

# Burnham Beeches Golf Club



## EMPLOYEE HANDBOOK

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September 2022

## NEED TO UPDATE CONTENTS

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# EMPLOYEE HANDBOOK

## **WELCOME TO Burnham Beeches Golf Club**

We hope that you will enjoy working for Burnham Beeches Golf Club and that you will be a committed and important member of our team.

The policy statements in the Handbook have the full commitment of the Board of Directors.

You will normally be given a copy of this Handbook when you start to work for us. However, as the Handbook is updated from time to time, you should always refer to the version on the web site to make sure you are reading the most up to date version.

## **Background to the Club**

Burnham Beeches Golf Club was formed in 1891 and is the oldest golf club in Buckinghamshire. Until 2013 the Club leased the land but in December of that year purchased the freehold from the Burnham Trust.

The golf course is 18 holes with a large practice area and measures 6449 yards off the white tees. It is considered to be one of the most scenic and well laid out in the area having hosted both local and national competitions.

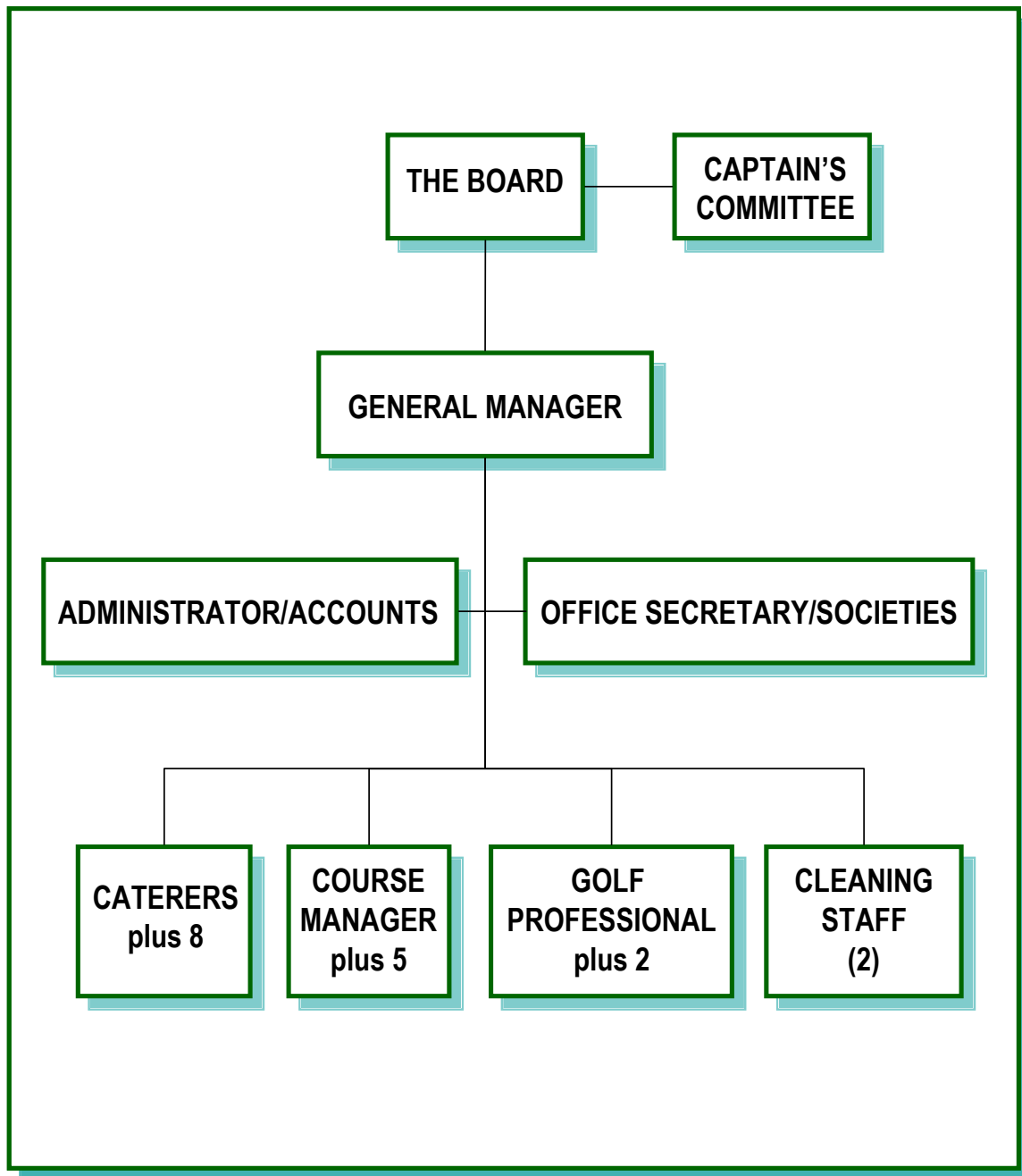
Burnham Beeches is a Member's golf club which means that the Club is a non-profit making organisation and any annual surplus is reinvested in the course and club house. The Members pay annual subscriptions which make up almost  $\frac{3}{4}$  of the Club's annual income. In addition to these fees revenue comes from guest and visitor green fees, society days and food and beverage spend.

The Management structure is highlighted overleaf and comprises a Board of Directors who are all Members. The Directors cover House, Course, Marketing & Golf Professional, Finance plus the Chairman. The Directors may then choose to set up sub-committees for their area of responsibility. The Captain's Committee is responsible for Membership, Handicaps and Competitions and Social events and comprises the Captain, Vice-Captain, Ladies' Captain and Vice-Captain and 4 elected Committee Members.

Both the Catering operation and Golf Professional are franchised and operated by staff not employed by the Club. However all areas of the operation and every member of staff play a vital role in ensuring the success of the Club.

# ORGANISATION CHART

## BURHAM BEECHES GOLF CLUB



# HEALTH AND SAFETY

An excellent company is by definition a safe company. Since Burnham Beeches Golf Club Ltd is committed to excellence, it follows that minimising risks to people is inseparable from all other Club objectives.

The Club has developed a Health and Safety Management System which is readily available to you through your manager. What follows is the Club's Health and Safety Policy and a summary of the main health and safety rules and procedures that you need to be aware of throughout your employment.

