



EMPLOYEE HANDBOOK

September 2013

EMPLOYEE HANDBOOK POLICIES

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INTRODUCTION

The aims of this Staff Handbook

This Staff Handbook manual has been produced to provide all people working for the National Ice Skating Association of UK (NISA), whether in a paid or voluntary capacity, with:

- information about NISA;
- NISA's employment policies;
- information about general terms and conditions of employment;
- procedures and rules to be followed by employees.

The information contained in this Employee Handbook provides further details on the written terms and conditions of employment.

From time to time, updated copies will be circulated. Please use them to replace out-of-date information.

A master copy of this Employee Handbook is kept at the NISA Head Office and is available to employees during normal office hours.

About NISA

NISA office address:

NISA, Grains Building, Unit 4, 1st Floor, High Cross Street, Hockley, Nottingham.
NG1 3AX

Tel: 0115 9888060
Fax: 0115 9888061
E-mail: info@iceskating.org.uk
Website: www.iceskating.org.uk

Registered office address:

National Ice Skating Association, Grains Building, High Cross Street, Nottingham
NG1 3AX

Governing body status:

Company Limited by Guarantee and not having share capital

Company Number: 2677064 (England and Wales)

Subsidiary companies:

Ice Skating Promotions Ltd, 100% ordinary shares

National Skating Association GB Ltd, 50% ordinary shares

VAT Number:

NISA: 577 7981 63
ISP: 564 4503 42

Employers' reference number for tax and National Insurance contributions

952/N501

Tax area office

Nottingham/Derbyshire

NISA solicitors:

Name: Shakespeares
Address: Somerset House, Temple Street, Birmingham. B2 5DJ
Tel: 0121 237 3000
Fax: 0121 260 0231

Accountants and registered auditors:

Name: Botham Accounting
Address: 14 Clarendon Street, Nottingham, NG1 5HQ
Tel: 0115 9508887
E-mail: info@bothamaccounting.co.uk

Insurers:

Name: Perkins Slade
Address: 3 Broadway, Broad Street, Birmingham, B15 1BQ
Tel: 0121 6988000
Fax: 0121 6259000

Corporate NISA

Business Travel and Subsistence

Travel Expenses

All travel expenses (with the exception of gratuities) incurred in official travelling on duty are reimbursed by NISA using the same scale of allowances for all employees, regardless of status or grade.

Rail Travel

Rail travel should be off peak standard-class travel, except in exceptional circumstances where a seat could not be found in standard-class accommodation on a long journey.

Taxi fares

Taxi fares will be reimbursed only in the following circumstances:

- where the Chief Executive agrees that saving official time is important
- where there are a number of staff travelling together to the same venue, resulting in a cost saving
- where bus, Underground or rail services are closed
- where heavy luggage, equipment or work documents mean using public transport is unreasonable
- where public transport is not readily available
- where there are reasonable concerns for personal safety, such as late-night travel.

Air travel within the UK

Air travel within the UK should normally be used only when savings in subsistence and official time mean there is a cost advantage, or if the urgency of the journey justifies any extra cost. Prior approval must be obtained from the Chief Executive.

Use of personal car on official business

Employees using their personal cars on official business will be reimbursed at the current mileage rate of 35 pence per mile and on condition that:

- the journey is considered appropriate for official business
- no other reasonable form of transport at lower cost is available
- the insurance requirements are met (see below).

Insurance requirements for private motor vehicles

In order to claim motor mileage expenses for a private car, staff must have normal, fully comprehensive insurance cover for:

- damage to or loss of the vehicle
- bodily injury or death of third parties, including any passenger

- damage to the property of third parties.

In addition, the policy should include one of the following clauses:

- permission for the use of the vehicle by the policy holder in connection with his/her business, or
- specific permission for the use of the vehicle by the policy holder in connection with NISA business.

The policy should also include an undertaking by the insurance company that:

- indemnifies NISA in the event of any claim being made against it as the policy holder's employer, to the same extent as the policy holder is covered by the policy, on the understanding that the insurance company is allowed to retain control of the claim, and
- confirms that the receipt of mileage allowance will not be deemed to constitute use for hire or reward.

In the case of a vehicle owned by the employee's spouse or partner, the policy should specifically cover the use of the vehicle on the business of NISA.

'Use of the vehicle by the policyholder' means that the policyholder must be present in the vehicle at the time that it is in use for business purposes.

Disabled drivers

Disabled employees, who, because of their disability, cannot use public transport and have to travel by car in all circumstances, may be reimbursed at the standard rate of mileage allowance (assuming that the normal insurance conditions are met) for all travel on official business excluding travel between home and office/normal place of work.

Overseas travel expenses

Arrangements for overseas travel will normally be made through the NISA office. Travel expenses incurred while abroad should operate under the same principles as those that apply within the UK.

Claiming travelling expenses

All claims should be entered on NISA's travel claim form and the completed form submitted to the Finance Officer. Receipts, where available, should be attached to the claim form. Reimbursement may be delayed or refused unless the claimant can prove expenditure. Claims are normally dealt with on a monthly basis.

Subsistence

These are based on reasonable compensation for:

- the **additional** cost of meals taken away from the work base or home base on official duty
- the cost of reasonable accommodation, the **additional** cost of meals and a personal telephone call home where an overnight stay is required on official duty.

In an effort to keep the rules on subsistence short and simple, employees are encouraged to apply these principles by taking a common-sense approach and avoiding any unnecessary expenditure for NISA. Any recurring issues will be dealt with through consultation with employees and the subsistence rules amended accordingly.

Evening meal subsistence

Evening meal subsistence is payable when official business requires that an employee has to work beyond 8pm in addition to normal day duty, and/or will not be home before 9pm, and a meal has to be purchased. Actual expenditure (excluding alcohol), supported by receipts, is payable up to a maximum of £20.

Overnight subsistence

On occasions when staff are required to stay overnight, the cost of reasonable bed and breakfast accommodation will be reimbursed on the production of receipts by NISA. An evening meal subsistence can also be claimed, with actual expenditure (excluding alcohol), supported by receipts, payable up to a maximum of £20.

In exceptional circumstances, for example where hotel accommodation is at a premium rate, the actual cost of accommodation and meals may be paid. This will be at the discretion of the Chief Executive.

Overseas subsistence

The principles that apply to stays inside the UK should also apply to overseas stays.

Employees undertaking overseas visits on behalf of NISA should discuss detailed allowances with the Chief Executive prior to departure.

Claiming subsistence

Claims will be dealt with on a monthly basis. They should be submitted on the subsistence claim form, with all receipts attached. Failure to provide documentary evidence of expenditure will result in the delay or possible rejection of the claim.

Communication and Consultation

NISA recognises the value of exchange of information and views, keeping employees and voluntary officers informed about developments related to individual jobs, and developments of a more general nature. Its communication and consultation policy aims to ensure that employees are informed about and, where appropriate, consulted on:

- how their jobs fit into the rest of the organisation, particularly during periods of organisational change;
- the activities, performance and future plans of NISA;
- their workplace, amenities and services;
- terms and conditions of employment;
- NISA's rules and procedures;
- individual performance against expected standards of achievement.

Environmental and Sustainability

NISA recognises that our day-to-day operations and other responsibilities impact on the environment in a number of ways. We are committed to achieving continuous improvement in environmental performance and to preventing pollution. Improving our environmental performance in all our operations is a major priority.

We will:

- Integrate environmental management into each aspect of our day-to-day business operations to ensure environmental issues are addressed.
- Ensure compliance with all relevant legislation, and voluntary or corporate adopted policies (including this policy statement). Where no regulations exist we shall set our own exacting standards.
- Minimise the environmental impacts of current activities, products and services
- Seek to reduce our use of natural resources such as energy, water and raw materials, maximise the efficient use of such resources, and reuse rather than dispose whenever possible, promote recycling and the use of recycled materials.
- Where possible, design energy efficiency into new services, buildings and products and manage energy wisely in all operations, in order to prevent unnecessary environmental impacts in the future.
- Ensure effective communication to employees to improve awareness of the Policy and understanding of their responsibilities in relation to it.
- Encourage the implementation of sound environmental practices by all people within the organisation.
- Ensure that suppliers and contractors minimise the impact of their operations on the environment and actively support our environmental programmes through an environmentally sensitive purchasing policy.
- Openly communicate progress on environmental issues to internal and external parties.
- Monitor progress on a regular basis to identify strengths and areas for improvement and to highlight actions required preventing potential deficiencies. In particular, in order to implement this policy we will address a comprehensive set of objectives and targets identified as a result of our environmental review, which relate to the environmental impacts of our organisation.

Equality and Diversity

This policy applies to all job applicants, employees, contractors, consultants, suppliers and any other employee or person acting on behalf of NISA who is concerned with the employment or appointment, or the potential employment or engagement of such individuals.

NISA is committed to equality of opportunity and we aim to achieve and maintain this by promoting equal opportunities for all irrespective of age, race, colour, national or ethnic origin, religion or belief, gender, marital status disability or sexual orientation.

As a Company we aim to have an inclusive culture that recognises difference while maintaining equality of opportunities. NISA will not discriminate against anyone on the

grounds of age, race, colour, national or ethnic origin, religion or belief, gender, marital status, disability or sexual orientation and individuals will be treated respectfully, fairly and consistently and will not be subject to any less favourable treatment. All employment practices, policies and procedures are designed, delivered and applied in a non-discriminatory way.

NISA expects all individuals to be aware of their responsibilities and to conduct themselves in an ethical, professional, fair, and consistent manner at all times.

The Company is committed to providing an open working environment where people are recognised as individuals. The Company values diversity and will not tolerate discrimination, harassment, less favourable treatment or victimisation in the workplace.

The Company aims to challenge inequality by promoting equality and valuing diversity. Where individuals do not demonstrate this respectful culture, the Company will further investigate and address issues under the Disciplinary policy.

Discrimination

Discrimination can be direct, indirect, or by victimisation or harassment and the company is committed, as far as possible, to ensuring that discrimination does not occur.

Direct discrimination occurs if an individual is treated less favourably on the grounds of age, race, colour, national or ethnic origin, religion or belief, gender, marital status, disability or sexual orientation.

Indirect discrimination occurs when a provision, criteria or practice is applied to all employees or applicants, which disadvantages individuals of a particular group and which is not justified on objective grounds.

Victimisation occurs where an individual is treated less favourably because of something they have done or are suspected of having done under or in connection with the discrimination legislation.

Press and Media Relation

The press and broadcast media frequently contact NISA for interviews, information, views and opinions. Such calls provide an opportunity for NISA to promote its products and services, explain Company positions in depth and to enhance the Company's reputation.

If you are contacted by the press, or suspect that a caller might be a journalist, politely refer them to the Chief Executive.

Under no circumstances is any employee, with the exception of those named as contacts, to initiate direct contact with any member of the press. This includes sending or discussing any material relating to NISA to any friend, contact or family member who works in any media or publishing organisation, whether or not in an editorial capacity.

Unsolicited interviews

Although rare, it is possible that NISA could become the target of unanticipated aggressive reporting. It should be remembered that although we aim to promote a meaningful and helpful relationship with the media, we are not required to interrupt or disrupt our business.

Non-business interviews of employees

If a news organisation wishes to interview you about recreational or non-business activities, we support that. You should not discuss your employment at NISA or any matter relating to NISA during such an interview.

If the interview is non-business related but employment related. The appropriateness of participation in these sorts of interviews will be determined on a case-by- case basis.

Family Friendly

Maternity Leave

All female NISA employees who are expecting a baby and who work under a contract of employment - maternity pay and leave entitlements are dependent upon length of service. The maximum period of leave available is 52 weeks.

NISA is committed to supporting employees who are pregnant or on maternity leave. NISA will not discriminate against anyone on the grounds of age, race, religion, or belief, gender, marital status, disability or sexual orientation. All employees will be treated respectfully and fairly and will not be subject to any less favourable treatment as a result of either being pregnant or on maternity leave.

