



# **British Parachute Association**

## Staff Handbook

issue 5 - February 2018

# **BPA Staff Handbook**

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## Introduction

This Staff Handbook has been produced to provide all staff of British Parachute Association (BPA) with general information and a statement of BPA's employment policies and procedures.

From time to time, the information in this Handbook will be updated. When this is done, an amendment sheet or revised version will be issued. A current version is always available on the office computer system (shared drive under 'BPA Staff Handbook').

## Section One: General information

### 1 Particulars of BPA

#### Registered office

British Parachute Association Ltd, 5 Wharf Way, Glen Parva, Leicester LE2 9TF

Telephone: 0116 278 5271  
Fax: 0116 247 7662  
e-mail: [skydive@bpa.org.uk](mailto:skydive@bpa.org.uk) (general) [membership@bpa.org.uk](mailto:membership@bpa.org.uk) (membership services)  
website: [www.bpa.org.uk](http://www.bpa.org.uk)

#### Company registration

BPA is a company limited by guarantee, registered in London number 875429

**VAT registration number:** 239 4696 20

**Employers' reference number for tax and NI contributions:** 267 / B5920

#### Tax area office:

Inland Revenue Leicester 1, Saxon House, 1 Causeway Lane, Leicester LE1 4AA

#### Auditors:

Haines Watts, Sterling House, 97 Lichfield Street, Tamworth, Staffs B79 7QF.

### 2 The role of BPA

BPA was founded in 1961 to organise, govern, facilitate and advance sport parachuting in the UK. Its Patron is HRH The Prince of Wales.

BPA is in a unique position as the only governing body for the sport and carries out this role under the BPA Exposition and Schedule of Approval issued by the Civil Aviation Authority (CAA).

BPA is a member of the Royal Aero Club of the United Kingdom and is the international voice for British skydivers, representing the UK on the Fédération Aéronautique Internationale (FAI), the International Air Sports Federation - which represents all aviation sport in the world - and its IPC (International Parachuting Commission). BPA Council elects a Delegate and Alternate Delegate to both RAeC and IPC.

As the UK governing body for sport parachuting, BPA is responsible for:

- establishing rules for the conduct of the sport, including safety regulations which are set out in the BPA Operations Manual
- training instructors and officials
- liaising with and assisting Affiliated Parachute Training Organisations operating Drop Zones

- organising competitive programmes and British participation in international competitions
- encouraging participation and promote excellence in skydiving at all levels from beginner to world-class competitor, for which the BPA runs a well-established progression system.

In order to jump at one of BPA's Affiliated Parachute Training Organisations, it is necessary for an individual to belong to BPA. BPA currently has nearly 6,000 full members. Around 55,000 people a year do their first parachute jump and BPA is here to ensure that this is a safe and enjoyable experience, and it encourages people to go on to train and develop their skills in the sport.

Categories of membership are available to meet different needs, such as provisional, temporary and associate membership. The membership subscription includes the cost of third party insurance cover. Every two months, full members receive the BPA magazine, *BPA Skydive the Mag*, which carries safety information and news and features on the sport including past and future events.

BPA is funded principally by membership subscriptions. Other sources of income include shop sales, magazine subscription sales and advertising, coaching, and Parachute Training Organisation affiliation fees. Sponsorship income is always being sought.

For more information see BPA form 224 - About the BPA.

### **3 Organisational structure of BPA**

Full members of BPA elect 10 of their number to form the governing body of the Association, the Board of Directors, which is called the Council. Also on the Council are two independent directors selected by the Nominations Committee and appointed by the AGM. The normal tenure of all directors is 3 years. All the directors are non-executive. Members of the Council serve in a voluntary capacity and meet six times a year. The Council elects the Chair, Vice Chair, Treasurer and Chairs of the Committees of Council.

There are four Committees of the Council, which also meet six times a year, many on the same day as Council meetings. They are the Communications Committee, Competitions Committee, Development Committee and Safety and Training Committee (STC). STC has a Riggers Subcommittee (members qualified to construct, modify and repair parachutes and related equipment).

Meetings of the Council and its Committees are usually held in Leicester and are open to all members to come along and watch their Association in action. Minutes are published on the BPA website. The AGM is held each January on a Saturday at a conference centre, together with associated seminars and a dinner dance. A General Meeting of Members to agree certain of the following year's subscriptions is held in Leicester each December immediately before the December Council meeting. Other subscriptions are agreed at the AGM.

BPA employs a small number of safety/technical and administrative support staff at its Leicester office. Staff are responsible to the Council for the day-to-day running of the Association and provision of its services.

Committee-run Membership organizations such as the BPA are sometimes referred to as 'third sector' organizations (the other sectors being public bodies such as local authorities and commercial companies in the private sector). Third sector organizations may share some of the characteristics of both public bodies and commercial companies, but also have significant differences. National Governing Bodies for Sport such as the BPA are typically third sector organizations.

### **4 Elected Officers and employed staff**

The elected Officers (Chair, Vice Chairman, Treasurer, etc) are elected annually at the inaugural Council meeting, which is held immediately after the AGM when the new year's Council takes office. The current composition of the Council, together with the contact details of Council Members and contact information for BPA Vice Presidents and other key officers, is set out on BPA Form 232.

One Member of Council, chosen democratically by the staff, is appointed as Staff Liaison Officer.

The current staff list is on the BPA website.

## **5 Affiliated Parachute Training Organisations**

There are a number of Parachute Training Organisations affiliated to BPA, each of which operates a parachute Drop Zone (DZ) in accordance with the BPA Operations Manual. BPA Members carry out their sport in the UK at these Drop Zones. A map showing the location of each DZ together with contact details is published on the BPA website and in *Skydive the Mag*.

## **6 Skydive the Mag**

BPA's Members' Magazine, *BPA Skydive the Mag*, is published every two months and sent by post to all full members inclusive to their membership fee. It is also available on subscription to individuals and organisations who are not full BPA members. *BPA Skydive the Mag* and its sister publications are produced for BPA by BPA's media partners, Archant Dialogue, part of Archant Community Media Ltd.