It is the policy of Burnham Beeches Golf Club to develop a positive health and safety culture that contributes to the successful performance of the Club.

Our ultimate goal is the elimination of ill health, accidents and unnecessary losses. To achieve this we will undertake a systematic identification of all hazards, assess the risks to employees and others and allocate adequate resources to control them. Our aim is to continuously improve our safety performance and safety management system. All employees will be encouraged to contribute to this improvement process by participating in consultative safety meetings and other activities.

Our legal responsibilities for health and safety are fully recognised and we view legal requirements as the minimum standard that we have to achieve.

The Board of the Club has overall responsibility for the formulation, development and implementation of the policy.

Club managers have been allocated health and safety responsibilities that commit them to developing plans to implement the policy, ensuring the competence of all employees, maintaining effective systems of communication, measuring and reviewing performance and supporting the policy with adequate financial resources.

Employees have the duty to act responsibly and do everything they can to prevent injury or ill health to themselves, fellow employees and others that may be affected by their actions.

An annual assessment of health and safety performance will be prepared by the General Manager and communicated to all employees.

Signed:

Date:

The Chairman

# HEALTH AND SAFETY

## 1. General Fire Safety

### 1. Fire prevention

The Club has assessed the risk of fire in each area of the Club. The measures to prevent fire include:

- Security provisions help prevent wilful fire raising and arson
- Smoking is permitted only in designated areas
- Only authorised heat sources are allowed into the workplace and are restricted to certain areas to prevent contact with combustible material
- Waste collection systems prevent the accumulation of easily ignitable rubbish or paper
- The control of contractors or employees using blowlamps or welding equipment including written safe systems of work and risk assessments before work is undertaken
- Restricted quantities, approved by the Head Greenkeeper, of stored flammable articles and substances which pose high fire hazards
- A Club maintenance programme for electrical wiring and approved appliances
- The prohibition of the use of unauthorised electrical equipment
- The design and positioning of approved heaters, machinery or office equipment so that ventilators cannot be obstructed
- Housekeeping arrangements that ensure adequate cleaning of each workplace

### 2. Arrangements and protective measures if fire prevention fails

The existing protective measures to minimise the risks from fire include:

- A fire alarm system operated by breaking the glass as instructed on the fire alarms
- A fire alarm testing and maintenance programme conducted by an external competent organisation with records of all tests available on site
- Announcements to staff and visitors when the fire alarms are to be tested
- A site plan giving the location of the fire alarms
- Fire-fighting equipment i.e. portable fire extinguishers are selected and sited for different classes of fire
- Competent assistance has been obtained to determine the extent to which portable fire extinguishers are appropriate to each workplace
- All fire extinguishers are regularly tested by a competent external organisation
- All fire extinguishers are mounted off the ground and their location properly signed
- Selected staff are nominated to use fire extinguishers and are trained to use them effectively

### 3. In the event of fire

- In the event of fire the nominated competent person or a responsible member of staff will call the emergency services, dialling 999, for all emergency services, tell the operator the name, address and telephone number of the Club and the nature of the emergency
- The Head of Department is the nominated Fire Marshall and they or the General Manager are responsible for ensuring no one re-enters the building
- The Fire Marshal will not allow anyone to re-enter the building unless the all clear is given by the fire brigade

#### 4. Emergency routes and exits

- Emergency routes and exits are indicated by signs and those requiring illumination are provided with emergency lighting in case of failure of normal lighting
- Competent advice has been obtained to ensure that emergency routes and exits are appropriate for each work area
- Doors that are to be used as emergency exits open in the direction of escape and are not locked or fastened in a way that might slow down anyone making an escape in the event of an emergency
- Emergency routes and exits must be kept clear at all times

#### 5. Fire risk assessments

Fire risk assessments have been undertaken in each work area in the Club. These assessments need to be read and understood by every employee. If at any time you find that the fire risk control measures are not being followed or are inadequate you have a duty to report this to your Line Manager without delay.

## **2. Accident and Incident Reporting and Investigation**

All accidents and cases of ill health, however minor, must be entered into the Accident Book. The Accident Book for the Clubhouse is kept in the Office Administrators office. The Accident Book for the Green staff is kept in the Head Greenkeeper's office. Sometimes an accident may not affect you immediately, but could later have an impact on your health. You can protect your rights to future benefits by applying for a declaration that the accident was an industrial accident. Ask for form B 195.

All incidents including those with the potential to cause injury, ill health or loss should be reported to your manager.

The Club will investigate all accidents and near misses to determine their underlying cause for the purpose of ensuring that there is no recurrence and using the lessons learnt to improve health and safety performance. We adopt a no blame culture when investigating accidents for the purpose of improving health and safety performance. The investigation report will provide a factual account of the accident, draw objective conclusions and identify practical recommendations. Agreed actions will be implemented within realistic timescales.

In the event of an external investigation the Club will provide full cooperation.

## **3. First Aid**

First Aid Boxes are placed at the following locations:

- Bar
- Pro Shop
- Locker rooms
- Kitchen
- Office
- Greenkeepers' complex

The contents of First Aid Boxes are determined by law and should not contain general medication. If you require such medication, you must provide it yourself. If you have been prescribed medication which may affect your ability to undertake certain tasks, such as driving machinery, you must inform your manager.



#### **4. Dangerous Situations**

Should you be faced with a situation you believe is dangerous, or beyond your capabilities, do not put yourself or others at risk. Report the matter to your Line Manager. Your health and wellbeing is more important to the Club than any other consideration.

The Club has attempted to identify and assess all situations which could harm you.

These assessments are called **Risk Assessments**. It is important that these assessments are up to date and cover all workplace hazards. The Club therefore asks for your co-operation by bringing anything you believe to be a significant hazard to the attention of your manager. This can best be done should you experience a 'near miss' or hear that one has taken place.

Two **Risk Assessment Files** have been provided, one in the Clubhouse, and the other in the Greenkeepers' Complex. It is in your interests that you understand the contents of these files and help to ensure they are kept up to date.

