

Governance Handbook

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Collective Board Responsibility

Directors are encouraged to contribute fully to board meetings and to frankly and openly express their views at board meetings

All views are treated with respect and courtesy

Outside meetings however it is essential the board has a united front and speaks with one voice if it is to have credibility. This is the case with boards and committees of all respected organisations

Hence once an issue has been fully debated and a decision reached in the boardroom directors are required to act and speak outside the boardroom in a united manner.

Should a director be personally opposed to a decision made by the majority that he/she cannot in all conscience accept it or promote its position- then the proper course is for the director concerned to resign from the board. The director would of course still be bound by the Confidentiality Agreement in regard to previous board discussions but other than this he/she would then naturally be at liberty to campaign if he/she wished for the particular cause in question - provided as mentioned no breach of previous confidentiality was involved

Conflicts of Interest

Introduction

There is no right or wrong approach to handling potential conflicts of interest. Ultimately, the issue is about the application of common sense. It is recognised and accepted that occasionally potential conflicts may arise. This is in order provided they are properly declared and managed.

Key considerations to take into account are:

- ✓ **Define a conflict of interest for the TTW.** Would there have to be some personal financial interest for a board member/official for a conflict of interest to be considered, or would historical connection to the beneficiary of a decision be sufficient to trigger the procedures.
- ✓ **Consider the future likelihood of such conflicts.** Is the conflict of interest likely to be exceptional in which case the person's role may be unproblematic, or would it be so frequent that it might be best to consider alternative role or no role at all.
- ✓ **Agree the method of declaring an interest:** This may be a written declaration completed annually. Alternatively, it may be a declaration at or before the meeting at which the decision in question will be considered.
- ✓ **Agree the method of addressing the conflict:** Again, there are numerous ways of addressing a conflict of interest. The person in question might absent themselves completely from all consideration, or they may participate in the discussion but not the decision.

Why have such a policy?

Members of TTW Board and other officials have an obligation to act in the best interests of the TTW, and in accordance with the TTW's aims and objectives. Other volunteers have similar obligations. Conflicts of interests may arise where an individual's personal, family or business interests and/or loyalties conflict with the objectives of the TTW.

Such conflicts may create problems and can:

- Inhibit free discussion;
- Result in decisions or actions that are not in the interests of the TTW; and
- Risk the impression that the TTW has acted improperly.

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The aim of this policy is to protect both the organisation and the individuals involved from any appearance of impropriety. Even the appearance of a conflict of interest can damage the reputation of the TTW.

Conflicts of interest may come in a number of different forms:

These forms will generally include

- direct financial gain or benefit to the interested party, such as a payment for services provided to the TTW or
- the award of a contract to another organisation in which the interested party has interest or involvement and from which there is an opportunity for financial gain.

The declaration of interests

Accordingly, we are asking Board Members and other officials to declare their interests, and any gifts or hospitality received in connection with their role in the TTW. A declaration of interests form is provided by the TTW for this purpose.

The declaration of interests needs to be reviewed or updated at least annually and also when any changes occur.

If anyone is not sure what to declare, or whether/when your declaration needs to be updated, please err on the side of caution. If anyone would like to discuss this issue, please contact the TTW Chair for confidential guidance.

Interests will be recorded on the TTW's register of interests, which will be maintained by the Company Secretary. The register will be accessible by Directors and the TTW Chair only.

Where it is subsequently discovered that one or more persons involved in a decision had not declared their conflict of interest to the meeting, the board will decide whether the matter needs to be reconsidered and may so direct

Data Protection

The information provided will be processed in accordance with data protection principles as set out in the Data Protection Act 1998. Data will be processed only to ensure that the Board Members and officials will act in the best interests of the TTW. The information provided will not be used for any other purpose.

What to do if you face a conflict of interest?

You should declare your interest at the earliest opportunity and withdraw from any subsequent discussion. The same applies if you face a conflict for any other reason. You may, however, participate in discussions from which you may indirectly benefit, for example where the benefits are universal to all users, or where your benefit is minimal.

If you fail to declare an interest that is known to the TTW Chair, he/she will declare that interest for you.

Decisions taken where a board member, other official or member of staff has an interest

In the event of the board having to decide upon a question in which a Board Member, other official or member of staff has an interest, all decisions will be made

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by vote, with a simple majority required. A quorum must be present for the discussion and decision, excluding those interested parties.

Interested board members may not vote on matters affecting their own interests. They must absent themselves from the discussion or at the discretion of the chair, participate in the discussion but not the decision-making process.

All decisions under a conflict of interest will be recorded by the Company Secretary and reported in the minutes of the Meeting. The report will record:

- The nature and extent of the conflict;
- An outline of the discussion;
- The actions taken to manage the conflict.

A *de minimis* exemption applies to contracts less than £250 in value. Random checks against the register of interest will be made on the award of contracts below this value. If the cumulative value of a series of small contracts exceeds £1,000, the Board Member will operate the policy used for individual contracts over that sum.

Managing contracts

If you have a conflict of interest, the interested party must not be involved in managing or monitoring a contract in which you have an interest. Monitoring arrangements for such contracts will include provisions for an independent challenge of bills and invoices, and termination of the contract if the relationship is unsatisfactory.

All contracts will be internally audited and, from time to time, may be externally audited.

Form of Declaration of Interest

Declaration of Interest

Name:

I hereby declare a potential interest as set out below (whether pecuniary or other) and undertake to abide by the TTW policy on such matters and to acquiesce in any decisions of the board with regard to the management of any potential conflict

Signed:

Dated:

Nature of Interest:

Notes

Interests to be disclosed may be pecuniary or other

They apply to the individual and to his family members and/or any limited company or commercial business in which he or his family may have an interest

"Pecuniary Interest" for this purpose is not restricted to direct financial benefit and includes any financial loss or increased personal charge, expenses or disadvantage but excludes members' expenses

Pecuniary Interests in particular shall be declared as follows although not an exhaustive list:

- any employment or income received from work undertaken within the sport;
- any income received from the sport as a partner, director or employee within a firm;

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- *any sponsorship which you may personally receive;*
- *any sponsorship which you may give to any aspect of the sport;*
- *any contracts which you may have with the sport for the provision of services or goods for profit;*
- *any interest in any corporate bodies you may have for your own benefit and which do business with the TTW;*
- *Selection for teams or events or squads.*

The expression "Other" interests applies in a very general way and includes any form of potential benefits.

Confidentiality

All directors are required to observe appropriate levels of confidentiality and not to engage in competition with TTW as per the terms of the following agreement which all directors are required to sign.

These agreements shall be stored by the Company Secretary

Form of Confidentiality & Non Competition Agreement

This Agreement is made this

Between The Table Tennis Association of Wales Ltd (the "Company") (1)

and of

(the

“Director”)

WHEREAS, the Director is a member of the Company's board of directors and in consideration of having been made a director and being supplied from time to time with information relating to the affairs of the Company hereby agrees as follows:

- affairs of the Company hereby agrees as follows.

 1. The Director shall keep secret and shall not at any time use for his own or any third party's advantage, or reveal to any person, company, or other body, (and shall use his best endeavors to prevent the publication or disclosure of), any and all Confidential Information as hereinafter defined
 2. If the Director breaches his obligation of confidentiality hereunder, he shall be liable to the Company for all damages (direct or consequential) incurred as a result of his breach.
 3. The provisions of this agreement shall not apply to any disclosure or use authorised by the Company or required by law.
 4. The expression "Confidential Information" shall mean information relating to the affairs of the Company deemed or treated confidential by the Company, or which the Director knows or ought reasonably to have known to be confidential
 5. The Director agrees that he shall not whilst a director (nor within 3 years thereafter) without prior written consent of the board of the company:
 - (a) Directly or indirectly engage in any business nor take any action which is directly in competition with the Company (provided it is agreed that simply being involved in any way with any other sport or sport governing body shall not of itself create any breach) nor:
 - (b) Make any profit arising from his position as director or the knowledge obtained of the Company its affairs or records nor:
 - (c) Take any action which could in any way interfere with the relationships between the Company, its officers, staff, members, sponsors, advertisers, suppliers or other previously existing relationships
 6. In this agreement any reference in the masculine gender shall be deemed to include the feminine
 7. (a) Any notice given under this Agreement to the Director may be served by personal delivery at his last known address or by being sent by recorded delivery first class post to his last known address;

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(b) A notice to the Company may be served by being left personally at the registered office of the Company or by being sent by recorded delivery first class post to its registered office.

(c) Any notice served by post shall be deemed to have been served on the day (excluding Sundays and statutory holidays) directly following the date of posting

8. Each provision in this agreement shall be severable from the others and shall be enforceable notwithstanding another provision may be held to be unenforceable
In witness the parties have signed the day & year first before written

Signed by(the Director)
in the presence of

Signed on behalf of the Company by
The Company Secretary or Chairman of Board

Communication Protocols

How does communication take place?

Communication between board members will be by email loop and at meetings.
Telephone will be used where appropriate in urgent cases
Board meetings may be held by video link where appropriate
Communication between sub-committee members will be by email loop and at meetings. Telephone will be used where appropriate in urgent cases
Sub-committee meetings may be held by video link where appropriate
Communications with sub committees and the board will generally be between chairs
Communication with staff will be generally by General Manager & National Coach
Communication with Sport Wales & other stakeholders/partners will generally be by General Manager
Communication with members will generally be by website newsletter and by direct contact where necessary by General Manager
Communication with clubs & leagues will generally be by Regional Directors
Communication with local authorities where we have existing links will generally be by coaching team
General communications from third parties & with Companies House will be by Company Secretary
Communication with Auditors/HMRC will be by Finance Director who will also deal direct with communications in regard to payments/receipts
Communication in regard to membership/licences will be by the General Manager
Communication in regard to competitions will be by chair NCC
Communications in regard to disciplinary processes will be from the chair of the Disciplinary Committee
Communications in regard to selections will be from the Chair of selectors or National Coach

Reporting specifics

By way of reporting their activities sub-committees will supply minutes of their meetings to the Co Sec who will make them available to the board
Directors will report on their activities at each board meeting and ensure *written* reports are available at the AGM
Staff and key volunteers will report to their line managers who will report to the board as appropriate
The General Manager and National Coach will report at each board meeting

At AGMs written reports to be available to members together with accounts

Standard Board Report

Board Report Meeting date:

Report of Chair/Co Sec/Finance Director/General Manager/National Coach/Coach
Education Director/Chair NCC/Regional Director
for.....
please delete/complete s applicable

For noting- highlights of general activities since last report

NB minutes of any NCC/Selection Committee/Disciplinary Committee meetings that have taken place (if any) should be attached by the relevant chair

For noting- forthcoming issues/initiatives

Progress on Action Plans – (*please provide any info where applicable to you*)

Any matters requiring a board decision

Standard Board Agenda

Note- Meetings are expected to last 90 minutes. Whilst timings are of course flexible and additional time as necessary will be made available for important issues nevertheless every effort should be made to adhere to the timings as far as possible so as to ensure an efficient meeting. Advance written reports should be provided wherever possible which directors are expected to study and discussions thereon will be limited to the author highlighting any important issues, or where decisions are required, or where directors wish to raise queries or challenge

1. Welcome (1 min)
2. Apologies for absence (1 min)
3. Declaration of interests (1 min)
4. Minutes of last Board Meeting (5 min)
5. Matters/actions arising from minutes (5 min)
6. Company Secretary – correspondence (5 min)
7. Finance Director Report (5 min)
8. Safeguarding Officer report (5 min)
9. General Manager Report (5 min)
10. Health & Safety Report- General Manager (5 min)
11. Update on work of Equality sub-committee (General Manager) (5 min)
12. Report from National Coach (5 min)
13. Coach education director report (5 min)
14. NCC Report (5 min)
15. Reports from Regional Directors (15 min)
16. Any other business (10 min)
- 17.. Date & place of next meeting (1 min)

FINANCIAL PROCEDURES

To be read in conjunction with TTW expenses or other relevant policies where applicable

Introduction

- 1.1 Table Tennis Association of Wales Limited (TTAW) is a company limited by guarantee.
- 1.2 TTAW has a financial year from 1 April to 31 March.
- 1.3 The following document was created to provide guidance in the standard financial procedures performed by TTAW.
- 1.4 This document provides basic details of the financial procedures performed, and does not instruct the reader how to perform the procedures in detail.
- 1.5 The financial procedures manual is to be updated whenever a change has occurred in the financial procedures of Table Tennis Association of Wales Limited. The manual is to be reviewed annually, and adjusted were necessary.

