime policy is designed to set out WRL's approach to achieving satisfactory levels of service whilst acknowledging and confirming the additional commitment it may require from employees.

Normal business hours together with an agreed pattern of work will be set out in each individual contract of employment and WRL will strive to minimise any additional work in excess of these arrangements. Although WRL reserves the right to request that a member of staff works outside of their contracted hours of work, they have no obligation to do so.

This policy explains the procedure governing overtime on behalf of WRL.

14.2 Purpose

The purpose of WRL's Overtime policy is to ensure that those staff who work additional hours do not suffer any detriment to their work-life balance or their health, whilst also ensuring that WRL complies with regulations, such as the working time directive.

Time off in lieu is given so that employees can rest and recover after working late or at weekends and therefore its purpose is not to supplement annual holiday entitlement and it should not normally be used to extend a period of annual leave. It must be reclaimed as close to the date it arose as is practical therefore benefiting the employee and the employer. Time off in lieu must be taken no later than 14 calendar days from the date of the extended period of work. Taking time off in lieu is the responsibility of the employee and in all cases must notify the appropriate Line Manager and General Manager/Chief Operations Manager prior to taking time off.

14.3 Eligibility

It should be noted that certain events in WRL's calendar are classified as core business events. These events are noted as follows:

- WRL domestic play-offs and Grand Final
- Full international test series
- Any other Wales international matches at any level that is played in Wales
- WRL's annual awards presentation

WRL staff will usually be required to work at these events as part of their normal responsibilities.

For those staff that are specifically asked to work at these fixtures, they will be eligible to claim time off in lieu on the following basis:

- Where an employee works in excess of three hours beyond the normal close of business or up to four hours on a Saturday, Sunday or Bank Holiday, one-half day's leave may be taken in lieu.
- Where an employee works in excess of four hours on a Saturday, Sunday or Bank Holiday a full day's leave may be taken in lieu.

Only staff paid by salary or staff paid a fixed monthly pay are eligible to take time off in lieu. Any staff paid an hourly wage will be paid normal rate of pay as required. WRL makes no allowance for paid overtime.

Members of the Executive Management Team and Senior Managers are required to work additional hours, as are necessary for them to carry out the correct fulfilment of their role (subject to WRL's obligations under the Working Time Regulations 1998), without receiving any time off in lieu.

14.4 Procedure

Before an employee claims any time in lieu, the relevant line manager must confirm the 'event' to be attended is appropriate, within the guidelines of this policy.

Once this has been agreed, the employee should complete a time off in lieu form (see Appendix I), noting the day(s) where additional hours are worked, the 'event' to be attended and the reason for attending.

Time off in lieu should then be 'reclaimed' by noting on the same form, the day or part-day that is to be taken as time off in lieu.

This form should then be signed by the Line Manager and forwarded to the General Manager/Chief Operations Manager. Each employee should also retain a copy for his or her own records.

WRL recognises that it is a diverse organisation and that it may not always be possible to reclaim time off in lieu on a like-for-like basis and that in certain circumstances, time must be reclaimed, following discussions with an employee's manager, over a number of days. Each department is encouraged to make any necessary arrangements that may be appropriate, in order to ensure the needs of the business are met.

In very exceptional circumstances, with prior approval from the General Manager/ Chief Operations Manager, up to five days time off in lieu may be carried over into the following year. This time must be reclaimed before the end of February, otherwise it will be deemed to have been 'spent'.

Time off in lieu cannot be claimed before it has been accrued.

14.5 Part-time employees

Part-time employees who are paid a salary or regular monthly amount who work additional days (or part-days) that do not form part of their normal contracted hours of work, are to follow the Time off in lieu policy as above. Part-time staff that are paid an hourly wage who work additional hours, that do not form part of their normal contracted hours of work, will be paid their normal hourly rate for these additional hours. The relevant Line Manager must write or e-mail the General Manager / Chief Operations Manager confirming when these extra hours are to be worked and also the reason that the employee has been asked to work.

Payment (if applicable) for additional hours worked after the 12th of each month, will be made in the following month's salary payment.

Part-time employees who attend 'events' noted in this policy should follow the guidelines for time off in lieu, set out above.

Appendix

Wales Rugby League

TIME OFF IN LIEU FORM

Name:
.....

Position:

Event	Date of Event	Reason for Attendance	Total (part) Days Claimed	Extra Work Taken (dates)

Signed:

Approved by General/Chief Operations Manager:

Section 15

Probation Guidelines

15.1 Introduction

As part of Wales Rugby League's (WRL) commitment to ensuring all new staff settle-in to their role, these policy guidelines have been devised to provide direction, support and clarity to the probationary period.