The Company encourages diversity and is committed to providing an atmosphere where employees can return to their role, following maternity leave, and successfully combine job responsibilities with family life.

The Company will protect the health and well-being of all pregnant employees by providing a safe, caring and risk-free working environment.

The Company will maintain appropriate regular communication with employees on maternity leave to ensure that key information is relayed and to discuss their return to work.

Risk assessments

The health and well-being of pregnant employees and their unborn child are important and we will not expose them to risk whilst they are at work. An employee's line manager will conduct pregnancy risk assessments once we are notified of an employee's pregnancy and again at the time they return to work.

Antenatal care

All pregnant employees are entitled to take reasonable paid time off for antenatal care where such appointments cannot be made outside of working hours. This includes not only medical appointments e.g. routine check-ups with the midwife, but relaxation and parent-craft classes. These can be a valuable source of comfort and information, particularly for first-time parents and the Company is committed to supporting those employees who wish to exercise their right to reasonable paid time off.

Maternity pay

Amounts that an employee will receive are dependent upon length of service, although most women will qualify for some sort of maternity benefit regardless of their date of commencement. Further details are provided by the DTI web site.

The right to receive maternity pay is not dependent upon an employee returning to work after childbirth.

Maternity leave

There are three types of maternity leave:

Compulsory maternity leave

Employees are not permitted to return to work within the first two weeks following childbirth.

Ordinary maternity leave

All employees, regardless of length of service, are entitled to 26 weeks' leave. The leave may begin no earlier than the beginning of the 11th week before the expected week of childbirth.

Additional maternity leave

All employees regardless of service are entitled to an additional 26 weeks' leave which may be taken from the end of ordinary maternity leave.

Maternity leave commences in one of three ways, whichever occurs first:

1. The employee gives notice of their intention to commence maternity leave and leaves on the notified date.
2. The employee is absent from work, either wholly or partly because of the pregnancy, after the beginning of the fourth week before the expected week of childbirth.
3. The employee gives birth.

Keeping in touch days

KIT days enable employees to attend work for up to a maximum of 10 days whilst still on maternity leave, without losing their entitlement to SMP.

KIT days are optional and must be agreed between a manager and the employee. There is no right for a manager or an employee to request them.

If employees do attend a KIT day there is no entitlement for reimbursement of costs incurred for childcare and/or travel.

The timing of when KIT days will be taken will be agreed between the employee and manager. However KIT days must not be taken during the first 2 weeks immediately following the birth, (compulsory maternity leave).

Contractual benefits

A contract of employment will continue to exist while an employee is on ordinary maternity leave. Annual leave will continue to accrue and entitlement to all contractual company benefits will be retained throughout the period of leave. Employees on ordinary maternity

leave have the right to return to their original job on no less favourable terms and conditions of employment. Employees who take additional maternity leave are entitled to return to the same job on the same terms and conditions. However, where this is not possible then employees are entitled to a suitable job at the same level with terms and conditions at least as good/comparable as the previous job.

Paternity Leave

Paternity leave is available to all NISA employees who have (or expect to have) responsibility for a child's upbringing.

In certain circumstances (e.g. where the partner of the birth mother is a woman or where a couple adopt a child and the adoptive father takes adoption leave) a female employee will be eligible to take a period of paternity leave. Only one parent may take each type of leave.

Paternity pay and leave entitlements are dependent upon length of service. One period of leave is available irrespective of whether more than one child is born as a result of the same pregnancy or adopted at the same time.

The maximum period of leave available is two weeks and where this is applicable the employee must take either one week only or two consecutive weeks' paternity leave. Employees are not permitted to take paternity leave as individual days or as two separate weeks.

The Company is committed to supporting working parents. NISA will not discriminate against anyone on the grounds of age, race, religion or belief, gender, marital status, disability or sexual orientation. All employees with parental responsibilities will be treated respectfully and fairly and will not be subject to any less favourable treatment.

Paternity Pay and Leave

NISA paternity leave entitlement is outlined below:

All employees	Entitled to take five days' paternity leave in the first three months after the birth of their child/after the child has been placed. These five days' paternity leave may not be taken as individual days. This is paid leave.
Employees with 26 weeks' service or more at the 15th week before the expected week of childbirth (EWC) or at the week they are notified of an approved match for adoption purposes	Entitled to take an additional five days' paternity leave in the first three months after the birth/placement of the baby/child. This means a total of 10 days. These additional days must directly follow the initial five days' paternity leave and may not be taken as a separate week. This extra five days will be paid at the rate of Statutory Paternity pay (SPP)

Paternity leave can start on any day of the week and an employee must choose their leave to start from:

- The actual date of the child's birth.
- A chosen number of days or weeks after the child's birth (whether this is earlier or later than expected)

Paternity leave must be taken within a 56-day period. This period will begin from either 56 days of the actual birth of the baby, or 56 days from the first day of the EWC, whichever is the latter. Where a child has been adopted, the leave must be taken within 56 days of the date the employee has been matched with a child.

If a woman suffers a miscarriage before the 25th week of pregnancy her partner will not qualify for any statutory paternity pay or leave. If she has a miscarriage from the 25th week of pregnancy it is called a 'stillbirth' and in these circumstances an employee would still be entitled to statutory paternity pay and leave, according to their length of service.

Contractual benefits

A contract of employment will continue to exist while an employee is on paternity leave and therefore entitlement to all contractual company benefits will be retained. Employees returning from paternity leave have the right to return to their original job on no less favourable terms and conditions of employment.

Parental Leave

Parental leave is available to all NISA employees who have (or expect to have) parental responsibility for a child's upbringing. To be eligible for parental leave an employee must have one years' service or more with NISA.

The maximum period of leave is 13 weeks for each child under the age of five years. Employees who have a disabled child can take up to a maximum of 18 weeks parental leave.

NISA will not discriminate against anyone on the grounds of age, race, religion or belief, gender, marital status, disability or sexual orientation. All employees wishing to take a period of parental leave will be treated respectfully and fairly and will not be subject to any less favourable treatment.

The Company encourages diversity and is committed to providing an atmosphere where employees can return to their role following parental leave, combining successfully their job responsibilities with family life.

Entitlements

To be eligible for parental leave an employee must have one years' continuous service at NISA and have (or expect to have) the parental responsibility for a child's upbringing at the time the leave is expected to be taken.

Employees are entitled to take up to 13 weeks parental leave for each child under the age of five years. Employees who have a disabled child can take up to a maximum of 18 weeks parental leave for each child under the age of 18 years. Where an employee has adopted a child, parental leave can be taken up to the fifth anniversary of the date of adoption or the child's 18th birthday, whichever is the earlier.

A maximum of four weeks' parental leave can be taken in any one year and all parental leave is unpaid.

The first five days' parental leave may be taken as odd days, after which the leave must be taken as blocks of no less than one week. Any leave taken for only part of a week will count as a full weeks' leave. If an employee's child is registered as disabled (i.e. in receipt

of disability living allowance) the leave may be taken in blocks of one day or as multiples of one day.

Employees wishing to take parental leave must be prepared to produce written evidence of the child's date of birth, or in the case of an adopted child the date on which the adoption began. Employees who have a disabled child must be prepared to show evidence of eligibility for disability living allowance.

The Company requires confirmation as to whether the employee has previously taken parental leave for that child and if so the duration and date the leave was taken. Any parental leave taken with a previous employer will be deducted from an employee's maximum entitlement.

Benefits

A contract of employment will continue to exist while an employee is on parental leave and therefore entitlement to all contractual company benefits, excluding pay, will be retained. Employees returning from parental leave have the right to return to their original job on no less favourable terms and conditions of employment.

Adoption Leave

To be eligible, all NISA employees who are adopting a child or children up to the age of 18 years must have 26 weeks' continuous service at the time they are notified of a placement.

A couple can decide which parent takes adoption leave and which parent takes paternity leave and only one parent may take each type of leave.

Only one period of leave is available irrespective of whether more than one child is being placed for adoption at the same time and as part of the same arrangement.

The maximum period of leave available is 52 weeks.

The Company is committed to supporting employees who adopt a child or children. Experian will not discriminate against anyone on the grounds of age, race, religion or belief, gender, marital status, disability or sexual orientation. All employees wishing to adopt will be treated respectfully and fairly and will not be subject to any less favourable treatment.

The Company encourages diversity and is committed to providing an atmosphere where employees can return to their role following adoption leave, combining successfully their job responsibilities with family life.

The Company will maintain appropriate regular communication with employees on adoption leave to ensure that key information is relayed and to discuss their return to work.

Pay

Employees will qualify for adoption pay if they have more than 26 weeks' service. Further details are provided by DTI web site.

The right to receive adoption pay is not dependent upon an employee returning to work after a period of leave.

Leave

Ordinary Adoption Leave (OAL)

All employees with more than 26 weeks' service in the week they are matched for adoption will qualify for OAL. An employee can choose the date when the period of OAL starts although this must be no more than 14 days before the date when the child is due to be placed, and no later than the day following the actual placement. OAL lasts for a maximum of 26 weeks.

Additional Adoption Leave (AAL)

All employees with more than 26 weeks' service in the week they are matched for adoption will qualify for AAL which is taken at the end of OAL.

Evidence of Entitlement

Employees wishing to take adoption leave are required to comply with any request from the Company to produce evidence of his or her entitlement. A 'matching certificate' will be issued to all employees by the adoption agency responsible for matching the child. The certificate will state the following:

- The name and address of the agency.
- The name and address of the employee.
- The date on which the employee was notified that he/she had been matched with a child.
- The date on which the agency expects to place the child with the employee. Where the placement has already occurred, the certificate will state the start date.

Where, after an employee's adoption leave has begun, the expected placement doesn't take place, the child's placement ends or the child dies, the employee's adoption leave will continue for a period of 8 weeks.

Keeping in Touch

Managers and employees will agree between themselves before any adoption leave is taken how you they keep in contact, and how often. Keeping In Touch Days (KIT)

KIT days enable employees to attend work for up to a maximum of 10 days whilst still on adoption leave, without losing their entitlement to SAP.

KIT days are optional and must be agreed between a manager and the employee. There is no right for a manager or an employee to request them.

If employees do attend a KIT day there is no entitlement for reimbursement of costs incurred for childcare and/or travel.

Benefits

A contract of employment will continue to exist while an employee is on ordinary adoption leave. Annual leave entitlement will continue to accrue throughout the period of adoption leave. All contractual company benefits will be retained throughout OAL. Wherever possible employees on OAL have the right to return to their original job on no less favourable terms and conditions of employment, and NISA is supportive of all parents wishing to return to work.

Governance

Whistle Blowing

NISA is committed to achieving the highest possible standards of quality, honesty, openness and accountability in all of its practices. This policy has been introduced to help you raise a concern you may have about malpractice in the right way and without fear. Malpractice could include a concern about possible criminal or financial conduct, a breach of a legal obligation or a regulatory or internal requirement (e.g. consumer credit, data protection, code of conduct), or a danger to health, safety or the environment.

We all have, at one time or another, concerns about what is happening at work. Usually these concerns are easily resolved. However, when the concern is about malpractice, it can be difficult to know what to do.

You may feel worried about raising an issue and decide to keep your concern to yourself, perhaps feeling that it is none of your business or that it's only a suspicion. Or you may feel that raising the matter would be disloyal to colleagues, managers or NISA itself. Perhaps you have tried to raise the matter, but found out you have spoken to the wrong person or raised the issue in the wrong way and are not sure what to do next.

This policy is not for grievances (i.e. about your employment or the way you have been treated). If you want to bring a complaint or grievance about your personal position, please use the Grievance policy.

Your safety

You will not be at risk of losing your job or suffering retribution as a result of raising a genuine concern under this policy. Provided that you are acting in good faith it will not matter if your concern proves to be mistaken.

Anyone who abuses this policy by maliciously raising a matter they know is untrue may be liable to disciplinary action.