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3 Accounting Software

- 3.1 TTAW maintains its accounting records within the XERO software program.
- 3.2 The accounting program shall be password protected, with user access only granted to authorised personnel, namely the Finance Director, Chair, Ron Davies and the external auditor.
- 3.3 The password shall be changed upon any change in the authorised personnel.
- 3.4 This program is to be reviewed on a regular basis to determine if it meets the needs of TTAW's accounting requirements.

4 Chart Of Accounts

- 4.1 The chart of accounts should be set-up in the same format to TTAW's budget.
- 4.2 The chart of accounts is to be reviewed on a regular basis and updated where considered necessary.
- 4.3 New budget headings should only be approved by the Finance Director. Additional budget sub-accounts can be set up by budget holders provided they remain within their original budget allocation.

5 Petty Cash

- 5.1 TTAW does not operate a petty cash account.
- 5.2 Any expenditure incurred on behalf of TTAW should be entered on an expenses claim form and, subject to authorisation, will be reimbursed.
- 5.3 All items purchased must have an official receipt or invoice from the supplier.
- 5.4 In exceptional circumstances, when an item is not accompanied by a receipt or invoice (e.g. taxi fares, or where a receipt has been lost), a memo must be created outlining who the payment was made to, the purpose, the date, the amount and this must be approved and signed by the Chair.

6 Receipts

- 6.1 Upon receipt of funds, a remittance sheet is completed detailing the amount received, and whom the funds were received from.
- 6.2 Supporting schedules detailing the receipt of funds should be filed behind the remittance sheet with the date the funds were banked and cross referenced with the number of the bank deposit slip.
- 6.3 Funds received should be banked at least weekly.
- 6.4 All amounts received should be banked intact. Payment of expenses should not be made from funds received.
- 6.5 Any undeposited funds should be stored in a safe cabinet.
- 6.6 Any remittance advises or other documents accompanying the receipt should be retained.

6.7 Amounts received should be posted onto the accounting software.

7 Bank Reconciliation

7.1 A bank reconciliation must be prepared for each bank account at the end of each month.

7.2 Any cheques, which remain outstanding for a period greater than 6 months should be investigated and written back where necessary at the end of the financial period.

8 Ordering of Goods and Services

8.1 The ordering of goods and services can only be carried out by authorised budget holders.

8.2 Authorised budget holders are:

- Chair
- Ron Davies
- General Manager
- National Coach

8.3 Each budget holder is able to place orders for goods and services providing they are within approved budget parameters (purpose and amount) and are below a value of £5,000.

8.4 For amounts over £5,000 and up to £10,000, the additional authorisation of the Chair should be obtained by way of e-mail or signature.

8.5 For amounts greater than £10,000, full Board approval, evidenced by Board minutes, must be obtained.

8.6 No items that fall outside of the approved operation plan budget can be ordered without full Board approval. This would normally include items of capital expenditure where this has not been factored into approved operational budgets.

8.7 No agreements or contracts should be confirmed until authorised by the Chair. All agreements and contracts should be signed by the appropriate budget holder.

9 Tendering/Quotation Procedures

9.1 Any purchases of £5,000 or more with a single supplier must be submitted to tender, except where restricted by existing agreements (e.g. sponsorship) or by approved preferred supplier arrangements. More than one supplier must be approached for such a tender.

9.2 Any purchases of £1,000 or more with a single supplier must be submitted for quotation, except where restricted by existing agreements (e.g. sponsorship) or by approved preferred supplier arrangements. More than one quotation must be obtained.

9.3 Specifications for the purchase are to be drawn up by the relevant employee and authorised by the Chair.

9.4 The Chair and Finance Director will evaluate the quotes obtained.

9.5 Staff with a financial interest in the tendering process will not be involved in the evaluation process.

9.6 Each quote will be reviewed and graded on the following criteria:

- value for money
- quality of goods/service provided
- reputation of supplier

- delivery or completion date
 - maintenance, repair or support facilities
- 9.7 The quote with the highest total score against the above criteria will be accepted as the supplier of the goods or service.
- 9.8 All documentation generated as part of the tender process should be retained.
- 9.9 A one off tendering process can be performed for the provision of a service or supply of goods, which will be ongoing or on an irregular basis. e.g. travel, stationery.

10 Authorising and Reviewing Expenditure Invoices

- 10.1 Upon receipt of invoices, the budget holder should review the invoice, match with a delivery note (where appropriate), investigate any discrepancies and authorise for payment.
- 10.2 The invoice and delivery note should be passed onto the Finance Director after authorisation.
- 10.3 Each invoice should be signed and all details completed. Ultimately it is the responsibility of the budget holder to ensure that all invoices are authorised and properly completed.
- 10.4 The Finance Director will then post each invoice into the accounting software and file the invoice in the appropriate file of paid invoices.

11 Payments

- 11.1 All payments other than minor disbursements greater than £50 should be made by ~~either~~ cheque, credit card or online banking. Cash outlays will be recovered using the employee and board expenses process.
- 11.2 After receiving authorisation to pay creditors invoices, where payment is to be made by cheque, the Finance Director should:
- Write out a cheque with the details completed
 - Attach the invoice to the cheque
 - Pass the cheque and invoices to the first cheque signatory for signing and authorisation.
 - Pass the cheque and invoices to the second cheque signatory for signing and authorisation
 - Send the cheque to the supplier
- 11.3 All invoices and other supporting documents should be filed in cheque number order.
- 11.4 In the case of payment by online banking, the Finance Director can make payment online using the online banking system.
- 11.5 Spoilt cheques will be cancelled and retained as evidence for cheque serial number purposes.
- 11.6 Passwords for online banking should be memorised and destroyed.

12 Cheque Signatories

- 12.1 All payments made by cheque must be signed and authorised by two cheque signatories.
- 12.2 On no occasions should blank cheques be signed.
- 12.3 The authorised cheque signatories are:

- Chair
- Finance Director
- One nominated Director

13 Direct Debits and Standing Orders

- 13.1 TTAW is permitted to pay recurring invoices by either direct debit or standing orders.
- 13.2 Invoices paid by direct debit or standing orders should be reviewed and authorised by the Chair/Finance Director.

14 Credit Cards

- 14.1 Certain staff may be issued with a company credit card. All pin numbers must be memorised and not written down.
- 14.2 Credit cards will be used for TTAW business only. No items personal in nature must be purchased on the credit cards.
- 14.3 Credit cards should only be used where it is impractical for normal methods of payment. Except in relation to minor purchases under £100, expenditure paid by credit card must still follow the procedures for tendering as detailed above.
- 14.4 An official receipt when purchasing items on the TTAW's credit card must be kept. Transactions without receipts may not be authorised and may be deducted from future expense claims.
- 14.5 At the end of each month, the Finance Director will issue to all appropriate staff a copy of their credit card summary which they must detail with the appropriate code and return together with receipts to the Finance Director within 10 working days.
- 14.6 Payment of credits cards is by direct debit. The Finance Director should ensure that the amount of the debit is correct.

15 Fixed Assets

- 15.1 TTAW will maintain a fixed asset register.
- 15.2 TTAW has determined that any asset with a value greater than £500 will be capitalised, any assets less than this value will be written off in the year of purchase.
- 15.3 The register will maintain an accurate record of the assets owned by TTAW, a record of the location of the asset, the purchase date, the purchase price and the assets written down value.
- 15.4 TTAW's accounting policies relating to depreciation are as stated in the annual accounts. The policies should be reviewed on an annual basis and amended where appropriate.
- 15.5 TTAW will review the fixed asset register yearly and ensure the asset is still in existence. If there is a significant reduction in value due to the assets condition, the Chair should be informed and an appropriate reduction in the assets net book value made.
- 15.6 Additions will be depreciated from the date of their purchase.
- 15.7 Any sales or disposals of fixed assets should gain the prior approval of the Chair. Any sales or disposals to related parties should be with the full consent of the Chair and Finance Director and conducted at arm's length. Written confirmation of the assets market value should be obtained from at least two independent sources.
- 15.8 The asset register will be presented to the Chair annually.

16 Debtors and Invoices

- 16.1 Two hard copies of the invoice should be printed, one for the customer and one for filing by the Finance Director. Any documentation supporting the invoice should be retained.
- 16.2 Before debtor invoices are written off, written authorisation should be obtained from the Chair. Any proposed write offs over £100 should be approved by the Board.

17 Prepayments

- 17.1 Any items which are prepaid for a period greater than 12 months or 'cross' two financial periods and have a value greater than £500 should be treated as a prepayment.

18 Accruals

- 18.1 Accrual adjustments should be made as and when necessary with the budget holder notifying the Finance Director.

19 Management Accounts

- 19.1 The Finance Director will send detailed management accounts to the Chair. These will consist of:

- detailed income & expenditure budget vs. actual report
- aged debtors and creditors report
- any other information considered necessary

- 19.2 The Finance Director will send detailed accounts to all budget holders for their respective budgets. These will consist of:

- detailed income & expenditure budget vs. actual report
- any other information considered necessary

- 19.3 The Finance Director and each budget holder will review the management accounts relevant to each area and recommend any amendments.

- 19.4 Following the above process, the Chair and Finance Director are to review the management accounts and where necessary make any necessary suggestions, amendments and decisions.

- 19.5 Management accounts will be presented to the Board at least a week prior to all Board meetings. These will consist of:

- income & expenditure budget vs. actual report
- any other information considered necessary by the board e.g. cashflow forecast, overdue debts payable etc.

- 19.6 The management accounts will be considered by the Board at all Board meetings and any comments, amendments or decisions will be minuted and acted upon where appropriate by the Chair and Finance Director.

20 Audit and Accountancy Requirements

- 20.1 TTAW is required to have a yearly audit performed on its financial statements and appoints external accountants to produce the annual accounts.

- 20.2 The Board should consider TTAW's Audit and Accounting requirements on an annual basis and consider re-appointment of external auditors/accountants for the following financial year.