#### **5. Golf Course Hazards**

All the hazards associated with the golf course have been assessed and the control measures written down in Risk Assessments and Safe Systems of Work. You must read and understand these control measures. Where the control measures specify that jobs must be undertaken in a certain way, or that Personal Protective Equipment must be used, you have a strict duty to do what is required. It is never a matter of choice.

If you find that the control measures are absent or inadequate you have a duty to tell your Line Manager or another manager without delay.

#### **6. Work Equipment**

The Club will take all reasonable steps to reduce health and safety risks from work equipment to employees and others. We will ensure that suitable, safe work equipment is provided and that it is maintained, tested and inspected. Adequate information, instruction, training and supervision will be provided to ensure that work equipment is used in a safe manner and without risks to health.

All employees using work equipment must:

- Use work equipment only if they have been trained and are competent to do so
- Follow the safe methods of work including wearing appropriate personal protective equipment when required
- Report any defects in the equipment, personal protective equipment and guarding to their Line Manager

#### **7. Manual Handling**

The Club will take all reasonable steps to reduce health and safety risks to employees from manual handling. We will provide adequate information, instruction, training and supervision to employees regarding manual handling best practice. You must make proper use of any equipment and systems of work provided for your safety.

#### **8. Alcohol and Substance Misuse**

The Club prohibits the drinking of alcohol by employees in working hours other than drinking a reasonable amount of alcohol in connection with approved social functions. We regard an

unreasonable amount of alcohol is any amount where:

- We have reason to believe you are over the legal limit stipulated for driving
- In the opinion of management your performance is impaired. This may be at less than the legal limit stipulated for driving
- In the opinion of management your behaviour may cause embarrassment, distress or offence to others

The Club will take all reasonable steps to prevent employees carrying out work-related activities if you are considered to be unfit/unsafe to undertake the work as a result of alcohol consumption or substance abuse.

We expressly prohibit the use of any illegal drugs or any prescription drugs that have not been prescribed for the user. It is a criminal offence to be in possession of, use or distribute an illicit substance. If any such incidents take place on Club premises, they will be regarded as serious and will be investigated by the Club. If an offence is found to have occurred then this may lead to disciplinary action, up to and including dismissal for gross misconduct, and in addition may be reported to the police.

## **9. Eye and Eyesight Testing**

If your job requires you to use display screen equipment (DSE) for substantial periods of time you have the right to an eye and eyesight test paid for by the Club and to have repeat tests at the frequency recommended by the optician. There is no obligation on you to have an eye and eyesight test. If you believe you are eligible for a test then you should inform your Line Manager who will confirm whether you are eligible for the Club to pay for the test.

Where an eye and eyesight test shows that glasses are necessary to correct eye or vision defects for the purposes of DSE work, the Club will pay for the cost of basic frames and prescribed lenses. If you choose more expensive frames or lenses then the Club will contribute towards the costs at a level equal to the cost of the basic items.

## **10. Use of Personal Protective Equipment (PPE)**

It is the responsibility of the General Manager to ensure that there is adequate availability of suitable PPE within all departments throughout the Club. Line Managers are responsible for ensuring that all employees, visitors and contractors within their area of responsibility use appropriate PPE when undertaking any activity that may require its use.

Where necessary, protective clothing will be issued to employees. Protective clothing is and shall remain the property of the Club, but the employee shall be held responsible for it whilst entrusted to his/her care. Any clothing which is worn out by fair wear and tear will be replaced by the Club when the old clothing is handed in, but articles lost or damaged by negligence must be replaced by the employee. Protective clothing as specified by the Club must be worn at all times when the duties undertaken are those where experience has shown them to be necessary or where regulations dictate they should be worn.

## **11. Stress at work**

Stress at work can come about for a variety of reasons and stress outside work can have an impact on how we behave while at work. The impact of stress can lead to poor performance

at work and health issues. If you experience an unreasonable level of stress which you think may be caused by work, or is having an impact on your work, you should raise your concerns with your Line Manager so we can explore what changes the Club can make or what assistance we can give you. If you believe an unreasonable level of stress is being caused by your working environment and, having spoken with you manager, there is insufficient change, then you should consider using the grievance procedure.

# EQUAL OPPORTUNITIES

This section of the Employee Handbook should be read in conjunction with the Club's Equity and Equal Opportunities Policy and the England Golf Partnership Generic Equity Statement which apply to everyone involved in the activities of the Club. Both these documents are available in the Club folder kept by your Head of Department.

The Club is committed to providing equal opportunities in employment and to avoiding unlawful discrimination in employment and against Members and others to whom we provide a service. We are committed to avoiding unlawful discrimination in all aspects of employment including recruitment, promotion, opportunities for training, pay and benefits, discipline and selection for redundancy.

Striving to ensure that the work environment is free of harassment and bullying and that everyone is treated with dignity and respect are important aspects of ensuring equal opportunities in employment.

Compliance with this policy should also ensure that employees do not commit unlawful acts of discrimination.

## 1. Discrimination

The Club will not discriminate in employment or against fellow employees, Members or visitors in respect of any of the following:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

## 2. Equal Pay

The Club believes that male and female staff should receive equal pay for the same work, for work rated as equivalent and for work of equal value. We believe it is in our interest, and good business practice, that pay is awarded fairly and equitably, as well as being a legal requirement.

We recognise that in order to achieve equal pay for employees doing work of equal value we should operate a pay system which is transparent and free from sex bias. On a regular basis we will:

- Examine our existing and any planned change in our pay practices
- Monitor the impact of our practices
- Inform employees of how these practices work and how their own pay is arrived at
- Ensure that our employees in non-standard employment and those who are absent on pregnancy and maternity leave do not suffer unjustifiable differences in pay and benefits

We intend through the above action to avoid unfair discrimination, to reward fairly the skills, experience and potential of all staff and in doing this we will increase efficiency, productivity and competitiveness and enhance the Club's reputation and image.

### **3. Disability and Reasonable Adjustments**

The Club is committed to making reasonable adjustments to overcome any barriers in the workplace faced by disabled job applicants and employees. If it is judged that there are jobs that are not suitable for disabled persons, the judgement will be based on facts (not on assumptions) and because any adjustments that would enable the individual to perform that job are practically or commercially unreasonable.

