

**WARLEY WOODS COMMUNITY TRUST**

**POLICY AND PROCEDURES**

**The Pavilion  
Lightwoods Hill  
Smethwick, West Midlands  
B67 5ED**

# CONTENTS

# **1.0 INTRODUCTION**

## **1.1 Warley Woods Community Trust**

Warley Woods, located in Smethwick, has been an important part of the community for more than 90 years, with the history of this beautiful green space going back at least 500 years. The park was purchased by public subscription in 1906 to save it from housing development. Since that time it has been managed by Birmingham City Council, although within the Borough of Sandwell.

Warley Woods Community Trust was formed to restore and manage Warley Woods Park as an asset for the local community. It is a registered charity, managed by a volunteer board of 13 local residents and has a growing membership of more than 750, many of whom volunteer to help maintain the beauty of the park. Julie Walters, Professor Carl Chinn and Colin Buchanan have kindly agreed to be our patrons.

The Community Trust was set up in 1996, following local interest and concern about the park. At this time the Heritage Lottery Fund established a fund to restore urban parks. With the help of officers from Sandwell council, residents put together a bid to restore the park to its former glory, and this was finally accepted in 1999.

Following a period of negotiation WWCT took over the management of the park in 2004 on a 99 year lease. The HLF supported restoration project was completed in 2007, alongside a BLF project and we now run the park on the income from the golf course, a financial contribution from Sandwell MBC and a range of fundraising activities.

## **1.2 Vision of the Warley Woods Community Trust**

The vision of the Warley Woods Community Trust is:

To secure the long- term restoration and care of Warley Woods as a diverse, ecologically rich park and woodland, based on Humphry Repton's original design principles.

To continue the tradition of The People's Park as an accessible, safe, welcoming and healthy environment which is a central focus for the local community.

To draw upon the qualities of this unique landscape to promote recreation, education and pleasure for all.

## **1.3 Charitable Objectives**

The Charitable Objectives of the Warley Woods Community Trust are:

To promote the conservation, protection and improvement of the physical, natural and historic environment of the area known as Warley Woods

To provide recreational facilities for the public at large or those who by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances, have need of such facilities in the interests of social welfare.

To advance public education, in particular but not exclusively, by the provision of facilities to study the historical, archaeological, environmental and horticultural importance of the area known as Warley Woods.

## **1.4 Purpose of Policies and Procedures**

The purpose of the policies and procedures is to outline a code of behaviours and acceptable activities associated with the Warley Woods Community Trust.

## **1.5 Governance: Board roles and responsibilities**

The role of the WWCT Board of Directors is to provide sound management direction related to but not exclusive to all financial decisions, staffing and volunteers.

Responsibilities of the Board of Directors are:

- To make collective decisions based on constructive discussion regarding the management of the park
- To make sound financial decisions regarding fundraising, purchasing and all other accounting matters
- To guide staff and volunteers to implement Board decisions

Individual responsibilities:

- Offer insight and opinion on various issues related to the effective management of the park
- To openly coordinate with other Board members regarding park-related tasks
- To contribute sufficient time to WWCT duties to be effective as a trustee and keep up to date on the key priorities
- Apply their skills and knowledge to support WWCT
- To adhere to the policies and procedures set out by WWCT

Approved 15/5/08

## **2.0 FINANCE AND ACCOUNTING**

### **2.6 Purchasing**

The goal of the Warley Wood Community Trust in every purchasing transaction is to acquire the best value possible; a combination of price, quality, reliability, service, and delivery terms.

Warley Woods Community Trust strives to procure all goods and services through the use of appropriate contracts, and terms and conditions to protect both buyer and seller. Acquisitions will be conducted on an open and competitive basis and without favouritism in order to obtain the maximum value for each expenditure. Interested suppliers will receive fair and impartial consideration.

### **2.2 Ethical Conduct**

Ethical business standards shall govern all procurement transactions. Infractions of this procurement policy are to be reported to Chair of the Board, the Vice Chair and/or the Trust Manger. Disciplinary action for those violating ethical business standards will be taken.

A business entity in which an employee or Board member has an economic interest represents a conflict of interest if the employee or Board member has any involvement in the selection of that entity as a WWCT vendor. An economic interest includes a relative's ownership or partnership in the business, including serving as stockholder, director, or officer in a non-publicly held company. Engaging a relative as an independent contractor is also a conflict of interest. Conflict of interest is avoided if the employee or Board member brings a supervisor, Chair or Vice Chair into the decision to engage the vendor. Such a conflict and the arrangement to avoid it must be documented and approved by the Chair of the Board.

WWCT requests and offers confidentiality from/to its suppliers. All quotations, proposals, suggestions, and proprietary information are to be held in the strictest confidence. Proprietary information exchanged during transactions shall be identified and treatment of that information clearly agreed upon by both the WWCT and the supplier.

## **2.6 Authority and Responsibility**

An annual overall budget and set of budgets assigned to headings are agreed by the Board before the beginning of the financial year. Budget holders are able to spend up to the limit of these budgets and are asked to spread costs throughout the year to preserve positive cash flow. Budgets should be discussed with budget holders to ensure they are adequate for their needs.

The Trust Manager has overall responsibility for all budget lines.

The Treasurer can spend against any budget line.

The Golf and Retail Development Manager can spend against the Golf accessories budget and the golf shop staff budget. Decisions on other merchandise should be made jointly with the Trust Manager.

The Administrator can spend against any budget line when requested by a Trustee or the Trust Manager. They can spend against the events, postage and stationery budget and make purchases for the cleaning staff and Greenkeepers..

The Head Greenkeeper can spend against the course development budget.

All trustees or members of staff can authorise expenditure when the issue relates to emergencies or the safety of members of the public.

Tree works should only be authorised by Trust Manager, the Nominated Trustee and the Head Greenkeeper..

All members of staff can make small purchases of up to £50 in value without prior authorisation, although it is recommended practice to get approval in advance.

Authorising of hourly paid staff can be authorised by any bank signatory, but should be subject to checks by Trust Manager and Retail Manager.

### **Procedure**

#### **Expenditure**

- All delivery notes should be kept to be checked with invoices before payment.
- All invoices should be date stamped on receipt and stamped with the processing record stamp before passing for payment.
- Budget holder should approval (initial) invoices before payment and enter the relevant Sage department code..
- Any purchases made with personal money should be claimed back through an expense claim form, or through a petty cash claim.
- Only purchases for Warley Woods Community Trust should be made on a corporate credit card.
- All invoices should be solely for Warley Woods Community Trust and should not be split between organisations or individuals. If necessary an invoice should be raised to reclaim money from other parties.
- All cheques made out should have supporting paperwork.
- All cancelled cheques should be kept. Cancelled and stapled to the relevant cheque stub,

All invoices, claim forms, cheque stubs, payment receipts should be kept in the office for immediate inspection on request.

All payments to members of the public should be signed for and a note should be made of their address.

Any expenditure made purely for golf business made on budget lines shared between Trust and Golf should be marked to ensure maximum VAT reclaim,

No member of staff or trustee should authorise payments to themselves. Petty cash sheets should be signed by another authoriser. Cheques and bank payments, including salaries, should be initiated and authorised by two other signatories.

Regular suppliers, including utility companies, should be kept under review to ensure rates are competitive. Particular focus should be paid to this from December – March when preparing the budgets for the next financial year.

Any expenditure which would lead to a significant overspend on a budget line should be referred to the Treasurer before orders are placed.

Any expenditure to members of staff beyond regular wages, salary or reimbursement should be referred to the Treasurer before agreement.

Any unusual expenditure or arrangements with suppliers or contractors should be accompanied by written explanations.

### **Income**

The majority of income comes from grants and donations and is not invoicable. When invoices are used they should be numbered, include the VAT number and copies kept on file. Receipts should be offered for all donations and sales, unless donations are put into a sealed charity box.

### **Stock Control**

Items for sale in shop and office should be subject to stock control procedures.

## **2.6 Monitoring**

All shop transactions should be entered on the spreadsheet and a weekly report printed off for data entry for Sage by the Golf and Retail Development Manager. This should be checked by the Trust Manager within a fortnight. The paperwork should be signed and dated by the checker. The paperwork should be kept in easy access for the Treasurer to spot check..

All expenditure should be entered onto Sage Accounting during the current month – either by the bookkeeper or the Administrator and should appear on the monthly report to the Board, created by the Trust Manager. This report allows Trustees to monitor ongoing income and expenditure and to be able to ask questions to drill down to more detail if required.

All wages and salaries are input by the Bookkeeper and should be checked for accuracy and completeness before authorisation.

The Bookkeeper should check Sage entries made by Administrator and check all income and expenditure paperwork against bank statement.

## **2.5 Awarding Business**

When selecting vendors, suppliers, and contractors, employees must examine a combination of factors. The WWCT objective is for the best value – a combination of price, quality, reliability, service, and delivery. Tenders or comparative quotes should be sought for any contract or purchase exceeding £5,000 unless specifically authorised by the Board. Comparative quotes should be sought for any purchase over £1,000 unless specifically authorised by the Board. Where prices are comparable then preference should be given to local suppliers. All purchases should be made with reference to the Environmental Policy.