The Mag website is [www.skydivethemag.com](http://www.skydivethemag.com)

The *Skydive Starter Magazine* is available for distribution by Affiliated Parachute Training Organisations to BPA student members who have completed their first jump.

## **Section Two: BPA HQ**

### **1 Opening hours**

BPA HQ is open from 09:00 to 17:00 Monday to Friday inclusive. Meetings of the Council and its Committees are normally held at the office in the afternoon/evenings, or sometimes at weekends.

### **2 Location and transport**

The BPA Office is situated in Wharf Way, Glen Parva, about three miles south of Leicester City Centre and four miles south east of the M1 Junction 21/M69 interchange. Wharf Way is located directly off the main A426 Lutterworth Road, signposted 'Wharf Way Industrial Estate'.

Limited car parking is available at the front of the BPA building. BPA accepts no responsibility for the safety of parked vehicles or their contents. Please note that Wharf Way is a private road over which BPA has access rights but not parking rights.

Regular Arriva bus services between Blaby, Cosby and Countesthorpe and Leicester City Centre, (services 85, 85A and 86) operate along the A426 Lutterworth Road.

### **3 No smoking policy**

No smoking is allowed in any part of the BPA offices or at its meetings. This includes e-cigarettes.

### **4 Refreshments**

Tea and coffee making facilities for staff use are available in the kitchenettes on the ground and first floors. A chilled water dispenser is available on each floor.

### **5 Accidents and first-aid**

All accidents must be reported immediately to the Office Manager who will dial 999 for an ambulance and/or arrange first-aid as required. A first-aid box is located in the photocopier room. An entry must be made in the accident book kept with the first-aid box.

### **6 Fire and other emergencies**

The person discovering a fire or other emergency requiring evacuation of the premises will raise the alarm and dial 999 to call the fire brigade.

On hearing the alarm, everyone in the building must immediately leave by the nearest exit and assemble on the pavement directly in front of the building. Close the doors of unoccupied rooms. *Do not stop to collect belongings.* At the assembly point a roll call will be taken.

The fire extinguishing equipment provided should normally be used only to secure a safe exit, and never on a large or rapidly spreading fire. It may however be used with discretion on a small, contained, fire. Remember that when activated, fire extinguishers last only for a short time and that larger ones are heavy to lift.

## **Section Three: Employment policies and procedures**

### **1 General policy**

The BPA is the employer of a small team of technical/coaching and administrative staff to carry out the policies of the Council and operate the organisation on a day-to-day basis. The overall objective of the Council is to be a good and fair employer offering equal opportunities and a safe and pleasant working environment. It endeavours to make the best use of human resources to achieve its aims and objectives through working practices that support cost-effective, efficient operation and provide staff with satisfaction in the work they carry out.

The Council values its staff and recognises the central role they play in the efficient running of the Association. It aims to provide security and continuity of employment, together with the opportunity for development, whilst safeguarding the continued viability of BPA.

The Council will endeavour to offer pay and other conditions of employment that will attract, motivate and retain suitable staff; and ensure that all staff feel they receive a fair reward for their efforts.

The Council recognises the value of exchange of information and views, keeping staff informed about developments related to individual jobs, and developments of a more general nature.

The Council believes that sound employment policies and procedures will significantly benefit the overall efficiency of the organisation, and promote the best interests of its staff and voluntary officers alike. Its employment policies and procedures are set out in more detail in this section.

### **2 Recruitment and equal opportunities policy**

BPA strives hard to be an equal opportunities employer. It operates an open recruitment policy, welcoming applications for vacancies as and when they arise from both existing staff and those outside the organisation. It aims to make an objective assessment of candidates taking into account only those factors relevant to the vacancy.

In the selection of a candidate for appointment, only factors relating to their suitability for the job will be considered. There will be no discrimination on the basis of gender, marital or family status, age, disability, ethnic origin, creed, sexual orientation, trade union membership or any other condition or requirement that cannot be shown to be justifiable.

All voluntary officers and existing staff have a shared responsibility to ensure that BPA's Equal Opportunities Policy is implemented effectively. Any member or employee breaching the BPA's equal opportunities policy may be subject to disciplinary procedures.

All staff have the right to invoke the grievance procedure if they consider there has been unfair discrimination against them. The Council regards unlawful discrimination as gross misconduct. Staff who discriminate unlawfully are subject to the relevant provisions of the disciplinary procedures.

### **3 Recruitment procedures**

#### **Agreement to recruit**

The recruitment of staff depends on formal approval from the Council to fill the post in question. The Office Manager, in consultation with the Chair of Council, will be responsible for:

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

#### **Advertising vacancies**

Vacancies will be advertised internally within BPA and externally through appropriate media usually including one or more of: specialist magazines, local, regional or national press, and the Internet. Employment agencies may be used where deemed appropriate.

### **Short-listing candidates**

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

### **Taking up references**

No unconditional offer of employment can be made until satisfactory references have been received.

### **Interviews**

Normally the Chair of Council or a Member of Council nominated by them, together with the line manager for the post will conduct interviews. The Chair of the interview panel is responsible for ensuring that a summary of each applicant's performance at interview is recorded.

### **Offers of employment**

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

### **Probationary period**

All new staff of the BPA whose contracts are for longer than one-year will normally be subject to a three-month probationary period. New staff employed for less than one year will normally be subject to a one-month probationary period.

### **Written statement of employment particulars and job description**

On joining the staff of the BPA, staff will be provided with a written statement of employment particulars and a job description. The written statement sets out the main terms and conditions that apply to employment in the particular post. The job description sets out the specific areas of responsibility and accountability. This Staff Handbook provides more information on the BPA's employment policies and procedures.