It is the policy of WRL that **all** new employees undergo a probationary period. The duration of this probationary period is typically six months but will be set out in each, individual contract of employment. During this period, new employees will be introduced to the duties of their role, the performance standards we expect and the context of their role within the structure of WRL.

15.2 Review of Performance

During a probationary period the appropriate Line Manager and General Manager / Chief Operations Manager will review a probationer's performance against his/her job description and against the standards of performance WRL expects. Where it is deemed appropriate, areas of development or improvement may be highlighted. It will also be important to note how a new employee is adjusting to their role and any positive feedback and comments that have been received.

The review period is one of continual assessment, for both parties. Staff are encouraged to provide feedback in all aspects of their employment with WRL, in the first instance to their Line Manager and General / Chief Operations Manager.

It is envisaged that in addition to any informal review or discussion and unless otherwise necessary, a formal interim review will take place no later than the 24th week of employment. As a result of this discussion, certain objectives may be confirmed to you in writing. Every assistance will be offered to help an employee to fully develop into their role. This interim discussion will be documented for future reference.

15.3 Completion, Extension or Termination

During the final week of the probationary period, the probationer will have a formal probationary review meeting with their line manager. At this review, performance since commencing employment with WRL and additionally, any objectives that may have been confirmed, will be discussed and reviewed.

To facilitate this discussion, the line manager, prior to the review meeting in order to raise any specific issues and objectives, should complete a Probationary Review Form. Upon completion and signature, the Probationary Review Form should be returned to the General Manager / Chief Operations Manager to be incorporated into the employee's personnel file.

Following this meeting, one of three possible outcomes will be confirmed in writing:

1. Written notification from the Chief Operations Manager of the successful completion of the probationary period.
2. Written confirmation from the General / Chief Operations Manager that a probationary period has been extended. This letter will confirm the reasons for the extension and the duration of the extended period. An action or development plan will be agreed to identify the areas where performance must improve and where support will be provided.
3. Written confirmation from the General / Chief Operations Manager that the probationary period cannot be confirmed and inviting the employee to attend a meeting with their line

manager and the General / Chief Operations Manager. The letter will state that WRL is contemplating dismissal and will set out the areas of concern.

Following this meeting, and notwithstanding the two earlier options, WRL may dismiss the employee with notice. Any letter which confirms the termination of employment will also set out the appeal process to the WRL Board Chair.

Appendix

Strictly Private and Confidential

Wales Rugby League

PROBATIONARY REVIEW FORM

NAME

START DATE

POSITION

DEPARTMENT

NAME OF REVIEWER

DATE OF REVIEW

The purpose of this three-month review is to ensure new members of staff have settled in to WRL and that satisfactory standards of performance are being met. The probationary review meeting should also identify and agree objectives for the next 12 months.

This page to be completed by the probationer, prior to the review meeting.

Has the training and support (including induction) you have received during your probationary period been adequate. Please comment.

Please record the issues you wish to discuss at the probation meeting, including any objectives you would like to work towards in the future.

To be completed during the probation review meeting:

The purpose of this review is:

- To encourage two-way communication and develop working relationships.
- To give feedback on the quality of work so far (highlight strengths and areas for improvement).
- To review achievements during the probationary period.
- To set objectives to assist in the development of skills and abilities.
- To discuss any issues which the new starter has raised.
- To confirm on-going employment or identify reasons for extension or termination.

Please give feedback on Customer Service attributes. e.g. meeting the needs of internal, external customers resolves problems/queries satisfactory, polite **and courteous and develops rapport with people.**

Please give feedback on Communication skills. e.g. clear, concise and easily understood; oral and in written, ensures information reaches relevant people and that messages are understood, asks questions and probes to check understanding, develops positive working relationships with all colleagues.

Please give feedback on Planning and Organising. e.g. prioritises and plans what needs to be achieved, organises time and workspace efficiently, identifies and completes work which needs to be done.

Please comment on Skills, Application and Knowledge. e.g. seeks to develop and improve job-related skills/knowledge, learns from mistakes, works well with systems and procedures, requires minimum supervision.

Please comment on Team Work and Personal Impact. e.g. Develops positive working relationships with all colleagues. Offers advice and assistance when required, sharing knowledge and experience. Demonstrates professional conduct and appearance.

Please provide feedback on issues discussed at 2-month probation meeting.

Please identify any training needs and set agreed objectives (specify the review period).