## **2.6 Inventory**

All equipment, tools and other purchased items over £20, upon delivery must be entered into an inventory database. The Administrative Assistant enters the purchase into the database provided by the Treasurer of the Trust for staff and Board members.

## **2.7 Income Generation**

Income generation is critical to the long-term sustainability of Warley Woods Community Trust. Warley Woods Community Trust generates income through:

- Golf course fees
- Membership fees
- Café
- Donations from businesses and individuals
- Trading
- Funding from the government, regional agencies and charitable bodies.
- Events

These activities are managed and controlled on a day-to-day basis by the Fundraising Subgroup which is monitored by the Board.

All events should seek to cover costs at a minimum.

All items selected for trading should normally be able to return a profit of at least 25%.

Membership fees should cover the cost of administering membership, membership costs and AGM costs.

All income generation must be in accordance with WWCT's aims, values and objectives and must not compromise operational integrity.

Approved 15/5/08

## **3.0 MARKETING AND COMMUNICATIONS**

### **3.1 Communication**

Marketing and communications for the WWCT are the responsibility of the Communications Subgroup. The Subgroup is required to report regularly to the Board of Trustees. The Communications Subgroup is able to present papers for the consideration of the Board.

The Communications committee is responsible for:

- Agreeing subjects for monthly press releases for all park related events in conjunction with the Trust Manager.
- Overseeing the timely production of the newsletter\* (The LEAFlet)
- Logo and Branding decisions of the WWCT
- Printed material production\* (i.e. posters, brochures etc.)
- Production of Annual Report\*
- Website content\*
- Media interviews events in conjunction with the Chair of the Trust
- Park Signage\*
- Co-ordinating with other subgroups
- Communicating regularly with the Board

\*Final Board approval is necessary

### **3.2 Logo Use and Branding**

In an effort to ensure a positive and consistent graphic identity for WWCT the use of the logo and other graphical elements must be consistent. All printed publications, website materials and signage must contain the Trust's logo and a consistent group of typefaces and colours. No other graphic treatments should be presented as logos of the WWCT.

## **3.2 Procedure**

To ensure graphic integrity, authorized vendors and organisations that need to reproduce the official logo and other official graphics must obtain the mechanical or digital source material from the Communications committee rather than attempt to recreate graphic material or copy from the Internet. Images should not be disproportionately scaled. Stretching digital graphics horizontally or vertically in a computer application results in distortion that alters the design. Graphic elements should always contain enough resolution to image without discernable pixels on the output device (printer or monitor).

The WWCT logo should always appear on all of the following publications:

- recruitment material for members and volunteers
- recruitment materials for employees
- external publications
- newsletters
- stationery and business cards
- press releases
- all advertising
- park signage

Letterhead must be used for all letters written for WWCT business.

## **3.3 Website**

The website should reflect the visual branding used in printed publications. The website should be updated regularly to reflect upcoming events or other current affairs.

The website must be designed for generally accessible browser software. Use of technologies that require plug-ins or that use features of one particular browser should be avoided or kept to a minimum. Links to plug-in download sites should be included in any site that requires additional software.

### **3.3.1 Procedure**

Updates should be sent to the webmaster as the need arises. The monthly email should appear as the front page of the website and the events calendar and press releases page should be changed monthly if new information is available.

## **3.4 Newsletter**

The newsletter is an important part of the WWCT communication strategy and contains important news items and informative content regarding Warley Woods. The newsletter is a tool to keep membership and the local community informed on events and activities in the park.

### **3.4.1 Procedure**

The communications group should collectively agree the outline content for the next newsletter and appoint a co-ordinator/editor. A range of contributors should be sought and as many aspects of the Trust's work should be covered in each issue. Deadlines for content should be agreed. The co-ordinator/editor should contact and remind contributors to ensure deadlines are met and the text is forwarded to the designer. Both the co-ordinator/editor and one additional person should proof the text before signing off for printing.

## **3.5 Publications**

Publications developed by the Communication group or employees must have a clear purpose. This should guide the quantities produced. Major publications must be reviewed by three or more people. Minor pieces of print work can be reviewed by two people. All major publications should be brought to the attention of the Board for comment before production.

### **3.6 Media Alerts and Press Releases**

Press releases are to be developed for all newsworthy events and activities associated with the WWCT. Subject lines agreed with the Communications Group in advance.

#### **3.6.1 Procedure**

Members of the communications group should be sent copies of press releases that have been circulated. Prior approval is not necessary, unless the subject matter is deemed sensitive. All press releases should be sent to print media as a minimum. Releases may also be sent to television and radio stations if appropriate. Photocall notices should not be sent to radio stations.

All releases should contain notes which indicate who should be contacted for further information, an explanation of the Community Trust and the location of Warley Woods. Each release should name any funder associated with the event or piece of work detailed in the release.

### **3.7 Signage**

Sign content and design should be consistent throughout the park. The Board must approve content and design before production of the signs. Signs must include all relevant logos (i.e. funding organisations) and the official Warley Woods logo.

Approved 15/5/08

### **3.8 Comments, compliments and complaints policy**

#### **Customer Feedback and Consultation**

##### **3.8.1 Feedback**

WWCT encourages and welcomes feedback, both complimentary and critical, from its users. Feedback is recorded, and monitored by staff and trustees to inform current and future practice.

Feedback can be both formal and informal. Channels for user feedback include:

Customer Comment Forms available in the Shop and Trust Office. Their availability is advertised on the Pavilion notice boards.

E-mails and letters

Comments via the Trust's website

Verbal feedback given to staff

Research (e.g. Annual User Survey, etc)

A summary of comments and suggestions received is given to the Trustees quarterly. Any issue requiring specific attention is monitored by the Trust Manager, and may be referred to the trustees for decision or action if required. Where feedback relates to an urgent practical issue (site maintenance) this is recorded in writing in the office and progress logged..

##### **3.8.2 Consultation**

Feedback is used to inform future plans and decisions. We also undertake an Annual Visitor Survey, and use the results to gain a better understanding of the needs and opinions of our users, and to inform future plans for the Trust.

Where further information on a specific issue is required, we may choose to undertake additional research.

Approved 21/8/08

## **4.0 EMPLOYEES**

### **4.1 Recruitment**

All vacancies will be advertised in the appropriate media including relevant newspapers and publications, on Trust Notice Boards and on the WWCT website.

An application pack including information about WWCT, the post, the job description and the person specification will be made available to potential applicants who will be asked to submit their application on the application form provided. For casual roles, a CV and references will be requested.

The sift and interview process will be carried out by a panel of up to 4 people against clearly defined criteria. The post will be offered subject to successful references with new recruits undertaking a 3 month probation period.

### **4.2 Induction**

All staff and volunteers will have an induction to WWCT against the induction checklist, and will be allocated a mentor to support them initially. The mentor will carry out the induction to WWCT.

Their line manager will develop a job induction to help them become effective in the role as quickly as possible, including the identification of any training they may need. There will be a review at the end of the 3 month probation period.

### **4.3 Job descriptions**

All staff will have a written job description setting out the key responsibilities of the role. This will be reviewed regularly through appraisal.

### **4.4 Contract of Employment**

Your appointment pack, letter of appointment, induction and staff policies constitute your contract of employment.

### **4.5 Individual review**

All permanent staff will receive an annual review carried out by their line manager.

This will involve a discussion of performance in the role, agreement of individual objectives and learning and development needs.

The purpose of the review is to help support people to perform their job well and to develop their maximum potential.

### **4.6 Absence**

All absences must be reported to the appropriate line manager with 30 minutes of the expected start time.

### **4.7 Dental and Medical appointments**

Where possible these should be made outside of working hours. Where this is not possible the employee should request permission to keep the appointment giving as much notice as possible.

## **4.8 First Aid**

First aid boxes are located in the office, shop and ground staff compound. The Trust is not required to have an official first aiders, but as many staff as possible should be trained in first aid, to be able to give help to customers. The Administrative Assistant is the Trust's nominated person and is responsible for updating of first aid boxes. Serious injuries should be noted in the accident book in the shop and copies passed to the Trust Manager to note any necessary action.

## **4.9 Telephone calls**

All private calls should be made and received on personal mobile phones. Staff should use their phones responsibly and they should not be allowed to interfere with the course of business.

Approved 15/5/08

## **4.10 Warley Woods Community Trust IT Code of Practice**

Warley Woods Community Trust (WWCT) IT Code of Practice is based around three key principles

- 1. Protecting WWCT reputation**
- 2. Using IT systems to enhance WWCT operations**
- 3. Maintaining security and protecting WWCT IT systems**

### **4.10.1 Protecting WWCT reputation**

#### **4.10.1.1 Use of IT systems**

PCs and Laptops used carelessly may attract risk and IT systems must be used responsibly.

- Do not: access, download, forward, or distribute material via WWCT systems, which is illegal or likely to cause offence. This includes defamatory or undesirable content, jokes and chain letters and statements, text or pictures that are pornographic, racist, sexist, discriminatory, offensive, or otherwise contrary to the aspirations of the WWCT.
- If you become aware of the existence of inappropriate or illegal content on the company's systems, report your findings to The Trust Manager immediately.
- Please note all work performed on the company's IT systems belong to WWCT. It may be monitored at any time

#### **4.10.1.2 Databases**

- Ensure that you are familiar with the key provisions of the Data Protection Act before creating a database, or accessing or transmitting data from an existing one.
- Where possible, advise the individual before processing their data and tell them how you intend to use their information. If necessary, obtain their written consent, and only use personal information for purposes notified to the individual and do not keep personal information any longer than you need to.
- Any data subject to the data protection act should not be taken from the Warley Woods site unless encrypted.