## **4 Training and development policy**

The Council aims to set appropriate standards of performance to provide the best quality of service to its members and affiliated clubs and centres, within the available resources. It aims to ensure, within available resources, that all staff receive appropriate training to equip them for the responsibilities of their post, and for the development of their career.

The Council's training policy is clearly to define what competencies BPA needs among its staff, and to assist individuals to develop or update these competencies as appropriate. This will be to the mutual benefit of the BPA as an organisation and its staff as individuals.

## **5 Health and safety policy**

The Council takes seriously its responsibility for health and safety. The Council's policy is to maintain safe and healthy working conditions, equipment and systems of work for all staff through effective and sensible implementation to comply with the requirements of the Health and Safety at Work etc Act 1974, and associated regulations.

The Council of the BPA and its staff will work together to fulfil this policy. Legal and moral duties fall on the Council and on all staff to achieve good health and safety performance.

These duties are set out below in the organisation and arrangements for the implementation of this policy. These will be reviewed and updated as required, and in any case annually.

## **6 Organisation and arrangements for health and safety**

The Council delegates to the Office Manager responsibility for implementing its safety policy within the BPA office and advising on the need for update and review as required, which shall in any case be at intervals of no longer than one year.

### **The Office Manager will ensure that:**

- a suitable and sufficient risk assessment has been carried out and adequate control measures are in place
- staff receive sufficient information, instruction and training to carry out their work safely and without risk to health (including induction of new staff and update and refresher training for existing staff)
- staff are adequately supervised
- work equipment is fit for purpose and adequately maintained
- adequate emergency procedures and first-aid facilities are in place
- ongoing safety inspections are carried out and remedial action taken where necessary
- suitable and sufficient emergency evacuation arrangements are in place and alarms, etc regularly tested.

### **All staff must:**

- work in a manner that is safe and not harmful to health, including the correct operation, use and handling of equipment, materials and services
- keep fire doors closed
- keep fire exits and corridors clear and unobstructed at all times
- be aware of, and observe, the arrangements for emergency evacuation, provision of first-aid and the recording of accidents set out on page 5
- immediately report any hazards, unsafe conditions or equipment defects to the Office Manager
- not do anything or omit to do anything that may harm the health and safety of others, or tamper with safety equipment.

### **Eye tests**

Under the provisions of the Health and Safety (Display Screen Equipment) Regulations, staff who work regularly with visual display equipment are entitled to the benefit of:

- (i) free eye tests, and
- (ii) support towards the cost of corrective spectacles where required to improve vision at the distance appropriate to the use of such equipment.

This entitlement is available only when arrangements have been agreed in advance with the Office Manager, who will be pleased to provide further information to eligible staff.

## 7 Sickness absence procedures

### Notification of absence

If an employee is unable to attend work because of sickness or injury, they should telephone the Office Manager before 10:00 on the first day of absence to explain the reason for the absence and, where possible, the likely date of return.

### Self-certification\*

If staff are away from work sick for between four and seven consecutive days, including weekends, they will need to complete a self-certification form immediately after returning to work. This form can be obtained from the Office Manager.

### Medical certificates\*

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

*\* Please note that if the relevant self-certification absence form or doctor's medical certificate is not received, sick pay will not normally be authorised.*

### Company sick pay

Provided that there is a reasonable prospect of recovery and return to work, and subject to the provision of appropriate self-certification and medical certificates, staff will be allowed sick leave on full pay as follows. The entitlement shown is the maximum in any period of 12 consecutive months.

<b><i>For continuous employment of</i></b>	<b><i>Company sick pay entitlement</i></b>
Over 3 months up to 2 years	Full pay for up to 1 month
Over 2 years up to 5 years	Full pay for up to 3 months
Over 5 years	Full pay for up to 6 months.

The Council may, at its discretion, consider extending the above periods (for example by granting a further period of sick pay at full or half pay), in individual cases.

## 8 Health insurance

After a period of six months' continuous service, full-time staff are eligible to join the BPA group health insurance scheme for which the BPA will pay the premium (however, please note that this is a taxable benefit). Part-time staff, after a period of six months' continuous service, are entitled to a pro-rata contribution to their health insurance premium under the BPA group scheme in proportion to the percentage of full-time hours (35 hours per week) normally worked. For qualifying part-time staff whose normal weekly hours equate to at least 80% of full-time, this entitlement may be enhanced, at the discretion of the Council, to payment of the full premium. Details of the scheme are available from the Office Manager on request.

## 9 Maternity and paternity

Staff who wish to take maternity or paternity leave in accordance with current statutory entitlements are asked to let the Office Manager know as early as possible to plan their leave and assist with forward planning.

## **10 Annual leave and public holidays**

The holiday year runs from 1 January to 31 December and the annual entitlement is 20 days, increasing by 2 days for each continuous 5-year period of employment with the BPA to a maximum of 25 days. Part-time staff and staff joining during a calendar year have a pro-rata entitlement.

In addition to the above, staff are entitled to take all public holidays in England. The Council has in addition granted discretionary holiday for the 3 or 4 day closedown period between Christmas and New Year.

Leave must be booked in advance on dates agreed with the Office Manager, and must always be scheduled to ensure that the office remains adequately staffed. Leave will therefore be allocated on a 'first come, first served' basis. Holiday entitlement cannot be carried forward to the next calendar year.

A period of sickness during annual leave will be counted as sick leave not annual leave, providing it is properly certificated by either self-certification (for between four and seven consecutive days, including weekends) or a doctor's certificate (for eight consecutive days or more, including weekends). If a period of annual leave immediately follows a period of sick leave, the employee must confirm, either orally, by self-certification or by a doctor's certificate as appropriate to the length of sickness, that they are fit to return to work.

## **11 Special leave**

Absences from work caused by bereavement of a close relative or the illness of dependants will be considered by the Office Manager on the individual circumstances. As a guide, up to 5 days' compassionate leave may be granted for the bereavement of a close family member (partner, child, parent, brother or sister), and up to 2 days per calendar year for the care of sick dependants. Periods in excess of this must normally be taken as holiday or unpaid leave.