Signature of New Starter **Date**

Signature of Reviewer **Date**

Following signatures, this form should be returned to the General Manager / Chief Operations Manager to form part of the employee's personal file.

Section 16

Public Interest Disclosure Policy

16.1 Introduction

WRL is committed to the highest standards of quality, openness and accountability. As a positive response to the Public Interest Disclosure Act (1998), the following procedures will apply throughout the organisation, in order to allow employees to voice their concerns about potentially unacceptable practices and breaches of law, in a responsible and effective manner. (Act can be reviewed via [Public Interest Disclosure Act 1998-legislation.gov.uk](http://Public%20Interest%20Disclosure%20Act%201998-legislation.gov.uk))

This policy is designed to assist individuals who believe they have discovered malpractice or impropriety. It is not a procedure to question financial or business decisions taken by WRL nor should it be used to reconsider any matters that have been addressed under other WRL policies e.g. Harassment.

WRL believe it is reasonable to expect and positively encourages employees to use these procedures rather than air an issue outside the organisation.

16.2 Scope

This policy is designed to encourage employees to raise matters of concern and to disclose information that the individual believes may show malpractice or impropriety. It is possible, that subsequent to an investigation, this may lead to other WRL procedures to be invoked e.g. disciplinary procedure.

Concerns raised under this policy may include, but are not limited to:

- Financial malpractice, impropriety or fraud
- Failure to comply with legal statute
- Health and safety issues, dangers to the environment
- Criminal activity
- Improper conduct or unethical behaviour
- Attempts to conceal any of the above

16.3 Protection

This policy is designed to offer protection to those employees who disclose their concerns, provided that their disclosure is made in good faith or that it is made with a reasonable belief that malpractice or impropriety exists. However, it should be noted that an extreme case of malicious or negligent allegations could give rise to legal action on the part of the person(s) complained about.

Any employee making a disclosure under this policy can be assured that they will not be victimised against and that their actions will be free from reprisal.

16.4 Procedure

All disclosures will be treated in a confidential and sensitive manner. Employees who wish to raise matters under this policy are encouraged to attach their name to any disclosure they want to make.

Anonymous disclosures will be considered taking full account of the seriousness of the issue raised, the credibility for the request for anonymity and the issue of confirming the allegation from attributable sources. In so far as these conditions are satisfied, WRL will seek to maintain anonymity, although this safeguard cannot be guaranteed. At some stage of the investigation, the employee who has raised the disclosure may be asked to make a written statement.

In reporting a matter that falls within the guidelines noted above, employees should report the issue directly with the General Manager / Chief Operations Manager. Should this matter concern the General Manager / Chief Operations Manager, she/he has the right to raise the matter directly with the WRL Board Chair.

An investigation will commence as soon as is practically possible. Where an employee has had a disclosure made against them, they have a right to be accompanied (by a trade union official or colleague) at any internal meeting. Where necessary, other employees may be interviewed to enable a full investigation of the matter to take place.

WRL reserves the right to involve any relevant bodies (e.g. the police) at any stage of the investigation.

A judgement concerning the complaint (and its validity) will be made by the investigating officer. It will be detailed in a written report and passed to the WRL Board Chair who will decide what action to take. If the report reinforces the disclosure, other WRL procedures may be invoked (e.g. disciplinary policy).

The employee who has made the original disclosure will be informed of the final outcome, taking full account of confidentiality and WRL's obligations under data protection regulations.

16.5 Timescales

Due to the varied nature of the issues that may be raised under this policy, it is difficult to set-down precise timescales for dealing with these matters.

Investigations will commence as quickly as possible. A written acknowledgement will be sent to the employee making a disclosure and every attempt will be made to inform her / him of the progress of the investigation and where possible, an indication of when it is likely to be concluded.

16.6 Distressing Disclosures

Any disclosures that are proved to be untrue and are made without due care or concern for accuracy may be treated under WRL's disciplinary procedure.

Section 17

Recruitment Policy

17.1 Introduction

WRL recognises that its staff are essential in order to achieve success. The aim of this policy is to set out an approach to recruitment that will enable WRL to attract, engage and appoint all temporary and permanent staff and consultants; all of who will possess the skills, experiences, values and standards that are necessary to help the organisation achieve its aims and objectives.

The recruitment policy is established to ensure that the recruitment process is fair, consistent, effective and efficient and that WRL conforms to statutory legislation. It will be non-discriminatory on the grounds of sex, race, disability, age, religion or sexual orientation and is drafted in accordance with the equal opportunities policy.