#### **4.10.1.3 Email**

- Exercise a high degree of care and attention using electronic mail, both internally and externally. Using electronic mail externally is not without risks- in both security and reputation
- Attach email history only when necessary. Consider whether 'reply to all' is essential.
- Do not: forward, or distribute material via WWCT email, which is illegal or likely to cause offence. This includes defamatory or undesirable content, jokes and chain letters and statements, text or pictures that are pornographic, racist, sexist, discriminatory, offensive, or otherwise contrary to the aspirations of the WWCT. Do not make personal comments about an individual, or discuss their characteristics or abilities using e-mail

- WWCT permits employees to access personal email accounts, provided this does not affect productivity or compromise WWCT reputation or come into conflict with any other part of the ITCOP. **However**, downloading attachments from personal email accounts onto WWCT IT equipment should be avoided due to the risk of virus contamination.

#### **4.10.1.4 Internet use**

- You may make limited personal use of the Internet during your personal time provided this does not affect productivity, compromise WWCT reputation and meets with the terms set out in the ITCOP
- WWCT permits employees to make limited personal use of social software, provided this does not affect productivity or compromise WWCT reputation or come into conflict with any other part of the ITCOP
- Do not access Web pages, RSS Feeds, and News Feeds or participate in a chat room whose content is unknown to you; or whose content is likely to involve pornography or support for an illegal, racist, or offensive activity.
- Do not post comments about individuals on Internet bulletin boards, chat rooms, or websites. These may give rise to an action for libel against WWCT and the author.
- Publishing personal information on the Internet may expose you to the risk of identity theft. Only publish information that you would be happy for strangers to see.
- WWCT reserves the right to monitor and investigate individual usage of the Internet using WWCT IT equipment, including individual usage of social software

#### **4.10.2 Using IT Systems to enhance WWCT operations**

##### **4.10.2.1 Personal use of IT systems**

- The use of photographs for computer screen savers is acceptable – so long as the content does not infringe the principles of the ITCOP - but limited storage space precludes the storage of other non-business related data such as personal photographs, music, and video files on the WWCT storage system.
- Do not use WWCT IT systems, including its Internet access, to operate any business not authorised by WWCT
- Do not use WWCT IT systems for instant messaging programmes such as MS messaging or Twitter.

##### **4.10.2.2 Housekeeping and management of your PC/laptop to enhance your performance and productivity**

Review your PC's hard drive regularly to clear out old data files and gain storage and speed

- Zip stored folders and files to minimise storage space. Routinely Delete or archive unwanted data files, documents and folders.
- Before leaving WWCT, you must ensure your data has been backed up or transferred and all outstanding work handed over.

#### **4.10.3 Maintaining security and protecting WWCT systems**

##### **4.10.3.1 It is your responsibility to ensure that any WWCT hardware, systems and data that been entrusted to you is secure**

- Report a missing PC, hand held device, hard drive or backup file immediately to the Trust Manager
- Do not connect any PC/Laptop not owned by WWCT to the WWCT network.
- Do not allow anyone outside of WWCT employees, trustees and volunteer to use your PC/laptop unsupervised.
- Lock away your laptops, hand held device (and storage media) when not in use at any time during the day and in particular at night, weekends and when travelling.

##### **4.10.3.2 Installing and downloading software**

- Do not make unauthorised copies of WWCT's software,

- Do not install unauthorised software on WWCT PCs/Laptops, except as authorised by the Trust Manager
- Do not download software from the Internet, except as authorised by the Trust Manager
- Do not intentionally download, launch, install or save any unauthorised wallpaper, sound, screen saver, video clip, game or executable file (for example, files with extensions such as .exe, .com, .avi, .mpeg, .bat, .js, .mp3)
- The downloading, installation or playing of games is not permitted.

#### **4.10.3.3 Maintain Anti Virus protection**

- Ensure Anti Virus protection are set to automatic update and check periodically that they are updating regularly
- Virus check all files that you receive, or are sending out
- Do not open attachments in unsolicited e-mail messages

Approved 19/2/09

### **4.11 Private Property**

The Trust accepts no liability for the loss of or damage to any private property (including cars and golf clubs) of employees, volunteers, Trustees or visitors whilst on Trust premises.

### **4.12 Disclosure of Information**

All confidential information relative to the Trust's business, which comes to your knowledge by virtue of your employment or involvement, must at all times be treated in the strictest confidence. Any breach of confidence will render you liable to immediate dismissal and furthermore may render you liable for proceedings in the civil courts.

Approved 18/1/05

### **4.13 Annual Leave, Bank Holidays and TOIL**

The annual leave year for each employee runs in line with their start date. All leave should be booked through the line manager in advance, giving 1 month notice for periods of 1 week or more and notice of 1 week for shorter periods.

Where an employee is required to work on a bank holiday, evening or weekend outside of their normal working hours time off in lieu (TOIL) will be taken with the agreement of the line manager. Part-time shop staff will not be given TOIL for bank holidays where these fall on their normal working day.

### **4.14 Timesheets**

Employees are required to fill in timesheets. Board Members and volunteers with regular commitments will be asked to record their hours and supply them to Administrative Assistant on request. This is important to assist in fundraising applications. Volunteer hours given during formally arranged sessions (such as Volunteer Sunday) will be recorded through attendance sheets.

### **4.15 Training and Development policy**

Warley Woods Community Trust is committed to providing skills training and development for employees, volunteers and Board Members. Following from this, WWCT is committed, within budgetary constraints, to provide its staff with appropriate training, developmental and educational opportunities that will enable them to acquire the skills and competencies that are needed by the organisation and for their own professional development.

In order to achieve these aims, WWCT undertakes to:

- Identify staff training and development needs in terms of necessary standards of competence, innovation, and personal aspirations;

- Set annual priorities in the light of these needs, given budgetary constraints;
- Provide appropriate and high-quality induction, training and development programmes for all staff;
- Ensure that all staff are informed of training and personal development opportunities;
- Monitor and evaluate the effectiveness of induction, training and development initiatives;
- Keep a record of the training received by each member of staff.

***WWCT aims to ensure that:***

- Each member of staff understands exactly what is expected in their job and work context
- Each member of staff has the opportunity to learn successfully perform their current job
- Each member of staff is prepared for future challenges created by our business initiatives
- Each member of staff is enabled to develop his/her potential

WWCT has an appraisal system which provides the opportunity to review performance annually by their line manager. This will provide a mutual opportunity for developing objectives and agreeing targets in order to enhance performance and create training and development plans.

Line managers will review the impact of training on staff performance. Line managers will discuss training objectives with staff prior to the training and review the learning achieved following training. Managers should encourage staff to be totally involved in the creation of training plans.

There are key areas where training will be offered to all staff:

**Induction Training**

Line managers should assess the training needs of all new staff, or staff changing job roles, in order to help them perform to the standard required from the outset. She/he should design an induction programme to meet the specific needs of individuals. This then feeds in to the Appraisal process.

All staff should be taken through the health and safety checklist as part of their induction.

**Existing Staff**

Training in skills to enable a member of staff to do their job should continue to be a priority of WWCT. These skills must be relevant to the job and be part of the WWCT training plan.

**Management Development**

Management development is essential to the success of the Trust, managers will continue to focus on the competencies which are essential for them to acquire and practice in order to increase their effectiveness. Management development will take into account preparation for growth and change in the organisation.

**Training and Qualifications**

WWCT will fund training which has been agreed. Resources required for any training should be discussed with managers. Purchase of specific resources will be negotiated on an individual basis.

Full-time staff should manage their working commitments to accommodate training time. If the workload is such that this cannot be achieved, then staff should discuss this with their line manager and support will be negotiated.

Part-time staff should manage their working commitments to accommodate training where practicable but should be prepared to train on non-working days without payment.

Volunteers should manage their personal and work commitments to enable them to participate in training to help them to carry out their roles effectively. The cost of training, if any, will be met by WWCT as long as there are clear benefits to the Trust.

For NVQ qualifications staff should receive the standard number of hours of assessment time allocated to the particular NVQ. Additional assessment time must be negotiated with their manager. Portfolio development should be undertaken out of working hours.

In the event of staff leaving the Trust within 12 months of completion of training, then WWCT reserves the right to recoup the full cost of this training from the staff member. If staff leave WWCT between 12 months and 2 years of completion of training then WWCT reserves the right to recoup 50% of the cost of the training from the staff member. Discussion will take place between the staff member and their manager prior to the training to establish obligations.

WWCT will regularly review and revise this policy to ensure that its aims are in accordance with the organisation's needs and priorities.

#### **4.15.1 Procedure**

##### ***Annual Review and training needs appraisal***

- Every member of staff has an agreed individual job specification
- Each member of staff will also have a Personal Folder, which includes a copy of the relevant job specification and any training they have received

The review exercise:

*Stage 1:* Manager and member of staff are aware of the format of the review procedure and consider prior to their meeting, issues that they would like to raise under each heading.