Your confidence

With these assurances, we hope you will raise any genuine concern openly. However, we recognise that there may be some circumstances when you would prefer to speak to someone in confidence.

If you ask us not to disclose your identity, we will not do so without your consent unless required by law. You should understand that there may be times when we are unable to resolve a concern without revealing your identity, for example where your personal evidence is essential. In such cases, we will discuss with you whether and how the matter can best proceed.

Please remember that if you do not tell us who you are, it will be much more difficult for us to look into the matter. We will not be able to protect your position or to give you feedback. Accordingly you should not assume we can provide the assurances we offer in the same way if you report a concern anonymously.

How to raise a concern

Please remember that you do not need to have firm evidence of malpractice before raising a concern. However, we do ask that you explain as fully as you can the information or circumstances that gave rise to your concern.

Step One

NISA hopes that you will feel able to first raise your concern openly with your manager. This may be done orally or, if you prefer, in writing.

Step Two

If you feel unable to raise the matter with your manager for whatever reason, or if you think the concern has not been properly addressed at step one, please raise it with your Chief Executive.

How the concern will be handled

Once you have told us of your concern, we will assess it and consider what action may be appropriate. This may involve an informal review, an internal enquiry or a more formal investigation. Within seven days, we will tell you who will be handling the matter, how you can contact them, and what further assistance we may need from you. If you ask we will summarise your concern in writing and agree it with you. We can also write to you setting out how we propose to handle it and giving approximate timelines.

When you raise the concern it will be helpful to know how you think the matter might best be resolved. If you have any personal interest in the matter, we do ask that you tell us at the outset. If we think your concern falls more properly within the Grievance or some other procedure, we will tell you.

Whenever possible, we will give you feedback on the outcome of any investigation. Please note, however, that we will not be able to tell you about disciplinary, or other action, when it would infringe a duty of confidence NISA owes to another person.

While we cannot guarantee that we will respond to all matters in the way that you might wish, we will handle the matter fairly and properly. By using this policy, you will help us to achieve this.

Data Protection

NISA is committed to complying with its obligations under the Data Protection Act (1998), and wishes to assure both employees and all other persons about whom it retains personal data, that this data will be processed in compliance with the Act and will be stored and processed with appropriate security and confidentiality measures in place.

Employee data will be stored whilst relevant and will only be processed and/or disclosed by NISA in a manner which is consistent with the scope of the processing and disclosures described in this policy, unless the employee's consent has been obtained for additional processing or disclosure, or unless the processing or disclosure is required by law.

Employees having access, in the course of their employment, to information about other employees, or about any other person, are required to comply with the terms of this policy. Breaches of this policy will be investigated under the Disciplinary policy and may result in dismissal from the company.

Definitions

The following terms are used throughout this policy and its application. These definitions comply with those used within the Data Protection Act 1998. Each term is briefly defined as follows:

'Data' are pieces of information that are:

- Processed by equipment operating automatically in response to instructions given for that purpose;
- Recorded with the intention that it should be so processed; or
- Recorded as part of, or with the intention that, it should form part of, a relevant filing system.

'Relevant filing system' means any set of information that is not processed by means of equipment, but is structured in such a way that specific information relating to a particular individual is readily accessible.

'Data subject' means an individual who is a subject of personal data.

'Personal data' is data consisting of information which relates to a living individual who can be identified from that information (or from that and other information in possession of the data controller), including any expression of opinion about the individual and any indications of the intention of the data controller or any other person in respect of that individual.

'Sensitive personal data' means personal data consisting of information pertaining to racial or ethnic origins, political opinions, religious beliefs, physical or mental health, sexual life, the commission or alleged commission of offences and past sentences and trade union membership.

'Data controller' is a person or organisation who determines the purpose for which and the manner in which personal data is or is to be processed.

'Processing' is obtaining, recording, holding or carrying out any operation on data, such as the organisation, adaptation, alteration, retrieval, disclosure, dissemination, rearranging or destruction of the information or the data.

'Data processor' is any person (other than employees of the data controller) who processes data on behalf of the data controller.

Our commitment to personal data

NISA is committed to upholding the following principles:

- The information to be contained in personal data shall be obtained and processed, fairly and lawfully and in connection with the employee's employment with the Company.
- The Company will only collect personal information about employees when that information is required for a legitimate business or legal reason. If any employee or potential employee considers that the information is not strictly necessary to the needs of business administration they should record their concern. Failure to supply that information will not disadvantage them in any manner. Under normal circumstances personal data will only be obtained from the individual employee themselves. Where it is appropriate to consult sources other than the employee

(e.g. for references) then the employee will be informed before the data is requested.

- Personal data shall be held, used and/or disclosed only for specified and lawful purposes.
- The Company will only utilise data detailed within its registration documents as required under the terms of the Data Protection Act. Disclosure of information will only be permitted where the individual has provided their consent. Personal data will only be used for the purposes for which it has been collected. No important decisions will be made with regard to any individual based upon data that was collected for any other purpose than those related to a decision being made.
- The amount of personal data held would be adequate, relevant and not excessive in relation to the purpose for which it is held.
- Personal data shall be accurate and, where necessary, kept up to date.
- Personal data will only be held for as long as it is necessary to enable those specified and lawful purposes to be achieved.
- Personal data will be secured against unauthorised or unlawful processing, or alteration, disclosure, destruction, damage or accidental loss.
- Whilst it is necessary to retain employees' information for a considerable period after an employee has left the Company, the amount of data retained will be regularly reviewed and reduced so that only an appropriate amount is kept on record. This information will also enable the Company to provide references to other companies.
- Individuals will be informed by the Company if personal data is retained or is being processed, the purpose for which this is being done, to whom such data may be disclosed, the source of such data, and in addition, the individual's right to have access to any such data, in an intelligible form and on request, and to have such data corrected or erased where appropriate.
- Throughout the course of employment it will be necessary to use this information to manage individuals as employees. Furthermore, where the processing of data by automated means is likely to constitute the sole basis for any decision affecting the data subject, the Company will inform the individual of the logic involved in the decision making process.
- The Company will take due care with regard to storage of data and the protection of data, through software and hardware security measures. Every effort will also be taken to ensure the reliability and confidentiality of employees who are given access to the data. Training in the legal requirements and this policy will be provided to such employees.
- Personal data will only be transferred to a country outside the European Economic Area (EEA) if that country's laws provide similar protection to the data subject in relation to the processing of personal data here in the UK, unless the transfer is necessary for the purpose of the performance of the employment contract between the data controller and the data subject.

Where an employee is seconded to a location outside of the EEA then permission will be sought from the employee for the transfer of any personal data that is required, no such transfer will be affected until this consent is received.

Employees' right to request a copy of their personal data

Employees and all other persons affected will be able to access a copy of the personal data held. Individuals will be able to access this information by following the procedure laid out below.

- Any employee or individual who is concerned as to the nature or existence of any personal data, may request access and/or details by writing to the Chief Executive, specifying the information that is requested. NISA has 40 days in which to respond to such requests.

Certain restrictions to access apply under the Data Protection Act 1998. These include:

- Employees and other data subjects will not be entitled to have access to confidential references provided to third parties about them.
- Access to personal data processed for the purposes of management forecasting or planning which may be required for the conduct of the Company's business will be denied.

Employees are not entitled to any information that records the Company's intentions towards such individuals, as may be the subject of negotiations between them.

Medical records

Should the Company wish to apply for access to an employee's medical records or for a medical report the employee's consent will be requested before hand. At this time details of the employee's rights under the Access to Medical Records Act (1988) will be explained in line with the principles outlined in the NISA Absence management policy.

Fraud

NISA will not condone any activity involving fraud, dishonesty or deception, directly or indirectly, whether or not there is a personal benefit to the individual.

For NISA purposes, fraud is defined as "any activity involving fraud, dishonesty or deception, whether or not there is any personal benefit to the individual."

By way of clarity, all acts of theft, any acts that knowingly facilitate fraud or theft by others, and any acts designed to hinder detection or investigation of fraud are also within the scope of this policy.

Controls and processes

The business conducts regular assessment of the risk posed by fraud. Controls and processes that are deemed necessary that have a reasonable expectation of identifying fraud, dishonesty or deception have been implemented.

Fraud management process

A Fraud management process exists to ensure that all suspected, attempted and actual cases of fraud against the NISA is consistently notified, professionally investigated, appropriately escalated and effectively resolved. The process will also seek to improve fraud awareness, prevention and control systems on an ongoing basis.

What to do if fraud is suspected

If an employee suspects that fraudulent activity is being conducted which falls within the scope of this policy they can either:

- Refer the matter to their line manager
- Refer the matter to the Chief Executive

Refer to the steps in the Whistleblowing policy. In these circumstances the employee can raise a concern openly or in confidence. Please refer to the Whistleblowing policy for full details concerning when 'Whistleblowing' is appropriate.

General advice

An employee may want to talk to someone about the matter of concern before taking any formal steps. If they do wish to seek advice beforehand they should contact their line manager and request a confidential meeting, referring to this statement.

Confidentiality

Anything disclosed will be kept entirely confidential, unless the employee's express permission is given for the matter to be explained to others, which may be necessary depending upon the nature of the issue. NISA will do all it can to protect the employee from detriment and will respect the confidentiality of any information disclosed within the scope of this statement.

Fraud

NISA allows staff to access the internet and to send/receive e-mails and data to or from external locations. NISA expects its staff not to abuse that privilege and to ensure that the following important guidelines are adhered to. Failure to do so may result in disciplinary action which could lead to dismissal.

- Staff will normally use the Internet for business use, however, they may use the Internet for limited general use outside of their normal hours of work subject to obtaining the permission of the Chief Executive and observance of normal office opening and closing times. Information of a professional nature which is useful in the context of an employee's appointment may be downloaded, considering economy of the system. Downloading of information for personal use must be kept to a minimum. Staff have a duty to ensure their use of the internet is consistent with the objectives of the Association.
- Staff must not download software without first consulting the Chief Executive
- Staff are expected to use the Internet as economically as possible and, for example, staff must not leave themselves connected when it is not in use.
- Staff are encouraged to use the Internet when possible in the morning, before America goes on line.

- Staff must not use the internet for unauthorised activities. These include, but are not limited to, sexual or racial harassment either by e-mail or the downloading of offensive material; the downloading of messages or material which may defame, slander or lower the reputation of any person or entity; downloading, possession or copying of any copyright work. Any such action will result in disciplinary action.
- Staff should be aware that it is possible to enter into a legally binding contract using Internet e-mail and should therefore exercise extreme caution when sending or replying to e-mails. The following points apply equally to files sent without covering e-mails.
- E-mails should be treated as if they were a hard copy letter:
 - They should be read through carefully before sending;
 - Where applicable, they should contain company registration number and other details
 - All e-mails which are sent must be kept electronically for at least three months.

Health and Safety

Fire Safety

Discovering or suspecting there is a fire

- Raise the alarm immediately by using the nearest alarm point.
- Break glass on alarm point as instructed.
- Leave the building by the nearest fire exit.
- Do not hesitate in raising the alarm by waiting for a second opinion.
- Do not attempt to tackle the fire yourself.

On hearing the fire alarm

- Leave the building immediately by the nearest fire exit.
- Do not stop to pick up any personal belongings. Do not stop to get drinks, you could be wasting time inside a building that is on fire.
- Once outside, assemble at least 50 metres away from the building. Follow the instructions from the Fire Safety procedure
- Remain outside until you are told it is safe to re-enter.

What you need to do now?

- Ensure you are aware of the location of your nearest fire alarm point.
- Ensure you know the location of your primary and secondary fire exits.
- Identify anything in your area that could be a potential fire hazard or risk and inform your manager/Chief Executive.

- If you are hosting visitors, you should explain the fire procedures to them at the start of their visit and show them where the nearest fire exit is situated. You should also direct them to read the fire instructions issued with their visitor's pass. If the alarm sounds during their visit, please escort your visitors from the building and assemble 50 metres away.
- If you are employing a temporary member of staff please ensure that they fully understand the fire safety guidelines and are aware of their nearest exits and alarm points.
- Familiarise yourself with the building Fire procedure as displayed.