All managers and those involved in recruitment or engagement of people to WRL should ensure that they are familiar with the contents of this policy and that their role in the recruitment process is not only to select the best candidate for a position, but also to ensure that WRL is represented in a positive and professional manner.

The definition of a permanent position is one that has no defined termination date but is subject to WRL's normal terms and conditions. For the avoidance of doubt, reference within the context of this policy to permanent positions with WRL will also include any posts that are of fixed-term duration of one month, or more.

17.2 Temporary and Permanent Staff

The General Manager / Chief Operations Manager (with assistance from the appropriate Line Manager) will be responsible for authorising the appointment of any temporary or permanent additions to their department. For temporary vacancies, the General Manager / Chief Operations Manager will liaise with external recruitment agencies to ensure that the required numbers of staff who possess the necessary skills and/or experience are in-post in a timely manner as possible. Line Managers are required to complete a temporary worker request form (Appendix I) and have it signed by the General Manager / Chief Operations Manager and WRL Board Chair before a temporary appointment is sought.

The General Manager / Chief Operations Manager on a weekly basis will normally review the continued retention of temporary agency / general staff.

All other recruitment (including consultants) must be confirmed via the completion of a staff requisition form (see Appendix II) which must be signed by the General Manager / Chief Operations Manager and WRL Board Chair before the recruitment process can commence or the engagement be confirmed.

Either a service agreement or an up-to-date job description must accompany all requests for consultants or a permanent member of staff.

17.3 Consultants and Contractors

Certain roles with WRL will be filled through the engagement of consultants and contractors. The General Manager / Chief Operations Manager will discuss the nature of the position to be filled with the relevant line manager and also a member of the WRL Board, in order to determine if a consultant or contractor more suitably undertakes the post in question.

Consultants / contractors will normally be engaged subject to certain provisions (e.g. membership of a relevant professional body, DBS clearance etc). Wherever possible, the consultant/ contractor to be engaged should be nominated by the line manager concerned.

The General Manager / Chief Operations Manager will liaise with the relevant Line Manager concerned, in order to determine the most appropriate way of distributing the contracts of engagement and service agreements.

17.4 **Volunteer Staff**

No individual who acts in a voluntary capacity for or on behalf of WRL will be allowed to undertake any voluntary work, unless this has been discussed and agreed in writing by the General Manager / Chief Operations Manager.

17.5 **Process**

All permanent recruitment will be subject to agreed job descriptions and person specifications.

Permanent vacancies will be advertised internally where appropriate and also to those recruitment agencies and / or other forms of media selected by the General Manager / Chief Operations Manager.

17.6 **Internal Applicants**

All vacancies will be open to current employees of WRL, regardless of the nature of their contract (e.g. of fixed term duration). Where confirmed as appropriate, internal applications may be by curriculum vitae and letter of application and will be treated in the strictest confidence.

The General Manager / Chief Operations Manager may discuss details of the vacancy and the person specification with the employee. Selection for the vacancy will be by interview and/or skills assessment. Each internal application will be judged on merit and although inclusion in the recruitment process is not guaranteed, WRL is keen to retain, develop and promote its staff.

17.7 **Selection and Interviews (permanent positions)**

Interviews with candidates may be conducted by the relevant Line Manager and General Manager / Chief Operations Manager in order to determine a short-list to present for second (final) stage interviews. The relevant Line Manager, General Manager / Chief Operations Manager and if appropriate, a member of the WRL Board will usually conduct second stage interviews jointly.

All short-listing should be completed within seven days of the closing date. Any communication to applicants (or agency) will be conducted by the General Manager / Chief Operations Manager.

Should a member of the interview panel know any applicant, that member must declare their interest prior to the commencement of the short-listing process. The General Manager / Chief Operations Manager and/or the WRL Board Chair (if required) will decide if the panel member should remain as a member of the selection team.

Any offer of employment will be made by the General Manager / Chief Operations Manager (via the recruitment agency, where appropriate). Any feedback to unsuccessful candidates will only be given by the General Manager / Chief Operations Manager or a nominated member of the interview panel.

Any skills tests must be directly related to the position and be measured against objective criteria. The General Manager / Chief Operations Manager will inform any candidate who is required to undertake any such test, in writing.

At the conclusion of any final interview or skills test, all written documentation must be handed to the General Manager / Chief Operations Manager, in compliance with WRL's

policy on Data Protection. All information in respect of a candidate's application for employment should be treated as private and confidential. The General Manager / Chief Operations Manager will make all formal, written offers.