21 Budgets and Budgetary Control

- 21.1 In January of each year, TTAW will begin the process of budget preparation and financial planning for the following year.
- 21.2 The Chair will commence the process by meeting with budget holders and request a budget submission by 31 March.
- 21.3 The Chair will then review all budget submissions and, with the assistance of the Finance Director, formulate an overall budget for the following year
- | 21.4 The Chair will then submit the budget to the Board [at next available meeting](#) and obtain approval or make amendments as advised.
- 21.5 The budget is to be reviewed on a regular basis, and adjustments are to be made where necessary. All adjustments must be presented to the full Board for approval.
- 21.6 The Chair will allocate responsibility to certain members of staff as budget holders.
- 21.7 Budget holders will receive regular reports of actual v budget variances on a monthly basis from the Finance Director.
- 21.8 It is the responsibility of the budget holder to manage their budget throughout the year. Where variances are expected or forecast, this should be brought to the attention of the Chair and Finance Director immediately.

22 Employee and Board Expenses

- 22.1 TTAW operates a travel and subsistence Policy for staff and Board directors which should be followed at all times subject to any bespoke arrangements between individuals
- 22.2 Employees are required to complete an employee expenses claim form for all items in which they require to be reimbursed.
- 22.3 All expenses incurred must be supported by a receipt. Reimbursement cannot be guaranteed without a receipt or suitable supporting documentation.
- 22.4 Employee expenses are to be checked and authorised by the respective budget holders.
- 22.5 In the case of the Chair's expenses, the Finance Director will authorise.
- 22.6 Periodic and random checks will be made on the accuracy of mileage claims.
- 22.7 Board expenses will be checked and authorised by the Chair/Finance Director.

23 Salaries and Wages

- 23.1 TTAW will use an outside wages bureau service.
- 23.2 Salaries are paid as authorised by the Board. Overtime is not paid unless prior approval is obtained. Occasional overtime can be authorised by the budget holders/Chair. Where overtime is more regular authorisation must be obtained from the Board. Any changes to salaries must be authorised by the Board
- 23.3 Salaries and wages are paid by BACS on a monthly basis on the 25th day of each month, or nearest working day.
- 23.4 The use of part-time or temporary staff must gain prior approval by the Chair. Such staff must complete timesheets which must be presented to the Chair for approval. Rates of

pay must also be approved by the Board.

23.5 Timesheets and calculation documents are to be retained by the Finance Director.

24 General Journal Entries

24.1 General journal entries are only to be carried out by the Finance Director and/or external accountant.

24.2 Each journal entry is to be entered directly onto the accounting software package.

25 Document Retention

25.1 All financial documents will be retained for at least 7 years.

26 Value Added Tax (VAT)

26.1 TTAW is not VAT registered.

27 Bank Mandates

27.1 Bank mandates should be retained for all bank accounts. The bank mandates should show:

- Cheque signatories for each account
- Financial limits for each cheque signatories (if any)

28 Receipts

28.1 All payees to TTAW should be requested to make payments by cheque or electronic transfer, not cash.

29 Insurance

29.1 TTAW is to ensure adequate insurance coverage over all of its assets.

29.2 TTAW is to have adequate insurance coverage for public liability.

29.3 TTAW is to have adequate insurance coverage for employees, directors and members' indemnity.

29.4 TTAW is to have adequate insurance coverage for Business interruption.

29.5 Insurance coverage is to be reviewed regularly to ensure coverage is sufficient and value for money obtained.

30 Financial Risk and Anti-fraud

30.1 TTAW will carry out a review of financial risks every year as part of its annual risk management strategy.

30.2 TTAW's anti-fraud policy will be reviewed annually and communicated to all staff and relevant personnel.

31 Reserves

31.1 TTAW operate a reserves policy. It is the responsibility of the Chair and the Finance Director to ensure that the reserves policy is implemented and is factored into all of TTAW financial plans and budgets.

Delegated Authority Levels

NB In relation to disciplinary or safeguarding matters the relevant policies and procedures take precedence

General notes

Staff, directors and volunteers must only issue letters emails or oral statements (together called “communications”) where the content falls within the normal and routine day-to-day course of their duties and they do not commit TTW financially or otherwise except as specified below or otherwise specifically authorised in our policies & procedures

Common sense must apply but in the case of any doubt prior consent must be sought from General Manager or Chair or if relevant the Lead Safeguarding Officer.

Purely by way of example *and not so as to reduce the generality of the above* the following kinds of communication should not be issued without such prior consent

- Communications in relation to a safeguarding matter which is not specifically authorised for in our safeguarding policy & procedures
- Communications with the press or other media
- Supplying of references
- Letters to immigration authorities of UK or any other country – or any other external body on matters which are not routine day-today situations

Authority levels

Chair -Authority to make decisions and sign major contracts in regard to all the affairs of TTW provided such decisions fall within the ambit of the TTW strategic plan, do not run counter to accepted TTW policies and procedures and do not incur expenditure over and above planned budgets. Significant unusual or potentially controversial matters should be referred to the board.
Authority to represent TTW in dealings with foreign countries and international fora
Authority to establish interview panels for staff/key volunteers

Co Sec – Authority to deal with routine correspondence which does not create unusual commitments and file all relevant documents at Companies House

National Competitions Manager – Authority to deal with all matters relating to TTW competitions/ranking acting within pre-agreed budgets and providing no unusual commitments are created

Finance Director- authority to purchase all items and/or, commission all services he/she sees fit in relation to the performance of his/her role provided the cost or commitment falls within the annual budget agreed in advance with the Chair and provided that any single cost or commitment exceeding £1000 must be first agreed with the chair

National Coach- Authority to deal with all matters relating to performance acting within pre-agreed budgets

Authority to purchase all items and/or, commission all services he/she sees fit in relation to the performance of his/her role provided the cost or commitment falls within the annual budget agreed in advance with the Finance Director provided that any single cost or commitment exceeding £2000 must be first agreed with the chair and Finance Director

Development Coaches- authority to book facilities for coaching sessions provided such commitments are casual one-off sessions only and not longer term unless authorised otherwise by the National Coach within pre-agreed budgets

Selection Committee- Only the chair of the committee is authorised to issue communications relating to selections. The committee is not permitted to decide upon which events are entered since these will have budget ramifications and events programmes must be agreed in advance with the Chair and Finance Director

General Manager- Authority to deal with all operational (including HR) matters

Authority to purchase and apply all goods and/or, commission all services he/she sees fit in relation to the performance of the role provided the cost or commitment falls within the annual budget agreed in advance

Signing of funding applications- Chair and/or General Manager and/or Co Sec/and/or Finance Director

Signing of other contracts - General Manager and/or Chair and/or Co Sec

Advance longer term facility bookings National Coach and/or Chair NCC and/or General Manager and/or Co Sec

Website updates- National Coach and/or General Manager and/or Chair and/or Chair NCC and/or Co Sec

Newsletter content - General Manager

Communications with the press or other media- Only the Chair, Co Sec, National Coach and General Manager are generally authorised

Expenses

Expenses are only payable for expenditure wholly and necessarily incurred in the course of TTW business.

Expenses are any payable where they have been previously agreed as being payable

Claims shall be submitted using such claim form as the Finance Director shall supply and where appropriate with receipts

Claims must be submitted within 2 months of the expenditure or before the end of the current financial year (financial year is 31 March to 1 April) whichever is the sooner or they will not be paid

In cases where motor car travelling expenses are payable the TTW rate is 30p per mile.

NOTE- It may be possible for those claiming to apply for tax relief in respect of the difference between this rate and the maximum rate currently allowable by HMRC (currently 45p) but no warranty is given and claimants must deal with any such matters themselves)

Customer Charter & Complaints – Service Levels. *NB Where it is considered any complaint is a safeguarding matter then TTW will apply its specific safeguarding complaints policy & procedures which shall take precedence*

Our commitment

The TTW is committed to providing a first class level of customer service to our members and others. We endeavour to maintain this with regular reviews, staff training and by encouraging feedback . This Customer Charter outlines our commitment and the standards of service you can expect from us, how to obtain information you need and explains how you can help us to continue to maintain high standards of service through your feedback. It also covers the process in the case of any complaint alleging we have breached our service level commitments as set out herein.We regard all who have dealings with us as “customers” whether they are TTW members, partners, stakeholders, members of the public or others.

We are committed to:

- Providing a professional, cheerful, courteous and efficient service and treating all our customers with respect, fairness and honesty
- Behaving ethically at all times
- Respecting and encouraging diversity
- Providing clear and accurate information
- Continually striving to improve performance and learning from customer feedback. All comments and suggestions are reviewed upon receipt and improvements are made as necessary
- Complying with all relevant legislation
- Supporting the use of the Welsh language as far as our resources permit
- Ensuring we communicate effectively
- Reducing our carbon footprint

Making a complaint

If a customer finds that they are dissatisfied with the quality of service we would encourage him/her/it to register a complaint by telephone, email or a letter to the General Manager or Chair

Managing complaints

All complaints received are taken very seriously and will be dealt with as quickly as possible. An initial response will be provided within 7 days other than in exceptional circumstances

When investigating a complaint we will:

- Gather and analyse all relevant information, clarifying any confusion that may have occurred
- Decide on any appropriate action to resolve the complaint
- If necessary discuss the issue face to face
- When necessary, will regularly provide updates on the progress of an investigation until the matter is fully resolved
- We will aim to resolve all complaints within 28 days wherever possible

Feedback

We value feedback about your experience of our service. We would encourage all to provide feedback at any time. All such feedback will be treated with the utmost respect and seriousness. Comments should be sent in the first instance to our General Manager or if felt more appropriate to the Chair.

Service levels - Telephones

Our staff members are the initial point of contact for enquiries

They will endeavour to respond promptly and helpfully and always in a professional manner

Where a staff member is unable to respond to a face to face enquiry directly, they will refer the enquiry to the relevant person

With regard to telephone contact, all phone messages will be responded to at the first available opportunity

Service levels - Letter and Email Correspondence

We will endeavour to acknowledge receipt of all emails within 5 working days except in unusual circumstances.

Where possible a full response to the email enquiry will be supplied within 10 working days.

Where possible we will respond to all letter correspondence within 10 working days of receipt.

In the event that an answer can't be sought within the 10 day period, contact will be made to inform the customer of this and frequent updates will be given until the enquiry has been resolved.

At times it may be deemed more appropriate to respond to a written enquiry over the telephone e.g. if staff member needs to obtain further information.

What WE require

To ensure that we are able to provide the best possible service, we require our members/affiliates to meet the following expectations:

- Treat all staff, volunteers or other members or affiliates in a polite courteous manner.
- Respect the safety, privacy and needs of all other users.
- Refrain from using any abusive or aggressive form of language, bullying harassment or intimidation when dealing with members of staff, volunteers or other members affiliates or others.
- Continue to provide feedback as above
- Comply with all TTW byelaws policies and procedures
- It will be regarded as courtesy to telephone a volunteer or member of staff during anti-social hours (before 9am or after 7pm on weekdays, or on weekends or public holidays) except in the case of an emergency involving safety or abuse

Recruitment Policy & Procedures

1. Purpose

TTW recognises that staff is fundamental to its success. TTW therefore needs to be able to attract and retain staff of the highest calibre and a strategic, professional approach to recruitment is essential to do this.

The purpose of this policy is to provide a sound framework for the recruitment and selection of staff based upon the principles outlined below, which also meet the requirements of TTW Equality Policy and all other relevant employment legislation. It does not apply to renewal of existing contracts/appointments where the board is satisfied with performance

2. Scope

This policy and procedure cover all activities that form part of the recruitment and selection process. It is applicable to all staff recruitment. In order for the policy and procedure to be effective it is essential that any employee who is involved in any aspect of the recruitment and/or selection of staff is aware of this document and follows it.