Fire fighting equipment

Fire extinguishers are located by the main fire exit of the building.

Fire doors

Fire doors designed to slow the spread of fire and smoke throughout the workplace have been installed. Fire doors are designed to close automatically after opening and must never be locked, blocked or wedged open.

Fire exits

Fire exits are located at strategic points throughout the workplace. Exit doors and corridors must never be locked, blocked or used as storage space;

The lift should not be used in the case of an emergency evacuation.

Health and Safety

It is the policy of NISA in compliance with the Health & Safety at Work Act 1974 and subsequent legislation, to provide and maintain a healthy and safe working environment. NISA's health and safety objective is to minimise the number of instances of occupational accidents and illnesses and ultimately to achieve an accident free workplace.

All employees will be provided with such equipment, information, training and supervision as is necessary to implement the policy and achieve the stated objective. NISA recognise and accept their duty to protect the health and safety of all visitors to the Company, including contractors and temporary workers, as well as any member of the public who might be affected by our operations.

Health and safety at work is the responsibility of each and every individual associated with NISA. It is the duty of each employee to take reasonable care of their own and other people's welfare and to report any situation which may pose a threat to the well being of any other person.

The management of NISA will provide employees with the necessary training to carry out their tasks safely. However, if an employee is unsure how to perform a certain task or feels it would be dangerous to perform a specific job then it is the employee's duty to report this to their supervisor or the head of their division. An effective health and safety programme requires continuous communication between employees at all levels. It is

therefore every employee's responsibility to report immediately any situation, which could jeopardise the well being of themselves or any other person.

All injuries, however small, sustained by a person at work must be reported to a first aider. Accident records are crucial to the effective monitoring and revision of the policy and must therefore be accurate and comprehensive.

Risk

NISA will endeavour to ensure that all known hazards are assessed. Those hazards identified with significant risk will be record and controlled using the hierarchy of control measures. All employees will be provided with adequate information, training and protection to enable them to work safely. All risk assessments will be maintained and regularly reviewed and amended where appropriate.

Work equipment

NISA will endeavour to ensure that all equipment used in the workplace is safe and suitable for the purpose for which it is used. All employees will be provided with adequate information, training and protection to enable them to use work equipment safely. Work equipment that could pose a risk to the well being of persons in or around the workplace will be restricted to authorised persons. All work equipment will be maintained in good working order and repair, and will be clearly marked with health and safety warnings where appropriate.

Manual handling operations

It is the policy of NISA to comply with the law as defined in the Manual Handling Operations 1992. Manual handling operations will be avoided, as far as is reasonably practicable where there is a risk of injury. Where it is not possible to avoid manual handling operations an assessment of the operation will be made taking into account the task, the load, the working environment and the capability of the individual concerned. An assessment will be reviewed if there is any reason to suspect that it is no longer valid. All possible steps will be taken to reduce the risk of injury to the lowest possible level. Guidance as outlined by the Health and Safety Executive (HSE) must be used.

Display screen equipment

It is the policy of NISA to comply with the law as defined in the Display Screen Equipment Regulations. NISA will conduct health and safety assessments of all workstations staffed by employees who use VDU screens as part of their usual work and will ensure that all workstations meet the requirements of the regulations. The risks to users of VDU screens will be reduced to the lowest extent reasonably practicable. VDU users will be allowed periodic breaks in their work. The cost of an eyesight test can be claimed every 2 years. All VDU screen users will be given appropriate and adequate training on the health and safety aspects of this type of work and will be given further training and information wherever the organisation of the workstation is substantially modified.

Smoking

From Summer 2007 under legislation made under the Health Act 2006, all public places and workplaces will become smoke-free in England.

A no smoking policy is in force throughout the business. Any staff member found smoking on NISA premises will be subject to Disciplinary action.

Accident investigation and reporting

It is the policy of NISA to comply with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR). NISA sees accident investigation as a valuable tool in the prevention of future incidents. In the event of an accident resulting in injury an accident report will be forwarded to the health and safety adviser. Any resulting investigation report will be forwarded to the Chief Executive detailing:

- The circumstances of the accident including photographs and diagrams where necessary
- The nature and severity of the injury sustained
- The identity of any witnesses
- The time, date and location of the incident
- The date of the report

All eyewitness accounts will be collected as near to the time of the accident as is reasonably practicable. Any person required to give an official statement has the right to have a lawyer or trade union representative present at NISA's expense.

Any accident or incident that requires in accordance with RIDDOR, external notification i.e. Local Authority or HSE will be raised by the Chief Executive.

Accident procedure

First aiders are named by NISA. First aiders holding a current first aid certificate are responsible for the proper use and maintenance of their first aid box.

The employees are responsible for reporting all cases of accident and disease to the Chief Executive.

Accident records are compiled and maintained by the Chief Executive, who once notified is responsible for reporting cases of accident and disease to the relevant enforcing authority under the RIDDOR Regulations where applicable.

New and expectant mothers

It is the policy of NISA to ensure the health, safety and welfare of these particularly vulnerable employees. NISA need to protect new and expectant mothers from certain specified risks, if it is reasonable to do so, and line managers must carry out a risk assessment of such hazards. If the employer can not avoid the risk(s), they must alter the working conditions for the employee concerned or the hours of work, offer suitable alternative work and, if no suitable alternative work is available the employee will be placed on leave with full pay until maternity leave commences.

Safety rules

General

All employees should be aware of, respect and adhere to the rules and procedures contained in this policy statement.

All employees shall immediately report any unsafe practices or conditions to the relevant authority.

Any person under the influence of alcohol or any other intoxicating drug, which might impair motor skills or judgement, whether prescribed or otherwise, shall not be allowed on the job and or onto NISA premises.

Horseplay, practical joking or any other acts, which might jeopardise the health and safety of any other person, are forbidden.

Any person whose levels of alertness and or ability are reduced due to illness or fatigue will not be allowed on the job if this might jeopardise the health and safety of that person or any other person.

Employees shall not adjust, move or otherwise tamper with any electrical equipment, machinery or air or water lines in a manner not within the scope of their duties.

All waste materials must be disposed of carefully and in such a way that they do not constitute a hazard to others.

No employee shall undertake a job that appears to be unsafe.

No employee shall undertake a job unless they have received adequate safety instructions and is authorised to carry out the task.

All accidents and near misses are to be reported to a first aider for forwarding to the Chief Executive.

Work shall be well planned and supervised to avoid injuries in the handling of heavy materials and while using equipment.

Suitable clothing and footwear will be worn at all times. Personal protective equipment shall be worn correctly where appropriate.

Working environment

Work sites must be kept clean and tidy.

Any spillage must be cleaned up immediately.

Waste materials and rubbish must be removed routinely.

All combustible waste material must be discarded safely.

All pits, holes and removed floor tiles must be covered when not in use and clearly marked with warning signs when in use.

Walkways

Walkways and passageways must be kept clear from obstruction at all times.

If a walkway or passageway becomes wet it should be clearly marked with warning signs and or covered with non-slip material.

Trailing cables are a trip hazard and should not be left in any passageway.

Any changes to the floor elevation of any walkway or passageway must be clearly marked.

Where objects are stored in or around a passageway, care must be taken to ensure that no long or sharp edges jut out into the passageway in such a way as to constitute a safety hazard.

Where a passageway is being used by any vehicles or other moving machinery an alternative route should be used by pedestrians wherever possible. If no alternative route is possible the area should be clearly marked with warning signs.

Manual lifting and moving

Lifting and moving objects should always be done by mechanical devices rather than manual handling wherever reasonably practicable. The equipment used should be appropriate for the task at hand. Guidance as outlined on the Health and Safety Executive (HSE) web site should be followed.

Health and Wellbeing

Absence Management

NISA is committed to ensuring that no employee is treated any less favourably due to their age, race, nationality, religion or belief, gender, marital status, disability, or sexual orientation. Sickness absence will always be managed sensitively and appropriately, within the framework of UK legislation and in the strictest of confidence. NISA is committed to supporting employees, as far as is reasonably practicable, where they have a genuine underlying medical condition impacting on their ability to perform their role and where they are committed to their recovery or rehabilitation.

NISA will make necessary reasonable adjustments to an employee's role or workstation where absence is caused by an underlying medical condition that is a disability under the Disability Discrimination Act (DDA). NISA is committed to supporting employees who are returning to work following a period of longer sickness absence.

Notification of absence

If an employee is unable to attend work because of sickness or injury, he or she should telephone the office before 10am on the first day of absence to explain the reason for the absence and, where possible, the likely date of return.

Self-certification

If employees are away for up to seven consecutive days, including weekends, they will need to complete a self-certification form immediately after they return to work. This form can be obtained from the Chief Executive's Personal Assistant.

Medical certificates

Any absence that lasts for eight consecutive days or more, including weekends, must be supported by a doctor's medical certificate.

The Chief Executive reserves the right to demand a doctor's statement in any particular case.

If the relevant self-certification absence form or doctor's medical certificate is not received, the Chief Executive may refuse to authorise sick pay.

Company sick pay

An employee's entitlement to Company sick pay is detailed in their contract of employment and for permanent employees is 6 months at full pay and 6 months at half pay in any rolling 12 month period.

Employees are not eligible for Company sick pay where they undergo cosmetic or non-essential treatment, unless corrective surgery is required and supported by medical confirmation.

Should an employee be absent from work due to sickness during a period containing a statutory holiday, any payment for this holiday will be based on the employee's current Company sickness entitlement.

Employees who are absent from work due to sickness during a period of annual leave will be paid CSP provided the correct procedure is followed and notification of the sickness absence is reported in the usual way.

Statutory sick pay

NISA will pay Statutory Sick Pay (SSP) for up to 28 weeks in any one period of incapacity to work. SSP will not be paid in addition to Company sick pay and will be offset against individual contractual remuneration until the SSP is exhausted.

Employee responsibilities

Employees are required to:

- Take a positive and pro-active approach towards maintaining low levels of absence from work.
- Telephone their line manager on their first day of absence at the earliest opportunity (and no later than one hour after their normal start time) to confirm that they will not be attending work, the reasons for their absence, and the expected duration.
- Keep their line manager updated on their condition throughout the period of absence.
- Submit the necessary certification forms covering their absence. These will either be a self-certification form (for absences totalling seven calendar days or less) or a doctor's certificate for absences greater than seven days in total.
- Make their line manager aware of any underlying medical factor or condition that is impacting on their ability to perform their role.
- Take responsibility for their recovery where an underlying medical condition requiring a course of treatment is confirmed via Occupational Health.

Line manager responsibilities

Line managers are responsible for:

- Pro actively monitoring absence levels within their team.
- Engaging appropriate support to manage any cases that are of particular concern, are of a complex nature or have DDA implications.
- Conducting a return to work meeting upon an employee's return to work.

- Arranging a re-integration to work programme for employees returning to work after a significant period of absence.
- Conducting a specific risk assessment where an employee has work related factors impacting on their ability to perform their role.
- Ensure all sickness absence is recorded in the correct manner.

Unauthorised absence

Unauthorised absence will be managed as a conduct issue in line with the principles of the NISA Disciplinary policy.

The Disability Discrimination Act 1998

Where there is medical evidence to support that an employee is unable to perform their role effectively due to an underlying medical condition covered by the Disability Discrimination Act (DDA), the Company will look to make necessary reasonable adjustments to their role or workstation to ensure that the employee is not placed at a disadvantage as a result of their disability.

Redeployment

If appropriate, the Company will seek to find suitable alternative work for the employee through redeployment. Where no re-deployment opportunities exist, the Company may have to look to dismiss an employee on the grounds of capability.

Alcohol, Drugs and Substance Misuse

Alcohol

The consumption of alcohol on Company premises is strictly prohibited.