The General Manager / Chief Operations Manager will be responsible for confirming the successful appointment of a candidate once all necessary paperwork has been received and completed. In certain circumstances, the commencement date may be postponed whilst these processes are completed. The General Manager / Chief Operations Manager will communicate with the Line Manager / selection panel to keep all concerned up to date on progress.

17.8 **Verification**

All offers of employment to staff that are not already employed by WRL will be made on a conditional basis. It is likely that some of these conditions will vary, depending upon the position.

However, an offer is likely to be made subject to some or all of the following:

- Satisfactory completion of a medical questionnaire
- Satisfactory receipt of two references
- Statutory legislation (e.g. Asylum and Immigration Act)
- Validation of qualifications
- Appropriate clearance from the Disclosure and Barring Service

It is the policy of WRL to take-up written references from the current or most recent employer of anyone who is offered a conditional position with the organisation.

In accordance with its data protection policy, WRL may seek authentication of academic or professional qualifications.

17.9 **Commencement**

No permanent member of staff or consultant will be authorised to commence their employment or their engagement with WRL, until all conditions set out in writing by way of an offer, have been met.

Appendix I

TEMPORARY WORKER REQUEST FORM

Jo Title:							
Department:				Rate of pay:			
Reason for request:							
Dates required (From –To):							
Within Budget?				Funding source:			
				Department Code:			
Skills required:							
Useful previous experience:							
Any other requirements:							
Completed by:				Date:			
Approved by Head of Department:				Date:			

Authorisation to process:

Signed:	Title:	Date:
	General Manager/Chief Operations Manager	
	WRL Board Chairperson	

GENERAL MANAGER/CHIEF OPERATIONS MANAGER USE ONLY (copy to WRL FINANCE DIRECTOR)

Name of Temp: _____

Source: _____

Start Date: _____ Hourly Rate: _____

Appendix II

STAFF REQUISITION (Employees and Consultants)				
Completed by:				
Nature of position (please tick and specify as appropriate)				
Employed:	Duration of contract (permanent or start and end date):		Provision of Services (self employed):	
For contract extensions, state name of individual				
Job Title			Salary range:	
Department and Location				
Items to be ordered (NB your budget must support this)	Mobile <input type="checkbox"/>	Laptop <input type="checkbox"/>	Car <input type="checkbox"/>	PC <input type="checkbox"/>
Which desk and phone ext. will this person use?				
Required start date:			Responsible to (inc. job title):	
Reason for appointment: (please indicate)				
Replacement for:	Addition (within budget):	Addition (in excess of current budget):	Contract Extension:	
Justification for recruitment: please provide full details (use a separate sheets if necessary) in support of this request.				
<u>Signed by Head of Department:</u>			<u>Date:</u>	
Authorisation to recruit:				
Signature		Title	Date	
		C. O.O / G.M /C.E.O		
		WRL Chair		

Section 18

Redundancy Policy

18.1 Introduction

It is the aim of the Wales Rugby League (WRL) to ensure as far as possible, that security of employment exists for all its employees. However, changes in levels of funding, organisational developments and changes in commercial conditions may lead to a requirement for WRL to restructure and reorganise and consequently to a reduction in staffing levels.

Where redundancy is necessary, following all reasonable efforts to avoid it, WRL will handle any such programme in a fair, sympathetic and non-discriminatory manner.

18.2 Consultation

WRL will communicate with staff and their appropriate representatives whenever a redundancy situation may arise. The appropriate Line Manager and the General Manager / Chief Operations Manager will meet individually with those that may be affected and explain:

- The reasons for the proposed redundancy;
- The number and descriptions of those that are affected;
- What alternatives there might be to this situation;
- The selection criteria (where appropriate);
- The timescales for the redundancy programme.

The consultation process must be for a minimum period of 30 days and its purpose will be to avoid redundancy or where this will not be possible, to look at ways of reducing the numbers of those involved and to cushion the impact on those affected and those that remain in post. WRL will strive to act in as timely a manner as possible to minimise any period of doubt and uncertainty.

There is a statutory requirement to inform the Secretary of State for Trade and Industry where 20 or more employees in one establishment are likely to be made redundant and this will, where necessary, be done by the General Manager / Chief Operations Manager.

18.3 Selection Criteria

WRL is committed to using fair, consistent and non-discriminatory selection criteria, examples of which are the standard of work performance, length of service, the attendance or disciplinary record, skills experience and aptitude of the employee and the cost of redundancy taking into account such criteria.

Selection for redundancy will be made in joint consultation between the appropriate Line Manager, General Manager / Chief Operations Manager and the WRL Board Chair. In some cases, it may be appropriate to ask for volunteers.