Paid special leave will be granted to staff called for jury service, to staff who are representatives of trades unions for carrying out their union duties, and in any case where an employee has a statutory right to such leave. Other paid special leave may be considered in individual circumstances at the discretion of the Chief Operating Officer or Office Manager.

## **12 Payment of salary**

Salaries will be paid in monthly instalments by credit transfer into the employee's bank account on or before the last Friday of each month. Deductions for PAYE tax, National Insurance contributions and, where applicable, the contributory occupational pension scheme will be made. Salaries are normally reviewed annually on 1 July.

## **13 Time off in lieu, additional hours and overtime**

Full-time staff are contracted to work a 35 hour week comprising normal office hours of 09:00 to 17:00 Monday to Friday inclusive, with one hour each day for lunch. Technical and safety staff are in addition contracted to provide continuous emergency cover to attend parachuting incidents anywhere in the UK. Part-time staff are contracted to work for a set number of hours on specified days each week.

Sometimes work may be required outside an employee's normal working hours, for example to cope with busy periods. Time off in lieu of payment may be taken by all staff who have worked outside their normal working hours, on an hour-for-hour basis. This must be agreed in advance with the person to whom you report.

As an alternative to time off in lieu, posts other than Officers or Managers are eligible to claim payment for additional hours or overtime worked.

Additional hours are payable at standard rate to staff who worked for 35 hours or less (to include the additional hours) during the week in which the additional hours were worked. Overtime at a rate of time and a half is payable to staff who worked for more than 35 hours during the week in which the overtime was worked.

All additional hours or overtime must be agreed in advance by the Office Manager.

## **14 Travel expenses policy**

Expenses incurred in authorised travel and subsistence on official duty are reimbursed by BPA in accordance with the following policy.

### **Use of own car on official business**

Staff using their own cars on official business will be reimbursed at the current mileage rate, details of which may be obtained from the Finance Manager.

The use of employee's own cars on BPA business is on condition that no other reasonable form of transport at lower cost is available. The vehicle must be insured, to the satisfaction of BPA, for business use. In cases where an additional insurance premium may be payable by the employee to obtain cover for business use, over and above their normal car insurance policy premium, the BPA, at the sole discretion of the Treasurer, may agree to pay the additional premium.

### **Disabled drivers**

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

### **Rail**

Rail travel should be in standard-class at the most economic fare for the journey to be taken.

### **Taxis**

Taxi fares will be reimbursed only in the following circumstances:

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

### **Air travel**

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

## **15 Subsistence expenses policy**

Food and refreshments as appropriate will normally be provided for members and staff attending meetings.

Where work away from the BPA office necessitates a cost for lunch, reasonable cost may be claimed. Where work necessitates a start before 07:00 or a finish after 20:00 or return home after 21:00, a reasonable cost for breakfast or dinner may be claimed. The cost of alcoholic beverages will not normally be refundable (other than when entertaining official guests of BPA).

Where work necessitates an overnight stay, this should normally be in a guest house or small hotel that provides accommodation at economy rate. In exceptional circumstances, such as where the only

accommodation available is at a higher rate, the actual costs incurred may be payable at the discretion of the Chief Operating Officer. Staff staying away from home overnight are entitled to claim for the cost of a telephone call home. As an alternative to actual overnight costs, the daily subsistence rate can be paid for a whole working day, at the discretion of the Chief Operating Officer. The current rate is available from the Finance Manager.

## **16 Claiming travel and subsistence expenses**

All claims should be entered on the BPA expenses claim form and the completed form submitted to the Finance Manager after authorisation for payments. Receipts must always be obtained wherever possible and for all items over £10. Receipts should be attached to the claim form. Reimbursement may be delayed or declined unless the claimant can prove the expenditure. Claims are normally processed on an as requested basis.

Where travel costs for a planned journey are likely to be high, staff may request purchase of tickets through the Office Manager, giving full details of the journey and as much notice as possible.

## **17 General conduct and behaviour**

Staff are expected to work with reasonable care and behaviour at all times, and to follow laid down rules and procedures, for example for health and safety. Courtesy and consideration for work colleagues, members, visitors and others with whom staff come into contact goes a long way towards maintaining a good working environment.

### **Hospitality – principles**

BPA exists on its membership income. It would be inappropriate for it to offer lavish hospitality. However, there are occasions when it is appropriate and necessary to offer some hospitality to guests, partner agencies, sponsors etc. For day-to-day meetings, staff should offer basic refreshments - tea, coffee, biscuits, sandwich lunch etc. Any other hospitality arrangements, for example dinner, hospitality at sporting events, must be authorised in advance by the Council.

### **Conflicts of interest**

BPA seeks to uphold the highest standards of governance. It is therefore important to avoid conflicts arising between the interests of BPA (and its stakeholders) and the interests of its staff. Staff should therefore advise the Office Manager as soon as they become aware of a potential conflict of interest. These might arise when, for example, an employee's close relative is involved with a company seeking a contract with BPA; or if an employee is a member of an organisation that BPA is in negotiations or dispute with. The Council reserves the right to instruct a member of staff to withdraw from any discussion or activity in which a conflict of interest may arise.

### **Outside activities**

BPA encourages its Staff to maintain their outside interests, particularly their sporting interests. However, there may be times when an outside activity could be regarded as a conflict of interest between the individual and BPA. Therefore, staff must obtain approval before working in sport, physical recreation or any associated activity, whether it is paid or unpaid. Written requests detailing the activity should be submitted to the Office Manager.

### **Confidentiality**

The Council aims to operate a policy of mutual confidentiality in partnership with its staff. To comply with regulations governing the holding of information on computer, BPA is registered under the Data Protection Act. Personal data, for example on members, belongs to them and must be fairly obtained and used only for the purpose for which it was provided. The use of personal data is regulated by law and must always be in accordance with the Data Protection Principles.