3. Core Principles

- TTW has a principle of open competition in its approach to recruitment.
- TTW will seek to recruit the best candidate for the job based on merit. The recruitment and selection process should ensure the identification of the person best suited to the job
- TTW wishes to encourage the recruitment of staff with disabilities and will make reasonable adjustments to all stages of the recruitment process and as required in order for a successful candidate with a disability to undertake the post.
- TTW will ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.
- TTW will provide appropriate training, development and support to those involved in recruitment and selection activities in order to meet this core principle. Any member of staff involved in the selection of staff should satisfy him or herself that he/she is appropriately knowledgeable and can comply with the requirements of this policy and procedure. .
- Recruitment and selection is a key public relations exercise and should enhance the reputation of the company. TTW will treat all candidates fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome
- TTW will ensure that its recruitment and selection process is cost effective.
- If a member of staff involved in the recruitment process has a close personal or familial relationship with an applicant they must declare this as soon as they are aware of the individual's application and avoid any involvement in the recruitment and selection decision-making process.

- All documentation relating to applicants will be treated confidentially in accordance with the Data Protection Act (DPA). Applicants will have the right to access any documentation held on them in accordance with the Data Protection Act (DPA).

4. Recruitment & Selection Procedure

There are a number of key stages in recruiting and selecting for a post. This procedure outlines the key stages..

4.1 Preparation Stage

- The recruitment and selection process should not commence until a full evaluation of the need for the role against the strategic plans and budget has been completed. A job description and person specification must be produced or updated for any vacant post that is to be filled. The job description should accurately reflect the elements of the post. The person specification should state both the essential and desirable criteria in terms of skills, aptitudes, knowledge and experience for the job, all of which should be directly related to the job and applied equally to all applicants. Care should be taken when writing the person specification to ensure that criteria used do not indirectly discriminate against certain groups of applicants.

4.3 Advertising

- As a minimum all positions will normally be advertised upon TTW Website and if possible those of SportWales and The Welsh Sports Association (advertising which bears a cost will normally be avoided except in unusual circumstances at the discretion of the Chair). Advertising will help maximise equality of opportunity and provide staff with opportunities for career development, thus maintaining the skills and expertise of existing staff. In certain circumstances the Chair may waive the need to advertise. This is likely to include the following circumstances:
 - positions requiring specialised expertise where it can be demonstrated a nominated individual is the most suitable person for the position or;
 - o where the work is required for a specific purpose of no greater than six months duration; .
- Applicants should be provided with sufficient information to make an informed decision regarding their suitability for the role.
- Staff who have been in an acting position that subsequently becomes vacant will have to apply for the position when it is advertised, but in such cases the position can be advertised on an internal basis only.
- Applicants are asked to provide equal opportunities details when making their application to enable a robust means of monitoring the success of recruitment in relation to our diversity aims. This information is separate from the job application and applicants are free to indicate that they do not want to provide these details.
- TTW has a legal obligation to comply fully with the provisions of the Rehabilitation of Offenders Act .
- All adverts must be placed through the General Manager or Company Secretary

5. Selection of Candidates

5.1 Shortlisting

- Shortlisting should involve the whole panel one of whom would normally be the intended direct line manager.
- Notes of the shortlisting decisions for each candidate should be recorded by each member of the panel. The notes should be returned to the Co Sec once the shortlisted candidates for interview have been selected.
- Shortlisted candidates should be provided with details of the selection process, including any tests, in writing giving as much prior notice as possible and a minimum of 5 working days before the interview. In accordance with the Equality Act 2010 , they should also be asked to advise if there are any particular arrangements or reasonable adjustments that could be made so that they can participate fully in the selection process.
- All candidates (internal and external) should be assessed objectively against the selection criteria set out in the personal specification and only candidates who meet all the essential criteria should be short-listed. Assumptions about the qualities of internal candidates should not be made.

5.2 Selection & Interview

- All redeployment candidates who meet the essential criteria for the post (as set out in the personal specification) will be offered an interview.
- Interview should normally be carried out by a minimum of three people, one of whom should be the Chair. If practicable there should be an independent appointee or board independent director included.
- Selection is a two-way process: Those involved in recruitment should consider how best to convey a positive image.
- Interview questions and the structure of the interview should be consistently applied to all candidates and should be based on the person specification.
- Notes recording the salient points of the interview should be taken, so that these can be referred back to. Notes of the interview and any other notes on the candidate taken during the recruitment and selection process should be passed back to the Company Secretary following the selection process and will be kept for a minimum of 6 months following the selection process.
- In the event that a candidate requests feedback about their performance in the selection process this should be arranged by the Chair of the panel although he or she may delegate this to another member of the panel where appropriate.
- Unsuccessful interview candidates should be dealt with courteously and sensitively and will, as a minimum, receive telephone or written notification of the outcome of the selection process.

5.3 Referees

- Information sought from referees should be structured around the requirements of the job and the job description should be provided. It should be noted that many organisations have a policy of not providing personal references and therefore references provided may only confirm details of current appointment or not be available at all. In such circumstances candidates should not be prejudiced.
- Referees should not be contacted without the candidate's consent and the information provided should be treated as confidential by the panel members.

5.4 Making the Appointment

- It is recognised that in many cases it is desirable to make a verbal offer very shortly after the selection process. In such cases the verbal offer will normally be made by the Chair of the selection panel, although he or she has the discretion to delegate this responsibility if felt appropriate.

Offers of employment are normally subject to satisfactory references (subject as mentioned in 5.3 above), checks of qualifications and any other checks as appropriate, such as Asylum and Immigration checks, CRB/DBS checks and others if relevant

Equality policy

1. What is Sports Equality?

- 1.1. Sports Equality is about fairness in sport, equality of access, recognizing inequalities and taking steps to address them.
- 1.2. Sports Equality is about changing the culture and structure of sport to ensure it becomes equally accessible to all members of society.
- 1.3. Sports Equality is about making sure that all our people can realise their talent and fulfil their potential
- 1.4. Sports Equality is about individuals' responsibility to challenge discriminatory practice and promote inclusion

2. Statement of Intent

- 2.1. TTW wishes to act as an exemplar for equality and diversity within its sphere of influence. In doing so, TTW commits to promoting good equitable practice within the organisation and with partners.
- 2.2. TTW will ensure that responsibility and accountability for equality is placed firmly at the most senior levels within the organisation.
- 2.3. TTW will deliver on this policy by building equality and diversity into all aspects of its work. All reasonable steps will be taken to ensure that employees, volunteers, and members are committed to this policy
- 2.4. TTW will ensure that no job applicant, employee, volunteer or member or other receives less favourable treatment on the grounds of age, disability, gender, gender reassignment, marriage/civil partnership , pregnancy and maternity, race, religion or belief and sexual orientation
- 2.5. TTW will work to ensure that all involved with it are treated fairly and equally.
- 2.6. TTW is committed to ensuring that its employees, volunteers members and others are able to conduct their activities free from harassment or intimidation and that TTW's position in this is made clear to everyone

3. Legislative Guidance

In order to fulfil its legal obligations, TTW's Equality Policy complies with the Equality Act 2010 ("the Act") and any other relevant legislation and any binding European Directives

4. Types of Discrimination

4.1. Discrimination can take the following forms:

4.1.1 Direct Discrimination

This means treating someone less favourably than you would treat others in the same circumstances.

4.1.2 Indirect Discrimination

This occurs when a job requirement or condition is applied equally to all, which has a disproportionate and detrimental effect on any group because fewer of that group can comply with it and the requirement cannot be justified in relation to the job.

When decisions are made about an individual, the only personal characteristics taken into account will be those which, as well as being consistent with relevant legislation, are necessary to the proper performance of the work involved.

4.1.3 Harassment

Harassment can be described as inappropriate and unwanted actions, behaviour, comments or physical contact that is objectionable or causes offence to the recipient. It may be of a sexual or

racial nature or it may be directed towards people because of their age, their sexuality, a disability or some other characteristic.

4.1.4 Victimation

When someone is treated less favourably than others because he or she has taken action against the Association under the Act or provided information about such discrimination or provided support to someone else who has or is taking action.

4.2. TTW regards discrimination, victimisation and harassment, as described above, as serious misconduct and any employee of TTW, participant or volunteer who discriminates against any other person will be liable to appropriate disciplinary action (as outlined in TTW's Disciplinary Policy).

5. Implementation

TTW will:

- 5.1. Foster and promote partnerships with key equality organisations at all levels
- 5.2. Agree an Annual Action Plan within which specific roles, responsibilities and resources are allocated and targets set
- 5.3. Aim to achieve Intermediate and Advanced Equality Standards within recognized timescales
- 5.4. Make available a copy of this document to all staff, members and volunteers of TTW and this will also form part of any recruitment and subsequent induction process
- 5.5. Ensure that all employees, volunteers and agents have responsibilities to respect, act in accordance with and thereby support and promote the spirit and intentions of the policy
- 5.6. Take measures to ensure that its employment practices are non-discriminatory
- 5.7. Ensure that no job applicant will be placed at a disadvantage by requirements or conditions which are not necessary to the performance of the job or which constitute unfair discrimination
- 5.8. Adopt a planned approach to eliminate barriers which discriminate and will ensure that consultants and/or agents and advisors are appointed fairly and equally. Consultants used by TTW must demonstrate their commitment to the principles and practice of equality
- 5.9 Take full account of this policy in arriving at all decisions in relation to its activities
- 5.10 Collaborate fully with any surveys or other initiatives designed to assess the level of participation of different sections of the community in sport and outdoor pursuits and will take account of the findings in developing measures to promote and enhance sports equality
- 5.11 Provide access to training for board members staff and key volunteers to raise awareness of both collective and individual responsibilities.
- 5.12 It will be a condition of membership that all clubs and individual members accept this policy and ensure they behave in accordance with same, that access to club membership is open and inclusive and that all will support TTW in any measures or initiatives it applies to advance this policy

6. Positive Action

6.1. TTW acknowledges that men, women and girls, minority groups and people with disabilities have diverse, specific and distinctive needs. TTW will take positive action or introduce specific measures or programmes to promote inclusion

7. Promotion and Communication

TTW will:

promote positive images and text relating to diverse groups across a wide range of publications and formats;
where appropriate, meet the information needs of all individuals and communities;

publish and disseminate information on sports/outdoor pursuits programmes promoting equality and diversity;

establish links with appropriate partners to target specific audiences, and promote the use of female, ethnic minority and disabled role models in sport/outdoor pursuits where appropriate

8. Monitoring and Evaluation

8.1. The General Manager will regularly monitor and evaluate the policy, equality action plan, practices, procedures and operations on an ongoing basis. Results will be published highlighting areas of this policy's impact.

8.2. The General Manager has the overall day-to-day responsibility and accountability to the Board for the implementation of the TTW's Equality Policy.

8.3. The Board of Directors is ultimately responsible for ensuring that this Equality Policy is implemented and to deal with any actual or potential breaches and that it is reviewed every 3 years.

9. Disciplinary and Grievance Procedures

9.1. To safeguard individual rights under the policy, an employee, member, official, coach or volunteer who believes he/she has suffered inequitable treatment within the scope of the policy may raise the matter through the appropriate grievance or complaints procedure.