18.4 Re-deployment/Alternatives

As part of the redundancy process any alternatives will be discussed and considered. Details of all vacancies within WRL will be provided and where a suitable vacancy exists, subject to meeting the specification for the role, employees under risk of redundancy, will be invited in writing to undertake a trial period of between four and six weeks. Where there are more employees under risk of redundancy, than there are vacancies, WRL will undertake selection interviews

WRL will endeavour to provide any reasonable training during the trial period, in order to allow the employee(s) the maximum opportunity to reach a satisfactory level of performance in the role.

The purpose of the trial period is to allow both parties the opportunity to determine whether the redeployment is suitable.

18.5 Redundancy Payments

All dismissals by way of redundancy will be confirmed in writing, together with confirmation of how any appeal against this decision should be made.

Contractual notice periods will apply in all redundancy situations, however WRL will consider sympathetically, requests to make a payment in lieu of notice and in any event, reserves the right to enforce this where it is deemed appropriate.

Statutory redundancy payments will be calculated where these apply (i.e. those staff with more than two years' service). Any goodwill enhancement will be at the discretion of WRL and will be dependent upon sufficient funds.

18.6 Other

WRL will assist those that are selected for redundancy in any way it can. For example, reasonable paid time off to attend interviews, advice on application forms, drafting CV's, providing contact details of recruitment agencies and training in interview skills.

Section 19

Stress Policy

19.1 Introduction

WRL has a duty of care under health and safety legislation to ensure that its offices are safe and healthy environments in which to work. Additionally, the welfare of its staff and their general well-being is an important concern.

However, WRL acknowledges that to be successful, some of its work requires its employees to work under periods of intense pressure, and at times which may fall outside its core business hours. The effective management of stress that is work-related is therefore central to WRL's responsibility to its staff.

The Health and Safety Executive define stress as:

"The adverse reaction people have to excessive pressure or other types of demand placed on them".

It is important to note the distinction between pressure, which may be positive if managed correctly, and stress which can be detrimental to health.

This policy sets out WRL's approach to dealing with instances of stress and wherever possible to raise awareness of the factors that can give rise to stress, so that these causes can be foreseen and minimised.

It is recommended that this policy be read in conjunction with appropriate policies contained within WRL's Staff Handbook such as the Absence Policy etc and with the Health and Safety Policy.

19.2 Commitment

Stress is a complex and emotive subject that can affect individuals in different ways and to differing degrees.

WRL will strive to ensure that it operates a well-managed and supportive work environment, in which every effort is made to ensure that stress due to work-related factors is kept below acceptable levels and that any impact as a consequence of excessive and sustained levels of stress, is minimised.

WRL will seek to identify all workplace stressors and conduct a risk assessment in order to eliminate or control the risks from stress.

In addition to the details set-out in this policy, WRL encourages all staff to maintain a healthy lifestyle.

All employees are responsible for the care of themselves and for developing and utilising coping strategies to deal with the demands placed upon them. Staff are obliged to protect their own health and those of their colleagues around them.

19.3 Scope

At any relevant interview and again during an induction, special mention will be made of the requirements of the role in respect of out-of-hours working and of the demands WRL anticipate will be made on the individual. WRL believes it important that people are only recruited to or promoted within the organisation, on the basis that they have the skills and abilities to perform the role they will be undertaking. To this extent, job descriptions, person specifications and appraisal documentation will be important selection tools.

All new employees will be made aware of WRL's policy on managing stress during their induction and will be advised of where they can turn to for help and support. The induction period itself, whether for a new employee or a promoted member of staff, can be a stressful time at any level of job. All Managers will strive to ensure that employees receive a well-structured period of induction into their role and into WRL in general.

19.4 **Responsibilities**

The responsibility for identifying stress and the causes of stress is extensive. Whilst all Managers will be encouraged to identify symptoms of stress in members of their team, each individual member of staff is encouraged to speak to their line manager if they feel that they are suffering from any stress-related symptoms or are feeling stressed. If for any reason this is not possible the General Manager / Chief Operations Manager or the WRL Board Chair should be approached to discuss the concerns.

WRL accepts that certain stress factors arise outside of the workplace and are of a private and personal nature. In such instances, WRL will endeavour to offer any relevant support that might be appropriate under these circumstances.

All conversations will be treated in a sensitive and confidential manner and staff are encouraged to talk openly about their concerns. Although these meetings will not be conducted by trained stress counsellors, any issues that are raised will be treated with respect and where necessary further investigations may be made that could involve the appropriate Line Manager and the General Manager / Chief Operations Manager. The aim of the meeting(s) will be to listen and understand the symptoms, to offer guidance where possible and to agree how they may be resolved. This may include referring the employee to trained counsellors or specialist agencies.