BPA respects its staffs' right to confidentiality, and will not disclose any personal information about its staff, other than to agencies with a statutory right to such information, without their prior written consent. Staff must not disclose any confidential information gained through their work with BPA in

any way whatsoever without prior, written permission. Breaking this confidentiality clause will be considered a serious breach of discipline. The Chief Operating Officer should be consulted in case of doubt on whether information is in the public domain or not.

### **Consumption of alcoholic beverages**

The consumption of alcoholic beverages at BPA's office is not allowed without prior permission of the Office Manager. This permission will normally be granted at Christmas and for other appropriate celebrations.

### **BPA code of conduct**

Staff are required to do their utmost at all times to discharge their duties and obligations as members of BPA staff diligently and to the best of their ability, and uphold the BPA Code of Conduct, as follows. This Code of Conduct also applies to Directors (Council Members) and Officers (for example, Vice Presidents).

As BPA staff, you are required to behave in a manner that befits your status as a member of staff of the UK governing body for our sport. Your conduct should set a good example to others and not bring the BPA or the sport into disrepute.

Any allegation of a material breach of this Code shall be communicated in writing to the Chair of the relevant BPA body (Council, STC, Competitions, Development or Communications Committee or Riggers' Subcommittee) and the Staff Liaison Officer. You should also ensure that you notify the Chair in writing of any significant violation of this code by any other individual to whom this code of conduct applies. Any such written notification should be within 6 months of when the alleged misconduct first occurred or first came to light, and providing the member of staff is still in BPA's employ. In the case of an alleged breach of this Code by the Chair, it should be reported to the Chief Operating Officer and the Vice Chair.

### **Integrity and honesty**

You must not place yourself in situations where your honesty and integrity may be questioned, should not behave improperly, and on all occasions you should avoid the appearance of such behaviour.

As a member of staff of the BPA, it is essential that you act honestly and with propriety. Your duties to the membership and the wider public shall be carried out in a manner that preserves and enhances member and public confidence in your integrity and that of the BPA.

### **Duty to uphold the law**

You should uphold the law and, on all occasions, act in accordance with the trust that the membership is entitled to place in you.

### **Respect for others**

You should promote equality by not unfairly or unlawfully discriminating against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. All colleagues have a right to be treated with dignity and respect.

### **Impartiality**

As part of the international skydiving community, the BPA respects the varied cultures, beliefs and backgrounds of fellow elected members, the wider membership, staff, and colleagues in kindred and partnership organisations and staff are expected to treat all with tolerance, impartiality and act with integrity at all times.

## **Discretion & confidentiality**

You should exercise the utmost discretion at all times with regard to member details/information and the activities of the BPA.

As a BPA member of staff you will, at times, be party to confidential information and you are expected to maintain such confidentiality at all times. The provisions of the Data Protection Act 1998 apply with regard to personal data with which you may be entrusted during the course of your duties.

## **BPA property**

BPA property, assets and resources should be used with the utmost care guarding against waste and abuse. BPA services and supplies or facilities should not be used for personal gain.

## **BPA logo**

Please be aware that the BPA has an established policy on the use of its logo. The policy is set out in BPA Form 263 - Policy on use of the BPA logo.

## **Gifts, etc**

Unless gifts and gratuities are of no significant value then they should be checked with the Chair, eg an (inexpensive) bottle of wine or box of chocolates at Christmas is fine, but tickets to the World Cup are not! Reasonableness and common sense should prevail - if in doubt, please ask!

## **Signing documents**

Do not sign any documents on behalf of BPA unless this has been agreed by Council and you have the authorisation to do so. If in doubt, don't.

# **18 Grievance and disciplinary procedures**

## **18.1 Grievance procedure**

The Council aims to provide staff with a means of resolving grievances relating to their employment as quickly as is reasonably practicable, and help and encourage staff to maintain high standards of conduct, attendance and job performance. The aim is to ensure consistent and fair treatment for all staff.

BPA staff grievance and disciplinary procedures comply with the Employment Act 2002 (Dispute Resolution) Regulations 2004.

Grievances are concerns, problems or complaints that staff raise with the BPA as their employer. Grievances may be on any employment-related matter, including conditions of service. Where possible, staff should always seek to settle grievances informally with their line manager (the person to whom they report). However, where this is not possible, the statutory grievance procedure set out below exists to allow formal grievances to be properly considered and dealt with fairly, consistently and speedily. Please note that the compensation given by employment tribunals can be adjusted usually between 10 to 50 per cent if the employer or the employee fails to follow the statutory grievance procedure set out below.

**Step 1:** The employee informs the BPA Council Member designated as the BPA Staff Liaison Officer of the grievance in writing.

**Step 2:** The BPA Staff Liaison Officer invites the employee to a meeting called a grievance hearing to discuss the grievance, normally within ten working days of receipt of the written grievance from the employee. The employee has the right to be accompanied by a representative of their choice, who may or may not be a work colleague. The aim of the

grievance hearing is to engage in discussion and dialogue in order for all parties to seek a mutually agreeable solution to the grievance. Within five working days of the hearing, the BPA Staff Liaison Officer notifies the employee in writing of the decision and the right to appeal.

**Step 3:** The employee informs the BPA Staff Liaison Officer if they wish to appeal within ten working days of receiving the written decision from the grievance hearing (Step 2 above). The Chair or Vice Chair of BPA Council will invite the employee and the person accompanying them, if they have one, to a meeting and following the meeting where possible within fifteen working days of receipt of the employee's appeal, will inform the employee, in writing, of the final decision.

Note: Staff must take all reasonable steps to attend meetings.

## **18.2 Disciplinary procedure**

The disciplinary procedure is designed to help and encourage all staff to maintain high standards of conduct, attendance and job performance. The aim is to ensure consistent and fair treatment for all staff.