Employees are expected to avoid alcohol consumption during working hours. Any employee who presents themselves for work under the influence of alcohol, or suffering from the effects of alcohol taken to excess, where the consequences could lead to underperformance, anti-social behaviour or pose a risk to the health and safety of colleagues, will be suspended from work immediately while further investigation is carried out.

Drugs

Possession or misuse of illegal substances, or misuse of legally prescribed medicines e.g. tranquilisers or sleeping pills, is strictly prohibited on Company premises.

Any staff who presents themselves for work under the influence of drugs, or suffering from the effects of drugs/substances taken to excess, where the consequences could lead to underperformance, anti-social behaviour or pose a risk to the health and safety of colleagues, will be suspended from work immediately to allow further investigation.

Prescription drugs may be taken on Company premises providing they have been issued as a personal medical prescription and providing they are taken according to advice from a medically trained professional.

Over-the-counter drugs may be taken on Company premises where this is in line with the dosage instructions and where usage does not impact negatively on the employee's ability to perform their role.

Health and Safety

In line with the NISA Health and safety policy, all employees and representatives of the Company must not place either themselves or others at risk by presenting themselves for work suffering the adverse effects of alcohol or drug misuse.

Risk assessments will be conducted as appropriate to ensure that an employee is not placed at risk as a result of their condition.

Confidentiality

All matters relating to alcohol or drug abuse will be treated in the strictest confidence. Breaches of confidentiality will be investigated under the NISA Disciplinary policy and may be considered gross misconduct resulting in summary dismissal from the Company.

Joining and Leaving

Right to Work In the UK

We want to ensure that we are able to make recruitment decisions based on the best person getting the job every time, whilst making sure that we are at no risk of employing someone who does not have the right to work in the UK.

The Immigration, Asylum and Nationality Act 2006 which came into effect on 29 February 2008 make it a criminal offence to employ someone who is subject to immigration control and who:

- Has not been granted leave to enter or remain in the UK or
- Does not have permission to work in the UK.

The responsibility lies with us, as an employer, to make sure that the person has the right to work in the UK. Before allowing an applicant to start work, we must take the following steps to check whether they have the right to work in the UK:

- Require them to produce one or two original documents in defined combinations, indicating that they have the right to work in the UK.
- Check that the documents appear to relate to the job applicant.
- Keep a copy of the documents. Copies of such documents should be kept on the person's file for the duration of their employment and for two years afterwards.

We must check and photocopy either one, or two of a specified combination, of original documents from approved lists. We are expected to take reasonable steps to verify the authenticity of these documents.

Work Permits

The UK's immigration laws are in the process of a major overhaul. The Government's intention is to reconcile most of the existing schemes under which overseas nationals can work in the UK, including the work permit scheme and the former highly skilled migrant programme into a new merit based points system. The new scheme consists of five tiers:

- Tier 1: Highly skilled workers for whom no job offer or sponsoring employer is required.
- Tier 2: Skilled individuals with proved English language ability who have a job offer, to fill gaps in the UK labour force, for example nurses, teachers and engineers.
- Tier 3: Low skilled workers if they are needed to fill specific temporary labour shortages, for example construction workers for a specific project or agricultural workers.
- Tier 4: Students
- Tier 5: Youth mobility and temporary workers, for example people on working holidays or musicians coming to Britain to perform in a series of concerts.

Tier 1, which is replacing the highly skilled migrant programme is already partially in place and will be fully operational for world wide migrants by the summer of 2008. It is expected that tiers 2 and 5 will be rolled out from the Autumn of 2008 and tier 4 in the Spring of 2009. Tier 3 is currently on hold because most low skilled jobs can currently be filled by EEA Nationals.

Each of the tiers has a standard number of points that applicants must achieve to be eligible to work in the UK. The criteria will be based broadly on the applicant's potential value to the UK labour market and individual personal circumstances and background. For tiers 2 to 5, points will be awarded for a valid certificate of sponsorship from a UK employer. The number of points allocated is dependent on the employer's track record.

EEA Nationals

With the exception of Bulgarian and Romanian citizens, citizens of any country in the European Economic Area (EEA) are entitled to work in the UK without special permission and without a work permit.

However, migrants from eight of the 10 countries that joined the EU on 1 May 2004 - the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovakia and Slovenia - are required to register with the Home Office under the Accession State Worker Registration Scheme if they plan to work for a UK employer for more than one month.

Since 1 January 2007 Romanians and Bulgarians have had the right to travel throughout the EU, but the Government decided to place restrictions on employed work for Romanian and Bulgarian workers:

- Skilled workers with the right qualifications and experience can come to the UK on work permits to take up specific jobs where no suitable UK applicants can be found, as was the case prior to 1 January 2007.
- Workers with particularly high levels of skills and experience are eligible for admission under the tier 1 - (general) - highly skilled workers category
- Low-skilled migration is restricted to those sectors of the economy where the UK already has low-skilled schemes and is subject to a strict quota not exceeding 20,000 workers per year

Citizens of Switzerland also have the right to work in the UK without a work permit. Regardless of their nationality, spouses and dependent children up to the age of 21 of citizens of EEA countries have the automatic right to work in the UK. In some cases other family members who are not EEA nationals may work in the UK, although they may need permission before doing so.

Worker Registration Scheme

The Government has established a Worker Registration Scheme to monitor the participation of workers from eight of the 10 countries that joined the EU on 1 May 2004 (the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovakia and Slovenia) in the UK labour market. Where we employ someone from one of these countries, we must ensure that the individual registers with the Home Office within one month of starting work. The Home Office will provide us with a copy of the worker's registration certificate, which confirms that the person has the legal right to work.

Some workers from the eight specified countries are exempt from the requirement to register, for example where a worker is a dual national of the UK, Switzerland or one of the member states of the European Economic Area prior to 1 May 2004. In such cases documentary evidence of the exemption is required.

The Worker Registration Scheme does not apply to Romanian and Bulgarian nationals, who are not permitted to work in the UK unless they have a work permit or have gained the right to work under one of the other existing schemes.

Asylum seekers

An asylum seeker is someone who has applied for recognition of refugee status in the UK and is awaiting either a decision on his or her initial application or the outcome of an appeal against rejection of his or her claim for refugee status.

An asylum seeker will not generally have the right to work in the UK unless he or she applied for a work permit prior to July 2002. We will, therefore, check carefully before employing an asylum seeker. In contrast, refugees (i.e. those who have received a positive decision on their asylum claim) have full employment rights in the UK.

Responsibilities

Under the Immigration, Asylum and Nationality Act 2006, to establish that an individual has the right to work in the UK, we must check and copy or record one of a number of specified documents (or two documents in a specified combination) from list A or list B. The documents in list A indicate that the holder is entitled to live and work in the UK indefinitely. These documents provide an ongoing defence against payment of a civil penalty.

List A

- A passport showing that the holder, or a person named in the passport as the child of the holder, is a British citizen or a citizen of the UK and Colonies having the right of abode in the UK.
- A passport or national identity card showing that the holder, or a person named in the passport as the child of the holder, is a national of the European Economic Area (EEA) or Switzerland.
- A residence permit, registration certificate or document certifying or indicating permanent residence issued by the Home Office or the Border & Immigration Agency to a national of an EEA country or Switzerland.
- A permanent residence card issued by the Home Office or the Border & Immigration Agency to the family member of a national of an EEA country or Switzerland.
- A Biometric Immigration Document issued by the Border & Immigration Agency to the holder that indicates that the person named in it is allowed to stay indefinitely in the UK, or has no time limit on his or her stay in the UK.
- A passport or other travel document endorsed to show that the holder is exempt from immigration control, is allowed to stay indefinitely in the UK, has the right of abode in the UK, or has no time limit on his or her stay in the UK.
- An Immigration Status Document issued by the Home Office or the Border & Immigration Agency to the holder with an endorsement indicating that the person named in it is allowed to stay indefinitely in the UK or has no time limit on his or her stay in the UK, when produced in combination with an official document giving the person's permanent national insurance number and his or her name issued by a government agency or a previous employer.
- A full birth certificate issued in the UK that includes the name(s) of at least one of the holder's parents, when produced in combination with an official document giving the person's permanent national insurance number and his or her name issued by a government agency or a previous employer.
- A full adoption certificate issued in the UK that includes the name(s) of at least one of the holder's adoptive parents when produced in combination with an official document giving the person's permanent national insurance number and his or her name issued by a government agency or a previous employer.
- A birth certificate issued in the Channel Islands, the Isle of Man or Ireland when produced in combination with an official document giving the person's permanent national insurance number and his or her name issued by a government agency or a previous employer.
- An adoption certificate issued in the Channel Islands, the Isle of Man or Ireland when produced in combination with an official document giving the person's

permanent national insurance number and his or her name issued by a government agency or a previous employer.

- A certificate of registration or naturalisation as a British citizen when produced in combination with an official document giving the person's permanent national insurance number and his or her name issued by a government agency or a previous employer.
- A letter issued by the Home Office or the Border & Immigration Agency to the holder that indicates that the person named in it is allowed to stay indefinitely in the UK when produced in combination with an official document giving the person's permanent national insurance number and his or her name issued by a government agency or a previous employer.

The documents in list B indicate that the holder has a limited right to live and work in the UK. These documents provide a defence against payment of a civil penalty for up to 12 months. Therefore we need to carry out repeat document checks every 12 months.

List B

- A passport or travel document endorsed to show that the holder is allowed to stay in the UK and is allowed to do the type of work in question, provided that it does not require the issue of a work permit.
- A Biometric Immigration Document issued by the Border & Immigration Agency to the holder that indicates that the person named in it can stay in the UK and is allowed to do the work in question.
- A work permit or other approval to take employment issued by the Home Office or the Border & Immigration Agency when produced in combination with either a passport or another travel document endorsed to show the holder is allowed to stay in the UK and is allowed to do the work in question, or a letter issued by the Home Office or the Border & Immigration Agency to the holder or the employer or prospective employer confirming the same.
- A certificate of application issued by the Home Office or the Border & Immigration Agency to or for a family member of a national of an EEA country or Switzerland stating that the holder is permitted to take employment that is less than six months old when produced in combination with evidence of verification by the Border & Immigration Agency Employer Checking Service.
- A residence card or document issued by the Home Office or the Border & Immigration Agency to a family member of a national of an EEA country or Switzerland.
- An Application Registration Card issued by the Home Office or the Border & Immigration Agency stating that the holder is permitted to take employment, when produced in combination with evidence of verification by the Border & Immigration Agency Employer Checking Service.
- An Immigration Status Document issued by the Home Office or the Border & Immigration Agency to the holder with an endorsement indicating that the person named in it can stay in the UK, and is allowed to do the type of work in question, when produced in combination with an official document giving the person's permanent national insurance number and his or her name issued by a government agency or a previous employer.
- A letter issued by the Home Office or the Border & Immigration Agency to the holder or the employer or prospective employer that indicates that the person named in it can stay in the UK and is allowed to do the work in question when

produced in combination with an official document giving the person's permanent national insurance number and his or her name issued by a government agency or a previous employer.

Reconciling the need to check applicants' right to work in the UK against the duty not to discriminate

It is important that NISA do not discriminate on the grounds of Race when checking an applicant's right to work in the UK. The Race Relations Act 1976 makes it unlawful to treat a job applicant less favourably on grounds of his or her nationality. A statement is included in invitation to interview letters outlining the requirement of documentary evidence of the right to work in the UK. At the interview relevant documents will be requested for checking and copies made.

Recruitment and Selection

NISA operates an open recruitment policy. It aims to make an objective assessment of candidates, taking account only of factors relevant to the vacancy. In the selection of a candidate for appointment there will be no discrimination and selection will be based solely on suitability for the job. NISA is an equal opportunities employer.

NISA promotes the following aims:

- To provide career development opportunities for its employees.
- To ensure, within available resources, that all recruits receive appropriate training to equip them for the responsibilities of their post, and for the development of their career.
- To encourage disadvantaged groups to take advantage of opportunities. This involves continuously reviewing job structures, conditions of employment and other issues.
- To ensure job specifications are comprehensive and consistent throughout NISA.