WRL will always try to manage each situation as sympathetically as possible. Any member of staff who has concerns about real or potential work-related stress issues should raise them with their Line Manager in the first instance. Where this is not possible, the General Manager/Chief Operations Manager should be approached with these concerns.

19.5 **Risk Assessments**

A risk assessment for all new staff together with any current employee who is promoted or who changes roles will be carried out by the Line Manager and / or General Manager / Chief Operations Manager.

19.6 **Absence Management**

Any member of staff, who is absent for any duration for reasons of stress, will be asked to attend a return to work meeting with the General Manager / Chief Operations Manager and where appropriate, their Line Manager. The purpose of this meeting will be to discuss any underlying or work-related issues that may be relevant.

If an employee has subsequent periods of stress related illness or is absent for a period in excess of two weeks as a result of stress, WRL will discuss with them redesigning their role, looking closely at their workloads and will also discuss whether a phased return to work would be appropriate.

After an employee returns to work from a period of stress-related illness, regular meetings with their Line Manager and/or the General Manager / Chief Operations Manager should be held to discuss their recovery and general wellbeing. Typical areas of discussion will also include workloads and any re-design of their job role that had previously been agreed.

Section 20

Training Policy

20.1 Introduction

Wales Rugby League is committed to ensuring all employees receive effective development in order to maximise their performance and to provide for succession and planned expansion. This development will be through both informal on the job training and formal training courses. Training and development opportunities will be provided in accordance with WRL's Equal Opportunities Policy.

It is WRL's intention to provide training opportunities that will enable our staff to improve their knowledge and enhance their practical skills and personal development. WRL's training priority is to ensure that all training and development that is undertaken, is relevant to improving the performance of our staff in fulfilling their role.

20.2 Induction

All new staff to WRL should receive appropriate guidance, training and monitoring to ensure that they are competent to carry out their duties. In particular, WRL's Induction Process is designed to ensure that new members of staff quickly become familiar with WRL's structure, have an understanding of the organisations 'Mission, Vision and Objectives' and are made aware of key policy areas.

The Induction Programme also allows new members of staff to quickly become familiar with their immediate surroundings and gain a clear understanding of their own role and the priorities and standards that apply to their job.

20.3 Identifying Training Needs

It is the responsibility of both the employee and the line manager to identify individual training needs, to meet both immediate job requirements and to provide future development opportunities.

The assessment of training and development needs will be agreed as part of both formal and informal performance reviews. All employees are encouraged to discuss their training needs as part of their formal performance review. Additionally, training may be identified when an employee joins WRL during the induction process.

Additional requests for training, for personal development that will not directly improve an individual's performance within the requirements of their job, may be made where there are some indirect benefits to WRL.

20.4 Application Procedure

All applications for formal training should be made on a Training Request Form (see Appendix I) and approved by the General Manager / Chief Operations Manager, before a request may be submitted for consideration. The General Manager / Chief Operations Manager will consider how each individual request for training will equip that person to perform their (future) duties, that it fits with departmental priorities and that the most appropriate training schedule has been selected (where appropriate). The General Manager/Chief Operations Manager will also decide whether work priorities will allow absence from the office, at the requested time.

When submitting a request for training, details of how this will meet WRL's business objectives together with an individual's personal objectives plus alternative providers, costs and dates should be noted on the Training Request Form, wherever possible.

All learning requests will be considered sympathetically. However, the availability of learning resources will depend on factors such as budgetary constraints, work commitments and learning priorities necessary to fulfil the organisation's objectives. In practice, there may be occasions when a learning request is postponed or refused due to other priorities.

A further budgetary consideration will be the extent to which skills acquired through learning can be applied within the organisation, within a reasonable time period. The need to manage the training budget in an equitable way will also be relevant.

Training and development will include both formal and informal courses delivered by external or in-house tutors and coaching provided by Line Managers or other appropriate personnel. Training and development is a continuous process and will take place in both formal and informal work situations. All staff are encouraged to consider alternatives to formal training courses (e.g. reading, shadowing etc).

20.5 Funding/Training Agreement

WRL may fund, in part or wholly, professional qualifications and other training directly related to an employee's job i.e. as agreed in their employment contract or as necessary for the performance of the responsibilities of their role.