Staff are expected to work with reasonable care and behavior at all times, and to follow laid down rules and procedures, for example for health and safety. Failure to meet this requirement may result in disciplinary action. The action to be taken will depend on the gravity of the offence. Minor offences include bad timekeeping, unauthorised absence, poor performance and minor cases of insubordination. Serious offences include repeats of minor offences, repeated poor performance, and failure to follow health and safety rules and procedures. The most serious offences are called 'gross misconduct' and include theft, fraud, deliberate falsification of records; fighting, assault on another person; serious breaches of health and safety rules or procedures; deliberate damage to property; serious incapability through alcohol or being under the influence of illegal drugs; serious negligence which causes unacceptable loss, damage or injury; serious act of insubordination; or negligent or deliberate misuse of personal data or computer records. The above lists are intended to be indicative rather than exhaustive.

### **Principles**

- Counselling will be offered, where appropriate, to help to resolve problems.
- No disciplinary action will be taken against an employee until the cause has been fully investigated.
- At every stage in the procedure, the employee will be advised of the nature of the complaint against them, and will be given the opportunity to state their case before any decision is made.
- At all stages of the procedure, the employee will have the right to be accompanied by a representative of his or her choice, who may or may not be a work colleague.
- No member of staff will be dismissed for a first breach of discipline except in the case of gross misconduct, when the penalty will be dismissal without notice or payment in lieu of notice.
- A member of staff will have the right to appeal against any disciplinary penalty imposed.
- The procedure may be implemented at any stage if the member of staff's alleged misconduct warrants such action.

The minimum three-step statutory procedures will be followed if a member of staff faces dismissal or certain kinds of action short of dismissal such as loss of pay or demotion.

## **The procedure**

### **Stage 1 – Improvement note: unsatisfactory performance**

If a member of staff's job performance does not meet acceptable standards, the employee will normally be given an improvement note. This will set out the performance problem, the improvement that is required, the timescale and any help that may be given. The individual will be advised that it constitutes the first stage of the disciplinary procedure. A record of the improvement note will be kept for 12 months, but will then be considered spent - subject to achievement and sustainment of satisfactory performance.

### **Stage 1 – First warning: misconduct**

If a member of staff's conduct does not meet acceptable standards, the employee will normally be given a written warning. This will set out the nature of the misconduct and the change in behaviour required. The warning should also inform the member of staff that a final written warning may be considered if there is no sustained satisfactory improvement or change. A record of the warning will be kept, but it will be disregarded for disciplinary purposes after a period of 12 months.

### **Stage 2 – Final written warning**

If the offence is sufficiently serious, or there is a failure to improve during the currency of a prior warning for the same type of offence, a final written warning may be given to the member of staff. This will give details of the complaint, the improvement required and the timescale. It will also warn that failure to improve may lead to action under Stage 3 (dismissal or some other action short of dismissal), and will refer to the right of appeal. A copy of this written warning will be kept in the member of staff's personnel file but will be disregarded for disciplinary purposes after 12 months subject to achievement and sustainment of satisfactory conduct or performance.

### **Stage 3 – Dismissal or other penalty**

If there is failure to improve, the final step in the procedure may be dismissal or some other action short of dismissal such as demotion or disciplinary suspension. Dismissal decisions can only be taken by the BPA Staff Liaison Officer and the member of staff will be provided, as soon as reasonably practicable, with written reasons for dismissal, the date on which the employment will terminate, and the right of appeal. The decision to dismiss will be confirmed in writing.

If some sanction short of dismissal is imposed, the member of staff will receive written details of the complaint, will be warned that dismissal could result if there is no satisfactory improvement, and will be advised of the right to appeal. A copy of the written warning will be kept in the member of staff's personnel file but will be disregarded for disciplinary purposes after 12 months subject to achievement and sustainment of satisfactory conduct or performance.

### **Statutory discipline and dismissal procedure**

If a member of staff faces dismissal - or certain action short of dismissal such as loss of pay or demotion - the minimum statutory procedure will be followed. This comprises three steps:

Step 1: A letter to the member of staff setting out the allegation and the basis for it.

Step 2: A meeting to consider and discuss the allegation.

Step 3: A right of appeal including an appeal meeting.

The member of staff will be reminded of their right to be accompanied.

### **Gross misconduct**

A member of staff accused of an act of gross misconduct (please see earlier in this section for a definition of 'gross misconduct'), may be suspended from work on full pay, normally for no more than five working days, whilst the alleged offence is investigated. If, on completion of the investigation and the full disciplinary procedure, the BPA is satisfied that gross misconduct has occurred, the result will normally be summary dismissal without notice or payment in lieu of notice.

## **Appeals**

Any member of staff who wishes to appeal against a disciplinary decision must do so within five working days. The Chair or Vice Chair of BPA Council will hear all appeals and their decision is final. At the appeal, any disciplinary penalty imposed will be reviewed.

## **19 Resignation and termination - periods of notice**

### **Resignation by the member of staff**

Staff are required to **give** the BPA a period of notice of resignation in writing, stating their intended date of leaving. The minimum period of written notice required for resignation is set out in the written statement of employment particulars for the post concerned.

### **Termination of employment by BPA**

In the event of termination of employment **by the BPA**, other than for the exceptions noted below, staff will be entitled to **receive** notice from the BPA as follows.

<b><i>For continuous employment of</i></b>	<b><i>Period of notice to which you are entitled to receive</i></b>
Up to 5 years	5 weeks
5 years and over	1 week for each year of continuous employment, plus 1 week up to a maximum of 12 weeks
12 years and over	13 weeks.

The exceptions to the above are as follows. Fixed-term contracts of employment will finish on the stated end date without notice. Any member of staff dismissed at the conclusion of an investigation under the disciplinary procedure shall not be entitled to receive notice.

## **20 Pension arrangements**

A contributory pension scheme is available to staff after a qualifying period of one year's continuous service. Details are available from the Finance Manager.