*Stage 2:* The manager and member of staff meet to discuss previous performance and agree the objectives for the coming year.

*Stage 3:* The outcomes of the meeting are entered on the review form. Both parties sign to agree its content and copy is kept on file. A copy is forwarded to a reviewing manager.

Approved 15/5/08

#### **4.16 Equal opportunities policy**

It is the policy of the Warley Woods Community Trust to provide equal opportunity for all qualified persons and not discriminate against any employee, volunteer, Board Member or applicant for employment because of race, colour, orientation, religion, sex, age, national origin, veteran status, disability, or any other protected status.

This policy applies to recruitment, placement, promotion, training, transfer, retention, rate of pay and all other details and conditions of employment. Employment decisions will be based on merit and the principle of furthering equal opportunity. The requirements imposed in filling a position will be those that validly relate to the job performance required.

#### **14.17 Harassment and Discrimination**

WWCT believes in the necessity of providing safeguards for its employees, volunteers and Board members against harassment and discrimination. This includes harassment and discrimination on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, gender, sexual orientation, age, marital status, family status and handicap (disability). It is the responsibility of all employees, volunteers and Board members to contribute to the elimination of harassment and discrimination.

It is the responsibility of all employees, volunteers and Board members to strive to create an environment free of harassment and discrimination. Included within the scope of that responsibility is an awareness of what constitutes harassment and discrimination based on human rights, knowledge of the procedures that are in place for dealing with allegations of harassment and discrimination, and cooperation in the processing of complaints made under this procedure.

It also means that supervisors will not condone or ignore activities within their areas of responsibility which violate the rights of employees or volunteers. It means that they will ensure that all those for whom they have responsibility are aware that any form of harassment and discrimination based on the grounds outlined above, in all its manifestations is prohibited. They will ensure that any complaints will be attended to immediately and effectively.

This document assumes that a centralized procedure is necessary to ensure uniformity and fairness in dealing with complaints, whether they are made by employees, volunteers or Board members. The procedure is designed, in part, to prevent harassment and discrimination by educating WWCT employees, volunteers and Board members as to what constitutes such behaviour.

WWCT recognizes that employees, volunteers and Board members have the right to be free from harassment and discrimination. This includes sexual harassment, harassment based on gender, race, ethnicity, religion, creed and sexual orientation. Such harassment and discrimination has the purpose or effect of unreasonably interfering with an individual's or a group's work performance, or of creating an intimidating, hostile or offensive working environment. Individuals or groups who are not the direct target of the conduct in question may also suffer harassment and discrimination as a result of being present when such conduct takes place.

**Sexual harassment** is engaging in comment or conduct of a sexual nature which is known or ought reasonably to be known to be unwelcome. It includes but is not limited to:

- Sexual solicitations, advances, remarks, suggestive comments and gestures
- Inappropriate display of sexually suggestive pictures, posters, objects or graffiti
- Physical contact of a sexual nature
- Sexual conduct that interferes with an individual's dignity or privacy such as voyeurism, and exhibitionism.

**Racism** is the negative valuing, stereotyping, and discriminatory treatment of individuals and groups on the basis of their race.

- Racism directed at any individual or group is unacceptable.
- Racism can be detected by its effects. Racism can be manifested in personal attacks and insults.
- Racism may be intentional or unintentional. It can be the result of activity or arrangements that set out to discriminate or harm, or it can result from ignorance or inadvertence.
- Racism involves carrying into effect one's prejudices, resulting in discrimination, inequality or exclusion.
- Racism may include, but is not limited to, behaviour such as racial slurs and jokes, derogatory remarks and gestures, and physical attacks; bias in decisions, employment and workplace practices, appointment, leave, and salary increases; behaviour which could reasonably be interpreted as offensive and patronizing, and as undermining self respect or adversely affecting performance or working conditions; discrimination in the provision of goods and services, or access to premises, accommodation and other facilities.
-

**Heterosexism** is the negative valuing, stereotyping, and discriminatory treatment of individuals and groups who are lesbian, gay or bisexual, those perceived to be so, and those affiliated with them.

- The expression of dislike, hate or fear based on heterosexism is known as homophobia.
- Heterosexism can be detected by its effects. Heterosexism can be manifested in personal attacks and insults.
- Heterosexism may be intentional or unintentional. It can be the result of activity or arrangements that set out to discriminate or harm, or it can result from ignorance or inadvertence.
- Heterosexism involves carrying into effect one's prejudices, resulting in discrimination, inequality and exclusion.
- Examples of heterosexism include, but are not limited to, behaviour such as name calling, derogatory remarks, jokes and slurs, gestures and physical attacks; bias in administrative decisions, employment and workplace practices, appointment, leave and salary increases.
- Behaviour, language or terminology which could reasonably be interpreted as offensive and patronizing and as undermining self respect or adversely affecting performance or working conditions.
- discrimination in the provision of goods and services, or access to premises, accommodation and other facilities.

#### **4.17.1 Procedure**

This procedure may be utilized by groups as well as individuals and may involve complaints against one or more individuals. The conduct in question may constitute harassment, and a complaint may be brought under this procedure, whether the conduct occurs on Warley Woods' property or at any Warley Woods' related activity. Cases dealt with under this procedure may involve one or more forms of harassment or discrimination. Any reprisal, expressed or implied, for making and pursuing a complaint under this procedure is itself considered a breach of this policy.

#### **Complaint Procedure**

While every employee, volunteer and Board member has a responsibility to be aware of WWCT harassment and discrimination policies, supervisors have the responsibility to advise persons whom they believe may have been harassed of the assistance available through these policies.

Any employee, volunteer or Board member may seek informal assistance or advice from representative(s) of the Board, who shall as a first step, ensure that the complainant receives written information regarding the procedure. The Board Representative(s) will attempt to, at this time, make a determination as to the nature of the complaint. All such consultations will be confidential.

With the consent of the complainant, and in consultation with the appropriate representative(s), they may take any steps deemed appropriate in order to effect a resolution at this time, and keeping in mind the principles of natural justice at all times. The representative may discuss the incident with the two parties, separately or together to attempt to find a solution. All incidents must be recorded to include names, dates, times, places and a thorough description of the incident. If three incidents are recorded the employee, volunteer or Board member will be subject to dismissal.

Normally a written complaint must be filed within six months of the incident complained of, or where the matter complained of consists of a series of related incidents, within six months of the most recent incident.

In the case of complaints filed outside the normal six month period, the representative(s) will advise the complainant whether the complaint should be allowed to proceed.

Approved 18/1/05

## **4.18 Smoking**

Warley Woods Community Trust is committed to providing its employees and volunteers with a smoke-free work environment to protect the health and welfare of employees and volunteers from the adverse effects of tobacco smoke from cigarettes, cigars, and pipes.

Smoking is strictly prohibited within all Warley Woods Community Trust structures. This includes all meeting rooms, offices, hallways, public or reception areas, restrooms, employee lounges and storage sheds.

Smoking is prohibited in all areas where a safety hazard exists, such as storage and hazardous/flammable materials handling areas.

Smoking is prohibited in all Warley Woods vehicles used for transporting employees, volunteers and/or Board Members, supplies or any other use.

### **4.18.1 Procedure**

Any person found violating the no-smoking policy will be subject to a warning by a representative of the Board. Further violations will be handled by the Board of Directors and appropriate action will be determined up to and including dismissal.

Approved 15/5/08

## **4.19 Use of Alcohol and Drugs**

Warley Woods Community Trust realises that the misuse of drugs and alcohol impairs the health and productivity of employees, volunteers and Board Members. Drug and alcohol problems result in unsafe working conditions for all employees, volunteers, Board Members and park users. Warley Wood Community Trust is committed to maintaining a productive, safe, and healthy work environment, free of illicit drug and unauthorized alcohol use.

Any employee, volunteer or Board Member involved in the unlawful use, sale, manufacturing, dispensing or possession of controlled substances (i.e. illicit drugs and alcohol) on Warley Woods premises or work sites, or working under the influence of such substances, will be subject to disciplinary action up to and including dismissal and referral for prosecution.

Drugs used under the supervision of a doctor (i.e. prescription drugs) are not restricted under this policy.

If it is deemed that an employee, volunteer or Board Member is displaying behaviours consistent with addiction the person will be advised as to treatment facilities and/or the appropriate support group.

### **4.19.1 Procedure**

All employees, volunteers and Board Members will benefit from a drug and alcohol free workplace, and enforcement of this policy is the responsibility of all employees, volunteers and Board Members. Visitors to Warley Woods are expected to honour this policy. The success of this policy depends upon the thoughtfulness, consideration and co-operation of all employees, volunteers, Board Members and park users. Any questions regarding the above may be directed to a Board member of the Warley Woods Community Trust.

Any person found violating the alcohol and drug policy will be subject to a warning by the Board of WWCT. If addiction is suspected then the person will be advised as to treatment facilities and support groups. Further violations will be handled by the Board of Directors and appropriate action will be determined up to and including dismissal.

## **4.20 Trust property**

Any loss, misuse or damage caused by negligence in handling Trust property could result in disciplinary action being taken.