If you have a disability which could affect your ability to do your job, or impact other employees or Members, you should inform your Line Manager and discuss whether reasonable adjustments can be made. The Club will treat information you give us about any disability as confidential and not disclose it to anyone without a good reason.

### **4. Dignity at Work**

This Club is committed to providing a working environment that is free from all forms of bullying and harassment and where everyone is treated with dignity and respect. In practical terms this means that allegations will be taken seriously, investigated sensitively and, if appropriate, disciplinary action will be taken. In addition we will not tolerate victimisation of a person for making allegations or for supporting someone to make such a complaint, provided such complaint is made in good faith. We will also give due regard to the rights of an alleged transgressor.

If the Club has grounds to believe that an employee may have been bullying, harassing or victimising another employee, whether or not there has been a formal complaint, the organisation will investigate the allegation.

Before raising a formal complaint, you are encouraged in the first instance to talk directly and informally to the person whom you believe is harassing you, explain clearly what aspect of the person's behaviour you are uncomfortable with, and request that it stop. It may be that the person whose conduct is causing offence is genuinely unaware that their behaviour is unacceptable and this direct approach may resolve the matter without the need for formal action. If you would like support to do this then you should talk to your Line Manager or any other manager.

If however you feel unable to take this course of action, or if you have already approached the person to no avail, or if the harassment is of a very serious nature, you may choose to raise a formal complaint. You should do this following the general principles of the Grievance Procedure. Where complaints indicate that misconduct has occurred the Disciplinary Procedure will be used and disciplinary action, up to and including dismissal, may be imposed. Employees also have the right to complain if they believe that they have been bullied or harassed by a third party, for example a Member, visitor or supplier.

### **5. Modern Slavery**

Our recruitment and people management processes are designed to ensure that all prospective employees are legally entitled to work in the UK and to safeguard employees from any abuse or coercion. We do not enter into business with any organisation, in the UK or abroad, which knowingly supports or is found to be involved in slavery, servitude and forced or compulsory labour.

# ABSENCE FROM WORK

## 1. Holiday Absence

Information on holiday entitlement is given in the Written Terms and Conditions of Employment.

## 2. Sickness and Injury Absence

Information on sickness and injury absence and pay is given in the Written Terms and Conditions of Employment.

## 3. Absence for Medical and Dental Appointments

The Club recognises that employees will from time to time need to attend medical, hospital, dental, optician and other similar appointments. Whenever it is possible to do so, you should arrange such appointments in your own time or, if this is not possible, then at times that will cause the minimum amount of absence from work and inconvenience to the Club. You must obtain approval from your Line Manager in advance of any appointment and the Club reserves the right to require you to reschedule an appointment if its timing would cause disruption to the Club's business. Your Line Manager may also ask you to produce evidence of an appointment. Any time taken off work will either be unpaid or must subsequently be made up.

If you are pregnant you have a statutory right not to be unreasonably refused time off work with pay for antenatal appointments on medical advice. Paid time off in such circumstances will automatically be granted, although your Line manager will still have the right to see evidence of your appointment. If you have a qualifying relationship with a pregnant woman (this includes the employee's husband or civil partner and the father of the expected child) you are eligible to take unpaid time off to accompany her at up to two antenatal appointments.

## 4. Maternity Leave and Pay

The Club provides maternity leave and pay at the statutory level. Full details can be accessed on the .gov.uk web site <https://www.gov.uk/browse/childcare-parenting/pregnancy-birth> As the maternity provisions are complex you should inform your Line Manager that you are pregnant as early as possible, and in any case no later than 15 weeks before the baby is expected. We will provide you with up to date information on your entitlements and how to claim them; failure to inform us at least 15 weeks before your baby is expected may result in loss of some of your rights.

Currently all pregnant employees (regardless of length of service) have the right in law to take up to 26 weeks ordinary maternity leave and up to a further 26 weeks additional maternity leave and to resume work afterwards. You are therefore entitled to a total period of 52 weeks maternity leave. You also have the right to return to work at any time during either ordinary maternity leave or additional maternity leave (except during the first two weeks from the day of childbirth), subject to you following the correct notification procedures.

You may also qualify for statutory maternity pay or maternity allowance at levels set by the government.

## 5. Paternity Leave

Details of the statutory paternity leave and pay can be accessed on the .gov.uk web site <https://www.gov.uk/browse/childcare-parenting/pregnancy-birth> As the paternity provisions are complex you should inform your Line Manager as early as possible so that we can provide you with up to date information; failure to inform us at least 15 weeks before the baby is expected may result in loss of some of your rights. If you are entitled to paternity leave, you can take 2 weeks leave and this is paid at a level set by the government. The Club will top this up for one week at full pay.

### **Shared Parental Leave**

The Club provides shared parental leave and pay at the statutory level. Full details can be accessed on the .gov.uk web site <https://www.gov.uk/browse/childcare-parenting/pregnancy-birth> Shared parental leave enables mothers to commit to ending their maternity leave and pay at a future date, and to share the untaken balance of leave and pay as shared parental leave and pay with their partner. It also allows mothers to return to work early from maternity leave and opt in to shared parental leave and pay at a later date. If you are pregnant or the partner of someone who is pregnant and wish to take shared parental leave you should inform your Line Manager as early as possible so that we can provide you with up to date information.

Shared parental leave should not be confused with ordinary parental leave, which is unaffected by shared parental leave (see below).

### **6. Parental Leave**

The Club provides parental leave at the statutory level. Full details can be accessed on the .gov.uk web site <https://www.gov.uk/browse/childcare-parenting/pregnancy-birth> Currently this means you are entitled to up to 18 weeks' unpaid leave, for each child, if you are the parent of a child under 18 years old and you have at least one year's continuous service with the Club. If you are considering taking parental leave you should contact your Line Manager who will arrange for you to have all the relevant information.

### **7. Leave for Adoption and Fostering**

If you are planning to adopt or foster a child you should inform your Line Manager as early as possible so that we can provide you with up to date information on your entitlements and how to claim them.

### **8. Parental Bereavement Leave**

The Club provides parental bereavement leave at the statutory level. Full details can be accessed on the .gov.uk web site <https://www.gov.uk/employers-parental-bereavement-pay-leave> Currently this means that an employee who suffers a still birth after 24 weeks, or the death of a child under 18 is entitled to 2 weeks leave and Statutory Parental Bereavement Pay.