## Appendix to the BPA staff handbook

### DELEGATION OF AUTHORITY

1. The British Parachute BPA (the BPA) is a company governed by company law, however, its operations extend across a number of environments and Table 1 below identifies the level of authority delegated by the Directors (the Council), the ultimate responsibility and accountability rests with the Directors.
2. The BPA employs a hierarchical structure of delegation, which governs budgetary and governance authority across the BPA.

### FINANCIAL AUTHORITY – Table 1

3. The Chief Operating Officer (COO) is responsible for the safeguarding and management of all the BPA's finances, however, the day-to-day management and operation of the BPA's finances and its bank accounts is delegated to Finance Manager.
4. Each level of the management hierarchy will be able to delegate budgetary authority up to their specified limit. This allows Directors and employees with financial responsibilities to delegate an appropriate level of responsibility to ensure efficient operation of the budgetary unit. It should be noted that ultimate accountability for budgets cannot be delegated.
5. All purchases should be made with reference to the approved budgets as confirmed **following the Council's annual budgeting process. In addition to budgetary approval**, each order will also be subject to purchasing approval to ensure that orders comply with purchasing and tendering policy. The delegation of authority hierarchy for purchasing is automated within the central finance system.
6. Delegated authorities extend to all areas of employment, in particular appointment to senior employees, settlement agreements and dismissal of employees.

### Segregation of Duties

7. Council policy is that there must be a segregation of duties in place where employees make a financial commitment on behalf of the BPA. In particular:
  - There must be segregation of duties between the ordering and invoice approval functions.
  - All orders raised must be approved by the relevant budget holder.
  - Authorisation limits must be adhered to.
  - The Finance Manager is responsible for ensuring that appropriate systems are in place.

## Procurement and Tendering

8. All budget holders are required to obtain supplies, equipment and services at the most economically advantageous cost, consistent with quality, delivery requirements, sustainability and always in accordance with sound business practice.
9. The Finance Manager is responsible for putting in place mechanisms to facilitate purchasing and to ensure that Line Managers and employees and therefore Council (the Directors), conform to all legal and ethical requirements while obtaining the best value. Employees who have been given delegated purchasing authority are required to complete appropriate training courses on purchasing provided by the Finance Office. It is a disciplinary offence to make purchases from suppliers for reasons other than value for money as defined above. Purchase decisions need to be justified and it is therefore vital that all "audit trail" records are complete. Any personal or otherwise non-**arm's length** BPA, which an employee making or influencing a purchase may have with a supplier, should be notified to the Finance Manager before the purchase is made. Wherever practicable supplies from contracts should be coordinated purchasing within the Finance Office and refrain from purchasing independently. It is essential that economies of scale are obtained for the BPA and duplication is avoided. Details of all negotiated contracts will be available from the Finance Manager.
10. Line Managers should ensure that all employees comply with the policy on tendering and quotation, unless orders are re-occurring ones; are from established suppliers; where supplies are specialized; or small in value.

## Purchase Orders

11. The ordering of goods and services should be in accordance with the segregation of duties policy, delegation of authority policy, and procurement and tendering policy contained within this document. Purchase orders must be raised by email, or in writing, for all purchases of goods and services before the purchase is made, small value orders may be by telephone. Exceptions are where a Purchasing Card is used, a Corporate Credit card is used or for a small number of spend categories where pre-arranged contracts exist and it is impractical to raise a purchase order (e.g. energy contracts).
12. Purchase Orders fulfil the role of **acceptance of a supplier's offer and bind a contract on the BPA**. The use of purchase orders provides protection for the individual buyers and the BPA.
13. Where goods are purchased from overseas, the Finance Manager should be contacted so that the duty and VAT implications can be correctly applied.

## Purchasing Cards [To be issued on Council's authority]

14. The operation and control of the purchasing card scheme is the responsibility of the Finance Manager. A purchasing card is primarily a means of facilitating the ordering and processing of low value purchases. The use of a card does not alter the underlying

rationales of purchasing - transparency, fairness, competition and value for money - although their use does alter some of the traditional accounting mechanisms, such as separation of signatories. Purchasing Cards are issued under separate guidelines.

15. The following general rules apply to the use of Purchasing Cards:

- They will only be issued to BPA employees who have undergone sufficient training;
- They can only be used for purchasing operational goods and services and in accordance with the terms of a personal agreement which must be signed by each card-holder;
- They can only be used within the transaction and monthly limits as agreed between the card-holder, their Line Manager and the Finance Manager;
- They can only be used by the person named on the card; or for single use when authorised by the Finance Manager
- Card-holders must maintain a transaction log which the Finance Manager will reconcile to the bank statement when the card is used;
- The Purchasing Card must not be used where other more appropriate expense procedure applies;
- Mis-use of purchasing cards will be subject to disciplinary action.

#### Goods Receipt

16. All goods should be received at designated receipt and distribution points. On receipt they should be checked for quantity and/or weight and inspected for quality and specification. A delivery note should be obtained from the supplier at the time of delivery and signed by the person receiving the goods.

17. All goods received, which are of the requisite standard, should be entered onto the financial system via a GRN (goods received note) on the day of receipt. If the goods are deemed to be unsatisfactory, then the supplier should be immediately notified, preferably in writing, so that they can be collected for return as soon as possible. Where goods are short on delivery, the record should be marked accordingly and the supplier immediately notified.

#### Payment of Invoices

18. The Finance Manager is responsible for deciding the most appropriate method of payment for categories of invoice. Employees are responsible for ensuring that procedures are in place in order that expenditure within their areas of operation does not exceed allocated budgeted funds.

19. The Finance Office via the weekly payment run makes payment of all supplier invoices. It is BPA policy that payment to suppliers is made by BACS electronic transfer; exceptionally a cheque will be raised.

20. Supplier invoices will be processed after a series of checks, as follows:

- The invoice contains a valid purchase order reference (with the exception of a small number of spend categories where pre-arranged contracts exist and it is impractical to raise a purchase order);
- The amount invoiced is within the tolerance level when compared to the purchase order (2.5% of the value of the invoice up to a maximum of £25);
- The quantity invoiced is in line with the purchase order;
- A GRN (goods received note) has been raised on the BPA's financial system.
- Any invoice which does not comply with the checks as above will be returned to the supplier and relevant requisitioner, who will be expected to resolve the situation.