For all individual training that incurs costs or fees in excess of £500, staff will be asked to sign a training agreement. This agreement will allow for the claw-back of the cost of training on a decreasing scale, should the member of staff fail to complete the course, resign or be dismissed in accordance with WRL's disciplinary procedure (the triggering event).

A training agreement will normally set out claw-back as follows:

- All fees would be reimbursed to WRL if the employee left during the period of study or did not complete the study programme;
- 75% of fees would be reimbursed to WRL if the employee left within a period of six months following completion of the period of study;
- 50% of the total fees would be repaid if the triggering event occurs within 6 – 12 months of the completion of the period of study.

Monies owed to WRL will be deducted from the employee's salary payment or other money due to the employee.

Where requests for long-term training are received, for example to undertake a professional qualification, the General Manager / Chief Operations Manager will discuss the issues with the individual concerned. In certain circumstances, the employee may be requested to fund part of the fees themselves.

20.6 Other Support

WRL's support for training is not limited to a financial one. WRL may support training requests in other ways for example unpaid or paid study-leave; provision of course materials etc.

This support will be agreed between the employee, their Line Manager and the General Manager / Chief Operations Manager.

20.7 Time Off / Day Release

Requests for time off / day release will be considered on an individual course-to-course basis. Study leave for examinations will be considered favourably. In all cases employees will be required to match WRL's funded study leave, in addition to basic course requirements, with leave from their annual holiday entitlement.

20.8 Evaluation of All Training

WRL requires all staff to submit an evaluation of their training activity to ensure:

- The standard of training delivered meets agreed expectations;
- The training programme met the objectives of the individual(s) attending;
- There was an effective transfer of learning from the training programme into the work environment;
- Programmes are cost effective;
- Recommendations for improvements can be considered and noted.

A training evaluation form (see Appendix II) should be completed within three weeks of the conclusion of any / every training course or programme. It should note if the original requirements and expectation set out in the training request form have been met.

20.9 Professional Qualifications

WRL will support employees wishing to seek a relevant professional qualification, where possible. Applications should be made in accordance with the procedure specified above.

In addition, where a legitimate business benefit to WRL is proven, membership or subscription fees to one appropriate professional body (per annum) will be reimbursed. Applications for reimbursement should be made via the expenses claim form. Where multiple applications for the same membership are received from the same department, the General Manager / Chief Operations Manager in conjunction with the appropriate Line Manager, will decide which request shall be approved. A note of professional subscriptions will be held on an individual's personal file.

20.10 Training and Development Records

All training will be documented on an individual record, held by the General Manager / Chief Operations Manager.

Where course certificates or qualifications are presented, the original document must be shown to the General Manager / Chief Operations Manager to be copied to an individual's personnel file.

All staff are encouraged to maintain copies of all their training records (e.g. certificates, training request and training evaluation forms) and refer to them on a regular basis.

20.11 Failure to Attend Training

If an employee fails to attend a pre-booked training course without good reason (e.g. illness) and has not cancelled their place, WRL will treat the matter in accordance with the Disciplinary Policy and may, if appropriate, request that the costs of the missed training be reimbursed.

Appendix

TRAINING REQUEST FORM			
This form must be completed by you and signed by your line manager if you wish to attend an external training course, conference or seminar. It should be returned to the Chief Operations Manager who will confirm whether this application has been successful. Do not make any bookings until you have received this confirmation in writing.			
Name		Department	
Title of Course/Conference		Training Provider/Conference Organiser	
Date(s) of Course/Conference		Total Cost of Course/Conference (please attach full details)	
Please confirm your reasons for making this request – include the benefits to you in the performance of your job and to your department and WRL’s business objectives			
Please confirm how you will evaluate this training once it has been completed			
Signed			
Date			
To be completed by the Head of Department			
Please confirm why the training course is appropriate for the individual’s development			
How does this training fit with the individuals personal development plan			
Signed			
Date			
Approved by General Manager/Chief Operations Manager		Date	

Please complete and return to the General Manager/Chief Operations Manager.

Appendix II

TRAINING EVALUATION FORM			
This form must be completed and signed by you within 3 weeks of the completion of your course or seminar. It should be returned to the Chief Operations Manager for filing as part of your personnel file.			
Name		Department	
Title of Course/Conference		Training Provider/Conference Organiser	
Date(s) of Course/Conference			
What was your overall opinion of your training provider			
What have you gained from your training course/seminar?			
Would you recommend this course/seminar to other staff members (if applicable)? Please comment why.			
Please state how this training will be evident in your role (how have you transferred this learning)			
Any other comments			
Signed			
Date			

Please complete and return to the General Manager/Chief Operations Manager.