## **4.21 Discipline**

Disciplinary rules and procedures are necessary for promoting fairness and order in treatment of individuals. Staff, volunteers and Board members will at all times carry out their duties to the best of their ability and conduct themselves in a manner which is in the best interests of the Trust as a whole. Failure to act in such a way may result, after due warning, in dismissal.

Inability to carry out the duties for which you were employed due to ill health or incapacity to perform the work in question may lead to dismissal after adequate warning and full discussion.

Conduct which is liable to lead to criminal proceedings, in the nature of assault, indecency, drunkenness, fraud, theft, forgery, deliberate breach of the Health and Safety at Work Act, wilful damage to Trust property, unlawful disclosure of Trust affairs and other conduct which is of detriment to the Trust, such as misuse of computer equipment or software, false statements, harassment, regular unauthorised absence and disclosure of confidential information to unauthorised persons may, in the absence of mitigating circumstances, lead to immediate dismissal without prior warning. This may even apply where the conduct referred to is not directly connected with WWCT.

### **4.21.1 Warning Procedure**

*Stage 1* – Verbal warning with a note placed on your personal file for conduct that does not meet acceptable standards.

*Stage 2* – Written warning giving details of the complaint and advising of the right to appeal within 5 days. This will be used for a further offence or a first offence of a serious nature.

*Stage 3* – Final written warning where there is a failure to improve and your conduct or performance is still unsatisfactory.

*Stage 4* – Dismissal will normally result if you still fail to meet the required standards. You will be provided with written reasons for your dismissal, the date on which your employment will terminate and your right to appeal.

### **Summary Dismissal**

An employee may be summarily dismissed in cases of proven serious misconduct.

## **4.22 Grievance**

If an employee has a grievance relating to employment it must be identified to the line manager. If a satisfactory resolution cannot be reached the employee should refer it to the Vice Chair or Chair of WWCT. A grievance can cover a wide range of problems and therefore a strict procedure may be difficult to follow. Each problem will be dealt with as an individual one and action taken accordingly.

Approved 18/1/05

## **5.0 VOLUNTEERS**

Volunteers are involved in almost every area of activity of the WWCT. WWCT attracts, and continues to attract people with a range of backgrounds and skills, and a shared commitment to the values of Warley Woods.

## **5.1 Position Descriptions**

There is no such thing as a typical WWCT volunteer or job description. Our policy is to meet with prospective volunteers to determine their particular skills, interests and expectations. In the process we assess how they might complement WWCT's needs.

## **5.2 Initial contact**

On contacting WWCT, all potential volunteers are to be informed of the type of voluntary work generally available and hours of operation. Potential volunteers will be asked to fill out the volunteer form and then an interview will be scheduled.

The exception to this recruitment process is where a volunteer responds to a specific call for volunteers – for example Volunteer Sundays or for help at an event. Volunteer forms should still be completed but the need for a formal interview would not be necessary.

## **5.3 Volunteer Interviews**

Volunteers are to meet with a Board Member or the Trust Manager to discuss their interest in volunteering with WWCT. The purpose of this meeting is to:

- determine what brought them to WWCT
- discuss their expectations regarding volunteering
- get to know them (i.e. background, skills)
- determine their availability
- update them on WWCT and its work
- discuss the areas in which volunteers can work and the type of work they can do
- discuss expected commitment from volunteers
- ask about special needs or limitations

## **5.4 Reference checks**

If the Board deems it appropriate, the volunteer may be asked for work or character references before further placement at WWCT. CRB checks will be undertaken if the volunteer role will have any significant involvement in activities with children or vulnerable adults.

## **5.5 Induction**

Once the interview process is complete the volunteer will be given:

- a tour of WWCT's offices and introduced to available Board members and staff.
- any training necessary to complete the task
- any health and safety issues relating to the task being undertaken
- membership of the Trust will be mentioned, but is not a requirement of volunteering

## **5.6 Training**

Adequate training to enable volunteers to carry out their duties will be provided by WWCT staff and Board members. Staff or nominated trustees are responsible for volunteers while they are learning to use WWCT equipment and must make themselves available to help when needed. Volunteers are encouraged to develop and expand their personal skills to maintain and enhance WWCT's effectiveness.

## **5.8 Rights and responsibilities of volunteers**

WWCT Volunteers have a right to:

- Receive adequate information and a clear description of what is expected and to understand why they are doing a task and how it fits into the broader programme
- Be assigned a suitable project, task or job and to say no to tasks they are unable to do, or would rather not do and to ask for a new job
- To have on the job supervision provided by a designated staff member or trustee
- Receive respect and support from their co-workers as well as recognition and feedback from their supervisor for their work
- Be reimbursed for out of pocket expenses, providing prior approval is obtained from a manager or Board member
- Request a reference from a manager or Board member when applying for a job, providing the volunteer has worked at WWCT for a minimum period of three months
- Provide feedback, suggestions and recommendations regarding their job or the wider programme
- Have access to dispute resolution procedures and to be supported through such a process
- Have their personal details kept in a confidential manner
- Work in a safe and healthy environment
- Be provided with a place to work and suitable tools and materials
- Be adequately insured

WWCT volunteer responsibilities:

- Be reliable and commit, where possible, to regular day/s and time of work so tasks can be planned accordingly
- Keep WWCT informed of changes of address and phone number
- To ask for support when needed
- Agree to do job training necessary to carry out duties as stated in position description
- Abide by any WWCT policies regarding their work
- Appreciate and respect the confidential nature of information that may be acquired during course of duties
- Not to spend money or order goods on behalf of the WWCT without prior approval
- Notify the designated WWCT Board member if they are no longer able to work with WWCT
- Show enthusiasm, loyalty and belief in the work of the WWCT
- Agree to work in a safe and healthy way and not jeopardise the health and safety of others
- Inform WWCT of any pre-existing medical conditions or special needs that WWCT should be aware of that might effect the volunteer's ability to undertake certain tasks
- Report any injury immediately to a manager or Board member
- Abide by WWCT's no smoking or drug use policies

As with paid work, all voluntary work done for or on behalf of WWCT belongs to WWCT and can not be used or sold without the permission of WWCT Board members. All confidential records, documents and other papers, together with any copies of extracts thereof, made or acquired by the volunteer in the course of their work shall be the property of WWCT and must be returned to WWCT on finishing volunteering for WWCT.

WWCT recognises that volunteers contribute a vast wealth of skills, knowledge and support towards the running of WWCT. All WWCT staff in return are to treat volunteers with respect and support.

Volunteers are to be included, where possible, in all relevant staff meetings, discussions and celebrations. Volunteers should be given every opportunity to develop their skills to enhance their own skill base.

All volunteer's personal information will be treated with confidentiality. The volunteer database will be accessible only to designated staff and Board members. Registration forms will be kept in a locked filing cabinet.

Approved 19/12/08

## **5.9 Dispute Resolution**

WWCT is a community organisation and it is hoped that all disputes can be solved through discussion with concerned parties. It is advisable that all disputes are dealt with in a timely fashion.

If there is a dispute between a staff member or Board member and a volunteer, they should try to resolve it directly. If this does not resolve the problem they should notify the Trust Manager or a designated Board member. If the dispute is of a serious nature it should also be put in writing and a copy given to the Trust Manager or the designated Board member. The Trust Manager's or the designated Board member's role is to talk with both parties to determine a solution. Where appropriate, the Trust Manager or the designated Board member should mediate a meeting between the volunteer and the staff member to discuss the problem openly. If the dispute is of a serious enough nature, disciplinary action may be taken.

## **5.10 Resignation**

Volunteers are an invaluable resource to WWCT but it is recognised that due to changing circumstances the volunteer may need to resign from their voluntary position. WWCT requires that volunteers give as much notice as possible to the Trust Manager and/or a representative of the Board before leaving WWCT.

Approved 18/1/05

## **6.0 MEMBERSHIP**

### **6.1 Data protection**

Special precautions must be taken when collecting sensitive data such as phone numbers, e-mail addresses, bank information, or personal identification numbers. WWCT protects all personal information and does not sell, lend or in any way share personal information including addresses, phone numbers, e-mails, age, bank information and all forms of personal information of staff, volunteers, Board members or members.

### **6.2 Membership registration**

Membership with WWCT is open to anyone who supports the aims of the Trust. Those wishing to become members must complete a registration form and pay an annual membership fee.

### **6.3 Membership Period**

Membership lasts for one full year from the month of initial registration. Membership ends the last day of the month they registered in the previous year. All members are given one month notice of the need to renew their membership. If a member fails to renew their membership then they are given a two month grace period after their final renewal date. If the member has not paid their membership fee within that grace period then the membership is officially expired. A final reminder is sent before this membership is "lapsed".

## **6.4 Membership fees determined by the Board**

Membership fees are set by the Board. Membership fee increases may occur on an annual basis.

## **6.5 Expelling a member**

WWCT membership will cease upon:

- the death of an individual
- a member giving signed notice to WWCT Board
- failure to pay the annual membership fee within two months of expiry
- Board termination of a membership (The Board reserves the right for good and sufficient reason to terminate the membership of any member provided that the member concerned be offered the right to be heard on appeal and the final decision by the ordinary members in a General Meeting. The decision of the General Meeting is final).