Recruitment of Senior Staff Positions

The Senior Staff Positions are defined as Chief Executive, Technical Director and Director of Skating and National Ice Speed Coach. The recruitment procedure is as follows:

- Job description agreed by the Board.
- Advertisement placed nationally/regionally as appropriate
- Interview Panel of at least three people appointed by the Board, to include the Chief Executive.
- All application forms to go to the interview panel for comment.
- Candidates shortlisted by interview panel.
- Interviews held by the Panel.
- Panel recommendation to go to the Board for agreement.

Recruitment of other Staff Positions

The recruitment procedure is as follows:

- Job description agreed by the Chief Executive and/or other senior staff, as appropriate.
- Advertisement placed nationally/locally, as appropriate.
- Interview Panel of at least two people appointed by the Chief Executive.
- Candidates shortlisted by Chief Executive and/other senior staff, as appropriate.
- Interviews held by the Panel.
- Board informed of decision.

Recruitment of Senior Nationally Appointed Volunteers

The senior nationally appointed volunteers are defined as National Development Officers and National Coaches/advisors. The recruitment procedure is as follows:

- Job description agreed by the Board.
- Advertise position on website and/or direct mail.
- Interview Panel of at least three people appointed by the Board, to include the Chairman and Chief Executive.
- All application forms to go to the Board for comment.
- Candidates shortlisted by interview panel.
- Interviews held by interview panel.
- Panel recommendation to go to the Board for agreement.

Recruitment of all other Nationally Appointed Volunteer Positions

The recruitment procedure is as follows:

- Job description agreed by the Chairman or Chief Executive as appropriate.
- Advertise position on website and/or direct mail.
- Interview Panel of at least three people appointed by the Chief Executive.
- Candidates shortlisted by Chief Executive and/or Performance Director, as appropriate.
- Interviews held by the Panel.
- Board informed of decision.

Agreement to recruit

The recruitment of employees depends on formal approval from the Chief Executive. The Chief Executive, will be responsible for:

- providing a job description
- providing a person specification
- providing a draft advertisement
- agreeing a number of possible interview dates.

Advertising vacancies

All vacancies will be advertised internally within NISA and externally through appropriate specialist journals, local, regional or national press.

Short-listing candidates

Short-listing will be undertaken against the criteria laid down in the person specification. To support consistency and to pre-empt any possible accusations of discrimination, reasons for rejecting any candidates must be recorded on their application form.

Taking up references

References will be taken up on all short-listed candidates prior to interview. If a candidate has requested that references should not be sought unless an offer of employment is to be made, this request should be respected, but no unconditional offer of employment can be made until satisfactory references have been received.

Interviews

Senior posts will normally be selected by an interview panel of at least three people that has been selected by the NISA Board. It will normally include the Chairman and Chief Executive. A representative of the appropriate funding agency such as UK Sport or Sport England (for funded or part-funded posts) should also be invited.

Offers of employment

All offers of employment must be confirmed in writing and signed by the Chief Executive. The first-choice applicant must be asked to confirm acceptance before the second-choice applicant is notified in writing that he or she has been unsuccessful. Verbal feedback will be offered to all short-listed candidates who are unsuccessful.

Medical reports

Offers of employment may be subject to receipt of a satisfactory medical report, which will be treated in the strictest confidence. A full copy of the medical report will be made accessible to the candidate upon request.

Probationary period

All new employees of NISA, will normally be subject to a three month probationary period.

The main purpose of probation is to make sure that a new employee is suitable for employment in NISA. The probationary period enables employees to reach the required standard of performance and undergo any training required. During this period, factors relating to the post should be reviewed, as well as other factors such as attendance, time-keeping, conduct and relationships. Managers should provide new employees with encouragement, guidance and timely training. Both managers and employees should know where they stand throughout the probationary period, and they should give proper consideration to the issue of continued employment.

Payment for sickness during this probationary period is at the discretion of the Chief Executive in case there are underlying problems. Any problem areas defined must be discussed with the employee, and it must be made clear that employment may not be confirmed.

Redundancy

NISA is committed to promoting the security of employment for its employees through the continued success of the business. Where a redundancy situation is inevitable due to economic reasons, organisational requirements or technological developments, employees at risk will be warned of the likelihood of redundancy as soon as possible and afforded full and proper consultation in an attempt to secure them other work within the Company.

We will always seek to minimise the effect on those concerned by redeploying individuals within the organisation wherever possible. The Company will also seek to minimise the need for redundancies by reducing external recruitment in any relevant areas and reducing the number of temporary employees first.

NISA is committed to managing any redundancy in the most fair, consistent and non-discriminatory manner possible. All steps will be taken to ensure that decisions and action taken by NISA are fair, transparent and within the framework of UK legislation.

NISA will not discriminate against anyone on the grounds of age, race, religion or belief, gender, marital status, disability or sexual orientation when assessing and selecting employees for redundancy. All employees will be treated respectfully and fairly and those employees remaining in the business will not be subject to any less favourable treatment as a result of being part of the redundancy consultation process.

Redundancy Entitlements

Statutory Redundancy Pay

To qualify for Statutory Redundancy Pay, employees must have at least two years' service. For each qualifying complete year of service (part years do not count), the following statutory redundancy payments apply:

- age 18 – 21 inclusive: 0.5 week's pay
- age 22 – 40 inclusive: 1 week's pay
- age 41+: 1.5 weeks' pay

Where an employee has a birthday or employment anniversary within the statutory notice period, then entitlements will be recalculated, taking the additional age / service into account. Depending on age and service, a statutory maximum of 30 weeks will apply.

A week's pay is the gross amount to which the individual is entitled under their prevailing terms and conditions of employment at the calculation date (the date at which the employee is given the minimum notice to which they are entitled), subject to a maximum statutory payment. Where a week's pay varies, an average will be taken for the 12 weeks prior to the termination date (inclusive of bonus, commission, shift allowance, but not overtime).

Employees will be entitled to all contractual benefits during the notice period. Where an individual is not required to serve notice, compensation may be made for loss of all benefits.

An employee's redundancy entitlements will be discussed with them as part of the consultation exercise and will then be confirmed in writing. (This will not normally occur at the initial consultation meeting informing the employee(s) that their role is redundant).

Voluntary Redundancy

There may be certain situations where it is appropriate to seek volunteers for redundancy from a defined 'selection pool' Where this is the case the Company reserve the right to determine which employees will be released and which employees will be retained. Such decisions will always be determined by the needs of the business and selection will not be based on any subjective criteria.

Retirement and Pension

The NISA staff can retire from the age of 65 onwards. NISA will talk to staff at least 6 months before their 65th birthday to confirm if their intention is to retire or to remain working and also agree the next review date if this is different from the statutory retirement date. At the statutory retirement age you can also apply to work beyond retirement by outlining your request to the Chief Executive at least six months prior to this date and outlining the period of extension and reasons to support this. A decision about this extension of work/flexible retirement provision needs to be confirmed to you by the Chief Executive the reasonably practicable.

With effect from October 2001 all companies are required by law to designate a Stakeholder Pension Scheme. NISA has designated Norwich Union as our provider and all employees will be afforded access to the scheme within 3 months of joining the Association. NISA does not make contributions to personal pension schemes however we do strongly encourage all our employers to make the necessary financial arrangements for their future retirement.

Advice on our designated Stakeholder Pension is provided by our Independent Pension Advisors, Greenhalgh and Co Nottingham. A Stakeholder fact sheet can be found at Appendix 4.

Overpayments

In the event of an overpayment the following procedure will apply:

All overpayments will be discussed with current staff and a reasonable recovery rate agreed.

Employees that have left NISA

If the overpayment is identified by Payroll prior to the employee's final payment being made, then the individual's final salary will be adjusted accordingly by Payroll.

If an overpayment is identified by Payroll after the final salary payment has been made, Payroll will liaise directly with the relevant line manager. Payroll will check the name and address details of the individual and will issue a letter to the former employee's home address by special delivery, requesting payment of any monies owed.

Performance

Code of Conduct

NISA expects its employees and representatives to demonstrate our values, be supportive of our culture and represent who we are and what we believe in at all times. In certain situations this will apply outside of normal working hours.

The rules outlined in this policy are designed to promote legal compliance, fairness and consistency. Rather than provide an exhaustive list, the policy aims to provide a number of statements which underpin/communicate the standard of conduct.

NISA will not discriminate against anyone on the grounds of age, race, religion or belief, gender, marital status, disability or sexual orientation.

Everyone is responsible for identifying and managing any situations in which an employee or representative of the Company is not deemed to be adhering to the standards of behaviour outlined in this policy. Where a breach does occur, the employee or representative will be subject to an investigation that may result in disciplinary action being taken in line with the NISA Disciplinary policy.

Standards of behaviour

All employees and representatives of the Company must:

- Comply with Company rules, instructions, procedures and contractual agreements during and after their employment (where contractual obligations apply) with the Company.
- Follow all reasonable requests or instructions given by those supervising or managing their activities or area of work.
- Not behave in an inappropriate way towards other colleagues, clients, suppliers or visitors.
- Comply with the normal hours of work or those specifically applicable to that individual.
- In line with the NISA Absence management policy, employees and representatives are expected to notify their line manager at the earliest opportunity if they are unable to attend work.
- Not damage the reputation of others or the Company.
- Treat clients and work colleagues in a courteous, professional and respectful manner at all times.
- Not be absent from work or late without permission.
- Not discriminate against anyone on the grounds of age, race, colour, nationality or ethnic origin, religion or belief, gender, marital status, disability or sexual orientation, in line with the NISA Diversity and Equal Treatment policy.

- Not engage in any form of abuse, threatening behaviour, bullying or harassment in line with the NISA Bullying, harassment and victimisation policy.
- Not attend work under the influence of alcohol or other non-prescribed drugs in line with the NISA Alcohol and drugs policy.
- Respect the privacy of fellow employees by not taking photographs in the workplace, in line with the NISA Mobile phone policy.
- Not display inappropriate behaviour outside of working hours that contravenes the NISA Code of Conduct policy.
- Not behave in such a way that is contradictory to their terms and conditions of employment.
- Wear appropriate business dress at all times in line with the appropriate dress guide.
- Repay any outstanding monies owed to the Company upon termination of employment in line with the NISA Overpayments process.
- Disclose any previous 'unspent' criminal convictions or any charges that are pending prosecution. (In some instances a full disclosure may be required for specific roles designated by NISA).

Confidentiality

NISA aims to operate a policy of mutual confidentiality in partnership with its employees. To comply with regulations governing the holding of personal information all staff must comply with the Data Protection Act.

NISA property

All employees and representatives of the Company must:

- Only use NISA property or any other property on NISA premises, for the purpose for which it is intended and for which they have authorisation.
- Not remove any articles of NISA property, or any other individual's property kept on Company premises, without authorisation.
- Report immediately to their line manager any loss or damage to NISA property, including NISA owned devices that hold data and information (i.e. Laptop, Blackberry, USB memory stick).
- Return all property belonging to NISA on termination of employment.

Conflicts of interest

NISA seeks to uphold the highest standards of governance in relation to the resources made available by its members, sponsors and the Sports Council(s). It is therefore important to avoid conflicts arising between the interests of NISA and its stakeholders and the interests of its staff and leadership. We therefore maintain a register of interests for all staff, Board members and Activity Group members. All staff will be expected to complete a register of interests form on joining NISA. You will be asked to update your entry at least once a year.

Members of staff should advise the Chief Executive as soon as they become aware of a potential conflict of interest. These might arise when, for example, an employee's close relative is involved with a company seeking a contract with NISA; or if an employee is a member of an organisation that NISA is in negotiations or dispute with. NISA reserves the right to instruct a member of staff to withdraw from any discussion or activity in which a conflict of interest may arise.

Outside Interests

NISA encourages its employees to maintain their outside interests, particularly their sporting interests. However, there may be times when an outside activity could be regarded as a conflict of interest between the individual and NISA.