9.2. Appropriate disciplinary action will be taken against any employee who violates TTW's Equality Policy.

9.3. TTW is concerned that individuals feel confident and able to raise any grievance and no employee will be penalised for doing so unless it is untrue and not made in good faith.

Data management – See also detailed policies for employees & volunteers in the Staff-Volunteer Handbook

Our data protection policy sets out our commitment to protecting personal data and how we implement that commitment with regards to the collection and use of personal data.

We are committed to ensuring that we comply with the data protection principles, as listed below

- meeting our legal obligations as laid down by the Data Protection Act 1998 and any other applicable legislation
- ensuring that data is collected and used fairly and lawfully
- processing personal data only in order to meet our operational needs or fulfil legal requirements
- taking steps to ensure that personal data is up to date and accurate
- establishing appropriate retention periods for personal data
- ensuring that data subjects' rights can be appropriately exercised
- providing adequate security measures to protect personal data
- ensuring that a nominated officer is responsible for data protection compliance and provides a point of contact for all data protection issues
- ensuring that all staff are made aware of good practice in data protection
- providing adequate training for all staff responsible for personal data
- ensuring that everyone handling personal data knows where to find further guidance
- ensuring that queries about data protection, internal and external to the organisation, is dealt with effectively and promptly
- regularly reviewing data protection procedures and guidelines within the organisation
- Personal data shall be obtained for one or more specified and lawful purposes, and shall not be further processed in any manner incompatible with that purpose or those purposes
- Personal data shall be adequate, relevant and not excessive in relation to the purpose or purposes for which they are processed.
- Training will be supplied as and when needed by staff or volunteers
- Equipment/software will be reviewed as and when necessary

Specific provisions in regard to DBS (Disclosure & Barring Scheme) (formerly known as CRB) checks

All organisations using the DBS to help assess the suitability of applicants for positions of trust and who are recipients of Disclosure information must comply fully with any applicable Code of Practice.

The Code places an obligation on such organisations to have a written policy on the correct handling and safekeeping of Disclosure information. The following principles contained in this policy will ensure compliance with the Code in this respect

As an organisation using the DBS to help assess the suitability of applicants for positions of trust the Table Tennis Association of Wales Ltd. complies fully with the appropriate Code of Practice regarding the correct handling, use, storage, retention and disposal of Disclosures and Disclosure information.

The Table Tennis Association of Wales Ltd. complies fully with its obligations under the Data Protection Act and other relevant legislation pertaining to the safe handling, use, storage, retention and disposal of Disclosure information and has a written policy on these matters, which is available to those who wish to see it on request

Storage and Access: Disclosure information is never kept on an applicant's personnel file and is always kept separately and securely, in lockable, non-portable, storage containers with access strictly controlled and limited to those who are entitled to see it as part of their duties.

Handling: In accordance with section 124 of the Police Act 1997, Disclosure information is only passed to those who are authorised to receive it in the course of their duties.

The Table Tennis Association of Wales Ltd. will maintain a record of all those to whom Disclosures or Disclosure information has been revealed and the Association recognises that it is a **criminal offence** to pass this information to anyone who is not entitled to receive it.

Usage: Disclosure information is only used for the specific purpose for which it was requested and for which the applicant's full consent has been given.

Retention: Once a recruitment (or other relevant) decision has been made the Table Tennis Association of Wales Ltd. will not keep Disclosure information for any longer than is absolutely necessary. This is generally for a period of up to six months, to allow for the consideration and resolution of any disputes or complaints.

If in very exceptional circumstances it is considered necessary to keep Disclosure information for longer than six months the Table Tennis Association of Wales Ltd. will consult the DBS about this. The Association will give full consideration to the Data Protection and Human Rights individual subject access requirement before doing so.

Disposal: Once the retention period has elapsed the Table Tennis Association of Wales Ltd. will ensure that any Disclosure information is immediately destroyed by secure means i.e. by shredding, pulping or burning.

While awaiting destruction, Disclosure information will not be kept in any insecure receptacle (e.g. waste bin or confidential waste sack).

The Table Tennis Association of Wales Ltd. will not keep any photocopy or other image of the Disclosure or any copy or representation of the contents of a Disclosure. However, notwithstanding the above the Table Tennis Association of Wales Ltd. will keep a record of the date of issue of a Disclosure, the name of the subject, the type of Disclosure requested, the position for which the Disclosure was requested, the unique reference number of the Disclosure and the details of the recruitment decision taken.

Welsh Language Policy

Introduction

We acknowledge the fact that under the Welsh Language (Wales) Measure 2011 the Welsh language has official status, and should be treated no less favourably than the English language.

We believe that it is good business practise to provide services in the language of choice of our customers. We also believe that it shows respect to our workforce to encourage and facilitate the use of their chosen language in the workplace.

We will ensure that we make constant progress towards achieving this ambition, and this Welsh Language Policy sets out our current commitments in relation to using Welsh and also, where appropriate, sets targets to help us develop our use of Welsh.

The scope of our commitments in this policy should be interpreted reasonably - they are limited to activities and services in Wales or which are delivered to people living in Wales, and also limited to activities and services which we are able to control or influence. They are also limited to the extent of our available resources - both human and financial.

Please direct any comments or complaints about this policy to the General Manager or Chair of TTW. Our contact details may be found on our website.

1. Public Image

Signs

We currently do not have any permanent or temporary signs. We do not anticipate developing any in the foreseeable future but if we do they shall be bilingual where appropriate.

Corporate Brand

Our corporate brand is bilingual.

Stationery

Our stationery bears our bilingual corporate brand.

Business Cards

We do not have business cards

Website

Our website includes no Welsh. We will use more Welsh on our website as and when resources permit

Action	By whom	By when
Translate	General Manager	When resources permit

Digital Services

We currently do not offer digital services. We do not anticipate developing any in the foreseeable future but if we do they shall be bilingual where appropriate.

Social Media

We currently do not offer social media services. We do not anticipate developing any in the foreseeable future but if we do they shall be bilingual where appropriate.

Broadcast Advertising

We currently do not use broadcast advertising. We do not anticipate doing so in the foreseeable future but if we do it shall be bilingual where appropriate.

Press Advertising

We currently do not advertise in the Welsh press. We do not anticipate doing so in the foreseeable future but if we do it shall be bilingual where appropriate.

Recruitment advertising

We currently do not have any recruitment advertising.

We will use more Welsh in our recruitment advertising

Action	By whom	By when
Future job ads to be bilingual	General Manager	When resources permit

Outdoor Advertising

We currently do not have any outdoor advertisements. We do not anticipate developing any in the foreseeable future but if we do they shall be bilingual where appropriate.

Printed Publications

We currently have no external printed publications. Any we develop in the future shall be bilingual where appropriate.

Exhibition and Marketing Materials

We currently do not have any exhibition and marketing materials. We do not anticipate developing any in the foreseeable future but if we do they shall be bilingual where appropriate.

Pre-recorded Messages and Audio Announcements

Currently our messages are in English only. We will ensure that our recorded messages are fully bilingual when resources permit

Packaging

We currently do not use any packaging. We do not anticipate developing any in the foreseeable future but if we do they shall be bilingual where appropriate.

Pricing, Receipts and Ticketing

We currently do not have any pricing, receipts or ticketing documentation. We do not anticipate developing any in the foreseeable future but if we do they shall be bilingual where appropriate.

2. Communications

Record Keeping

We currently do not record or track the language choice of any business contacts.

We will record and track the language choice of our business and customer contacts when resource permits

Action	By whom	By when
Create records of customer preference	General Manager/ Admin Officer	As and when resources permit

Face to Face Communication

We cannot guarantee a Welsh language service but we welcome the use of Welsh by staff able to do so

We will promote our Welsh medium face to face services by using the *Working Welsh* badge scheme when appropriate

Action	By whom	By when
Set up badge scheme	General Manager	As and when resources permit

Answering telephone calls

We currently answer calls in English only

We will in future answer calls with at least a bilingual greeting

Action	By whom	By when
Establish bilingual greeting for	General Manager	As and when resources permit

staff		
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We do not have the staffing resource to deal with the substance of telephone calls in Welsh at present but as and when resources permit we will develop our bilingual telephone services to ensure that staff are able to handle, or refer, Welsh medium calls in a professional, appropriate and courteous manner

Action	By whom	By when
Seek resource for a Welsh Language support officer	General Manager	As and when resources permit

Written Correspondence (Paper and Electronic)

At the moment, we generally write to people in English

We acknowledge our customers' freedom to correspond with us in Welsh and we will respond in their preferred language wherever it is practically possible and our resources permit

We will encourage bilingual staff able to write in Welsh to use a *Working Welsh* logo on their correspondence

We will give positive consideration to bilingualism when sending and receiving correspondence, based on the nature and purpose of the correspondence subject to the availability of resource

Action	By whom	By when
Offer bilingual service	General Manager	As and when resources permit

Forms and Account documents

Our forms and account documents are in English only. We will use more Welsh in our forms and account documents as soon as resource permits

Action	By whom	By when
Translate all documents	Welsh Language Support Officer	As and when resources permit

3. Staff and the Workplace

Assessing Language Skills Requirements when Recruiting

We currently do not assess what level of Welsh language skills are required for any roles in our organisation

We will consider and record what level of Welsh language skills are required to perform certain positions within the organisation e.g. where there is direct contact with the public

Action	By whom	By when
Before advertising for new positions review desirability of ability to speak Welsh	General Manager	Immediate

Recording and Developing our Staff's Language Skills

We do not keep a record of the Welsh language skills of any employees

We will assess and record the Welsh language skills of every new employee as they join our organisation

We acknowledge that in Wales, the Welsh language should be treated no less favourably than the English language

We currently do not offer specific provision to help staff to improve their Welsh language skills.
But aim to do so as soon as resources permit

Action	By whom	By when
Establish record of skills of all staff and key volunteers	General Manager	As and when resources permit
Seek resource to provide assistance to staff to learn Welsh	General Manager	

Internal Communication

We recognise that each member of staff and customer has the freedom to use the Welsh with each other, as enshrined in the Welsh Language (Wales) Measure 2011 and we expect staff to respect the linguistic preferences of their colleagues and customers. We will support and facilitate the use of Welsh and English in the workplace

Action	By whom	By when
Provide assistance to staff to learn Welsh	General Manager	When resource permits

Internal Publications

Our newsletter which is primarily internal is currently in English only
We will ensure that it is bilingual as and when our resources permit

Welsh language software

We allow our staff to install a Welsh language interface for any software they use which has a recognised Welsh language interface subject to available resource

Leadership

We will ensure that this policy is supported at the highest level in our organisation
Our General Manager is responsible for implementing, championing and reviewing this policy

Awareness

This policy will be conveniently available for our staff and the public to read
Every member of staff will receive a copy of this policy and direction on its requirements
This policy will appear on our Website

Action	By whom	By when
Obtain board endorsement to policy	Board	Jan 2014
Supply copy & guidance to all staff & key volunteers	General Manager	Jan 2014

Review

We will assess and revise this policy at least every three years

Services delivered on our behalf

We will encourage every contractor or third party that delivers services on our behalf to comply with this policy

Terms of Reference & Membership of Sub Committees/Groups/Officers

Selection Committee

To select TTW representative teams and squads

To operate strictly within TTW budgets

Chair is appointed by Chair TTW. The National Coach shall be a member. Other members appointed at the discretion of the Chair

Minutes shall be kept and provide to the Company Secretary

Disciplinary Committee

To deal with complaints referred to it following the TTW Disciplinary Procedure

This committee is not a standing committee- it is formed ad hoc by the Chair of TTW as needed (not to include any board members or staff)

Minutes shall be kept and provide to the Company Secretary

Selection Appeals Panel

To deal with proper selection appeals.

This is not a standing committee. It is formed ad hoc by the Chair TTW as and when required

Equality Sub-Committee

To implement the TTW Equality Policy

Particularly to draw up and implement action plans for increasing opportunities particularly amongst women & girls, persons with disabilities, minority/disadvantaged communities, and senior citizens together with all other inclusion matters

The Chair shall be decided by the sub-committee and the members shall be the General Manager and directors with responsibilities in these areas

Minutes shall be kept and provided to the Company Secretary

Safeguarding Steering Group

TTW SAFEGUARDING STEERING GROUP TERMS OF REFERENCE

Objectives

To support the TTW Lead Safeguarding Officer to develop, monitor and review the organisation's approach and plans for safeguarding children and young people

To develop and ensure ownership of the TTW Safeguarding Policy and procedures throughout the organisation

Composition

Board member with lead responsibility for Safeguarding	Bernard Carter
General Manager TTW	Phil Avery
Lead Safeguarding Officer	Lesley O'Connell
Director of Coach Education	Mostyn Lewis

Key Functions

Develop, monitor and review the TTW Safeguarding Policy and related procedures in line with best practice

Ensure that all necessary related policies and procedures are in place and implemented throughout the organisation and clubs.

Development, monitoring and review of the TTW Training Policy

Advise/act on the child welfare/protection implications of any organisational projects or development.

To appoint a Case Management Team to deal with any safeguarding issues which arise from time to time and which may include members of the Steering Group and any others the Group sees fit to co-opt onto it.

Procedures

The Steering Group will make recommendations to TTW board

The Steering Group is authorised by the board to issue\amend policies procedures & other ancillary documents relating to safeguarding

The Group is responsible for reporting back to coaches/clubs/members/volunteers/staff to update and inform members with respect to safeguarding policies and procedures.

Case Management Group

The Steering Group shall set up a Case Management Group and decide its membership from time to time. The Case Management Group shall be responsible for dealing with individual cases and is empowered to make appropriate decisions

Meetings

The group will meet at least twice a year – with further correspondence undertaken by email/phone or letter as agreed by the group. Minutes will be taken and provided to the Company Secretary for retention

Finance Sub-Group

There shall be a Finance Sub-Group chaired by the Finance Director. It will also comprise the Head of Competitions, the General Manager and the National Coach It will meet each 3 months to review the operation of budgets

TTW Role Descriptions

General - All Board Directors

In becoming a Director of the TTW each individual accepts responsibility for the following collective board responsibilities. In addition specific role responsibilities may also apply determined from time to time.

1. Determining the aims of the TTW and agreeing the strategy, plans, policies and the funding required to achieve those aims. Ensuring that the aims are clearly articulated and that everyone understands and supports them.
2. Monitoring the progress of TTW in implementing the strategy, plans and policies against financial plans and budgets.
3. Ensuring TTW complies with all legal and regulatory requirements and statements of best practice and conducts its business in a transparent manner at all times.
4. Guarding and serving the interests of TTW Members and other stakeholders, including responsibilities to funding partners and staff.
5. Safeguarding the assets of the TTW.
6. Ensuring the TTW has appropriate leadership and vision.
7. Taking reasonable steps for the prevention and detection of fraud and other irregularities.
8. Ensuring the Health and Safety of TTW staff and volunteers

Specific roles

Chair (& safeguarding lead director)

- To chair company meetings
- To chair the Selection Committee
- To provide leadership & direction
- To ensure momentum is maintained in regard to strategic plans
- To motivate the Board & officers & monitor performance of their respective roles
- To act as representative and ambassador for TTW at meetings with other bodies
- To deal with media interviews
- To lead on safeguarding policies procedures and actions

Company Secretary

- To deal with general correspondence
- To keep company records & minutes including sub-committee minutes
- To keep a list of voting members of the Ltd Co
- To take minutes of board meetings
- To keep a Conflicts of Interest register
- To keep a Pecuniary Interests Register
- To keep Confidentiality Agreements
- To deal with all appropriate filings at Companies House
- To contribute generally to all TTW business and strategic planning in board meetings

Finance Director

- To monitor & control finance & budgets

To produce budgets
To produce regular reports of expenditure against budget
To keep financial records & develop TTW financial policies and procedures
To deal with Self Assurance and funding applications in so far as they relate to financial matters
To arrange for production of annual accounts and auditing as appropriate
To advise the Board on financial matters and highlight any issues of concern
To deal with issue of payments and receipts
To contribute generally to all TTW business and strategic planning in board meetings

Coach Education Director

To have special responsibility in the area of Coach Education
In conjunction with the National Coach to deal with TTW coaching manuals.
To generally work in partnership with the National Coach Director in regard to coaching development
To liaise with other governing bodies and SportWales in matters of Coach Education.
To ensure a complete and accurate register of qualified coaches is kept and to endorse selection of Coach Tutors.
To keep the Board up to date with all matters concerning Coach Education.
To lead on UKCC
To arrange appropriate & regular coaching / leader courses
To contribute generally to all TTW business and strategic planning in board meetings

Chair NCC

To have special responsibility in the area of competitions
To operate within pre-agreed budgets to plan and arrange TTW competitions
To form a National Competitions sub- committee to assist him/her in his work including a member with responsibility for Dragon events
Membership of the National Competitions Committee shall be at his/her discretion
To decide which external competitions in Wales shall be approved by TTW
To decide which competitions in Wales shall be awarded ranking points
To ensure results are reported to the ranking officer in timely manner
To arrange for venue bookings in a timely manner
To ensure the TTW calendar of events is maintained and up-to-date
To report to the board on matters relating to the above

Regional Directors

To have special responsibility to endeavour to ensure that development (whether as to clubs, leagues, volunteers, players, schools or otherwise) progresses within their appointed regions
To liaise with leagues & clubs on safeguarding
To visit clubs, leagues etc within their areas to offer such assistance as may be possible, take soundings, pass on our visions, encourage up to date submission of membership records and encourage coaches or others to pass on talented players into our Performance Pathway.
To contribute generally to all TTW business and strategic planning in board meetings
To lead on any issues arising within their regions

Equalities Director- Persons with disabilities

To lead on the development and implementation of a strategy for delivering inclusive opportunities for persons with disabilities
To work closely with the Federation of Disabled Sport Wales
To contribute generally to all TTW business and strategic planning in board meetings

Equalities Director- minority communities

To lead on the development and implementation of a strategy for delivering opportunities for those within minority ethnic communities
To contribute generally to all TTW business and strategic planning in board meetings

Equalities Directors- Women & girls

To lead on the development and implementation of a strategy for delivering the sport and increasing opportunities for women & girls
To contribute generally to all TTW business and strategic planning in board meetings

Independent Director

To independently monitor the activities of the board and challenge where appropriate
To contribute generally to all TTW business and strategic planning in board meetings

Strategic Plan

April 2015- March 2019

Introduction

The fundamentals for table tennis are strong

- It is fun
- It is inexpensive
- It provides excellent physical activity opportunities and is an aid to health
- It is not weather dependent
- It does not require specialist venues
- It is inclusive. It can - and does - break down social barriers. It is an excellent sport for those with disabilities
- It can be played by the very young - we have players as young as 5 – and by those of more mature years – we have players in their 80s
- It is very much a sport in which all genders and whole families can and do participate.
- Wales has punched above its weight internationally. In recent years we have won medals at Commonwealth Games and Commonwealth Table Tennis Championships. We have been Home Countries team champions on many occasions and our players have won individual home countries championships at both senior and junior levels. A Welsh player was selected for the squad for the London Olympics.
- Table Tennis Wales, being the national governing body of the sport in Wales, is determined to bring the benefits of and opportunities afforded by our sport to an ever-increasing number of participants from every section of our communities - and this plan has been drafted with this very much in mind

Our vision

We are determined that table tennis in Wales will continue to be a growing and successful sport with opportunities for all

Our mission statement

To be a well-run and financially stable governing body promoting an environment within which more people from all backgrounds can enjoy table tennis and realise their full potential

Our Values

It is vital that at all times we remember and act according to a set of appropriate values when striving towards the fulfilment of our vision. These will be:

Collaboration – with such other organisations that can assist in fulfilling our strategic aims

Promoting diversity, inclusion and equality - in all our activities

Innovation - in the way we deliver opportunities

Passion – in promoting our sport

Professionalism - in the way we operate

Accountability - to our members and key partners and stakeholders

Transparency - in all our actions and dealings

Integrity - in all our actions

Valuing others – members, staff, partners, stakeholders and all others

Fairness - in all our dealings

Promoting the Welsh language – as far as possible within our resources

Key Themes

Some fundamental themes will run through and underpin our plans and help us to achieve our strategic aims. Success in these areas are critical success factors in our achieving our aims

These are

Collaboration- We recognise that we are a small NGB with very limited human and financial resource. If we are to achieve the transformational change we seek it is essential that we not only maximise our own activities but at the same time we leverage our results by collaboration with other organisations which can help to deliver our vision.

To this end we have set up collaborative working with a range of organisations including Urdd Gobaith Cymru, StreetGames, Local Authorities Boys & Girls Clubs, Scouts & Guides groups Age Cymru, WI and the higher education sector,

Equality – We recognise that we have legal and moral duties to ensure that all sections of our communities have the same opportunities including those from poorer or other disadvantaged communities - including those from BME backgrounds and those with disabilities. We recognise also that we need to attract and retain more females into our sport. In an aging population we also understand that we have an obligation to those of senior years

Not only do we understand our legal and moral duties. We also believe strongly that opening the doors for opportunities to those who may have not traditionally taken part presents us with a unique opportunity to increase membership from a hitherto untapped pool of potential members and will be a key factor in our achieving our ambitions

Critical Success Factors

Resource/volunteers

Due to public sector financial pressures we are anticipating the loss of resource for the General Manager role in 2015. This loss of resource will clearly negatively impact particularly on expansion of our membership. Bearing in mind this uncertainty we have accordingly applied two sets of targets – one assuming we keep the resource at its current level and one assuming we do not. We also anticipate further cuts in exchequer funding impacting upon our development coaching team. It is impossible to gauge the effects without knowing the scale of the resource we have available

It will be critical that we endeavour to recruit new volunteers who have appropriate skills and sufficient time to devote to drive forward our plans at least in some degree. We will be actively seeking such volunteers

Our Strategic Priorities

Whilst we will of course continue to strive in all areas we have limited resource and accordingly we have identified some key priorities which we believe are critically important to enable us to fulfil our mission and achieve our vision.

1. Membership - We aim to continue expansion of our membership

In line with the Sport Wales vision set out in its Community Sport Strategy we want to see every child hooked on sport and for Wales to be a nation of champions. Naturally we want to see Table Tennis playing its full part in achieving this vision and we are determined that our sport will punch above its weight.

We want to see table tennis imbedded in communities on the doorsteps of participants. To ensure sustainability of development initiatives we will aim to persuade local communities to take ownership of their clubs & leagues by supplying their own local volunteers to manage activities

We shall take action to increase the grass-roots profile of our sport in communities by looking to encourage the setting up of new clubs.