### **Time Off for Emergencies**

You may take unpaid time off work to deal with an emergency involving a dependant. This is only to deal with the emergency not the on-going impact. So, for example, you are entitled to take time off to arrange for the care of your child who is ill, but not for caring for that child throughout the day.

### **9. Jury Service**

If you are called up for jury service, you should contact your Line Manager immediately so they can arrange for you to be given information on the next steps. You should provide your Line Manager with a copy of the court summons and any other relevant documentation. The Club does not normally pay your salary during the time you are absent on jury service; but you can normally claim compensation for loss of earnings from the court. If you do not receive compensation for loss of earnings you should discuss with your Line Manager, as the Club may use its discretion to make a payment.

#### **10. Management of Prolonged or Frequent Absences**

This information should be read in conjunction with the information in the Written Statement of Terms and Conditions of Employment.

Prolonged or frequent absences from work can result in failure to carry out your job effectively and consequently failure to fulfil your contract of employment. Such absences can therefore be a cause for dismissal even if they are for genuine sickness and are covered by Fit Notes or other medical reports. Where there is prolonged or frequent absence through sickness or injury we will discuss the matter with you and may require you to undergo a medical examination with a qualified practitioner of our choice. A report detailing the likely duration of the absence, the impact of your sickness or injury on your ability to do your job and any adjustments that could be made to facilitate your return to work will be provided to the Club.

If the Club believes your absence is not justified the matter will be investigated. If the investigation indicates that misconduct has occurred the Disciplinary Procedure will be used and disciplinary action, up to and including summary dismissal for Gross Misconduct, may be imposed.



# **FLEXIBLE WORKING**

All employees with at least 26 weeks continuous service have the right to request flexible working and the Club must consider each request seriously. There are various forms of flexible working including changing start times and finish times, reducing hours on a short term or long term basis and working from home. The Club may reject the request if there are business reasons to do so. If the Club does agree to any changes then it is under no obligation to later agree to conditions being changed back to what they were; it would depend again on whether there are business reasons for denying the change back.

# STANDARD OF PERFORMANCE

## 1. Introduction

Your Line Manager has the responsibility to make clear to you the expected standards of your performance. You have the responsibility to enter a two-way communication with your manager so that these standards become specific, measurable, agreed, realistic and set against suitable timescales.

## 2. Probation Period

All new employees will serve a probation period as specified in the employment contract. This allows us to focus on helping you settle in and to make sure that both the Club and you are certain at an early stage that you are suitable for the role. Your Line Manager will monitor your performance closely, and if any problems arise will discuss these with you promptly. This will ensure that you are aware that some aspect of your performance is unsatisfactory, give you the opportunity to improve, and prevent the problem from escalating unnecessarily. If the problems are substantial, a formal meeting will be held, and notes will be made of the discussion and the remedial actions.

If there have been concerns about your performance during your probation period but it is thought likely that more time may lead to an improvement, then we may extend the probation period. If it is felt that too much time would be required, or you are unsuitable for the role, then we may terminate your employment.

## 3. Performance Improvement Procedure

If at any time after the end of your probation period your performance is not of an acceptable standard it is likely to be due to lack of skill or experience or a poor attitude. This may be because the role has developed, because you have moved to a different role or because you have been promoted. It is our aim to support you as much as is reasonable in gaining the skill and experience necessary for you to perform at an acceptable level. However, if performance does not improve then consideration will be given to finding you alternative work, and as a last resort it may be necessary to terminate your employment on the grounds of capability. It should be noted that promotions are a shared risk and that there is no obligation on the Club to offer you your old job back or create an alternative position to ensure your continuity of employment.

All cases of poor performance will be investigated, and where appropriate a meeting will be held with you to give you feedback on your performance and to discuss with you the root cause of the poor performance. This is an informal procedure although there will usually be a written record of the meeting and the actions. The actions identified may involve further training or support for you. If your performance does not improve after a reasonable period of time then the disciplinary procedure will be followed. Generally, if the investigation shows that there is an issue then a Level 1 Warning will be given, although where the poor performance is believed to be the result of deliberate negligence, or where serious errors have been made that have a substantial impact on the Club's business, then a warning at another level may be appropriate. As with other use of the disciplinary procedure you have the right to appeal.

# MISCONDUCT

## 1. Introduction

In order to safeguard the Club's business, to protect the health and safety of our employees, to treat individuals fairly and to preserve harmonious relationships, it is necessary to operate a disciplinary procedure. The procedure should not be seen only as a way in which to impose sanctions on employees; it is also designed to encourage improvements in employees' conduct.

The Club reserves the right to implement sanctions at any Level as set out in the procedure below depending on the seriousness of the misconduct of an employee. Employees will not ordinarily be dismissed for a first disciplinary offence unless the offence amounts to gross misconduct. Where time limits are referred to in this procedure they may be varied by agreement between the employee and the Club. Employees have the right to be accompanied at a formal disciplinary hearing and at any appeal by a Club employee of their choice.

## 2. Disciplinary Procedure

### 1. Investigation

The Line Manager or another manager will thoroughly investigate any matter that is reasonably suspected or believed to be a disciplinary matter. In general the employee will be informed as soon as possible that an investigation is taking place and when it has been concluded. Depending on the circumstances of the case, the employee may be invited to attend an investigatory interview; this is not a disciplinary hearing and there is no right for employees to be accompanied by a colleague.

It may be appropriate to suspend the employee with pay while the investigation is carried out. The Club has the right to do this where there are reasonable grounds for concern that evidence may be tampered with or destroyed, or witnesses pressurised before the disciplinary hearing, or if there is a potential risk to the business or other employees or third parties in allowing the employee to remain at work. Suspension is a neutral act, and is not a disciplinary action.