Therefore, employees must obtain approval before working in sport, physical recreation or any associated activity, whether it is paid or unpaid. Written requests detailing the activity should be submitted to the Chief Executive.

All employees and representatives of the Company must:

- Not accept gifts or gratuities over the value of £10 which may be considered to be a bribe.
- Not carry out private trading on Company premises without authorisation.
- Not carry out business or employment which is unconnected with NISA, either during or outside of working hours, without permission.
- Not distribute private literature or make any collections for charities without authorisation.

Hospitality

NISA exists on its membership income, sponsorship and grants from UK Sport. It would be inappropriate for NISA to offer lavish hospitality.

Health and Safety

In line with the NISA Health and safety policy, all employees and representatives of the Company must:

- Report immediately to their line manager any accident or injury to themselves or others at work.
- Follow the principles outlined in the NISA Home working policy where a home working arrangement has been agreed.
- Not commit any act which may endanger persons or property or which breaches any health and safety rules.
- Not leave work without permission.
- Not bring children under the age of 14 years onto NISA premises without prior authorisation from their line manager.

Fraud

All employees and representatives of the Company must not be involved in any activity involving fraud, dishonesty or deception whether or not there is a personal benefit to the individual. Fraud can include (but is not limited to):

- Fraudulent financial reporting.
- Forgery or alteration of a document or account belonging to the Company.
- Misappropriation of assets (internal or external).
- Improper expenditures.
- Fraudulently obtained revenue and assets obtained or costs/costs expenses avoided.
- Profiteering as a result of insider knowledge of Company activities. This includes any acts which knowingly facilitate fraud or theft by others, and any acts designed to hinder detection or investigation of fraud.

A Fraud management process exists to ensure that all suspected, attempted and actual cases of fraud against the NISA are consistently notified, professionally investigated, appropriately escalated and effectively resolved. The process also seeks to improve fraud awareness, prevention and control systems on an ongoing basis.

- Ensure that all confidential papers or documentation are securely locked away when not in use or when employees are not at their desks.
- Ensure that all confidential information or documentation that needs to be destroyed should be shredded or placed in the confidential waste receptacles.

Breaches

If a breach of the Code of Conduct is suspected, it will be investigated and action may be taken in accordance with the Company's Disciplinary policy. The Company will not tolerate any proven breaches of the Code of Conduct policy and serious breaches may be considered to be gross misconduct and result in summary dismissal.

Bullying and Harassment

This policy applies to everyone who is working with, or for, the NISA at any location. Therefore, contractors, consultants and agency workers are inside the scope of this policy at any time when representing the Company. This policy applies to employees during or outside normal working hours.

NISA is committed to ensuring that no person is treated less favourably due to age, race, nationality, religion or belief, gender, marital status, disability or sexual orientation; and that no individual is exposed to harassment or bullying in the workplace.

NISA will give support if a complaint relating to bullying or harassment is raised. Each complaint will be independently investigated. Where, through the investigation process, a complaint is deemed to be malicious, action will be taken against the complainant.

Where a genuine complaint of bullying, harassment or victimisation is raised, the complainant will not be subject to any less favourable treatment as a result of raising a complaint.

Bullying at work

Bullying of any nature is contradictory to NISA's values, beliefs and behaviours and will not be tolerated under any circumstances.

Bullying at work involves repeated negative actions and practices that are directed at one or more individuals. The behaviours are unwelcome and may be carried out deliberately or subconsciously. Bullying can cause humiliation, offence and distress to the recipient, which may subsequently affect their work and personal interactions.

These negative behaviours can include, but are not limited to:

- Personal insults, including persistent criticism or demeaning comments.
- Intimidation, including psychological or threats of actual physical violence.
- Social exclusion, including isolation or victimisation.

Harassment at work

Harassment of any nature is contradictory to NISA's values, beliefs and behaviours and will not be tolerated under any circumstances.

The Company views harassment as conduct or treatment that is disrespectful, offensive, intimidating or discriminatory. Harassment is usually persistent behaviours over a period of time, however significant single incidents will also be considered under the scope of this policy where others deem them inappropriate. Potentially harassing behaviours can include, but are not limited to:

- Offensive jokes, language and gossip.
- Exclusion from activities.
- Intrusion by pestering and spying.
- Failure to safeguard confidential information.

It will not be the intention of the person causing the distress, which determines whether bullying or harassment has taken place, but the consequence of their actions on the person it affects.

Victimisation at work

Where a genuine complaint is raised, employees will not be subject to any less favourable treatment as a result of their complaint. Victimisation will not be tolerated under any circumstances and will be managed under the NISA Disciplinary policy.

Raising a complaint

Where appropriate, complaints of bullying, harassment or victimisation will be managed via an informal process whereby matters are raised by the employee and subsequently resolved through discussions with their line manager.

Where a complaint cannot be resolved informally, the matter will be investigated via a formal process as detailed in the Employee guide to bullying, harassment and victimisation.

Breaches

Breaches of the Bullying, harassment and victimisation policy will be addressed using the Disciplinary policy and may be considered to be Gross Misconduct.

This policy is not an exhaustive list of issues that may be raised as complaints of bullying, harassment or victimisation.

Disciplinary

Disciplinary action will be necessary where an employee has acted outside of their terms and conditions of employment or the NISA Code of conduct. Where disciplinary action is taken the employee will be treated fairly and consistently and will not be subject to discrimination.

Issues of misconduct will be managed under the principles of the Disciplinary policy where an employee's attitude or behaviour falls short of the required standards.

NISA may seek to resolve issues of misconduct using informal or formal procedures. Depending on the level of misconduct, line managers are responsible for invoking either informal or formal procedures as appropriate.

Investigation

Where an employee's performance, conduct or behaviour necessitates the Disciplinary policy being applied, the Company will conduct an investigation into their actions which will include the gathering of evidence. The employee will be invited to attend any investigation meeting(s) and will have the opportunity to state their case. The employee may bring along a representative to the investigation meeting(s). He/she must be either a colleague or a trade union official. Evidence from any witnesses will be heard as part of the investigation and a decision will be made following the investigation regarding whether a disciplinary hearing is necessary.

Misconduct

The following are examples of misconduct although this list is not exhaustive:

- Lateness or unauthorised absence from work.
- Inappropriate use of company property.
- Failure to comply with company policies or procedures.
- Disruptive or inappropriate behaviour.
- Damage, or failure to report any damage to NISA property (potentially also gross misconduct).
- Failure to achieve and maintain a reasonable standard of performance, behaviour or conduct (potentially also gross misconduct).
- Failure to carry out a reasonable instruction.
- Minor breach of Health & safety regulations.

Gross Misconduct

Where a disciplinary hearing has established that the employee has committed gross misconduct, they will be summarily dismissed i.e. without notice.

The following are examples of gross misconduct although this list is not exhaustive:

- Theft and fraud.
- Any act that is designed to have an adverse effect on NISA's business interests, or breaches of good faith between NISA and the employee, such that NISA cannot be expected to continue to employ the individual.
- Inappropriate disclosure of confidential information relating to the Company or its employees.
- Breach of the Data Protection Act.
- Breach of Health & safety regulations that places others at risk of potential injury.
- Being violent or abusive towards others.
- Being under the influence of drugs or alcohol during working hours. (This includes driving a company vehicle, or a vehicle in the car scheme, while under the influence).
- Discrimination against others.
- Negligence, which places others at risk of potential injury.
- Viewing or distributing pornographic material (by any means).
- Allowing an unauthorised person to drive a company vehicle or a vehicle in the car scheme.

Suspension

In cases of potential gross misconduct it may be appropriate to suspend the employee on full pay.

Levels of warning

- **No further action** is taken.
- **Verbal warning** (this remains on an employee's file for a period of **six** months, after which it is removed and destroyed).
- **First written warning** (this remains on an employee's file for a period of **nine** months, after which it is removed and destroyed).
- **Final written warning** (this remains on an employee's file for a period of **twelve** months, after which it is removed and destroyed).
- **Dismissal**. This can be either without notice (summary dismissal in cases of gross misconduct) or with notice (in cases of misconduct).

NISA reserve the right to proceed directly to any stage of the procedure, bypassing previous stages in cases of a serious nature.

Grievance

The policy aims to resolve any grievance or complaint as quickly as possible in order that effective working relationships may be resumed.

This applies to all permanent and fixed term contract employees who work under a contract of employment. The policy will be modified for employees who raise a grievance once they have already left the Company.

Action under the Grievance policy will be necessary where an employee makes a complaint arising from their employment. Where such action is taken the employee will be treated fairly and consistently and will not be subject to discrimination on the grounds of age, race, religion or belief, gender, marital status, disability or sexual orientation.

NISA commits to give support if a grievance or complaint is raised. Each grievance or complaint will be independently investigated and where, through the investigation process, a complaint is deemed to be malicious or intentional, further action will be taken against the complainant.

Where a genuine grievance or complaint is raised, the complainant will not be subject to any less favourable treatment as a result of their actions. Victimisation will not be tolerated and will be addressed under the NISA Bullying, harassment and victimisation policy and the NISA Disciplinary policy.

The informal process

Where appropriate, we encourage employees who raise a grievance or complaint to initially discuss their concerns with the Chief Executive. Although informal procedures will not be effective in all cases, they can help to resolve matters quickly while protecting positive future working relationships.

The formal process

The formal procedure will be invoked where informal procedures are either inappropriate (i.e. where the grievance or complaint is of a particularly serious nature) or where informal procedures have proven to be unsuccessful. Formal procedures will normally involve a written statement, a hearing, an investigation, a decision and the right to appeal.

All employees have the right to a fair hearing and for the matter to be escalated to a higher level of management if appropriate.

All employees have the right to representation in line with the NISA guide to employee representation.

Wherever possible matters will be kept confidential although where allegations of a particularly serious nature are raised, the Company reserves the right to escalate as appropriate (and this may not always be with the consent of the complainant). An example of this would be where an employee has raised a grievance or complaint that is surmountable to gross misconduct under the Company's Disciplinary policy.

The Company will provide written confirmation of the outcome of any formal proceedings to the employee within an agreed timeframe.

Appeals

Where an employee feels their grievance or complaint has not been satisfactorily resolved under stages 1 and 2 of the process, they may refer to the matter, in writing to the next level of management, who are responsible for undertaking further investigations.

Breaches of confidentiality

Matters dealt with under the grievance policy will be managed in a sensitive and confidential manner at all times. Where there is evidence to suggest that there has been a breach in confidentiality we will consider taking action under the NISA Disciplinary policy and/or the NISA Bullying, harassment and victimisation policy as appropriate.

Victimisation

Where a genuine grievance or complaint is raised, employees will not be subject to any less favourable treatment as a result of their actions. Victimisation will not be tolerated under any circumstances and will be managed under the NISA Disciplinary policy.

People Development

NISA want to provide guidance on the development, education and training necessary to develop a high performance workforce capable of achieving business goals. To promote an open environment for learning and development in order that employees may fulfil individual and company objectives. To ensure that all employees are treated professionally, ethically, fairly and consistently when considering development needs and to identify appropriate learning methods in accordance with relevant employment legislation.

NISA recognises the integral link between the achievement of business objectives and the development of individual employees. Therefore, the NISA is committed to providing a framework that identifies and documents development needs for each employee as part of ongoing performance management, and to providing education and training where affordable and appropriate. This being linked to the achievement of specific business objectives, either in the short term, or as part of longer-term succession and high performance planning.

The Company will aim to provide employees with the opportunities and resources to acquire competencies (i.e. knowledge, skills and behaviours) to enable them to fulfil their current role and any future positions, which they may be identified as future successors for. The Company is committed to improving the learning and development provision based on organisational needs and external benchmarks.

The Company will aim to provide suitable learning and development opportunities through the delivery of training courses and flexible learning resources. Learning will be promoted through a variety of methods, including activities other than formal training such as. e-learning, distance learning, self-study, on the job training etc.