We currently have 7 established local leagues. We shall take action to facilitate the development of community doorstep leagues (recognising that appropriate level competition which is inexpensive and easily accessible to local communities is one of the best ways of ensuring players stay in the sport)

We will continue to progress the concept of outdoor tables - accessible free to the public - and by encouraging easy initial take-up of our sport through use of "Instant Table Tennis" kits

2. Coaches/Leaders/Volunteers

The demand for coaches/leaders- both patent and latent - is virtually unlimited. They inspire and attract new players, they keep players in the sport, and they identify and nurture talent. A critical success factor has accordingly been identified - namely the development of a significantly larger coaching/leader workforce. It is recognised that financial resource is limited therefore in the main this need will have to be supplied by volunteers.

We aim therefore to expand significantly the coach/leader workforce. At each club we shall aim to ensure that adequate volunteers to manage activities sustainably are in place and that as many as possible progress through the coaching/leadership training & qualification pathways

We have established a collaborative working arrangement with Urdd Gobaith Cymru with the aim of developing volunteer coaches and we will continue to work with them to support our aims

We are continuing to develop links with the higher education sector and any other groups or sectors which can offer sources of potential volunteers.

3. Equality – to take positive action to promote inclusion

We recognise that Equality must be a central pillar supporting our strategy. This is not only because it is both morally and legally the right thing to do - but because providing more opportunities for under-represented groups self-evidently opens up huge and expanding new markets from which we can increase participation and discover new champions. We have already taken steps to diversify our board, established an Equality Group and started to deliver actions

We will aim to attain the highest possible level of both the Equality Standard for Sport and Insport at a speed which is realistic given our resources.

We will continue to be proactive and through our Equality Group we will aim to progress swiftly - particularly in the areas of disability, women & girls, BME and older citizens. We will also look to ways in which use of the Welsh Language can be better imbedded in our sport

In line with the SportWales Child Poverty Strategy we will be focusing a significant part of our work in disadvantaged areas – whilst not of course ignoring needs in all areas so far as resources will permit

4. Governance - To maintain good governance & financial stability

We have pledged to accept the principles set out in the Governance and Leadership Framework for Wales and will work steadily towards compliance with all that are relevant to an organisation of our size and type. We will continue to ensure our policies and procedures are fit for purpose. We wish to reduce our reliance

on public funding as far as we are able and to be financially stable

5. Membership Services

We will continue to strive to work to maintain the quality and breadth of services we provide for members

6. Communications - To ensure we communicate effectively with our members, partners, stakeholders and others

It is vital that we continue to communicate well with our members partners and stakeholders and we will ensure we do so

7. Welsh Language

To improve the potential for delivery through the medium of Welsh

8. Safeguarding – To achieve and maintain first class standards

We will ensure our policies and procedures are robust and fit for purpose. We will appoint a specialist Lead Safeguarding Officer and set up a Safeguarding Steering Group. We will ensure that robust policies and procedures are imbedded in all our clubs and that they all have their own safeguarding officers

9. To ensure we provide a competitions structure suitable for all

We aim to provide a competitive structure suitable for all ages, genders and abilities.

10. To ensure we have open and effective performance pathways for our players and coaches

Talent ID will be imbedded in all our initiatives and we will work to ensure that our performance pathway is effective and open to all who so aspire and that it affords individuals an environment which allows for committed individuals to realise their full potential

Action Plans

To achieve these aims we have developed Action Plans with measurable targets - which we shall measure monitor and review annually

What will success look like?

By effective application of our plan by March 2019 we expect:

- To have an expanded membership
- To have a larger sustainable and effective volunteer coach/leader workforce
- To have achieved a more diverse membership and to have made substantial advances in regard to greater participation by all under-represented groups
- To have strong collaborative working arrangements with a range of other organisations
- To provide a range of community doorstep opportunities including for both recreational and competitive play
- To be able to deliver where required through the medium of Welsh
- To continue to be well governed, financially stable with excellent membership services & communications & a first class safeguarding environment
- To maintain an effective performance structure and to produce champions

Risk Management Policy

Purpose of this document

1. The policy forms part of TTW's internal control and governance arrangements.
2. The policy explains TTW's underlying approach to risk management, documents the roles and responsibilities of the Board and other key parties. It also outlines key aspects of the risk management process, and identifies the main reporting procedures.
3. In addition, it describes the process the Board will use to evaluate the effectiveness of the TTW's internal control procedures.

4 Underlying approach to risk management

- The following key principles outline the TTW's approach to risk management and internal control:
- the Board has responsibility for overseeing risk management within the TTW as a whole
- an open and receptive approach to solving risk problems is adopted by the Board
- staff and key volunteers support, advise and implement policies approved by the Board
- the TTW makes conservative and prudent recognition and disclosure of the financial and non-financial implications of risks
- all staff are responsible for encouraging good risk management practice within their areas of work
- key risks will be identified by the Board and key employees and closely monitored on a regular basis.

Role of the Board

5. The Board has a fundamental role to play in the management of risk. Its role is to:

a. Set the tone and influence the culture of risk management within the TTW. This includes:

- communicating the TTW's approach to risk
- determining what types of risk are acceptable and which are not
- setting the standards and expectations of staff with respect to conduct and probity.

- b. Determine the appropriate risk appetite or level of exposure for the TTW.
- c. Approve major decisions affecting the TTW's risk profile or exposure.
- d. Identify risks and monitor the management of fundamental risks to reduce the likelihood of unwelcome surprises.
- e. Satisfy itself that the less fundamental risks are being actively managed, with the appropriate controls in place and working effectively.
- f. Annually review the TTW's approach to risk management and approve changes or improvements to key elements of its processes and procedures.

Role of Key Staff and Volunteers

6. Roles of key staff and volunteers are to:

- a. Implement policies on risk management and internal control.
- b. Identify and evaluate the fundamental risks faced by the TTW for consideration by the Board.
- c. Provide adequate information in a timely manner to the Board on the status of risks and controls.
- d. Undertake an annual review of effectiveness of the system of internal control and provide a report to the Board.

Risk management as part of the system of internal control

7. The system of internal control incorporates risk management. This system encompasses a number of elements that together facilitate an effective and efficient operation, enabling the TTW to respond to a variety of operational, financial, and commercial risks. These elements include:

a. Policies and procedures.

Attached to fundamental risks are a series of policies that underpin the internal control process. The policies are set by the Board and implemented and communicated to staff. Written procedures support the policies where appropriate.

b. Reporting.

Comprehensive reporting is designed to monitor key risks and their controls. Decisions to rectify problems are made at regular meetings of the Board.

c. Business planning and budgeting.

The business planning and budgeting process is used to set objectives, agree action plans, and allocate resources. Progress towards meeting business plan objectives is monitored regularly.

d. Self Assurance Process

The annual self assurance process is the mechanism by which we assess whether we are fit to receive public funds. The process assists in providing assurance that our structures, plans, policies and procedures are constantly monitored and improved so as to achieve our objectives and manage our funds effectively.

e. External audits and Third party reports.

External audit provides feedback to the Board on the operation of the internal controls reviewed as part of the annual audit.

From time to time, the use of external consultants will be necessary in areas such as health and safety, and human resources. The use of specialist third parties for consulting and reporting can increase the reliability of the internal control system.

f. Risk Management Process.

- TTW operates a risk management process/framework as follows:
- A review/appraisal of the previous year's risk management report
- A 'risk identification' exercise for the year ahead
- Evaluation of identified risks using risk assessments
- Manage risks through application of risk management techniques
- Record and monitor risks using risk registers
- Assigning responsibility for risks to appropriate personnel.

Risk identification is not an annual process. Board/Staff members are encouraged to report and update risk registers and carry out assessments throughout the year.

Annual review of effectiveness

8. The Board is responsible for reviewing the effectiveness of internal control of the TTW, based on information provided by the senior employees. Its approach is outlined below.

9. For each fundamental risk identified, the board will:

- review the previous year and examine the TTW's track record on risk management and internal control
- consider the internal and external risk profile of the coming year and consider if current internal control arrangements are likely to be effective.

In making its decision the Board will consider the following aspects.

a. Control environment:

- ❑ the TTW's objectives and its financial and non-financial targets
- ❑ organisational structure and calibre of the staff/key volunteers
- ❑ culture, approach, and resources with respect to the management of risk
- ❑ delegation of authority
- ❑ public reporting.

b. On-going identification and evaluation of fundamental risks:

- ❑ timely identification and assessment of fundamental risks
- ❑ prioritisation of risks and the allocation of resources to address areas of high exposure.

c. Information and communication:

- quality and timeliness of information on fundamental risks
- time it takes for control breakdowns to be recognised or new risks to be identified.

d. Monitoring and corrective action:

- ability of the TTW to learn from its problems
- commitment and speed with which corrective actions are implemented.

10. The delegated member of staff responsible for risk management will prepare a report of its review of the effectiveness of the internal control system annually for consideration by the Board.

Succession Planning Policy

It is the policy of TTW to as far as possible ensure replacements for key job incumbents in staff, volunteer, consultant and board positions in the organisation are available.

Desired Outcomes

The desired outcomes of the succession planning program are to:

- Where relevant Identify high-potential employees capable of rapid advancement to positions of higher responsibility than those they presently occupy.
- Ensure the systematic and long-term development of individuals to replace key job incumbents as the need arises due to deaths, disabilities, retirements, and other unexpected losses.
- Provide a continuous flow of talented people to meet the organization's management needs.
- Meet the organisation's need to exercise social responsibility by providing for the advancement of diversity inside the Association.

Procedures

1. In January of each year, the General Manager will arrange a meeting with the Chair to review results from the previous year's succession planning efforts and to plan for the present year's process.
2. They will together conduct an analysis to pinpoint areas of the organization in which predictable turnover, resulting from retirements or other changes, will lead to special needs for new talent.
3. The analysis will take account of diversity bearing in mind at all times the TTW Equality Policy
4. The analysis will be presented to the board for discussion and any necessary actions at the next board meeting following the end of January.
5. Throughout the year, the General Manager will monitor any actions as may have been agreed by the board
6. A Skills Matrix will be maintained for each board member with a view to informing recruitment & succession – see form below

TTW Board Skills Matrix**Director Name:****Date:**

Current occupation or profession (or former if retired)	Professional qualifications if any	Any specialist skills or experience- eg Law, Finance, Communications, IT, Media, Corporate Governance, Education Sector, Local Authority Sector or other	Welsh speaker?
			Yes/No

Disciplinary- Code of Conduct

1. Introduction

These Rules and Procedures relate to TTW exercising its jurisdiction in relation to complaints relating to its affiliated members (hereinafter called “members”). It does not apply to complaints by members against employees or officials carrying out their duties which will be dealt with under the TTW Customer Charter. Also if it is deemed that a complaint relates to a safeguarding or anti-doping matter the specific procedures dedicated to such issues shall apply

2. Good conduct

TTW Bye-laws require inter alia that members shall take no action that may bring the sport or TTW into disrepute. All shall comply with all Bye-Laws and in addition all shall comply with the following

Membership Code of Good Conduct & Ethics

By affiliating to TTW or entering any table tennis competitions all agree to comply with the following when playing or otherwise. In addition all will conform to any other codes of conduct issued by TTW from time to time:

1. To behave in a calm sober, respectful & dignified fashion
2. To display courtesy and good manners to all players and officials and spectators (although the shaking of hands is not mandatory)
3. Never to use bad language nor to assault or harass or bully others
4. Never to indulge in discriminatory behaviour
5. Never to act in any intimidatory or disruptive fashion
6. To proceed with matches without delay or prevarication. At competitions to ensure all entry fees are paid in advance of the competition date, to be present when required for matches, to umpire when requested to do so and to generally comply with all reasonable organiser requests. Competition organisers have power to exclude immediately any player from an event in case of breach of the foregoing or any other section of this code
7. To accept the decision of umpires or officials immediately & with good grace
8. To comply with TTW Safeguarding, Anti-Doping and other relevant TTW policies and procedures (available on TTW website)
9. Not to be involved in bribery corruption or fraud nor to be involved with any improper inducements nor to bet on table tennis matches
10. Not to carry out any act (or omit any act) which in consequence may bring TTW or the sport generally into disrepute
11. To behave ethically and fairly in all dealings with the TTW or others

12. Not to use offensive or bullying comments on social media

These procedures are intended to establish the procedures which the TTW will apply in exercising its jurisdiction in cases where a breach of the above (or any other provision in the Bye-Laws) is alleged

3. Complaints

- (1) A complaint alleging a breach of the above may be lodged by any TTW member or board director. It must be in writing and set out details of the substance of the complaint and the name of the person complained about ("Respondent")
- (2) It must be lodged with the "Investigations Officer" (the Company Secretary or if the complaint refers to the Company Secretary or any relative then the Chair of TTW) within 7 days of the event or its coming to light except in exceptional circumstances.
- (3) The Investigations Officer will gather such information as is required
- (4) The Investigations Officer may dismiss the complaint if considered trivial spurious or vexacious or if it is considered insufficient information or supporting evidence has been supplied to properly ground a complaint
- (5) If the Investigating Officer deems it appropriate he/she may offer the Respondent the opportunity to voluntarily accept a reprimand within 7 days
- (6) If not dismissed or if not dealt with under (5) above the matter shall be referred to a Disciplinary Committee as referred to in Schedule 1 as soon as practicable
- (6) Should there be any ongoing investigation by the police or any other body then the matter may be delayed by the Investigations Officer pending the outcome of such investigation if deemed appropriate
- (7) Without prejudice to any decision of a Disciplinary Committee the Company Secretary or Chair may suspend the membership of the Respondent during any investigation and may communicate the fact of such suspension to third parties if considered appropriate. Suspension in such circumstances naturally creates no presumption of guilt nor is it any punishment – it would be implemented solely to prevent further issues arising during the investigation or if it were deemed necessary to protect individuals or defuse situations

4. Costs

Each party shall bear its own costs in connection with all matters related to these procedures.

5. Publication of Decisions

- (1) TTW may publish details of any disciplinary action taken including publication of any decision made by the Disciplinary Committee where a complaint is upheld.
- (2) TTW may at any time during the disciplinary or dispute resolution process notify any other relevant body of any details relating to the complaint as such body may need to know for the proper exercise of its functions.

Schedule 1

Disciplinary Committee and Procedures

1. Appointment of the Disciplinary Committee

1.1 Where the Investigations Officer determines that a disciplinary matter is to be dealt with in accordance with these Procedures, he/she shall appoint a Disciplinary Committee comprised of a minimum of three persons who shall not be members of the board of directors of TTW nor be TTW employees. They may or may not be members of TTW. They shall not have been involved in the substance of the complaint. The Investigating Officer shall appoint one of their number as its chair.

1.2 Where it is not practicable to convene a Disciplinary Committee as set out in Clause 1.1 above, or if the Investigations Officer decides it is more appropriate, the Investigations Officer may refer the Complaint to the Sports Dispute Resolution Panel or other independent dispute resolution service for determination. The procedural rules of such independent body shall apply to any case so referred.

2. Pre-hearing procedure

2.1 Where the Disciplinary Committee is to be convened the Investigations Officer shall:

- (i) provide details of the complaint to the Respondent;
- (ii) notify all parties of the composition of the Disciplinary Committee and of the date, place and time of the hearing when the Disciplinary Committee is to consider the matter;
- (iii) inform all parties that they must provide in writing to the Investigations Officer within 21 days or such alternative time limit as the Investigations Officer shall decide any information, evidence and copies of any documents relating to the Complaint that any party wishes the Disciplinary Committee to consider in relation to the matter;
- (iv) ask each party whether he/she wishes to make personal representations at the hearing, whether he/she will be represented or accompanied by a representative, whether he/she wishes to bring witnesses to give evidence , and who is intended to be present at the hearing. Each party shall provide his response within such time limit as the Investigations Officer shall decide. For the avoidance of doubt it is not obligatory for any party to personally attend hearings in which case the written evidence of any party will be considered. It will normally be expected that those under 18 should be accompanied by an adult;
- (v) inform the Respondent that if no reply is received within the period of 21 days (or such alternative time limit imposed by the Investigations Officer under Clause 2.1(iii) above) the Committee will consider the complaint in his/her absence on the basis of the evidence in its possession;

2.2 The Chairman shall be entitled to make directions as to any further exchange of evidence.

2.3 Upon receipt of any information provided under Clause 2.1 (iii) or (iv) of these Disciplinary Procedures, the Investigations Officer shall supply copies of such information to the Disciplinary Committee and to the other parties.

2.4 The Investigations Officer shall ensure that, prior to the hearing, each party and the Disciplinary Committee are given not less than seven days' notice of the hearing; have been invited to attend the hearing and offered the opportunity of being accompanied by a representative, and notified of those the Investigations Officer is aware are attending the hearing.

3. Directions for the conduct of hearing

The Chairman of the Disciplinary Committee shall have power to make such further directions relating to the provision of information or the conduct of the hearing as, in his/her sole discretion, deems fair and reasonable. For the avoidance of doubt, any question as to whether observers shall be permitted to attend the hearing shall be determined by its Chair.

4. The conduct of hearings

4.1 At the hearing the Disciplinary Committee shall consider all the evidence made available to. It may question all parties and witnesses. It may call upon either of TTW or the Respondent to supply additional evidence and may adjourn the hearing for that or any other purpose. The Disciplinary Committee may decide any issue by majority and on the balance of probabilities

4.2 After the hearing, the Disciplinary Committee shall provide its full decision to the parties and the TTW board in writing to the Board within 14 days.. The decision shall include:

- (a) a summary of the complaint;

- (b) the Disciplinary Committee's decision in relation to the complaint and its reasons;
- (c) the appropriate sanction (if any) to be imposed on the Respondent in accordance with the Clause 5 of these Procedures.

5. Powers of the Disciplinary Committee

The Disciplinary Committee may reject the complaint or where the complaint is upheld, impose any of the following sanctions upon the Respondent:

- (i) a private or public warning in respect of the misconduct committed including a requirement to provide an undertaking as to future conduct and/or a yellow card (three yellow cards in one year result in an automatic 1 month suspension)
- (ii) a suspension from membership generally or from a particular competition or competitions and/or training for such period as it considers appropriate ;
- (iii) Permanent expulsion from membership. If this sanction is applied the Respondent may re-apply for membership after 3 years and such application shall be considered by the board of TTW who shall have power to deal with such applications as it sees fit in its sole discretion

6. Appeal of the Disciplinary Committee's Decision

6.1 Either TTW or the Respondent (but not the individual who originally made the complaint) is entitled to appeal the decision (within 14 days of notification) by serving notice of an appeal on the Investigations Officer. An appeal will only lie on the grounds that new or additional evidence is available or that the penalty imposed by the Disciplinary Committee is unduly harsh or unduly lenient. The notice must set out the grounds in detail. The notice (where given by the Respondent) must be accompanied by a cheque for £100 made payable to TTW. This deposit shall be held by TTAW and may be repaid to the Respondent in the event that Appeals Committee decides in favour of the appeal.

6.2 The Investigations Officer shall consider the matter and decide if the notice shows that there is on the face of it sufficient additional or new evidence or other realistic cause for the appeal to proceed. If he/she does so decide he/she shall refer the Appeal to be resolved by an Appeals Committee. The Appeals Committee of three persons shall be appointed by the Investigating Officer in similar manner to that previously set out in these procedures except no person who served on the Disciplinary Committee shall be a member of the Appeals Committee. The Appeals Committee shall follow similar procedures to the Disciplinary Committee as far as applicable with such modifications as its chairperson may decide. The Appeals Committee has full power to alter or modify or confirm the decision of the Disciplinary Committee as it sees fit and its decision shall be final and binding on all parties

7. Juniors

Where the Respondent is under the age of 18 as at the date of the complaint all correspondence and communications will be via a parent or guardian of the Respondent and naturally the Respondent should be represented at all hearings

8. Doubts or inconsistencies or matters not covered

Any inconsistency, doubt as to interpretation, or other matter not specifically covered in these Procedures shall be resolved by the Chair of TTW

Anti-Doping

1. TTW is firmly against drug misuse and supports drug-free sport. It is the policy of TTW to inform and educate its members in support of this policy. TTW has the authority to control the misuse of drugs in the sport and is totally committed to managing any drugs misuse issues through fair and independent decision making processes and wishes to involve its members in the quest to achieve the highest quality performances drug free. All Affiliates agree to be subjected to drug testing if required and accept the procedures set down in the Anti Doping Policy of the UKAD (UK Anti Doping Policy in Sport) and the current Anti-Doping Regulations all of which are endorsed by TTW

Doping offences are governed by the rules and regulations set out in Anti Doping Policy of the UKAD (UK Anti Doping Policy in Sport). These can be found at:

<http://www.ukad.org.uk/resources/document/uk-anti-doping-rules> and at
<http://www.ukad.org.uk/>

2. The Company Secretary shall be the designated Anti Doping Officer

Selection Appeals

1. There shall be a Selection Appeals Panel (“the Panel”) of 3 persons (not having taken part in the original selection process) including a chair appointed by the Board. The Panel membership and chair may be changed at any time by the Board
2. The Panel shall include 1 person not being a member of the Board
3. Any member shall withdraw in case of conflict of interest or personal involvement and the Chair shall in such circumstances have power to co-opt any person he/she chooses
4. Any player who is disgruntled by non-selection may lodge an appeal to the Panel within 7 days of non-selection. Such appeal must be in writing and include a deposit of £75 which shall be refundable only if the appeal be upheld
5. The Panel may choose to refuse to hear any appeal they consider to be vexatious or spurious
6. Appeals may be lodged on only one or more of the following two grounds and with supporting evidence. The ground or grounds of the appeal to be clearly stated in the appeal application
 - (a) That the Selection Committee has acted grossly unreasonably or unfairly
 - (b) That new evidence has come to light or circumstances arisen which was not available to the Selection Committee and which could affect a selection decision
7. The appellant may request a personal hearing and be represented. The Appellant *must* be represented if a child. A representative of the Selection Committee shall be invited to any personal hearing and be able to speak or otherwise provide advance evidence to the Panel. The Chair shall decide actual procedures at any personal hearing
8. The appellant must pay his own costs
9. The Panel will deal with the appeal as expeditiously as possible
10. Once a decision has been made the appellant shall be notified but there is no requirement for the Panel to provide detailed reasons
11. The Panel may invite its legal advisors to be present at any hearing or meeting
12. No further appeal shall lie and the decision of the Panel shall be final