### 2. Hearing

If, upon completion of an investigation, there are reasonable grounds to believe that an employee has committed an act of misconduct or there is a performance issue, the employee will be invited to attend a disciplinary hearing. The Club will write to the employee:

- Giving the employee a minimum of 48 hours advance notice of the hearing
- Telling the employee the purpose of the hearing and that it will be held under the Club's disciplinary procedure
- Explaining the employee's right to be accompanied at the hearing by a fellow employee
- Giving the employee written details of the nature of their alleged misconduct or performance issues and providing them with all relevant information (including statements taken from any fellow employees or other persons that the Club intends to rely upon)

If you are unable to attend the hearing and provide a good reason for failing to attend, the hearing will be postponed to another day. Unless there are special circumstances, if you are unable to attend the rearranged hearing, the rearranged hearing will take place in your absence. If the chosen companion is unavailable on the day scheduled for the meeting, it will be rescheduled to a time you propose provided that the alternative time is both reasonable and not more than five working days after the date originally proposed. Unless there are special circumstances, if the chosen companion is unable to attend the rearranged hearing, the rearranged hearing will take place in the companion's absence or with another companion present.

The hearing will be held by a different manager to the one who has conducted the investigation and the Investigating Manager may be present at the hearing. The Hearing Manager will consider the evidence from the investigation and will give the employee the opportunity to respond to the evidence and present their own position. If during the hearing additional relevant information emerges then the Hearing Manager may adjourn the hearing so that he or the Investigating Manager can conduct further investigation. The hearing will then reconvene as soon as possible.

After the hearing the Hearing Manager will consider the evidence presented and the response by the employee and reach a conclusion of what disciplinary action, if any, should be taken. If action is taken it may be at any of the Levels listed below, depending on the severity of the offence. As soon as possible after the hearing the employee's Line Manager or another manager will inform the employee of the outcome. This will be in writing and the employee will be informed of their right of appeal. The manager may also inform the employee verbally.

### 3. **Disciplinary Actions**

#### **Level 1 Verbal Warning - Minor offences**

Minor offences could include poor timekeeping, neglect of reasonable instructions, failure to achieve satisfactory standards of performance,, minor breaches of the rules of conduct etc.

A Verbal Warning is designed to correct rather than penalise the employee. The warning will be confirmed in writing and the employee will be required to sign to acknowledge receipt. The warning will be kept on file and be valid for 6 months.

#### **Level 2 Warning - Subsequent minor offences or serious offences**

Serious offences may include, but are not limited to, the following examples:

- Continued minor offences while a Level 1 Verbal Warning is in force where the offence is the same or similar to the one prompting the Level 1 warning
- Insubordination
- Insulting behaviour including the use of unwarranted offensive language
- Behaviour which brings or is likely to bring the Club into disrepute
- Unauthorised absence during working hours
- Smoking in prohibited areas
- Continued failure to achieve a satisfactory standard of performance despite being offered support and given a reasonable amount of time to improve

A Level 2 Warning will be confirmed in writing. The letter will detail the findings, explain the possible consequences of repeating the offence or failing to improve over a specified period of time, and giving the employee the right to appeal. The warning will be kept on file and be valid for 12 months.

### **Level 3 - Final Warning**

Examples of offences that could warrant a Level 3 Final Warning include, but are not limited to, the following examples:

- Continued minor offences in spite of Level 1 and 2 warnings
- A repetition of the same or similar offence which was the subject of a Level 2 warning
- Another serious offence which indicates that previous warnings are having little or no effect
- Continued failure to achieve a satisfactory standard of performance despite being offered support and given a reasonable amount of time to improve
- A serious offence or performance issue which in the opinion of the manager warrants a Level 3 Final Warning rather than a Level 2 Warning or Level 4 Dismissal

A Level 3 Final Warning will be confirmed in writing. The letter will detail the findings, explain the possible consequences of repeating the offence or failing to improve over a specified period of time, and giving the employee the right to appeal. The warning will be kept on file and be valid for 18 months.

### **Level 4 - Dismissal**

An employee may be dismissed if, despite previous disciplinary warnings being valid and being given time to improve, they still fail to achieve an acceptable standard of conduct or performance. An employee may also be dismissed without having received earlier Warnings if they are unable to perform their role. Examples of this include not holding certification where certification is a requirement of the role, or being disqualified from driving, where driving is a requirement of the role.

The dismissal will be confirmed in writing giving an explanation of the reasons for dismissal and giving the employee the right to appeal. Any appeal will be held as quickly as possible.

### **Gross Misconduct**

Examples of offences that could warrant dismissal for gross misconduct include, but are not limited to, the following examples:

- Violence at work
- Theft from the Club or any individuals
- Falsification of records for personal gain
- Flagrant disregard of safety precautions likely to endanger oneself or others
- Serious incapability through drink or drugs
- Deliberate damage to the property of the Club or others
- Deliberate or careless acts which bring, or are likely to bring, the Club into disrepute
- Serious acts of disobedience to lawful and reasonable orders
- Engaging in activities during sickness absence which are clearly inconsistent with declared reasons for the sickness absence
- Gross negligence causing (or creating the risk of) significant economic loss, damage to property or personal injury
- Wilful disclosure to a third party of confidential information which could harm the interests of the Club
- Depending on the gravity of the situation some serious offences listed under Level 2 or Level 3 Warnings may be regarded as gross misconduct

In cases where gross misconduct is suspected the manager will usually suspend the employee on full pay while the disciplinary procedure is being implemented. The Hearing Manager will be the General Manager or someone delegated to act with his authority. The dismissal will be confirmed in writing giving an explanation of the reasons for dismissal and giving the employee the right to appeal. Any appeal will be held as quickly as possible.

If an employee is dismissed for gross misconduct there will be no right to notice of termination of employment nor any entitlement for pay in lieu of notice.

#### 4. **Appeal**

You are entitled to appeal against dismissal (including dismissal for gross misconduct) or any level of disciplinary warning except Level 1 Verbal Warning. To do this you must put your appeal in writing and post or hand deliver it to your Line Manager or another manager at a similar or more senior, level within 7 days of receiving the letter confirming your dismissal or disciplinary warning. The appeal hearing will normally be held within 14 days of the Club receiving your appeal letter. The appeal hearing will be held by a senior manager who has not been involved in the decision to impose the disciplinary sanction on the employee. The Appeal Hearing Manager will consider any representations made by the employee, those of the Investigating Manager, and the Hearing Manager (who conducted the disciplinary hearing and imposed the disciplinary sanction). He will also consider any other facts that have come to light since the previous hearing. The Appeal Hearing Manager will make a decision to uphold the warning or dismissal, to change the previous decision to a lower Level of disciplinary action or that no disciplinary action is warranted. You will be notified in writing of the outcome, normally within seven days. The outcome of this hearing will be final.