The Company will approve employee sponsorship for relevant further education and professional development programmes, which are aligned to business needs, are within budgetary constraints, and are in the interests of delivering improved service and

productivity. Where appropriate the Company will commit to fund the costs of individual subscriptions to relevant professional or trade bodies.

All requests for employee sponsorship will be managed in a consistent and fair manner.

In offering such opportunities, NISA will not discriminate against anyone on the grounds of age, race, religion or belief, gender, marital status, disability or sexual orientation.

Management systems and appraisal schemes

NISA manages the workload of its employees to achieve its aims and objectives with maximum efficiency and effectiveness. All employees are issued with a clear job description outlining the main purpose of their job, their main duties and specific duties.

All employees are provided with information that helps them to recognise their role in helping NISA to achieve its aims and objectives.

Work is organised through work programmes, which define the priorities of the post, and targets to be met within a specified timescale.

Performance appraisal and management meetings

Performance against the work programme is assessed through regular meetings with the designated line manager, and through appraisal meetings, which take place at least once each year. The purpose of the meetings is to set standards of performance, monitor workload, re-establish priorities where necessary, and monitor progress towards targets. Meetings will identify any additional support or resources needed by employees to help them to perform to the required standard. Meetings should focus on what is done.

The purpose of the appraisal meeting is to assess performance within the post; to identify any special training the employee needs to fulfil the demands of his/her post, to reassess the relevance of the job description and update it as necessary, and to gather information to identify any changes required within NISA to achieve its overall aims and objectives. Appraisal meetings focus on how well the job is done. Management meetings and appraisal meetings are two-way exchanges of information. Employees are encouraged to prepare for their appraisal meeting by completing a self-appraisal questionnaire, which is issued to them two weeks before their appraisal meeting. This helps employees to gather evidence of their performance standards, their need for training or additional resources.

Appraisal reports

A record is kept of the appraisal meeting and a copy placed on the employee's personnel file. Employees are entitled to a full copy of their own appraisal report.

The appraisal report outlines whether or not the employee is:

- Performing to the standards required by the post
- Performing below the standards required by the post
- Performing above the standards required by the post.

While every care is taken to provide evidence to support these statements, it is inevitable that there is some subjectivity in the assessment. Employees are encouraged to add their own comments to the appraisal report before they sign the file copy.

Work Life Balance

Flexible Working

The right to request flexible working is available to all NISA employees who satisfy the eligibility criteria. The Company is committed to considering in full, and supporting employees who either request to work flexibly or whom have been granted flexible working.

There is not an automatic right to work flexibly and there may be situations where the Company is unable to accommodate the employee's desired work pattern.

The Company encourages diversity and is committed to providing an atmosphere where employees can successfully combine their working life with their caring responsibilities.

Eligibility

To be eligible to apply for flexible working the employee must:

- be a NISA employee.
- have 26 weeks or more continuous service at the date of application
- not have made another application to work flexibly under the right during the past 12 months.

In addition employees must meet specific criteria when applying to care for:

a) children under 6 (or 18 if disabled) or b) an adult:

For applications from carers of children aged under 6 (or aged 18 if disabled), employees must:

- be the mother, father, adopter, guardian or foster parent of a child under six, or under 18 in the case of a disabled child; or are married to or the partner of such a person;
- be making the application no later than two weeks before the child's 6th birthday or 18th birthday in the case of a disabled child;
- has or expects to have responsibility for the child's upbringing;
- is making the application to enable the employee to care for the child;
- have or expect to have responsibility for the child's upbringing and be making the application to enable them to balance work responsibilities with family life.

b) For applications from employees with caring responsibilities for an adult, employees must:

- be the spouse, partner, civil partner or relative: or if not the spouse, partner, civil partner or relative, live at the same address as the adult in need of care.
- have or expect to have responsibility for the care of the adult and be making the application to enable them to balance work responsibilities with family life.

Types of flexible working arrangements

Under the regulations, employees can request to:

- change the hours they work;
- change the times when they are required to work; or
- work from home (whether for all or part of the week).

Implications on the contract of employment

An application for flexible working that is accepted by the Company will result in a variation to the terms and conditions of the employee's contract of employment. Any changes to an employee's terms and conditions of employment will be permanent unless the Company and employee agree otherwise.

Where agreed between the Company and the employee, there will be a trial period to test how the new arrangement works. The employee's contract of employment will therefore only be varied for the duration of the trial period, at the end of which the situation will be reviewed by the Company and the employee. The employee will have no right for the continuation of the new working arrangement beyond the trial period.

Holiday and Leave

Holiday

NISA believe that taking your holiday entitlement each year is vital to the maintenance of a healthy work-life balance. For this reason we have enhanced holiday entitlement to 25 days for each full time employee who has worked a complete holiday year (or the equivalent pro-rata entitlement for part time employees), regardless of length of service.

An extra one day holiday will be added for 10 years service and an additional further days increase for every 5 years after that.

Please note that 'days' means average days for each employee. Therefore if you work an average of four hours per day, a days' holiday will be four hours.

New employees will be entitled to holiday in the year of joining the Company on a pro-rata basis. The actual amount of holiday new employees will be entitled to between the date of joining the Company and the 28 February the following year.

The holiday year runs from 1 March to 28 February.

In addition to annual leave, you are entitled to the recognised UK statutory holidays.

Currently there are eight of these as follows:

- New Years Day.
- Good Friday.
- Easter Monday.
- May Day.
- Spring Bank Holiday.
- August Bank Holiday.
- Christmas Day.
- Boxing Day.

There may be a time when you are required to work on statutory holidays and we will try to provide you with as much notice as possible. For this you will receive agreed time off in lieu.

If you are absent from work due to sickness during a period containing a statutory holiday, any payment for this holiday will be based on your current occupational sickness entitlement.

Any holiday not taken by 28 February will normally be forfeited and no payment made in lieu. Holidays cannot be carried over from year to year and in the event of employment being terminated for whatever reason, no payment will be made for outstanding holidays that have been carried over from a previous year. Where, in exceptional circumstances, it may be impracticable for operational reasons to take your holiday before the end of the holiday year, you may be able to carry over up to 5 days of your entitlement. This must be with the Chief Executive's approval, in writing, before the end of the holiday year.

Holidays may only be taken at times agreed with the Chief Executive, in accordance with business needs and booked using the **Holiday Request Form**. A minimum notice period of 7 days will apply for the booking of any holiday. No more than 3 weeks consecutive leave should be taken at any one time.

On leaving the Company, payment will be for holiday entitlement earned in each complete calendar month worked in the current year, less any holiday taken. Where holiday taken exceeds the earned holiday entitlement, an appropriate deduction will be made from final monies.

Dependency leave

Dependency leave enables such employees to take a short period of unpaid leave from work to manage circumstances for which they are unable to plan. For example, to allow time to make alternative arrangements in the event of care arrangements unexpectedly breaking down, to care for a dependant who unexpectedly falls ill, is seriously injured or who gives birth, to deal with unexpected incidents involving a dependant child during school hours or on a school trip, and to make arrangements when a dependant dies.

This leave is agreed on a case by case basis at the manager's discretion.

Where possible, you should give notice of your intended absence and the reason for it to your line manager as soon as is reasonably practicable and if possible by 9.00am on the first day of absence. You should also tell your line manager how long you expect to be absent unless this is impossible to do until you have actually returned to work. You are only entitled to take a reasonable amount of time off work; what is considered reasonable will depend on the circumstances of each incident.

Compassionate leave

Depending on the individual circumstances during this difficult time, NISA allow up to five days paid leave for the bereavement of a close relative which does not have to be taken as a continuous period.

Whatever your individual requirements are please discuss the circumstances with the Chief Executive in the first instance, to seek advice and agreement for any leave. There is no absolute entitlement to paid compassionate leave and it is at the discretion of the Chief Executive in the particular circumstances. Where you feel you require more than the suggested entitlement you may agree with the Chief Executive to take leave from your holiday entitlement or as unpaid absence up to a maximum of five further days.

Court Appearances

If you have been called as a witness in legal proceedings you must let the Chief Executive know as soon as possible and produce the summons, so that arrangements can be made to cover your absence.

Unless you have been called as a witness in a court case or tribunal as part of Company responsibilities, you can claim monies back from the court for loss of earnings.

If there is a shortfall from your normal earnings this will be made up by the Company as long as you have official evidence of the payment received from the court. Absence should be limited to that necessary to discharge the duties associated with being called as a witness.

If called as a witness as part of Company duties, the time taken need not be recorded as absence.

Jury service

If you are called for jury service you should let the Chief Executive know as soon as possible and produce the summons, so that arrangements can be made to cover your absence. You should claim from the court for loss of earnings, please ensure that you have informed Payroll of the situation. Any monies received from the court will be deducted from your salary. If you are released early from jury service you should make an effort to attend work on that day. This absence should be recorded.

Professional activities

You may be elected to committees or councils of professional organisations in connection with your work. Paid time off may only be taken with prior authorisation from the Chief Executive. Before you put yourself forward for any committees of this type please discuss this with your line manager giving a clear indication of the demands likely to be placed on your time.

Personal appointments

All personal, medical or dental appointments should be made outside working hours wherever possible. Where this is not possible, you should minimise absence through early morning, lunchtime or early evening appointments.

Certain public duties

Employees may be allowed reasonable time off to perform certain public duties. Any such request is at the discretion of the Chief Executive and must be agreed in advance.

Working Time

NISA is committed to providing a safe working environment for employees, where job responsibilities can be combined successfully with family life. Every employee will be provided with the necessary resources and management support to enable them to fulfil the requirements of their role during their normal working hours, without the need to consistently exceed their contractual hours of work, unless specifically required to do so in response to periodic peaks in the demands of the business.

We want to ensure that the Company is compliant with The Working Time Regulations by ensuring that employees do not work, on average in excess of 48 hours a week, measured over a 17-week period.

Hours of Work

Employees' working hours are detailed in their terms and conditions of employment.

Additional Jobs

The Chief Executive should make all reasonable effort to establish whether any employees have additional jobs. If so, their combined hours should be monitored to ensure that they do not exceed the maximum 48 hours. In the event that their hours do exceed 48 hours, discussions should be held with the individual concerned to help them find ways of reducing their hours. If an employee is keen to retain their additional job, for example for financial reasons, the Chief Executive should agree the use of an opt-out agreement.

Opt Out Agreements

During periods of peak business activity where an employee is required to increase their average weekly working hours to in excess of 48 hours, they will be asked to 'opt out' of the legislation by signing up to an agreement confirming this. Employees will not be forced to sign an 'opt out' agreement and such agreements will only be valid where they have been agreed and documented by the employee and the Company.

Rest

The Company is committed to ensuring that all employees have two rest days each week. Where an employee is required to undertake additional work, the Company will ensure that a minimum of one day is taken off in each seven day period or alternatively as two days in a 14-day period.

Wherever possible, individuals should take at least 11 hours rest between leaving work on one day and starting work again the next. Employees who work six hours or more must have a break. This should be at least 20 minutes and it should be taken away from the employee's workstation.

Where employees work continuously on display screen equipment, the workload will be planned, wherever possible, to allow some change of activity of short, frequent breaks away from the workspace.

Recording Time

Under the legislation, there is no requirement for the Chief Executive to keep formal written records of hours worked for employees who:

- Have opted out of the 48-hour week.
- Work overtime of their own volition.

Mechanisms for recording working time will be decided by each separate business area.

Business Travel

All travel on behalf of the business is classed as working time.

Working time begins as the journey commences. Travel to and from an employee's place of work is not classed as working time however travel during working hours such as travel between sites, will constitute working time. Where extensive domestic travel, particularly

by car, is a requirement and a regular feature of the job, work is to be organised to ensure that the employee's health and safety is protected.

For short haul flights up to five hours in length, where meetings are taking place at the end of the flight, rest should be built in at some point during the same or following week.

Long haul flights of five hours or more should be followed by a period of rest at the end of the flight.