## Employee Expenses

21. The BPA purchasing and payment procedures are in place to enable the majority of non-pay supplies to be procured through the BPA's financial system without employees having to incur any personal expense. However, on occasion employees may incur expenses, most often in relation to travel, and are entitled to reimbursement. All claims for payment of travel, subsistence and incidental expenses shall be completed in a form approved by the Finance Manager. Employees must ensure that the appropriate budget holder approves expense claims.

## Petty Cash

22. The Finance Manager will design such procedures for the control and operation of petty cash floats as considered necessary keeping amounts to the minimum required to achieve the business needs. On no account should cash received be utilised to pay for goods and services purchased.
23. Applications to hold a Petty Cash account or to have it increased should be made to the Finance Manager who, after enquiry, may authorise a user to hold a Petty Cash float, normally not exceeding £100. The cash should be held in a safe, lock-fast place, and, if possible, be in the custody of one person. If control has to be rotated, at lunch times or holiday times etc. the cash should be checked at each hand-over for the protection of everyone concerned. The custodian should ensure that the payee signs all receipts and it is recommended that each receipt be endorsed as 'paid'.
24. It is permissible to give advances from the petty cash to allow purchases to be made, provided the cash is not left outstanding for more than five working days and the facility is not abused. A receipt should be obtained for the cash advanced.
25. Petty Cash floats must NOT be used for the reimbursement of **employee's** personal expenses (e.g. car parking charges, bus/train tickets, taxis, etc.) which must be claimed via an **employee's** expenses claim). Similarly, **employee's** mileage claims must only be claimed via a mileage expense claim. It is expressly prohibited to pay salaries, wages, fees or other forms of remuneration through petty cash. They must be paid via the Payroll Administrator in the Finance Office.

26. Once the initial petty cash as issued has been almost fully used, a duly authorised application, with receipts and bearing an original signature should be submitted to the Finance Office to have the float reimbursed.

#### Land and Building Expenditure

27. The responsibility for the management of the BPA estate is delegated to the Secretary General. Suitably qualified professionals should carry out all repairs and renewals of BPA property.
28. In respect of works required it is the total value of each project which will determine the approval process that is followed to approve expenditure. Each works project may contain expenditure that is capitalised and/or expenditure, which will be expensed in the year, incurred. Each unbudgeted capital funded estates and buildings project over £5,000 in value will require a completed business case using a standard form.
29. Each completed application will be submitted to the next appropriate Council meeting. The criteria for approval in all instances will be as follows:
  - Fit with the property Strategy;
  - Overall cost and timescale;
  - Expected return on investment.
30. Subject to prior budget approval responsibility for negotiating leases will normally rest with the Finance Manager with the agreement of the Chief Operating Officer. Copies of all leases must be deposited with the Finance Manager.
31. The Finance Manager under the direction of the Chief Operating Office, will manage all purchases and disposals of land or buildings.

#### Salaries and Pensions

32. All BPA employees will be appointed to the salary scales approved by Council and in accordance with appropriate conditions of service. All contracts of service shall be concluded in accordance with the BPA's approved human resource practices and procedures and all offers of employment with the BPA shall be made through Human Resources.

The Finance Manager is responsible for payments of salaries and wages to all employees including payments for overtime or services rendered. All timesheets and other pay documents, will be in a form prescribed or approved by the Finance Manager.

33. All payments must be made in **accordance and comply with Her Majesty's Revenue and Customs** regulations. The Finance Manager is responsible for the payment of employer pension contributions into the elected auto enrolment scheme.

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### BRITISH PARACHUTE ASSOCIATION Limits of Authority – September 2017

Table 1: Financial Management

Item		Council	COO	Secretary General	Finance Manager	Committee Chairs
Cost Contracts/ Agreements Per Agreement	Budgeted	N/A	All	Up to £10k	Up to £5k	Up to £5k
	Unbudgeted	Unbudgeted cost contracts >£5k	Up to £5k	Nil	Nil	Nil
	Service and Maintenance Contracts	N/A	All	Up to £5k	Up to £2.5k	Nil
Capital Expenditure	Budgeted	N/A	All	Up to £5k	Nil	Nil
	Unbudgeted	Unbudgeted capital expenditure >10% of budget	Up to 10% in total of the <b>year's capital</b> budget subject to an individual limit of £5k.	Nil	Nil	Nil
Purchase Orders		N/A	All P.O.s above £5k	Up to £5k	Up to £2.5k	Named individuals will have specified limits depending upon their role.
Treasury Management		Transfer of investment funds above £100k - Treasurer	<ol style="list-style-type: none"> <li>1. Opening of bank accounts</li> <li>2. Transfer of Investment Funds £10k - £100k</li> </ol>	Nil	Nil	Nil
Cheque Signing		All Cheques over £1000 – Treasurer and COO/Finance	All Cheques up to £250 or £1000 with	Nil	All Cheques upto £250 or £1000	Nil

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Item	Council	COO	Sectary General	Finance Manager	Committee Chairs
	Manager	Finance Manager		with COO	
BACS Transfers	All payments above £1000 Treasurer and COO/Finance Manager	Upto £250 or £1000 with Finance Manager	Nil	Upto £250 or £1000 with COO	Nil
Dismissal	COO, Sec Gen on COO Recommendation	All employees except Sec Gen who require Council endorsement	2 levels down  1 level down with COO consent	Nil	Nil
Signed Agreements	All original signed agreements to be lodged with the Company Secretary	All original signed agreements to be lodged with the Company Secretary	All original signed agreements to be lodged with the Company Secretary	All original signed agreements to be lodged with the Company Secretary	All original signed agreements to be lodged with the Company Secretary