# RAISING CONCERNS

We are aware that everyone is more positive and productive at work if any concerns they have are listened to and dealt with fairly. The grievance procedure below explains how you can raise any concerns you have connected with working at the Club.

In very rare cases you may have concerns about very serious matters, for example that a criminal offence such as bribery or fraud has been committed, or the Club is in breach of a legal obligation. If you have a reasonable belief that such an offence has been, or is about to be, committed then you should use the whistleblowing procedure.

## 1. Grievance Procedure

If you are unhappy about the treatment that you have received or about any aspect of your work, you should discuss this with your Line Manager, who will attempt to resolve the situation on an informal basis. If you feel unable to approach your Line Manager directly, you should approach any other manager.

Where attempts to resolve the matter informally do not work, it may be appropriate for you to raise a formal grievance under this procedure. If your complaint amounts to an allegation of misconduct on the part of another employee this will be investigated and dealt with under the disciplinary procedure and you will be informed that the matter is being dealt with. If your complaint is about the way the disciplinary procedure has been applied to you then you should raise an appeal under the disciplinary procedure. If you raise a grievance while you are subject to the disciplinary procedure then the Club may continue with the grievance procedure as normal, or may choose to wait until the disciplinary procedure has concluded, depending on the circumstances.

### 1. Complaint

The first stage of the formal grievance procedure is for you to put your complaint in writing. This written statement will form the basis of a subsequent hearing and any investigations, so it is important that you set out clearly the nature of your grievance and indicate the outcome that you are seeking. If your grievance is unclear, you may be asked to clarify your complaint before any meeting takes place. Further attempts may be made to resolve the matter informally, depending on the nature of your complaint. However, if you are not satisfied with the outcome, you may insist on the matter proceeding to a full grievance hearing.

Before proceeding to a full grievance hearing, it may be necessary for the Club to carry out investigations of any allegations made by you, although the confidentiality of the grievance process will be respected. In exceptional circumstances, the evidence given by individuals may have to remain confidential. Where confidentiality is necessary, this will be explained to you and an appropriate summary of the evidence gathered will be given to you.

### 2. Hearing

The Club will write to you:

- Giving you a minimum of 48 hours advance notice of the hearing
- Explaining your right to be accompanied at the hearing by a fellow employee
- If there has been an investigation, giving you any evidence that has been collected, unless it must be kept confidential

If you are unable to attend the hearing and provide a good reason for failing to attend, the hearing will be postponed to another day. Unless there are special circumstances, if you are unable to attend the rearranged hearing, the rearranged hearing will take place in your absence. If the chosen companion is unavailable on the day scheduled for the meeting, it will be rescheduled to a time you propose provided that the alternative time is both reasonable and not more than five working days after the date originally proposed. Unless there are special circumstances, if the chosen companion is unable to attend the rearranged hearing, the rearranged hearing will take place in the companion's absence or with another companion present.

At the meeting, you will be asked to explain the nature of your complaint and what action you feel should be taken to resolve the matter. Where appropriate, the meeting may be adjourned to allow further investigations to take place.

While you will be given every opportunity to explain your case fully, you should confine your explanation to matters that are directly relevant to your complaint. Focusing on irrelevant issues or incidents that took place long before the matter in hand is not helpful and can hinder the effective handling of your complaint. The manager conducting the hearing will intervene if they think that the discussion is straying too far from the key issue. The manager may also intervene to ensure that the meeting can be completed within a reasonable timeframe, which will depend on the nature and complexity of your complaint.

Following the meeting, you will be informed in writing of the outcome usually within seven days and told of any action that the Club proposes to take as a result of your complaint.

If you are dissatisfied with the outcome, you may make a formal appeal.

### 3. Appeal

Your appeal should be made in writing to the manager who conducted the initial grievance hearing. You should clearly state the grounds of your appeal, ie the basis on which you say that the result of the grievance was wrong or that the action taken as a result was inappropriate. This should be done within 7 days of the written notification of the outcome of the grievance. An appeal hearing will be arranged to take place as soon as possible after the Club receives your formal appeal.

If you are unable to attend the appeal hearing and provide a good reason for failing to attend, the hearing will be postponed to another day. Unless there are special circumstances, if you are unable to attend the rearranged appeal hearing, the rearranged hearing will take place in your absence. If the chosen companion is unavailable on the day scheduled for the meeting, it will be rescheduled. Unless there are special circumstances, if the chosen companion is unable to attend the rearranged appeal hearing, the rearranged appeal hearing will take place in the companion's absence or with another companion present.

The appeal hearing will be conducted by a different manager to the one who conducted the grievance hearing. They will consider the grounds that you have put forward and assess whether or not the conclusion reached in the original grievance hearing was appropriate. The appeal is not a rehearing of the original grievance, but rather a consideration of the specific areas with which you are dissatisfied in relation to the outcome of the original grievance. The manager conducting the appeal may therefore confine discussion to those specific areas rather than reconsider the whole matter afresh.



Following the appeal hearing, you will be informed of the outcome normally within seven working days. The outcome of this hearing be final.

## **2. Whistleblowing Procedure**

The whistleblowing procedure is not to be used if you think you are being treated unfairly or not receiving something to which you are entitled. Those issues should be dealt with informally, and if necessary formally, under the grievance procedure. The whistleblowing procedure is to be used if you believe serious matters for example a criminal offence such as bribery or fraud has been committed or the Club is in breach of a legal obligation.

If you have any concerns of this nature you should speak with or write to your Line Manager or any other manager or official of the Club. Wherever possible you should give your name, so that someone from the Club can speak with you to gather more information. Any matter raised will be investigated thoroughly, promptly and confidentially, and the outcome of the investigation reported back to you. You will not suffer any detriment for raising a complaint provided that you have acted in good faith. Maliciously making a false allegation is a disciplinary offence. If misconduct is discovered as a result of any investigation under this procedure the Club's disciplinary procedure will be used.