## **6.6 Members of the Board**

All persons appointed to the WWCT Board must be members of WWCT. Board members must also be 18 years of age or older. The maximum number of people on the Board is 20 and can be no less than 10. Board members are elected or nominated at the Annual General Meeting (AGM).

## **6.7 Voting**

At AGM and other general meetings, members who are 18 years or older are entitled to one vote. Voting may be done personally or by proxy.

## **6.8 Member benefits**

Members are entitled to vote at general meetings, to receive the newsletter (the LEAFlet) and receive any other additional information from WWCT.

Approved 15/5/08

# **7.0 HEALTH AND SAFETY**

## **7.1 Policy Statement**

### **Our statement of general policy is that we will**

- Establish and implement a Health and Safety Management System to identify the hazards and manage the risks associated with the site, including premises, and activities.
- Review and revise the Management System as necessary and at regular intervals, in the light of performance monitoring, expert/official advice and experience.
- Provide sufficient resources and priority to meet Health and Safety legislative requirements and good practice standards.
- Actively promote an open attitude to Health and Safety issues, encouraging staff and site users to identify and report hazards.
- Communicate and consult with staff on all matters related to their health and safety, including ensuring that this policy is brought to their attention.
- Provide adequate training for all staff and other responsible persons to enable them to work safely and effectively, and to ensure that they are competent and confident in their work.
- Undertake and review risk assessments concerned with identifying hazards and establishing effective control measures.

- Prioritise, plan and complete the corrective actions required to ensure that risks are adequately managed to maintain safe and healthy working conditions
- Maintain our premises and work equipment to a good standard.
- Ensure that partners, contractors, volunteers and franchisees on site observe appropriate levels of health and safety practices.
- Ensure the health and safety of visitors to Warley Woods and Golf Course

Warley Woods Community Trust Board recognises that it is the duty of all persons engaged in “working” on the site to

- Take reasonable care of their own safety
- Take reasonable care of the safety of others who may be affected by what we do or fail to do.
- Co-operate with all legal and WWCT policy and procedural requirements.
- Report all H&S concerns to an appropriate person (as detailed in this Policy Statement)

## 7.2 Organisational Responsibilities

1. Overall and final responsibility for health and safety rests with the W.W.C.T. Board.
2. The Board will identify one trustee to have the lead responsibility for health and safety matters
3. The Board will review health and safety matters, including its policy, on an annual basis.
4. All “staff”[whether WWCT staff, trustees or volunteers or those working for the catering enterprise or golf club/management organisation] have a responsibility for their own and other’s health and safety. In addition the line management arrangement in place at any particular time will include responsibility for health and safety.
5. The senior Trust employee at any time will be responsible to the lead trustee for day-to-day health and safety matters and will share responsibility for the preparation of the annual report on health and safety matters . The senior employee will be responsible for
  - Arranging training as necessary
  - Fulfilling the “ appointed person” role in respect of first aid
  - Ensuring that staff, contractors, volunteers, partners and franchisees are aware of and discharge their health and safety responsibilities
  - Ensuring consultation with staff on health and safety matters, including checking that health and safety issues are raised immediately that they arise.
6. The “master” copy of risk assessments is stored in the WWCT office. Copies of the risk assessments will be placed with the relevant staff member [or equivalent].
7. The contracts for the golf shop and the café need to specify out how the h&s arrangements will work.

## 7.3 Practical Arrangements

There is a duty on the WWCT to provide measures to manage health and safety, the section below sets out how WWCT will achieve this.

**Risk assessments** will be completed on **all identified hazards**, including

- The use of all plant, vehicles and machinery and maintenance of these items
- All regular activities
- Use of VDU’s
- Lone working
- Running the café
- Special and common hazards inc CoSHH
- Anti social and violent behaviour

**A Fire Safety assessment**, in line with the H.S.E. guidance for employers, will be undertaken on an annual basis and reported to the Board. This will also deal with emergency arrangements.

**First Aid arrangements** will include the provision of first aid boxes in the office, golf shop and compound and the training of relevant staff. The “appointed person” will be the senior WWCT employee, who will have overall responsibility for first aid matters across the entire site and all functions.

**Accident reporting** will be through the site accident book located in the golf shop. Information about RIDDOR responsibilities will be clearly available with the accident book.

**A Portable Electrical Appliances** check will be done on an annual basis and any remedial work recommended will be undertaken. The P.A.T. schedule will be kept in the Trust office.

**The Woodland Management Plan** will ensure that the more dangerous trees are felled/dealt with as appropriate.

Hazard identification across the entire site will be a continuous process; staff and visitors will be encouraged to report possible hazards. The Trust will also develop a specification for a recorded site check to be undertaken by one or more staff on a regular basis.

## **7.4 Employee Responsibilities and Procedures**

All employees, volunteers, franchisees, contractors and others working on site need to be fully informed about

Their health and safety responsibilities

This policy

Any specific procedures produced

Their right to expect satisfactory health and safety systems to prevail.

Arrangements for reporting health and safety concerns

Accident reporting

Access to training

Access to health and safety records

- Their opportunity and responsibility to contribute to the annual review of policy and procedures.

Approved 20/7/06

## **7.5 Reporting Procedure**

The issues of concern relating to health and safety or site maintenance issues that are reported to the Trust Office are entered into a log book. The name of the person reporting the issue, the date and the problem are noted. Actions taken (or none needed) are noted until the issue is resolved and signed off as completed.

Approved 15/5/08

## **7.6 Major Incidents**

WWCT is committed to providing a safe space for staff, volunteers and the public. However, in the event of an accident or emergency including fire, criminal activity or injury on Warley Woods premises the incident must be recorded using an incident report form. The incident report form will be used by the Board, where appropriate, to attempt to prevent a similar incident occurring in the future.

## **8.0 PARK USAGE**

## 8.1 Special Events

Events instigated, organised and managed by the WWTC will further WWCT objectives and will be part of an agreed action plan to support:

- Community Engagement
- Communications
- Membership services
- Fund-raising for the Trust's Charitable objectives
- Educational objectives

Trust events may at times be designed for, and therefore promoted to, a specific target section of the public (i.e. an event designed for young people, or an event primarily aimed for bird-watchers). However, all Warley Woods' events, activities and programmes will be open to everyone with an interest to participate.

Agreements to arrange Golf Club Events and their competition fixtures should be drawn up and approved by the Board.

## 8.2 Events organised by other groups and individuals

WWCT will consider requests on a case-by-case basis from organisations and individuals wishing to organise responsible events in the park for the enjoyment of the whole community. The Board (represented by the community partnership and events subgroup) has the right to deny any or all requests.

The Trust will limit the number of events to ensure that the predominant atmosphere of the Park is tranquil and spontaneous. We will keep a diary in the office to ensure that organised events are sensibly phased and do not become an intrusive aspect of a visit to the park.

In year one of the management plan, we will not actively promote the park as a space for organised events. At a later stage we may look at the potential of such activities to provide a net income to the Trust for the sustainability of the Park.

The WWCT considers proposals from potential organisers that reassure, in writing, that the following standards are met:

- that the event will not cause damage to the park
- that general access to the park is not to be cordoned off and unduly impeded<sup>1</sup>.
- that the resources of the Trust (financial and human, including paid staff and volunteers) are not diverted from the main objective of the WWCT, or that an appropriate reimbursement is made to cover any costs sustained (see below)
  - that the enjoyment of the park by the general public is not impeded by the event
  - that it does not impact on or contravene our public liability insurance cover
  - that it does not bring the Trust into disrepute
  - that do not involve political or religious promotion
  - that alcohol is not to be sold and that any other vending falls within legal licensing
  - that the event organisers are covered by their own public liability insurance
  - that any vehicles needed as part of the event remain in designated areas
  - that no dangerous substances permanent markings or fire will be involved

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<sup>1</sup> Exception: The Golf Course, which has been the subject of extensive community consultation and is part of an agreed strategy for the continued enjoyment of these specialist facilities and their contribution to the long-term strategy of maintaining the park.

- that there is an appropriate level of qualified first-aid expertise present as part of the organising team

### 8.2.1 Procedures

For outside organisations or groups to book event in the park they should contact a representative from the Board to receive an information package or should consult the website for information on making event bookings at Warley Woods.

The information package, available on-line and in hardcopy includes:

- a set of guidelines about safe and responsible usage of the park.
- an Events Booking Form

In order for an organisation or group event to occur in Warley Woods the event organiser must follow the following procedure:

- acquire an Events Booking Information Package
- fill in the Events Booking Form
- supply a written document outlining that they will adhere to the standards listed above (these are included in the information package)
- submit the proposal (Booking form, written document and any other supplemental material) to the WWCT Board for approval.

All approved events will be listed on the website.

#### **Decision making process:**

Trust Events will be decided by the Board in the context of other strategic planning.

Outside organisations or groups will apply to the Chair of the Community Partnership and Events subgroup who will make decisions according to the above policy and report to the Board on issues and snags and forthcoming events. They will calculate the full impact of any event including volunteer time, clear-up time, and supervision. The aim is to avoid events which require high maintenance or risk.

### **EVENT CHECKLIST**

*At least two months before the event the organiser must:*

1. Contact the WWCT for an event information package
2. Submit a proposal for the event for WWCT Board approval

*After the Board approves the event the organiser must:*

1. Provide proof of insurance to cover the event
2. Provide information on the event to the Police and Fire Service
3. Inform the Trust Manager or Administrator of event planning and special needs

*Before the event the organiser must:*

1. Set up of facilities (i.e. stages, lighting, tents, booths etc) necessary is the responsibility of the organiser and not WWCT staff or Board members unless otherwise stated by the WWCT Board

2. Hazard tape must be used by the organiser to define potentially hazardous areas and to cover cables. WWCT staff and/or Board members will advise the organiser on potential hazards prior to the event.
3. Ensure that a designated Board or staff member opens the necessary facilities. If staff or Board members are unavailable then arrange to pick up the keys.

*During the event the organiser must:*

1. Ensure that there are no fires on Warley Woods premises (i.e. BBQs)
2. Ensure that swearing and profanities are not used by organisers, on stage, or elsewhere.
3. Ensure that the no alcoholic beverages or recreational drugs are used by performers or organisers on Warley Woods' premises.
4. Ensure that litter is placed in litter bins in the events area and designate a person to monitor bins and empty, if necessary.

*After the event the organiser must:*

1. Ensure that the site is left in the same condition, or better than it was found
2. Pick up any rubbish and collect rubbish bags. Rubbish bags should be brought to the Pavilion.
  3. Return the bollards and lock them in place.
  4. All facilities should be locked by a staff member, Board member or by the organiser.
5. If keys were borrowed they should be returned immediately to a designated staff or Board member.

The Warley Woods Community Trust is not responsible for lost or stolen items at any time including public events.

### **8.3 Park users and activities**

Warley Woods is open to the public. As a community park it is the responsibility of all users to treat Warley Woods and all of its users with respect. This policy is designed to ensure the safety and enjoyment of all park users. Everyday recreation such as walking, running, sport and picnicking are permitted activities on Warley Woods' property. Park users who wish to hold an event or organised activity in the park must follow the events policy in this document (Section 8.0).

The following are not permitted on Warley Woods' property:

- Fires
- Use of fire works
- Drunken behaviour
- Removal of plants, animals or their parts
- Violence
- Excessive noise
- Disturbing archaeological features
- Use of mini motorbikes
- Use of metal detectors

Approved 15/6/08

### **8.4 Byelaws**

### **8.5 Dogs policy**

This policy was agreed in July 2007 to guide the Trust's approach to the management of its responsibilities towards dogs, dog walkers and other Woods users affected by dogs' presence in the Woods.

It is an offence to fail to remove dog faeces from Warley Woods.

It is an offence to allow a dog into children's play areas.

It is an offence to not put and keep a dog on a lead if directed by an authorised council officer.

These offences are supported in law and were agreed by Sandwell MBC in December 07.

Well behaved dogs and their owners are welcome in Warley Woods and it is recognised that the Woods and particularly the meadow area are attractive spaces for dog walkers to be able to exercise their dogs off their leads.

In addition to the legal obligations on dog walkers, the Trust agreed to:

- Make continuous efforts to advise Woods' users of the legal, health and respect situation, ensuring that the "critical mass" favours responsible behaviour and that responsible dog owners continue to provide mutual support. This will involve both legalistic and encouraging notices and the exploration of warning/information leaflets to be given to "offending" dog walkers.[Communications Committee]
- Provide of free bags for members of the public willing to collect dog mess from the Woods.[Trust Manager]
- Invite the street wardens onto the site to enforce the law. Seek publicity for such action [Trust Manager}.
- Make continuous efforts to remind all Woods users of their responsibilities towards other users [Communications Committee]
- Actively work to "divert" dogs and walkers from the golf course by way of advice and the development of barriers and other design features at critical points around the golf course, as per the Golf Development Plan. [Site Management Committee]
- Make ongoing efforts to ensure that the play area gates close properly. [Trust Manager]
- Make continuing efforts to identify and deal with broken glass on site. [Trust Manager]
- Investigate the provision of dog hooks in the vicinity of the play area.[Site Management Committee]
- Make ongoing efforts to ensure the efficacy of the perimeter gates. [Trust Manager]
- Provide covered area for dog walkers to enjoy refreshments outside the pavilion. To be done as and when resources allow.
- Provide a water point for dogs on the Abbey Road side of the park. To be done as and when resources allow.[in current WREN bid for restoration of the fountain]

Approved 15/5/08

## **8.6 Scattering of Ashes**

WWCT does permit the scattering of ashes on Warley Woods but asks that the relatives are sensitive to other park users when selecting the time and place for this. The burial of ashes is not permitted.

### **Memorials**

It is currently possible to dedicate benches in memory of individuals or events. It is possible to site a new bench within the site, but the location of any new benches will be at the discretion of the Trust Manager, working in conjunction with the Site Subgroup and Head Greenkeeper.

It is possible to sponsor existing trees within the Woods for a specified time. It is not possible to plant individual new trees to commemorate individuals or event as this may conflict with the woodland management plan and incur additional specific maintenance. Individuals wishing to physically plant

trees are informed about annual tree planting events during the winter months. It is not possible to put plaques on trees or in the ground around trees as this may be harmful to the tree or its roots.

Approved 15/5/08

## **9.0 ENVIRONMENTAL POLICY**

Warley Woods Community Trust is an organisation that committed to providing a high quality leisure environment to enhance the quality of life for local residents, it is therefore important that its operations do not contribute to the detriment of other environments and the quality of life of others.

Warley Woods Community Trust tries to minimise the adverse impact of its operations on the environment. It is committed to complying with all relevant environmental legislation. It is committed to monitoring its impact, both internally and through the involvement of external monitors. The Trust is committed to working with Sandwell MBC, contractors, partners and the local community to continually improve its environmental performance and look for innovative ways to reduce the environmental impact of its operations.

All staff and volunteers with purchasing authority or site responsibilities will be made aware of these commitments

All contractors will be made aware of these commitments and they will be asked for written assurances of their agreement to comply with them when working for Warley Woods Community Trust as a condition of their engagement.

### **9.1 Environmental Management System**

The Trust will keep a log of all environmental legislation and keep it up to date. It will keep a purchasing log of items identified as being of specific concern. It will keep a log of all use of chemicals and insure that use of pesticides are only used when alternatives have been considered and when specifically authorised by the nominated Board Member. The Trust will monitor waste produced on site and seek to reduce, reuse and recycle whenever possible. All energy, water and fuel used on site will be monitored and steps taken to facilitate economic use of these resources.

### **9.2 Financial Implications**

It is acknowledged that the Trust has limited financial resources and that some actions it may wish to take may be beyond the limits of its budgets. If this factor affects particular decisions being taken then this should be recorded in the Environment folder for auditing purposes. It is agreed that any savings made from resource efficiency should be made available for other projects which would reduce the Trust's environmental impact.

### **9.3 Agreement, Monitoring and Review**

This policy was agreed by the Board of Trustees on 15<sup>th</sup> May 2008 It will be reviewed after its first year of operation on ..... with a written report to the Board. Subsequently it will be reviewed every two years. Performance will be monitored by the Site Management Subgroup which will have access to all records kept. Every two years an external individual should be approached to audit practice against this policy.

### **9.4 Environmental Management Commitments**

Each year Environmental Management Commitments will be agreed for the following year

Approved 15/5/08

## **10 WORKING WITH CHILDREN AND VULNERABLE ADULTS**

### **10.1 Introduction**

WWCT is committed to creating a safe and secure environment for all its users. The welfare of Children and Vulnerable Adults will be safeguarded at all times. WWCT works with Children and Vulnerable Adults in a variety of different ways. The Working with Children and Vulnerable Adults Policy has been developed to support staff in continued best practice.

The policy is designed to establish the roles and responsibilities of everyone who works for WWCT. In the context of Children and Vulnerable Adults, children refers to anyone under the age of 16 years old. This policy is based on, and reflects, the principles of current UK legislation, guidance and other relevant WWCT policies and procedures. The approach has been developed in such a way as to be consistent with 'Best Practice' within the field of child protection.

### **The key principles are:**

The welfare of children and vulnerable adults is the paramount consideration.

- All children and vulnerable adults, regardless of age, disability, gender, racial or ethnic origin, religious belief and sexual identity have a right to protection from harm or abuse.

It is everyone at WWCT's responsibility to strive for the protection of children and vulnerable adults.

It is also WWCT's intention to ensure that staff are not placed in situations where abuse might be alleged. It is not intended that the policy should restrict staff from normal ways of working, but staff always need to consider how an action or activity may be perceived as opposed to how it is intended.

## **10.2 Best Practice Principles**

### **WWCT undertakes to:**

- Treat children, young people and vulnerable adults with care, respect and dignity Recognise that those working for WWCT will be perceived by children and vulnerable adults as trusted representatives of WWCT
- Ensure communication with children and vulnerable adults is open and clear
- Risk assess all activities
- Provide appropriate supervision and training for staff and volunteers in this area
- Ensure staff and volunteers avoid inappropriate contact with children and vulnerable adults
- Share information about concerns with agencies who need to know and involve parents, carers, children and vulnerable adults appropriately
- Follow carefully the procedures for recruitment and selection of staff and volunteers

### **Recruitment and Disclosure**

In cases where the position will entail unsupervised work, i.e. regularly caring for, training, supervising or being in sole charge of children and vulnerable adults, an enhanced disclosure from the Criminal Records Bureau (CRB) will be required before the role may be undertaken. This applies to anyone working in this area with WWCT, and includes staff, volunteers, contractors and freelancers.

### **Responsibility of All Staff and Volunteers**

In those areas of WWCT where employees or volunteers work with children as part of their roles, the Trust Manager or their delegated representative will have overall responsibility for ensuring adherence to the Working with Children and Vulnerable Adults Policy. The Trust Manager will be the first point of contact for all children and vulnerable adult protection questions/issues relating to WWCT. They will have responsibility to provide advice and guidance to staff and volunteers who:

- During the course of their work, believe that a child or vulnerable adult may be at risk of harm, and/ or
- Are told by a child or vulnerable adult of a welfare issue

They will advise on the appropriate way to report any concerns or incidents.

### **Children and Vulnerable Adults and WWCT**

Children and Vulnerable adults can be involved at WWCT in a number of ways including, for example, being participants in WWCT programmes, attendees at WWCT events, or traineeship placements.

### **Health and Safety**

Staff undertaking risk assessments should be aware of this policy and should take account of their particular vulnerabilities, which will include child and vulnerable adult protection.

### **Accommodation**

It is not WWCT's policy to expect a child, young person or vulnerable adult to stay away from home overnight as part of any WWCT programme. Any rare exceptions to the above will be considered on a case by case basis and guidance issued accordingly.

## **10.3 Work Experience**

Warley Woods Community Trust does not currently run a formal work experience programme. We may however from time to time offer opportunities at the discretion of the Trust Manager and/or trustees.

Any work experience placements will be undertaken in the context of WWCT's Working with Children and Vulnerable Adults Policy, and supervised accordingly.

We will review our policy on work experience placements annually.

Approved 15/5/08

## **11 SECURITY**

### **11.1 Keys and Keyholders**

A full list of keys, their locations and their holders is kept in the Trust Office. The same key opens all park gates with the exception of the main gate. This key may be issued to contractors who need access to the park.

### **11.2 Intruder Alarm**

ADT provide intruder alarm and panic alarm services. The main control panel is in the store room in the Golf Shop. At this time the panic alarm has police response. The intruder alarm does not. A confirmed intruder alarm is only triggered if two devices are activated eg door opening and motion sensor. ADT will call if only one device is activated to enable the building's security to be checked.

The system has four zones. 1 is pavilion main entrance and café. 2 is trust office 3 is shop. Zone 4 is for the green keepers compound. While this system is separate, if activated a radio signal will be sent to the main building and an alarm will sound. This will not be transmitted to ADT unless the main zones are all set. This system has to be reset at the compound.

There need to be three nominated key holders for ADT purposes. The three individuals should be the Trust Manager, Shop Manager and a trustee. Names of the current nominated key holders can be found in the ADT folder in the Trust Officer.

If the panic alarm is activated ADT will call the police. One activated the system has to be reset using a key kept in the till. ADT also has to reset the system (remotely) so they will need to be called (24 hour service).

### **11.3 Fire Alarm**

This is currently a stand alone system and if activated simply rings within the building. It is deactivated or settings can be changed by using the key kept in the golf shop. We currently have a mix of smoke alarms and heat detectors.

## **11.4 Cash Collections**

Cash collections by security firm are made on Fridays and Mondays during Summer and Mondays only during winter.

## **11.5 Signal events**

Sandwell MBC operates a town tasking system and significant/recurring problems can be referred to them through sending a signal event form to Santokh Singh at Sandwell MBC (Smethwick Town Team). This is then referred to police, councillors or council officers and tracked for action.

## **11.6 Patrols and emergency services**

Police, police support officers and council wardens visit the site regularly including the beat officers on bicycles. The sergeant in charge of this team and can be contacted at Windmill House. Fire brigade will attend if called. If they need to access the site they will cut chains or padlocks.

During the Summer, Trust volunteers patrol the woods in pairs several nights each week. They wear hi viz vests. Their presence is as much for communication and a sense of safety for visitors rather than security or enforcement.

Approved 15/5/08

## **11.7 Lone Workers Policy and Procedure**

### **11.7.1 Introduction**

Generally, there is no requirement in law that prohibits working alone, but the law does require that all work should be organised and controlled such that risks are identified, eliminated or reduced so far as is reasonably practicable. Recommended practice for “workers” applies equally to staff and volunteers. In all cases, workers should make their safety of primary importance.

All workers have a responsibility to take reasonable care of themselves and others who may be affected by their acts. It is not possible to prescribe against all eventualities and therefore workers are asked to consider risk to their personal safety before undertaking a new activity and to raise issues with their line manager in advance.

If a worker has a medical condition that makes it unsuitable for them to work in a solitary situation, they should advise their manager immediately. The manager should seek medical advice to evaluate any working restriction that may need to be applied to the worker and ensure that the workplace is suitable and safe.

The Trust is required to identify hazards, assess risks and eliminate or control these risks.

### **11.7.2 General**

Work on site should only be undertaken during daylight hours. Where special events require work in the dark, hi viz should be worn, work should not be undertaken alone and torches used.

Working in groups is recommended. Where a worker elects to undertake work on site alone, they should make a colleague or family member aware of where they are going and what work they are undertaking. A mobile phone should be carried.

The Trust Manager is responsible for ensuring external lighting on the Pavilion is timed to ensure lights are on during the hours of darkness.

### **11.7.3 Groundstaff**

It is inevitable that Groundstaff will be working alone and will be working with machinery. In addition to normal health and safety procedures, they should carry their work issued mobile phone at all times and ensure it has sufficient credit.

#### **11.7.4 Shop staff**

In order to operate a shop, staff will find themselves alone on site during early mornings, early evenings and at weekends. There is a panic button installed by the desk which will immediately direct a call through to the police. If any instance on site causes concern, lock the door and either call the police or one of the 14 trustees who live locally and ask for their assistance. If office staff are on site, they can be called through the assistance doorbell.

The doors to the shop should be locked when handling quantities of cash. Shutters should remain up to ensure staff can identify callers to the door. The main door can be locked and anyone in the building asked to leave if their presence is unwelcome.

In the event of an attempted robbery, staff should not attempt to protect property or money. Personal safety is of primary importance.

It is not a requirement of staff that they attend disputes on the golf course. Complaints can be dealt with when players return to the Pavilion or the police can be called if there is an conflict on the course which needs resolving. Do not be afraid to call 999. The police will prioritise cases.

#### **11.7.5 Office staff**

If office staff are alone on site after dark then doors should be locked and entry only admitted to callers who are known. If a problem arises and shop staff are on site, they can be called through the assistance doorbell. The pedestrian gate from the car park to the woods should be locked before darkness to limit the possibility of an approach from this direction. If working beyond normal working hours staff should inform a trustee or family member to make them aware of where they are and when they are due to leave or arrive home.

#### **11.7.6 Incidents**

Any incidents causing concern should be raised at the first opportunity with a manager to ensure new procedures or precautions can be introduced.

Approved 19/12/08

## **12 MAJOR INCIDENTS AND DISASTER RECOVERY**

### **12.1 Definitions**

A “major incident” would relate to an occurrence on site which requires an immediate co-ordinated response such as an event requiring significant emergency services presence, significant antisocial behaviour; a death; major damage to the site. “Disaster recovery” would be the procedure to follow if something occurred to materially impact on the Trust’s ability to operate its business. Disaster recovery precautions are centred around significant damage to the Pavilion.

### **12.2 Disaster Recovery Box**

A box held off site at a designated location, known to all staff should contain:

- Computer backup
- Set of significant keys: main gate, compound, bollards.
- Copy of insurance certificate and contact details.
- Address list: trustees, utility companies and suppliers
- Contact details for temporary buildings and toilet suppliers.
- Cheque book.

- Pack of golf score cards.
- Recent inventory.
- Recent stock check
- Hi viz waistcoats
- Hazard tape.

### **12.3 Procedure**

Ensure public and personal safety.

Inform relevant emergency services and any affected utility companies.

Ensure the area is safe.

Inform office and/or shop staff.

Erect signage: warnings or notices of closure and anticipated reopening.

Inform trustees and other staff. Notify them as to who is the incident manager and the phone numbers being used for emergency information; business matters and press.

Authorised incident manager should be one of: Trust Manager; Chair, Vice Chair or Company Secretary.

Incident Manager should deal with all media enquiries.

Collect disaster recovery box.

### **12.4 Messages**

People before property

We are in control. We have a plan.

Either “It is business as usual. We are open” or “We will reopen within ? days”

If appropriate “we will need financial support to deal with this problem.”

Approved 19/12/08

## **13 PARK MAINTAINANCE**

Maintenance of the park and golf course, and the principles and information underpinning this plan, are detailed in the comprehensive Site Management Plan. A practical maintenance plan is produced each year, assigning tasks and responsibilities to the number of groups who help maintain the park.

Approved 15/5/08

## **14 MONITORING POLICY AND PROCEDURES**

These policies and procedures will be reviewed on a regular basis to ensure that they are appropriate for effective operating of WWCT. New policies may be added as the need arises. All policies and procedures will be reviewed and approved by the Board of Directors.