If, after raising the matter with a manager you do not feel the matter has been dealt with, or exceptionally if you feel you cannot raise the matter with anyone at the Club, because perhaps a very senior manager is involved in the issues, then you should report the matter to an external body such as one of the following:

- HM Revenue & Customs
- Financial Conduct Authority (formerly the Financial Services Authority)
- Health and Safety Executive
- Environment Agency
- Independent Police Complaints Commission
- Serious Fraud Office

# GENERAL CLUB RULES

## 1. Smoking

Smoking is prohibited anywhere on the Club's premises, except in certain designated outside areas. This also applies to electronic cigarettes.

## 2. Care of Club Property

The buildings, machinery, vehicles, and equipment belonging to the Club must be respected. The following rules must be observed:

- Look after all items of Club property as if they were your own
- Take immediate action where you can avoid deterioration to property
- Report to your Line Manager any fault you cannot put right on the spot
- Keep staff rooms clean and tidy
- Clothing provided by the Club remains Club property

## 3. Driving Club Vehicle

You are allowed to drive a vehicle owned by the Club only if you are given written permission to do so, you have a valid driving licence and there is comprehensive insurance in place to cover your use. You must drive with care and attention and obey the driving laws. You must ensure the vehicle is maintained in a clean and roadworthy condition. The driver nor any passengers are allowed to smoke in the vehicle.

## 4. Removing Items of Club Property

From time to time the Club may choose to discard or renew items. You must not remove these items, even if they have only nominal or scrap value, without the written permission of the General Manager. Failure to do this may lead to disciplinary action; if an employee removes items for personal gain it may amount to Gross Misconduct and summary dismissal.

## 5. Personal Property

The Club is not responsible for loss or damage to your personal possessions including cars while on Club property. You will be provided with a personal locker; in your own interests you must use it.

## 6. Expenses

If you are required to incur expenses on behalf of the Club you must submit receipts with the expense claim to your Line Manager. Individual items with a value of more than £100 must be authorised by your Line Manager before the purchase is made. You will be reimbursed for the cost as soon as possible.

## 7. Dress Code

- The general appearance of all clothing will be clean and tidy
- Hairstyles and facial jewellery will be those appropriate to a golf environment and will avoid extremes of fashion
- All items of attire must be appropriate to a golf environment; if you wear unsuitable items you may be subject to the disciplinary procedure

- The Club reserves the right to provide staff uniforms which if provided must be worn

## **8. Use of Club address and notepaper**

The use of the Club address for private correspondence is not permitted. Club branded notepaper (or electronic equivalent) must only be used for Club business.

## **9. Right to search**

It is a condition of employment that the Club shall have the right to search an employee's person, hand baggage, parcels and vehicles on either entering or leaving Club premises.

10. **Use of CCTV** The club use CCTV to safe guard their asset and the surrounds of the building, the staff and members and visitors to BBGC.

Due to the public nature of the building, the site is covered by CCTV cameras. CCTV is not used to monitor staff and any footage collected is handled in line with GDPR regulations.

## **11. Electronic media**

The Club allows employees to connect personal mobile phones, tablets and any other electronic devices to the Club wireless internet network, and also allows staff who have access to a Club computer to use that device for personal use. However, it is important that you behave responsibly when you make use of these facilities.

All personal use of these facilities must be confined to periods before or after your working hours or when you are on recognised breaks and not in areas where such use is visible to Members and other clients. Club facilities (including wifi) must not be used to download, upload, email or communicate in any other way, any material that may be considered illegal, offensive or could in any way give grounds for allegations of bullying, victimisation, harassment.

When using social networking or blogging sites, you must consider the potential impact on the Club of anything you post, especially if your profile, or any posts, link you with the Club. You must not include anything that could potentially embarrass the Club or damage its reputation; this includes:

- Any potentially offensive or inappropriate comments, images or recordings
- Comments, images or recordings that depict any Club-related activities, premises or individuals

You should manage your privacy settings to ensure that no one else can post anything related to the Club on your page and be aware that anything posted becomes the property of the site and you have limited control over its visibility to others.

The Club reserves the right to obtain information about any use you make of its facilities, including wifi, and any use you make of personal electronic media during your working hours. We will also monitor social media and blogging sites from time to time.

Any inappropriate use will be subject to the disciplinary procedure and this could lead to disciplinary action including dismissal.

## **12. Change of Personal Circumstances**

You must inform your Line Manager and Office Personal Administrator of any changes to: your name, home address and bank account details.

### **13. Data Protection and Privacy**

You confirm that you have read and understood The Club’s Data Protection Policy and Privacy Notice, copies of which are contained in the GDPR information pack.

You must comply with the terms of The Club’s Data Protection Policy, and the provisions of the General Data Protection Regulation 2018 and the Data Protection Act 1998, at all times when handling or processing personal data on The Club’s behalf in the proper performance of your job duties and responsibilities during your employment.

This includes personal data relating to any current or former director, employee, worker, agency worker, apprentice, intern, volunteer, contractor, consultant, member, client, customer or supplier of The Club, or personal data relating to any other third party.

The Club will process personal data (including special categories of personal data and criminal records personal data) relating to you in accordance with our Data Protection Policy and Privacy Notice which have been issued to you. We will only process your personal data where we have a lawful basis for processing.

You must inform your line manager immediately of any change in your personal data.

The Club’s Privacy Policy is displayed on the website and is available from the Office. The following data is held.

Current and Former Employees	<ul style="list-style-type: none"> <li>• Name, date of birth, and contact information</li> <li>• National insurance number and Unique Tax Reference (UTR)</li> <li>• Information relating to your qualifications and experience</li> <li>• Information relating to performance reviews.</li> </ul>	We will retain information about you for the duration of our contractual relationship with you, then for an additional 6 years.	Data is stored in manual records in locked filing cabinets and computer held records are password controlled. Data is stored on secure EEA-based servers.
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# **Employee Handbook - September 2020**

I acknowledge that I have read, understand and will follow the policies and procedures contained in the Employee Handbook – September 2020. I understand that the Handbook will be updated from time to time and the most recent version is the one on the Club web site.

Employee's name:

Employee's signature:

Date: