



BATON TWIRLING ASSOCIATION CYMRU

Policies and Procedures

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Section 1 Introduction

1. Introduction

The Baton Twirling Association of Cymru (BTAC) is the unified baton twirling organization of Wales that represents athletes competing in all baton twirling organizations across the United Kingdom, Europe, and worldwide. As a unified organisation BTAC is affiliated to the World federation of National Baton Twirling Associations (WFNBTA), National Baton Twirling Association of Europe (NBTA Europe) and World Baton Twirling federation (WBTF). In addition to these memberships, BTAC is also a member of the newly formed joint collaboration between WBTF and WFNBTA, known as International Baton Twirling Federation (IBTF). IBTF have applied to GAISF for our sport to be recognized by the Olympic committee. Providing a very bright and exciting future for Welsh athletes and baton twirling as a whole.

These memberships allow Welsh athletes access to compete at competitions around the globe wearing Welsh colours and representing their country with pride.

1.1 History

In 1999, a young lady was twirling her baton in the street outside her house in a small town in West Wales. The local children asked her if she would show them. Time passed and the lady moved away, and when she returned to Carmarthen a local person remembered her twirling and asked if she would be able to put a team together for a local carnival.

At first the lady said no, until she remembered her love for the sport. That was in 2007, from there the team was built and expanded with many classes in many areas. In 2014 the team which at this point was the only team of its kind in Wales, started to compete at competitions over the border in England. They started small with a Bristolian coach coming over to assist coach the members, as this grew so did their abilities and numbers. Until their membership reached approx. 100 and they were achieving many national titles. At this point the issue of representing England was raised. As much as it would be a huge honour to represent your country, the team

members weren't English, they were Welsh! Following from this and much encouragement from the English Association, NBTA Cymru was born. Nbta Cymru fielded Athletes at several international events. In 2019, the Management committee met and decided to make an application into the WBTF. This would make us a unified organization. Our application was successful and Wales joined the ever growing list of unified countries all ready for the GAISF journey.

Following on from the Unified status, a decision was made to drop the 'National' off the front of the name and to be known going forward as Baton Twirling Association Cymru or BTAC for short.

Baton Twirling Association Cymru (BTAC) was incorporated in the United Kingdom in June 2020, the organization is now a company limited by guarantee with the company number **12689959**.

1.2 Baton Twirling Definition

A standard baton is a chrome-plated steel shaft with varying size weights in either end. The weights are either pounded or pressure fitted. The weights are covered with a white ball (the large end) and a small white rubber tip covering the other end. Various batons have various balance points depending upon size and weight. Most batons come in sizes from 14 to 32 inches (35.56 cm to 81.28 cm) and are either 3/8 inch (0.9525 cm) in diameter or 7/16 inch (1.1113 cm) in diameter. Some batons are available in 5/16 inch (0.7938 cm) diameter.

The normal standard baton weighs about 8 ounces (or 0.22 kg). However, the length would also enter into the weight.

If a baton has either a colored shaft or colored tips, it will be considered an accessory.

1.3 Executive Committee details

President (Director)

Jessica Shore

Baton Twirling Association Cymru

9 Ffordd Aneurin, Pontyberem, LLANELLI, SA15 5DE

Tel: 07878 666 202

Email: Jessica.shore@yahoo.co.uk

Business Manager (Director)

Stephen Shore

Baton Twirling Association Cymru

Tel: 0776 562 5617

Email: sshore.btac@yahoo.com

New Business and Fundraising (Director)

Kelly Bennett

Baton Twirling Association Cymru

123 Tir Becca, Tumble, Llanelli, SA14 6EY

Tel: 07460 504739

Email: kelsbennet8@gmail.com

Safeguarding and Diversity (Director)

Tina Rees-williams

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Tel:

Email: tinareeswilliams@aol.co.uk

1.4 Position paper

1.4.1 Vision

To build a strong Baton Twirling community across Wales and for twirling to be a fully inclusive sport in Wales.

1.4.2 Mission

To develop the sport across Wales, build participation underpinned by a supportive network and twirling excellence principles.

1.4.3 Goals and Objectives

The main purpose of the organisation is to provide a structure for, and promote participation in, the sport of Baton Twirling in Wales.

Our 4 key goals are as follows:

1. To support and protect the well-being of all athletes, officials and anyone associated with the organization.
2. To strive for international and national recognition
3. To provide excellent educational opportunities to support the deliver of the welsh syllabus and associated resources.
4. To provide a robust and forward-thinking management structure and membership.

Goal 1 – Wellbeing

- To ensure regular review of general guidelines for use within Wales so that all participants are aware of what is expected from the association, and of the member.
- To promote inclusivity in every regard
- To safeguard the well-being of all competitors.

Goal 2 – Recognition

- To promote the interest of all Baton Twirlers within Wales by the creation of competition and other associated activities.
- To strive toward Olympic recognition and the recognition of Baton Twirling as an elite sport in Wales.

Goal 3 – Education

- To create a syllabus and associated supporting resources for technical excellence in the sport from the very beginning
- To promote and progress a grading system of achievement for the organisation membership.
- To strive for continuing improvements in the training of coaches and judges.
- To ensure reasonable access for all members of the organisation who wish to become suitably qualified to teach and judge.

Goal 4 – Management

- To represent the organisation membership worldwide, should it appear advantageous to the organisation and the membership for it to do so.
- To ensure regular review of rules for competitions.
- To explore potential funding opportunities, both fundraising and commercial.
- To build a board with a diverse skill set and range of experience.

1.5 Articles of Association

THE COMPANIES ACT 2006

A PRIVATE
COMPANY LIMITED BY GUARANTEE AND
NOT HAVING A SHARE CAPITAL

ARTICLES OF ASSOCIATION OF

Baton Twirling Association Cymru Ltd

PRELIMINARY

The Company shall be bound by the regulations contained in the Companies (Model Articles) Regulations 2008 schedule 2 except where modified by these Articles. In the case of any variation or inconsistency between these Articles and the Model Articles, these Articles shall prevail.

INTERPRETATION

In these Articles:-

- "the Act" means the Companies Act 2006 including any statutory amendments or re-enactment thereof for the time in force.
- "the area" means Wales.
- "clear days" in relation to the period of a notice means that period excluding the day when the notice is given or deemed to be given and the day on which it is to take effect.
- "the articles" means the charity's articles of association.
- "the Charity" means the company intended to be regulated by the articles.
- "Employee" means a person who is employed by the Charity.
- "executed" includes any mode of execution.
- "the commission" means the Charity Commission for England and Wales.
- "the Directors" means the directors of the Charity. The Directors are charity trustees as defined by section 177 of the Charities Act 2011.
- "the secretary" means the secretary of the Charity or any other person appointed to perform the duties of the secretary of the Charity, including a joint, assistant or deputy secretary.

- The singular shall include the plural and vice versa.

Unless the context otherwise requires, words or expressions contained in these regulations bear the same meaning as in the Act but excluding any statutory modification thereof not in force when these Articles became binding on the Charity.

NAME OF THE CHARITY

The company's name is **BTAC Ltd** and in this document shall be called the "Charity".

OBJECTS

The objects of the Charity are to provide facilities for, and promote participation in the sport of Baton Twirling and are specifically for the benefit of the inhabitants of Wales and are restricted to the following:

- The promotion of community participation in healthy recreation for the benefit of the inhabitants of Wales by the provision of Baton Twirling facilities, programmes, activities & events and to promote the common interest of said events at a local, national and international levels.
- To advance in life and help children and young people through:
 - (a) the provision of recreational and leisure time activities provided in the interest of social welfare, designed to improve their conditions of life:
 - (b) providing support and activities which develop their skills, capacities and capabilities to enable them to participate in society as mature and responsible individuals.

and in carrying out these objects the Charity shall act in accordance with the sustainable development principle and aim at achieving the well-being goals, as defined by the Well-being of Future Generations (Wales) Act 2015.

POWERS

6. In furtherance of the Objects but not otherwise the Charity may exercise the following powers:
 - a. to draw, make, accept, endorse, discount, execute and issue promisory notes, bills, cheques and other instruments, and to operate bank accounts in the name of the charity;
 - b. to raise funds and to invite and receive contributions: provided that in raising funds the Charity shall not undertake any substantial permanent trading activities and shall conform to any relevant statutory regulations;
 - c. to acquire, alter, improve and (subject to such consents as may be required by law) to charge or otherwise dispose of property; In exercising this power, the

charity must comply as appropriate with sections 117 and 122 of the Charities Act 2011.

- d. to borrow money and to charge the whole or any part of the property belonging to the charity as security for repayment of the money borrowed or as security for a grant or the discharge of an obligation. The charity must comply as appropriate with sections 124 - 126 of the Charities Act 2011 if it wishes to mortgage land;
- e. subject to clause 7 below to employ such staff, who shall not be a Director of the Charity (hereinafter referred to as "the board of directors"), as are necessary for the proper pursuit of the Objects and to make all reasonable and necessary provision for the payments of pensions and superannuation to staff and their dependants;
- f. to establish or support any charitable trusts, associations or institutions formed for all or any of the Objects;
- g. to acquire, merge with or to enter into any partnership or joint venture arrangement with any other charity;
- h. to co-operate with other charities, voluntary bodies and statutory authorities operating in furtherance of the Objects or similar charitable purposes and to exchange information and advice with them;
- i. to provide indemnity insurance for the directors in accordance with, and subject to the conditions in, section 189 of the Charities Act 2011;
- j. to pay out of the funds of the Charity the costs, charges and expenses of and incidental to the formation and registration of the Charity;
- k. to do all such other lawful things as are necessary for the achievement of the Objects.

ASSETS OF THE CHARITY

- 7. The income and property of the Charity shall be applied solely towards the promotion of the objects and no part shall be paid or transferred, directly or indirectly, by way of dividend, bonus or otherwise by way of profit, to members of the Charity, and no director shall be appointed to any office of the Charity paid by salary or fees or receive any remuneration or other benefit in money or money's worth from the Charity:

Provided that nothing in this document shall prevent any payment in good faith by the Charity:

- (i) of the usual professional charges for business done by any director who is a solicitor, accountant or other person engaged in a profession, or by any partner of theirs, when instructed by the Charity to act in a professional capacity on its behalf: provided that at no time shall a majority of the directors benefit under this provision and that a director shall withdraw from any meeting at which their appointment or remuneration, or that of their partner, is under discussion;

- (ii) of reasonable and proper remuneration for any services rendered to the Charity by any member, officer or servant of the Charity who is not a director;
- (iii) of interest on money lent by any member of the Charity or director at a reasonable and proper rate per annum not exceeding a rate which is necessary to obtain and retain that capital to be selected by the directors;
- (iv) of fees, remuneration or other benefit in money or money's worth to any charity of which a director may also be a member holding not more than 1% of the issued capital of the charity;
- (v) of reasonable and proper rent for premises let by any member of the Charity or a director;
- (vi) to any director of reasonable out-of-pocket expenses;
- (vii) of premiums for indemnity insurance.

MEMBERSHIP

The first members of the Charity shall be the Subscribers to the Memorandum of Association.

The Board of Directors may admit to membership;

- a. any person who has attained the age of sixteen years and who is in agreement with the objects of the Charity, without discrimination between persons by reference to wealth, politics, race, religion, sex or disability; and
- b. any society, Charity, local authority or unincorporated association which is in agreement with the objects of the Charity.

provided that only persons and organisations shall be admitted who qualify for one of the membership categories specified in Article 13

In admitting members to the Charity, the Board of Directors will seek at all times to ensure that the diversity of the community which the Company serves is recognised and represented in the membership and that equal access is available to all members of the local community, without discrimination

A member which is a corporate body or association shall by resolution of its governing body appoint a deputy, who shall during the continuance of their appointment be entitled to exercise in any General Meeting of the Charity all such rights and powers as the body corporate or association would exercise if it were an individual person.

Every application for membership shall be considered by the Board of Directors at its first meeting after the application was made or as soon afterwards as is practicable. Any applicant who is refused admission to membership may require that the question of their application be considered by the next General Meeting whose decision on

the matter shall be final. When refusing any application for membership, the Board of Directors shall ensure that the applicant is aware of their right of appeal under the provisions of this Article.

Any acceptance of an application for membership shall be conditional on payment by the applicant of the full amount of the membership subscription. The Board of Directors will from time to time set the membership subscription rate for each class of membership. No applicant shall be entered in the Register of Members until such subscription has been received by the Charity, unless the Board decides to waive the subscription in any particular case.

CATEGORIES OF MEMBERSHIP

Every member upon admission shall be allocated one of the following categories of membership at the absolute discretion of the Board of Directors:

- a. **"Community Members"** shall be members who live, work or have an interest within the community of **BTAC** and supports the aims and objectives of the Charity.
- b. **"Corporate Members"** shall be members admitted under Article 9(b).

INFORMAL OR ASSOCIATE (NON-VOTING) MEMBERSHIP

The Directors may create associate or other classes of non-voting membership as follows:

- a. The Directors may create associate or other classes of non-voting membership, and may determine the rights and obligations of any such members (including payment of membership fees), and the conditions for admission to, and termination of membership of any such class of members.
- b. Other references in these Articles of Association to "members" and "membership" do not apply to non-voting members, and non-voting members do not qualify as members for any purpose under the Charities Acts, General Regulations or Dissolution Regulations.

REGISTER OF MEMBERS

The Charity shall keep a Register of Members containing the name and address of every member, the date on which they became a member and the date on which they ceased to be a member. Every member shall sign a written consent to become a member. Members shall inform the Secretary of change of address.

CESSATION OF MEMBERSHIP

A member shall cease to be a member immediately that he/she or it.

- a) ceases to fulfil any of the qualifications for membership as specified by Article 9 and Article 13; or
- b) resigns in writing to the Secretary and the resignation is accepted by the Board

of Directors; or

- c) is expelled by a Special Resolution carried in accordance with Article 31 at a General Meeting called to consider the matter; or
- d) dies, if an individual person; or
- e) Ceases to exist, if a corporate body or association; or
- f) being an Employee ceases to be an Employee however that may occur.

The rights and privileges of a member shall not be transferable and all such rights and privileges shall cease upon the member ceasing to be such.

GENERAL MEETINGS

The Charity shall in each calendar year hold an Annual General Meeting and shall specify the meeting as such in the notices calling it providing that every Annual General Meeting except the first shall be held not more than fifteen months after the holding of the last preceding Annual General Meeting. The first Annual General Meeting of the Charity shall be held within eighteen months of incorporation.

The business of an Annual General Meeting shall include:

- a. The receipt of the reports of the Chairperson and Board of Directors of the Charity;
- b. the consideration of audited accounts (if any) presented by the Board of Directors;
- c. the election of the Board of Directors;
- d. a decision on the application of any profits;
- e. the appointment and the fixing of the remuneration of the Auditors (if any);

All other business transacted at an Annual General Meeting shall be deemed Special

The Board of Directors may, whenever they think fit, convene a General Meeting of the Charity, or the members may convene a General Meeting as provided by section 303 of the Act.

NOTICES

An Annual General Meeting and a meeting called for the passing of a special resolution as described in Article 31 shall be called by giving at least fourteen clear days' notice. Any other General Meeting shall be called by giving at least fourteen clear days' notice. Meetings may be called at shorter notice if the consents under the Act are obtained.

Notice of every General Meeting shall be given in writing to every member of the Charity and to the Auditors (if any) and shall be given personally or by sending it by post or by electronic communication to them or their registered office or any address given by them for this purpose within the United Kingdom.

The Notice shall specify the place and exact time of the meeting and the general nature of the business to be dealt with. In the case of an Annual General Meeting notice shall specify the meeting as such and in the case of a General Meeting the exact nature of the business to be raised at the meeting shall be specified.

Where notice is sent by post, service of the notice shall be deemed to be effected by properly addressing, prepaying and posting the notice and to have been effected at the expiration of forty-eight hours after notice has been posted. Where notice is sent by electronic communication, service of the notice shall be deemed to be effected at the expiration of twenty-four hours after it has been sent.

The accidental omission to give notice of a meeting to, or the non-receipt of notice of a meeting by, any person entitled to receive notice shall not invalidate proceedings at that meeting.

PROCEEDINGS AT GENERAL MEETINGS

Every member and such other persons as receive notice shall be entitled to attend and speak at a General Meeting.

No business shall be transacted at a General Meeting unless a quorum of members is present in person or by proxy. 3 members or if greater, 20% of the membership, entitled to vote for the time being shall be the quorum.

If within half an hour from the time appointed for the meeting a quorum is not present or if at any time during the meeting members shall leave such that a quorum is no longer present the meeting shall stand adjourned until the same day in the next week at the same time and same place, or otherwise as the Directors may determine, and if at the adjourned meeting a quorum is not present within half an hour from the time appointed for the meeting the members present shall be a quorum.

The Chairperson or in their absence some other Director nominated by the Directors shall preside as Chair of the meeting, but if neither the Chairperson nor such other Director (if any) be present within fifteen minutes after the time appointed for holding the meeting and willing to act, the members present shall elect one of their number to be Chairperson.

The Chairperson may with the consent of the meeting at which a quorum is present (and shall if so directed by the meeting) adjourn the meeting from time to time and place to place but no business shall be transacted at an adjourned meeting other than business which might have been transacted at the meeting from which the adjournment took place. When a meeting is adjourned for thirty days or more, notice shall be given as in the case of the original meeting. Otherwise it shall not be necessary to give any such notice.

Decisions at General Meetings shall be made by passing resolutions:

- a. Decisions involving an alteration to Articles 7, 65, 68, 69, 70 and 74 and this Article 31(a) shall require the unanimous vote of all the members of the Charity present and voting at a General Meeting testified by their signatures as well as the prior written consent of the Charity Commission.
- b. The decisions involving an alteration to the Articles of Association, other than those specified, and other decisions so required from time to time by statute and by these Articles shall be made by a Special Resolution. A Special Resolution is here defined as one passed by a majority of not less than three-fourths of the members of the Charity present and voting at a General Meeting.
- c. All other decisions shall be made by ordinary resolution requiring a simple majority, save where the Articles of Association or the Act (or any other statute or regulation) require otherwise.

At any General Meeting a resolution put to the vote of the meeting shall be decided on a show of hands or other suitable signal unless a poll, is, before or upon the declaration of the result of the show of hands or other suitable signal, demanded by:-

- a) the Chairperson, or
- b) by a member or members representing not less than one tenth of the total voting rights of all the members having the right to vote at the meeting.

Unless a poll be so demanded a declaration by the Chairperson that a resolution has been carried or lost and an entry to that effect in the minutes of the proceedings of the Charity shall be conclusive evidence of the fact without proof of the number or proportion of votes recorded in favour of or against the resolution. The demand for a poll may be withdrawn.

If a poll is duly demanded it shall be taken in such a manner as the Chairperson of the meeting directs and the result of the poll shall be deemed to be the resolution of the meeting at which the poll was demanded. No notice need be given of a poll not taken forthwith if the time and place at which it is to be taken are announced at the meeting which it is demanded. In any other case at least seven clear days' notice shall be given specifying the time and place at which the poll is to be taken. A poll may be organised by way of a ballot or postal ballot by the Board of Directors who shall send out notice of the ballot with the Notice of the General Meeting.

Votes may be given personally or by proxy appointed by the member.

Each member or proxy shall have one vote. A proxy has a right to speak at a General Meeting. In the case of an equality of votes the Chair shall not have a second or casting vote.

Written resolutions of the members, passed in accordance with the Act, shall be as effective as resolutions passed at a General Meeting.

BOARD OF DIRECTORS

The business of the Charity shall be managed by a Board of Directors which shall be accountable to the members.

The initial Directors of the Charity shall be appointed by the subscribers to the Memorandum of Association, and shall serve for three years. At the first Annual General Meeting following this period one third of the Directors shall retire and may offer themselves for re-election.

At every subsequent Annual General Meeting, one third of the Board of Directors, being those directors longest in office since their last election, will be elected annually by the members at the Annual General Meeting of the Charity. Retiring members shall be eligible for re-election without further nomination, provided that no Director may serve for more than three consecutive terms of office unless they obtain the approval of 75% of the Board of Directors. If there is a choice between retiring directors of equal service it shall be made by drawing lots.

Invitations for nominations for the position of Director will be sent to all members with the notice of the Annual General Meeting. Completed nominations will be accepted up to seven days before the date of the meeting. All nominations require the signature of the nominated person and the signature of a proposer and seconder all of which shall be members of the Charity.

Unless otherwise determined by the Charity in General Meeting the number of Directors shall be not less than **3** and not more than **10**.

The Directors may at any time co-opt any person to the Board of Directors whether or not they are a member of the Charity, The Board of Directors may appoint up to three additional Directors having regard to their skills and experience provided that no more than three such co-options shall be made between one Annual General Meeting and the next. All persons so co-opted shall retire at the Annual General Meeting following their co-option but shall be eligible to be re-appointed thereafter.

DECLARATION OF DIRECTORS' INTERESTS

A director must declare the nature and extent of any interest, direct or indirect, which he or she has in a proposed transaction or arrangement with the charity or in any transaction or arrangement entered into by the charity which has not previously been declared. A director must absent himself or herself from any discussions of the charity directors in which it is possible that a conflict will arise between his or her duty to act solely in the interests of the charity and any personal interest (including but not limited to any personal financial interest).

PROCEEDINGS OF THE BOARD OF DIRECTORS

The Board of Directors may meet together for business, adjourn and otherwise regulate their meetings as they think fit and questions arising at any meeting shall be decided by a majority of votes.

In the case of an equality of votes the Chairperson shall have a second or casting vote.

A Director may, and the Secretary shall on the instruction of the Board of Directors, summon a meeting of the Board of Directors at any reasonable time. A meeting of the Board of Directors may be held either in person or by suitable electronic means agreed by the Directors in which all Directors may communicate with all other Directors.

The quorum necessary for the transaction of business of the Board of Directors shall be 3 directors or if greater, **50%** of the Board of Directors shall be the quorum.

If the Board of Directors shall at any time be reduced in number to less than the minimum prescribed in (if any) it may act as the Board of Directors for the purpose of filling up vacancies in their body or summoning a General Meeting of the Charity, but no other purpose.

The Chairperson or in their absence some other director nominated by the Board of Directors shall preside as Chairperson of the meeting, but if neither the Chairperson nor such other director (if any) be present within fifteen minutes after the time appointed for holding the meeting, the Board of Directors shall elect one of their number to be Chairperson.

The Board of Directors shall cause proper minutes to be made of the proceedings of all meetings of the Charity, of the Board of Directors and any sub-committees and of all business transacted at such meetings.

A resolution in writing signed by all Directors for the time being who are entitled to vote shall be valid and have the same effect as if it had been passed at a meeting of the Board of Directors and may consist of several documents in like form signed by one or more Directors.

POWERS OF THE BOARD OF DIRECTORS

The business of the Charity shall be managed by the Board of Directors who may exercise all such powers of the Charity as may be exercised and done by the Charity and as are not by the Act or by these Articles required to be exercised or done by the Charity in General Meeting.

No regulation made by the Charity in General Meeting shall invalidate any prior act of the Board of Directors which would have been valid had that regulation not been made.

The Board of Directors may exercise all the powers of the Charity to borrow money and to mortgage or charge its undertaking and property or any part thereof and to issue debentures and other securities whether outright or as security for any debt, liability or obligation of the Charity or of any third party.

The Board of Directors may delegate any of its powers to sub-committees consisting of such members of the Charity as it thinks fit. Any sub-committee so informed shall conform to any regulations that may be imposed on it by the Board of Directors.

The Directors of the Charity may sign on behalf of the Charity any legal documents including leases in any way permitted by the Act.

DISQUALIFICATION AND REMOVAL OF DIRECTORS

The office of a director shall be immediately vacated if he/she

- a. ceases to be a Director by virtue of any provision of the Companies Act or is prohibited by law from being a director; or
- b. is disqualified from acting as a trustee by virtue of sections 178 and 179 of the Charities Act 2011 (or any statutory re-enactment or modification of those provisions); or
- c. becomes bankrupt or make any arrangement or composition with their creditors generally; or
- d. is, in the reasonable opinion of the other Directors (acting by a majority), at any time incapable, whether mentally or physically, of managing his or her own affairs; or
- e. is in the opinion of the Board guilty of conduct detrimental to the interests of the Charity and the Board resolves by a [75%] majority of the Directors present and voting at a properly convened Board Meeting that she/he should be removed provided that the Director concerned has first been given an opportunity to put her/his case and to justify why she/he should not be removed as a Director; or
- f. resigns their office by notice to the Charity; (but only if at least two directors will remain in office when the notice of resignation is to take effect); or
- g. shall for more than three consecutive meetings have been absent without permission of the Board of Directors from meetings of Directors held during that period and the Directors resolve that his/her office be vacated; or
- h. is removed from office by resolution of the Charity in General Meeting, after the meeting has invited the views of the Director concerned and considered the matter in light of such views.

REMUNERATION OF DIRECTORS

Directors may be paid all reasonable travelling, hotel and other expenses incurred by them in connection with their attendance at meetings of Directors, committees or general meetings or otherwise in connection with the discharge of their duties, but shall otherwise be paid no remuneration.

SECRETARY AND OTHER EXECUTIVE OFFICERS

Subject to the provisions of the Act, the Chairperson, Secretary (if any) and other executive officers shall be appointed by the Board of Directors for such term, at such

reasonable remuneration and upon such conditions as they may think fit, and any Secretary or executive officer so appointed may be removed by them.

ACCOUNTS

The Board of Directors shall cause proper books of account to be kept with respect to:

- a. All sums of money received and expended by the Charity and the matters in respect of which the receipt and expenditure takes place.
- b. All sales and purchases of goods and/or services by the Charity, and
- c. The assets and liabilities of the Charity.

Proper books shall be deemed to be kept if they give a true and fair record of the state of the Charity's affairs and explain its transactions.

The books of account shall be kept at the registered office of the Charity or at such other places as the Board of Directors think fit, and shall always be open to the inspection of all members of the Charity upon approval of the Board of Directors during normal working hours and by such other persons authorised by the Charity in General Meeting.

The Board of Directors shall from time to time in accordance with their statutory obligations cause to be prepared and laid before the Charity in General Meeting such income and expenditure accounts, balance sheets and reports as are required by statute.

APPLICATION OF SURPLUS

The surplus funds of the Charity shall be applied to create a general reserve for the continuation and development of the Charity.

RULES OR BYE LAWS

The Board of Directors may from time to time make such Rules or Bye Laws as they may deem necessary for the proper conduct and management of the Charity. The Charity in General Meeting shall have power to alter or repeal the Rules or Bye Laws and to make additions thereto and the Board of Directors shall adopt such means as they deem sufficient to bring to the notice of members of the Charity all such Rules or Bye Laws, which so long as they shall be in force, shall be binding on all members of the Charity. Provided, nevertheless, that no Rule or Bye Law shall be inconsistent with, or shall affect or repeal anything contained in the Articles of the Charity.

INDEMNITIES FOR OFFICERS AND EMPLOYEES

The Charity may indemnify any officer or employee (other than a Director) against any liability incurred by her/him in her/his capacity as such except when that liability is due to her/his own dishonesty or gross negligence.

- a. Subject to the Act (in particular sections 232-238 or any section of any other statute amending or replacing sections 232-238) and Article 67 (b), the Charity may indemnify any Director against any liability incurred by her/him in her/his capacity as such.

- b. The indemnity provided to a Director in accordance with Article 66 (a) may not include any indemnity against liability:-
 - (i.) to the Charity or a company associated with it;
 - (ii.) for fines or penalties; or
 - (iii.) incurred as a result of her/his unsuccessful defence of criminal or civil proceedings.
- c. The indemnity provided to a Director in accordance with Article 66 (a) may include the provision of funds to cover his legal costs as they fall due on terms that the Director in question will repay the funds if he is unsuccessful in his defence of the criminal or civil proceedings to which these costs relate
- d. In respect to its auditor the Charity may:-
 - (i.) purchase and maintain insurance for his benefit against any liability incurred by her/him in her/his capacity as such; and
 - (ii.) indemnify her/him against any liability incurred in defending any proceedings (whether civil or criminal) in which judgment is given in her/his favour or she/he is acquitted or in connection with any application under Section 1157 of the Act or any section of any other statute amending or replacing Section 1157 in which relief is granted to him by the Court.

DISSOLUTION

The members of the charity may at any time before, and in expectation of, its dissolution resolve that any net assets of the charity after all its debts and liabilities have been paid, or provision has been made for them, shall on or before the dissolution of the charity be applied or transferred in any of the following ways:

- a. directly for the Objects; or
- b. by transfer to any charity or charities for purposes similar to the Objects; or
- c. to any charity or charities for use for particular purposes that fall within the Objects

In no circumstances shall the net assets of the charity be paid to or distributed among the members of the charity (except to a member that is itself a charity) and if no resolution in accordance with Article 68 is passed by the members or the directors the net assets of the charity shall be applied for charitable purposes as directed by the Court or the Commission.

AMENDMENT TO ARTICLES

The provisions of these Articles of Association may only be amended by a Special Resolution passed in accordance with Article 31 except those otherwise specified. All amendments shall be registered with the Registrar of Companies. No

amendment shall be made that may cause the Charity to cease to be Charitable at Law.

SOCIAL AUDIT

A social audit of the Charity may, by resolution of the Charity in General Meeting, be undertaken annually of the Charity's activities, in addition to any financial audit required by law. The role of such a social audit would be to attempt to identify the social costs and benefits of the Charity's work, and to enable an assessment to be made more easily than may be made from financial accounts only of the Charity's overall performance in relation to its objects.

Such a social audit may be drawn up by an independent assessor appointed by the Charity in General Meeting, or by the Board of Directors who may submit their report for verification or comments to an independent assessor.

A social audit may include an assessment of the internal collective working of the employees of the Charity, including employees' views, internal democracy and decision making, wages, health and safety, skill sharing and education opportunities, or other matters concerning their overall personal or job satisfaction; an assessment of the Charity's activities externally, including its effects on persons involved in the same or similar trade, on customers and suppliers, and on persons residing in areas where the Charity is located.

LIMITED LIABILITY

The liability of the members is limited.

Every member of the Charity undertakes to contribute such amounts as may be required to the Charity's assets if it should be wound up while they are a member or within one year after they cease to be a member, for payment of the Charity's debts and liabilities contracted before they cease to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves such amount as may be required not exceeding one pound.

ENTRENCHMENT

Articles in the Articles of Association except for 31(a), 7, 65, 68, 69, 70 and this article 74 may be altered by Special Resolution which is hereby defined as one passed by a majority of not less than three-fourths of the membership voting in person at an Extraordinary General Meeting. Articles 31(a), 7, 65, 68, 69, 70 and this article 74 are entrenched in accordance with section 22 of the Act and may be altered only with the unanimous consent of the members.



Section 2 Governance

2. Governance

2.1 Background and Introduction

Baton Twirling Association Cymru (BTAC) was created as a constituted organization in September 2019. It was formally known as NBTA Cymru, the name was changed to show the international affiliations. BTAC is now a company limited by guarantee.

BTAC's international membership covers and allows access into the international competitive arena of the following disciplines:

Solo Twirl (WFNBTA)
Artistic Solo (WBTF)
Showtwirl Accessory Solo (NBTA EUROPE)
2 Baton (WFNBTA, WBTF)
3 Baton (WBTF)
Xstrut (WFNBTA)
Duet Twirl (WFNBTA)
Artistic Pair (WBTF)
Showtwirl Accessory Duet (NBTA EUROPE)
Twirl Team (WFNBTA)
Artistic Team (WBTF)
Military Team (NBTA EUROPE)
Exhibition Team (NBTA EUROPE)
Traditional Military Corp (NBTA Europe)
Showtwirl Accessory Corp (NBTA Europe)
Pom Corp (WFNBTA)
Traditional Pom Corp (NBTA EUROPE)

BTAC is in the early stages of development, with currently 6 clubs and around 150 members. We also have 10 coaches, at present we are developing a syllabus and teaching and learning strategy in addition to a sports leader programme.

BTAC are working toward to empowerment of local community leaders to create new clubs across the country through the development of Social Enterprise. Our aim is to reach out to hard to reach communities and provide an alternative sporting or activity

to those who do not currently engage in sporting activities as well as those who are already active. To improve the mental health and well-being of all participants.

2.2 The Board of Directors

Anyone can be a director of a company so long as they are not an undischarged bankrupt and have not been disqualified from being a director. Detailed information about the appointment of directors for BTAC is contained in the Company's articles of association and agreed director recruitment processes.

BTAC's directors must manage the Company's affairs in accordance with the articles of association and the law. In very brief terms, the Companies Act 2006 states that a director should act within their powers and promote the success of the Company, exercise independent judgement, reasonable care, skills and diligence while avoiding conflicts of interest and not accepting benefits from third parties. A more detailed explanation of the Companies Act 2006 requirements can be found below. The board of directors has an essential role in BTAC governance and setting the strategic direction of the business. The right balance brings specialist knowledge and expertise in key business areas, such as management, finance and legal as well as Baton Twirling.

The board is a collective decision-making body; the whole board is responsible for the decisions made irrespective of who was part of the decision making process, being absent from a meeting does not absolve a director from their responsibilities. If a decision is made as a majority decision rather than a unanimous one those individuals that disagreed with the decision are bound by it and must support it, even when they voted against. (If you fundamentally disagree with a decision, the only way to remove yourself from responsibility for it would be by resigning from the board, this would be a last resort and ideally a full discussion with the Managing Director would take place before resignation).

Directors must exercise their responsibilities carefully as the penalties for failure to do so can be severe. Directors can be jointly and severally liable if they act collectively in breach of their responsibilities, so knowing these responsibilities is very important.

Directors' duties arise in ways besides the Companies Act 2006 including but not limited to:

- duties imposed by the Company itself – as set out in the articles, rules regulations, byelaws and board decisions;
- obligations to avoid fraudulent or wrongful trading – for example, under the Insolvency Act 1986 a director may be personally liable for wrongful or fraudulent trading in the context of insolvency of the Company;
- common law;
- responsibilities under the Health and Safety at Work Act 1974, breach of which may result in criminal sanctions on a director; and
- employment law in dealings with employees – including payment of National Insurance and requirements under pension auto-enrolment.

This is not a comprehensive list and each director is under a duty to ensure that he or she is fully apprised of current developments in legislation or otherwise that might affect his or her duties.

Despite BTAC being a company limited by guarantee, in certain circumstances a director might be held personally liable for losses arising from illegal acts such as wrongful or fraudulent trading, or acts undertaken by the board beyond their powers or with insufficient skill and care or negligence.

Directors' Fiduciary Duties: The term 'fiduciary' is often misunderstood. One definition is that a 'fiduciary is someone who exercises powers or holds money or assets on behalf of others'. The term refers to persons in a special kind of relationship with the person or body whom they act for. Directors of a company who exercise control over that company are considered to owe fiduciary duties in law. It means that directors are expected to exercise their functions with reasonable skill and care, and to act competently and honestly within that role.

Note: Copies of BTAC documents, policies and procedures if not on the website can be obtained from the President or Business Manager.

2.3 Directors' general duties arising under the Companies Act 2006

The Companies Act 2006 ("the Act") sets out seven general statutory duties of a director as listed below:

1. To act within powers (section 171 of the Act). This requires a director to comply with the Company's constitution and decisions made under the constitution and to exercise the powers only for the reasons for which they were given.

2. To act in a way the director considers (in good faith) is most likely to promote the success of the Company for the benefit of its members as a whole (or, if relevant, other purposes specified in the constitution) (section 172 of the Act). In performing this duty, a director must have regard to all relevant matters, but the following are specifically identified in legislation:

- a. the likely consequences of any decision in the long term;
- b. the interests of the Company's employees;
- c. the need to foster the Company's business relationships with suppliers, customers and others; the impact of the Company's operations on the community and the environment;
- d. the desirability of the Company maintaining a reputation for high standard business conduct; and the need to act fairly as between members of the company.

3. To exercise independent judgement (section 173 of the Act). That is, not to subordinate the director's power to the will of others. This does not prevent directors from relying on advice, so long as they exercise their own judgement on whether or not to follow it.

4. To exercise reasonable care, skill and diligence (section 174 of the Act). This requires a director to be diligent, careful and well informed about the Company's affairs. If a director has particular knowledge, skill or experience relevant to their function (for instance, is a qualified accountant and acting as a finance director), expectations regarding what is 'reasonable' will be judged accordingly.

5. To avoid conflicts (or possible conflicts) between the interests of the director and those of the Company (section 175 of the Act). The prohibition will not apply if the Company consents (and consent meets the necessary formal requirements).

6. Not to accept benefits from third parties (i.e. a person other than the Company) by reason of being a director or doing anything as director (section 176 of the Act). The Company may authorise acceptance (subject to its constitution), for instance to enable a director to benefit from reasonable corporate hospitality.

7. To declare any interest in a proposed transaction or arrangement (section 177 of the

Act). The declaration must be made before the transaction is entered into and the prohibition applies to indirect interests as well as direct interests.

In addition to these duties, a director has duties:

- to consider or act in the interests of creditors (particularly in times of threatened insolvency); and
- to maintain confidentiality of the company's affairs (a duty which to a large extent

follows from the general duties outlined above).

The Company is a separate legal entity from its directors, members and employees but as the Company acts through the board of directors, the directors are responsible for ensuring compliance by the company. That is, directors are personally responsible for ensuring that the Company complies with relevant law. These duties cannot be avoided by delegation alone. WG's board must ensure that these responsibilities are carried out and satisfy itself that these are being met even where delegated.

*** Companies House Table of requirements

The GLFW is a voluntary code of good conduct designed specifically for the sports and

recreation sector in Wales. The GLFW has 7 Principles of Good Governance each listing "Minimum Expectations", these being the priority areas identified by the Sector. The framework lists "Other" considerations as well as a table containing "Success Indicators" that sets out to aid organisations measure their improvement or identify what success will look like. The final table shows effective/ineffective behaviours expected of board members working within the Sector.

BTAC were creating their policies and procedures in anticipation of the GAISF Application made by our international affiliation WBTF. The GLFW Framework offered the structure needed.

The board recognises that good governance is key for the success of the organisation and our sport. It accepts that governance is not the management of the day-to-day BTAC operations, but rather a framework of strategy, risk management, controls and processes, coupled with good leadership in terms of culture, values and

integrity, all enabling BTAC to achieve its goals. Signing up to the GLFW reinforced the board's commitment to good governance. BTAC will also look to adjust to 'accepted good practice' identified within the Sector and will encourage sharing of good practice created by BTAC with other organisations.

2.4 PRINCIPLE ONE - INTEGRITY: ACTING AS GUARDIANS OF THE SPORT

The board must uphold the highest standards of integrity not only in what it does but in the wider environment of its sport, recreation, activity or area.

Key to acting as the “Guardians of the Sport” is the way that the board sets and protects the BTAC vision, mission, values and reputation. The vision, mission, purpose and core values can be found in the WG strategy on the website. Our strategy must be flexible in nature as the world of baton twirling and its integration in the community is changing. The strategy and vision of BTAC’s board is also covered under Principle Three below which has some more detail.

Upholding the highest standards in our sport underlies many of our rules, regulations and policies that fit under this GLFW principle, including:

- **Anti-doping** - BTAC abide by the UK Anti-Doping Rules published by the Drug-Free Sport Directorate of UK Sport (or its successor), as amended from time to time. Anti-doping policies are featured within BTAC policies and procedures as are the responsibilities of those involved.
- **Safeguarding** - BTAC is committed to complying with the National Standards for

Safeguarding and Protecting Children in Sport. BTAC’S safeguarding goal is that “all

children should enjoy baton twirling in a safe environment in which they are protected from any form of abuse”. The policies and guidance ensure best practice is followed at all times; they contain principles that all teams must adhere to and are designed to support all member teams meet this safeguarding goal.

- **Bribery Act implications** - Directors must be aware of, and comply with, the requirements of the UK Bribery Act 2010, which has two general offences:-
 - the offering, promising or giving of an advantage, and
 - the requesting, agreeing to receive or accepting of an advantage

[The offence applies to bribery relating to any function of a public nature, connected with

a business, performed in the course of a person’s employment or performed on behalf of a company or another body of persons. The function or activity may be

carried out either in the UK or abroad and need have no connection with the UK. The Bribery Act includes a new form of corporate criminal liability where there is a failure to prevent bribery perpetrated on behalf of a “relevant commercial organisation”].

Further information at <https://www.gov.uk/government/publications/bribery-act-2010-Guidance>

- **Betting Integrity** – The WG board should be aware of and consider the risks of illegal betting. Further information at <http://www.sportsbettinggroup.org/code-of-practice/>
- **Equality** - Accountability for equal opportunities is established at board level with an equality strategy delivered across the organisation. Equality of opportunity is important to WG as is the understanding how the protected characteristics must influence decisions. The Equality Act 2010 is a mixture of rights and responsibilities; as “accepted practice” in society keeps evolving, the board will regularly review WG policies with this in mind. Standards of behaviour will be set (often in the forms of codes of conduct) and unlawful discrimination must be avoided at all times. Further information regarding the Equality Standard for Sport at <http://www.equalityinsport.org/equality-standard-forsport/>

2.5 PRINCIPLE TWO - DEFINING AND EVALUATING THE ROLE OF THE BOARD

The board needs to understand and evaluate the role it plays and the way it contributes to the organisation.

The BTAC board listens, contributes, challenges, and when necessary pushes back against the executive – the Board's purpose is to govern not to comply.

BTAC will appoint directors by following an agreed recruitment process that is open and transparent. The most important first step after becoming a director of BTAC, (a sub-group member, or an employee) is full engagement in a comprehensive induction process to learn about the organisation, its staff and stakeholders as well as the detailed expectations of the new role. A newly appointed director will receive and be required to sign the BTAC Board Director Acceptance letter. The letter will briefly outline the role and duties of the position as well as requesting the personal information required by Companies House to report the appointment.

The General Duties for all Directors are listed as APPENDIX 1.

A full review of the structure of the board will be undertaken at least every four years. The Committee of the Association shall be comprised of no more than ten members, (six Executive Members and four non-executive members), namely the President, Hon. Secretary (Business Manager), Hon. Treasurer, Safeguarding Officer, Membership Secretary, Fundraising Officer, Technical board representatives (Co-opted), Publicity Officer, plus 1 other member either co-opted or elected by the Committee to enhance the aims of the association. The Chairperson for each meeting will be nominated as appropriate. The make of the Committee will be such as to include no less than 20% members not directly involved in Twirling activities to maintain an unbiased balance to the association.

The board may appoint an accountant to perform essential accounting roles, the accountant will not form a part of the board of directors. Internally the Business Manager will oversee the financial operations and shall fulfil the following roles:

- guiding the board through financial processes, including but not limited to, budget

planning and approval;

- overseeing the production of financial plans, regular management accounts for the board and the annual company accounts;
- ensuring the board undertakes critical monitoring and risk factoring of the finances of the Company;
- undertaking the role of internal auditor as and when required;
- preparing and presenting report(s) for general meetings of the Company;
- guiding the board in the appointment and regular review of accountants and auditors.

The board shall therefore ensure that the appropriate person so appointed shall have the following qualifications:

- ☐ an in-depth knowledge and experience of accounting, finance and budgeting;
- ☐ experience of guiding and supporting others in financial matters;
- ☐ experience of business management and financial management of a small/medium sized organisation

Each and every director has a responsibility to recognise and perform responsibly his duty of care on the board as guardians of the sport. That shall require each board member to have due regard to the interests of all participants and stakeholders of the sport, as well as the general public. Whilst specific roles may be delegated, each director shall at all times have regard to key priorities including safeguarding and ensuring he or she takes all reasonable steps keep abreast of all relevant policy and legislative developments affecting BTAC.

The President's primary role is to provide assurance of the board's integrity and the effective management of the organisation. The president must act fairly and responsibly at all times; directors must accept that the President is required to exercise authority and guide the group.

The President is the board leader but every director has equal legal liability. The President must ensure the board has overall clarity of its role and the various functions it undertakes.

At a secondary level the President will publicly represent the board and its policies to members and other stakeholders.

The President is bound by a range of formal powers granted by way of the articles of association and any agreed byelaws, governance policies and processes. (The President has no authority to unilaterally alter, amend or ignore the articles of association or these policies or procedures.)

In addition, informal powers may be granted to the President by fellow directors at particular times or linked to particular activities. Any informal powers granted to the President or any other person/body must be recorded in the minutes of a board meeting, even if this has to happen retrospectively. Informal delegation may be to a person, committee or employee, the length of time that the delegation is in force and any reporting mechanism must also be minuted.

How the President carries out the role goes to the heart of the board's success, the Chair should:

- ensure the board's behaviour is consistent with its own rules and those legitimately imposed upon it from outside the organisation (e.g. HMRC, Sport Wales, WBTF, WFNBTB);
- chair meetings with the commonly accepted power of the position;
- ensure all necessary detail, data and support is provided prior to any meeting so that informed decisions can be made;
- ensure meeting discussion focuses on those issues which, according to board policy, clearly belong to the group as opposed to the CEO, executive or another sub-committee;
- ensure board discussions are timely, fair, orderly, thorough, efficient, limited to time and kept to the point and that decisions are clearly stated in the minutes;
- observe a recognised 'rules of order' process for board discussions;
- hold the casting vote in the event of a split decision.

Outside of meetings, the President should:

- act consistently within agreed governance policies and processes;
- avoid making independent operational decisions which are the prerogative of the CEO or other employee/key volunteer.

The Technical Director's primary role is to bring high level sport specific expertise to the boardroom and act as the link between the board and the BTAC technical committees, thereby facilitating two-way communication on technical matters. This role is key to delivery of the strategic plan by:

- defining for board approval, the terms of reference and membership for each Technical Panel including those appointed relating to the Baton Twirling and Majorettes disciplines as listed:

- Solo Twirl (WFNBTA)
- Artistic Solo (WBTF)
- Showtwirl Accessory Solo (NBTA EUROPE)
- 2 Baton (WFNBTA, WBTF)
- 3 Baton (WBTF)
- Xstrut (WFNBTA)
- Duet Twirl (WFNBTA)
- Artistic Pair (WBTF)
- Showtwirl Accessory Duet (NBTA EUROPE)
- Twirl Team (WFNBTA)
- Artistic Team (WBTF)
- Military Team (NBTA EUROPE)
- Exhibition Team (NBTA EUROPE)
- Traditional Military Corp (NBTA Europe)
- Showtwirl Accessory Corp (NBTA Europe)
- Pom Corp (WFNBTA)
- Traditional Pom Corp (NBTA EUROPE)

The Technical Director shall also report to the board on membership matters arising and requests from the membership, judges or other technical communities.

Board members at large

Duties of the other Directors may be set by the board from time to time as required. These may differ depending upon the needs of the Company, its strategy and the relevant skills of the board.

BTAC wishes to ensure that Directors provide the relevant skills and balance at all times for the proper performance of the board. The Directors must at all times comprise of a balanced selection of skills relevant to the performance of the organisation in the sector. They may (but not necessarily shall) include: Safeguarding, Fundraising, Membership and Marketing, Sport Development and Education.

Further detail as to the board's composition is dealt with in Principle Four below. For the avoidance of doubt, regardless of the identity of the other Directors the board shall have collective responsibility at all times for ensuring that proper consideration

is given to equality and disability representation on the board. This may be achieved by delegation of responsibility to a single director if appropriate, but if at any time the board deems it appropriate it may co-opt a director or appoint external consultants to assist with provision of expertise to support the board to achieve this.

Board Training

Induction of new directors is part of the initial training of a director. However, all directors require on-going training and development to ensure they are adequately informed and effective in their roles. A Director Training Plan will be maintained, it will include new training options for specific individuals as well as regular updates and refresher type sessions. Training may be provided within the board by directors imparting their own knowledge to others to improve the overall success of the board or by external trainers attending board sessions or by attendance on specific courses. Board training will include timely updates on any material legislative or regulatory changes.

Board Annual Evaluation

The board will collectively review and partake in a board evaluation at least once a year. The way the evaluation is undertaken may change year on year, it will however, always consider the effectiveness of the board as a whole as well as the effectiveness of individual directors.

The usual format of the evaluation will be as follows:

- Every director will carry out a paper-based self-assessment.
- An annual informal one-to-one meeting with the Chair will follow which will discuss the outcomes of the assessment.
- The Chair's meeting will take the form of a discussion with a maximum of two directors selected by the remaining members of the board.

The board may decide, at regular intervals during the life of any board, to vary the evaluation to include:

- an impartial individual from a similar sized organisation carrying out a more formal evaluation of the board as a whole and/or as individual directors – the evaluation results would then be fed back to WG for discussion; or

- bringing in an external consultant who undertakes a more detailed examination, with options for the results to be delivered to the board in a workshop style session or similar.

-

Codes of Conduct

BTAC will maintain up to date codes of conduct throughout the whole organisation, they will be reviewed at least every two years or sooner if circumstances require changes. The codes will form part of the rules, regulations and policies approved by the board and made

available via the website. The board Code of Conduct can be found at APPENDIX 2.

Role of President

Day to day management of BTAC is not the board's function and authority for achieving the goals is delegated to the President and the professional staff.

The role of the President is covered in detail within their job description, but some of the key work areas are listed here:

- Work with the board to formulate strategy and oversee its implementation.
- Ensure continued financial growth and sustainability of BTAC.
- Work with the board to ensure BTAC meets all its targets and objectives.
- Inspirationally lead and manage the organisation by providing leadership to the management team and staff of BTAC and ensuring the effective operation of the governing body.
- Be responsible to the board. and in particular work with the appointed financial controller relating to the overall financial health of BTAC.
- Promote BTAC proactively and professionally.
- Strive to recognise the sporting landscape, anticipate challenges and plan accordingly.
- Be a role model to participants and stakeholder.

2.6 PRINCIPLE THREE - SETTING VISION, MISSION AND PURPOSE

The board should set the strategy and vision of the organisation and ensure that it is followed without becoming involved in the operational delivery.

In part this Principle links back in to items covered by Principle 1 earlier in the handbook. However Principle Three sets an important proviso on the way the board should work, namely the non-involvement in operational delivery. At times, the directors may need to become involved in a pre-agreed intervention, if this is to be the case the decision must be clearly set out in the board minutes. Such actions should be short-term in nature and are not linked to the more regular ambassadorial role of the directors.

Clear Strategy

BTAC strategic decisions will always be delivered with accountability, transparency and clarity at their core. Strategic discussions must look at issues and opportunities from a number of angles and strive to maximise the ambition of BTAC. Directors need to consider emerging trends, future legislation and sporting developments, as well as member and stakeholder views. These will all influence debate and consideration of alternative strategies on the road towards the final decisions.

Underpinning the main strategy and vision of BTAC sit specific threads of work, often denoted as 'strategies' including effective communication (supported by innovative technology and social media) elite performance, development, risk etc. Each of these require board approval to enable operational delivery.

Part of the long-term strategic planning discussion should always include an agreement on succession planning for directors and senior executives. Setting a maximum term for directors feeds into this process.

Measuring Goals

The goals set in the strategy must be measurable and lead to sustainable success.

The goals, often referred to as Key Performance Indicators (KPIs) or Key Performance Areas (KPAAs), set targets and ownership. Progress will be reported at every board meeting and an annual review will take place.

The board shall require the executive function to provide sufficient reporting in quantitative and qualitative terms. It shall ensure that it is satisfied by the evidence of BTAC's performance against any KPIs and KPAs set to confirm the reported performance as appropriate. This shall form part of the board's role to 'check and challenge' the performance of the Company. The review will ensure that reporting focuses on progress against vision and strategy. The goals must remain relevant and meet the ambition and needs of Baton Twirling in Wales.

Forums and Sub-Groups of the Board

The board may set up forums to focus on specific aspects of BTAC work (for example, membership forum/s to focus on interests of different stakeholders). The terms of reference of such groups will be set by the board and regularly reviewed. The board may also delegate any particular functions to a sub-group of members of the board, specifying the terms of reference for each. For example, a 'Remunerations & Audit' sub-group may be constituted by the board to delegation (e.g.) a tasks of reviewing salaries and audit tasks.

2.7 PRINCIPLE FOUR - OBJECTIVITY: BALANCED, INCLUSIVE AND SKILLED BOARD

The board should be made up of individuals with the right balance of skills, knowledge and experience to meet the needs of the organisation. This includes independent expertise and for representation of the diversity of the sport and the communities they serve.

Skills Required for Board

Directors' roles shall be recruited for according to the appropriate skills needed for the particular role, taking into account the current constitution of the board at the time and the needs of BTAC.

Board Diversity

Conceiving and delivering strategies that will be ambitious and deliver the best for BTAC will mean critical analysis and effective problem solving, particularly in times of ever-changing fiscal environment. Having a group of volunteer directors that can provide everything required of the board is therefore essential. Putting the right people, of the right calibre, with the right skills and perspective in the BTAC boardroom, with them having trust in their own abilities is key to developing BTAC – i.e. having a diverse board.

When appointing directors with regards to diversity BTAC will consider the following:

- Diversity is more than age, ethnic and gender diversity; it is also diversity in skills, competencies, philosophies and life experiences.
- The make-up of the board should reflect membership diversity as well as the real world – ideally a mix of the two.
- A variety of director backgrounds to make BTAC more adaptable to its ever changing environment.
- An excessive focus on some characteristics (e.g. financial background, previous board experience, sporting or governing body experience) as a criterion for selecting directors may have the unintended consequence of appointing directors who are not the most suitable for the organisation's needs..

There is no uniform definition of board diversity but diversifying will generally following benefits:

- More effective decision making due to a greater range of perspectives.
- Better utilisation of the talent pool available to BTAC.
- Enhancement of corporate reputation and potential sponsor/funding relations by establishing BTAC as a responsible corporate organisation.
- Setting an example at the top which will hopefully have a trickle-down effect within the sport leading to more equality throughout.
-

BTAC will be mindful of the potential consequences arising from lack of board diversity:

- Board is 'groupthink', which is described as “a psychological behaviour of minimizing conflicts and reaching a consensus decision without critically evaluating alternative ideas in a cohesive in-group environment.” This can happen if a group of like-minded people get together but rarely happens if true diversity exists, as people from different backgrounds and with different life experiences are likely to approach similar problems in different ways. Groupthink can also arise with time – hence the need for “fresh blood” and maximum terms of office.
- Subgroups which can reduce group cohesiveness and trust among directors, leading to reluctance to share information within the board (this does not refer to purposefully set up sub-committees of the Board e.g. board audit committee but cliques or factions).
- Tokenism – where a person may feel that their presence is only to make up the numbers required leading them towards undervaluing their skills, achievements and experiences which in turn reduces their potential contribution to the board.
- Ignoring underlying attributes of potential directors as a sacrifice to meet the needs of diversity

BTAC has the following Board Diversity Policy statement:

“BTAC feel that it is essential for them to succeed as both a business and sporting organization to have a diverse board. The board should have a wide range of skills,

competencies and experience. Should the BTAC board identify a skill-gap within their board they will proactively recruit an individual with the required skills. A diverse board will include individuals with experience ranging from skills, geographical and business experiences, background, race, gender, disability and other distinctions. This will enable BTAC to develop the sport around Wales, fulfil their aims and objectives and meet the needs of their community”.

That Being said, BTAC will resist pressure to appoint unsuitable people to the board just to expand board diversity; skills base and the overall needs of the organisation will always be paramount.

Board Recruitment

A clear and transparent director recruitment process will be followed in all instances. The board shall scrutinise that process from time to time to ensure it meets the needs of the organisation and adequately reflects the objectives within Principle Four. Failure to adhere to this process may leave BTAC vulnerable to challenge and as such, all persons involved in the recruitment process should be aware of their responsibilities for its proper implementation. To ensure that these aims are achieved training in effective recruitment will be given.

All board appointments will be made on merit, in the context of the skills, experience, independence and knowledge that the Board as a whole requires to be effective.

Effective Relationships

Initial Director Induction will include introductions and brief bio outlines of the other directors and employees. The President needs to understand what motivates each director to volunteer on the board and create opportunities for the directors to socialise together.

Mixing outside of the boardroom will help build effective relationships within the board.

Directors are expected to show interest in the backgrounds, experiences and skills of board colleagues; this will assist with the development of trust and understanding. Directors are also expected to form good working relationships with stakeholders and with BTAC employees.

Staying informed for Decision Making

BTAC commits to using strong research and evidence in informing and guiding its decisions and working with relevant organisations and agencies to ensure that the sport of baton twirling contributes positively and effectively in the delivery of physical literacy, health and wellbeing in Wales. To achieve this the directors, president and staff with the support of members, partners, funders, local and national government, leisure providers, volunteers, businesses and communities will all need to work together. The starting point on the road to achieving our goals is the informed decision making of the board.

All board members must take steps to ensure that they have all the information necessary to take decisions about the sport. In practical terms, directors should be provided in a timely manner with all papers for them to consider. Board members should set time aside to read and reflect on board papers and briefing notes before each meeting, meet with senior staff on a regular basis, read publications and websites about the sport and attend a reasonable number of events, competitions and functions with options will meet players and supporters.

2.8 PRINCIPLE FIVE - STANDARDS, SYSTEMS AND CONTROLS

The board needs to be conscious of its operational standards, and of its role in exercising appropriate and effective control of the organisation.

Data Protection

BTAC is committed to compliance with the requirements of the Data Protection Act (DPA) 1998, the General Data Protection Regulations and any subsequent amendments and is registered with the Information Commissioner's Office. All BTAC policies and procedures will use data management in the manner that is in line with this compliance.

The board will set policies and procedures to ensure that directors, employees, volunteers and agents who have access to personal data held by BTAC are fully aware of and abide by their responsibilities and duties under the DPA and all other relevant legislation.

Data Protection Principles

BTAC is required to ensure that your personal data is:

- ✓ processed fairly and lawfully;
- ✓ gathered and processed only for specific and lawful purposes;
- ✓ adequate, relevant and not excessive;
- ✓ accurate and kept up to date;
- ✓ not kept for any longer than is necessary;
- ✓ processed in accordance with your rights under the DPA;
- ✓ protected against accidental loss, damage or destruction;
- ✓ not transferred outside the European Economic Area unless adequate data protection levels are in place (Note: this clause may change post Brexit)

Delegation

The board will need to delegate parts of its work to others in a clear, practical and legal manner but must remain in ultimate control of all delegations. Delegations may be made to individual directors, sub-committees, the President, other staff,

volunteers and consultants. Delegations must comply with the terms of BTACs articles and any relevant legislation.

Delegations to staff and non-director volunteers should normally be through the CEO or as a minimum with the President's knowledge.

In all cases there must be clear written delegated authority which is fully understood by those taking on the delegated "task" and those delegating the authority need to monitor the performance of individuals and/or groups regularly to ensure that the delegated "task" is being performed as agreed.

With regard to delegations agreed by the board:

- Actions taken under delegated authority must always be entirely consistent with the interests of BTAC and the requirements of the board.
- There must be a process of monitoring the outcomes of the delegation within agreed timescales.
- All delegated authorities must have clear limits relating to budgetary control/impact.
- A process of annual review of all levels of board delegation will take place, this allows the responsibility (which is still held by the board) to be considered in line with the requirements of BTAC going forward e.g. bank signatories, TOR for committees, specific delegations to directors and the President outside of normal work.
- Where the board has delegated specific roles to individual directors ultimate responsibility still rests with the board as a whole. In such situations the board member(s) concerned should separate the specific roles from their wider director role.
- It should be ensured that staff, volunteers and agents have sufficient delegated authority to discharge their duties.
-

Health & Safety

Rules and regulations particular to gymnastics, especially those around competitions, are in part set to comply with regulations relating to H&S, even though this might not at first be recognisable. These rules will include topics like supervision (coaching staff to athlete ratios) and training, emergency procedures and medical provision. Some of these rules and procedures may go beyond the standard

requirements of workplace health and safety which in itself is legal requirement. They reflect the duties of care that BTAC may owe to stakeholders in certain scenarios, and best practice.

BTAC has a responsibility for its volunteers. However, anyone (including volunteers) with control of non-domestic premises has legal responsibilities in law to make the premises, and any equipment or substances provided for use there, safe so far as is 'reasonably practicable'. BTAC will do everything 'reasonably practicable' to protect people from harm. (Reasonably practicable means balancing the level of risk against the measures needed to control the real risk in terms of finance, time, potential danger etc. It does not mean taking every possible precaution and will depend on the facts in each case.) Actions that would be grossly disproportionate to the level of risk are therefore not relevant to H&S management.

Below are some of the usual terms used linked to H&S, more details can be found on the H&S website section on sports activities

<http://www.hse.gov.uk/entertainment/leisure/>

- Hazard means anything that can cause harm.
- Risk is the chance, high or low, that somebody will be harmed by the hazard.
- Risk control involves taking steps to reduce the chance, and/or mitigate the consequences, of the hazard causing harm.
- Risk assessment evaluates the risks and decides whether precautions are adequate or more should be done.
-

Financial Matters

The Financial Principles and Procedures document, approved by the board, summaries the financial framework by which BTAC is governed. Management accounts are to be prepared for each calendar month, the agreed accounting conventions are used to ensure that income is accurately reported and all expenses included. At board meetings, the management accounts are presented for the preceding period and a comparison to budget made which highlights any significant deviations from the anticipated income and expenditure, allowing board monitoring to be by exception.

All budget holders have an absolute responsibility to bring any concerns about day to day financial operation or potential issues arising from budgetary constraints directly to the President who will raise the matter with the board if necessary.

Audit of Annual Accounts

The board should consider BTAC's audit and accounting requirements on an annual basis and consider appointment of accountants (or external auditors if so decided) for the financial year. The decision as to whether the BTAC annual accounts shall be audited lies with the board.

Risk Management

The management of risk is a duty of the board. BTAC has a detailed risk management strategy and risk register that identifies actual and potential risks to the organisation and the successful delivery of its strategic goals. Mitigating actions are set in place to minimize or eliminate the risks, the risk management plan is integrated into and co-ordinates with, the BTAC annual operational plan.

[Risk is the likelihood of harm from a particular hazard occurring and the likely severity of the harm (e.g. loss of funding, fraud, doping issue, reputational damage)].

The President on behalf of BTAC the Board:

- ☐ sets the tone and influences the culture of risk management this includes:
 - communicating BTAC's approach to risk;
 - determining what types of risk are acceptable and which are not; and
 - setting the standards and expectations of staff and volunteers with respect to conduct and probity;
- ☐ determines the appropriate risk appetite or level of exposure;
- ☐ approves major decisions affecting the risk profile or exposure, identifies risks and monitors the management of fundamental risks to reduce the likelihood of unwelcome surprises;
- ☐ considers financial income and expenditure risks alongside reserves management;
- ☐ monitors risks, ensuring the risk owners are actively managing their risk areas using appropriate controls and effective working practices.

The board and President will, at least annually, review the approach to risk management and approve changes or improvements to key elements of its processes and procedures.

Business Continuity Plan

The BTAC Business Continuity Plan (BCP) has clear purpose to anticipate crises that could affect BTAC and planning for them to make sure that the business can continue to function in the event of an emergency, ensuring that a crisis is managed effectively before it escalates to a disaster. It sets out how BTAC will be prepared if factors outside our control e.g. fire, flood, terrorism, illness, prevent the normal continuance of our business.

BTAC board and President maintains the BCP which has the following aims to:

- define clear roles and responsibilities;
- prioritise the critical functions of the business;
- analyse the emergency risks to the business;
- detail the agreed response to an emergency;
- identify Key Contacts during an emergency.
-

Cyber Security

BTAC is alert to the risks presented by information technology and takes appropriate steps to ensure that at all times it maintains adequate protections for its systems and personal data.

Keeping Safe

Safeguarding is critical to BTAC in all its activities and a priority in everything it does. BTAC therefore takes steps to ensure that at all times it maintains appropriate safeguarding policies and guidance, available on its website or upon request from its head office. BTAC shall maintain appropriate safeguarding policies and procedures which shall be in line with national guidelines and best practice at all times.

Anti-Doping

BTAC is dedicated to ensuring a clean and fair competition environment for all participants in the sport. BTAC works with WBTF and UK Anti-Doping to ensure it maintains the best practice and guidelines. BTAC board shall ensure that they are up to date with any material changes to the UK Anti-Doping Rules and take responsibility for ensuring BTAC policies are up to date at all times.

Anti-Corruption

The BTAC board shall ensure that it complies with all anti-corruption legislation including the Bribery Act 2010.

Conflicts of Interest

BTAC seeks to uphold the highest standards of governance in relation to the resources made available by its members, sponsors and the Sport Wales. It is important to avoid actual or potential conflicts arising between the interests of the governing body and the interests of its staff and members. BTAC therefore maintains a register of interests for all staff and board members which is updated annually. Anyone becoming aware of a potential conflict of interest should immediately inform the President.

See also below at Principle Six.

Insurance

The Business Manager is responsible for ensuring that all relevant and adequate insurance policies are in place from time to time. The board shall be entitled to have directors' insurance in place at the expense of BTAC.

2.9 PRINCIPLE SIX - ACCOUNTABILITY AND TRANSPARENCY

The board needs to be open and accountable to its athletes, participants and members and its actions should stand up to scrutiny of all stakeholders.

Directors are responsible for decisions as detailed earlier in the Handbook, therefore directors must ask questions about issues which they do not fully understand. Often the most useful word in a board meeting is “Why?”. Matters that require specialist technical knowledge to enable a decision to be made require special treatment. The majority of technical discussions should take place in sub-groups with terms of reference relating to technical matters. Sub-groups of the board are expected to provide recommendations to allow the board to make informed decisions. If the board is required to make a decision that might be very difficult, or controversial, or does not have a clear recommendation from a sub-group, the President should obtain appropriate expertise guidance to assist the board with the decision. A board member is not absolved from responsibility of a decision if they abstain merely because you do not understand the issue; discussions should continue as long as possible until the President believes that all issues and points of view have been covered, thus enabling a decision to be reached.

Conflict of Interest Policy and Management of Conflict

BTAC requires that employees/Volunteers conduct their affairs with the highest standard of integrity in order to protect the interests of BTAC and themselves. Employees and officers should therefore avoid placing themselves in any position which may lead to their interests conflicting with those of BTAC.

A conflict of interest exists when a person’s interests or duties to one person or body conflict with those of another in which they are interested. That may be an ‘actual’ or merely a ‘potential’ conflict, but it is vital to recognise and avoid potential conflicts. Such conflicts can arise in a wide range of scenarios and do not need to relate to financial interests or relationships. Directors and employees of BTAC must therefore at all times familiarise themselves with any relevant legislative provisions and contractual ones relating to conflicts and ensure those are avoided.

It is the responsibility of the employee to advise the President if they suspect a conflict of interest may occur. Failure to do so may result disciplinary action.

Whilst best avoided, it is recognised and accepted that occasionally potential conflicts may arise. There is no definitive right or wrong approach to handling potential conflicts of interest. Ultimately, in most cases, the issue is about the application of common sense. BTAC has a detailed section on conflict within the Staff Handbook that also references directors and sub-committee members. The aim of conflict management is to protect both BTAC and the individuals concerned from any appearance of improper behaviour.

Hospitality, Gifts and Awards

Individuals, particularly directors, must avoid situations where they, or BTAC, could be open to suspicion of dishonesty, for that reason hospitality and gifts need careful consideration.

Individuals should always have in mind the need not to give the impression to any of their colleagues, or organisations with whom they deal, BTAC members or the public, that they may be influenced or have been influenced by any gift or consideration to show favour or disfavour to a person or organisation whilst acting in an official BTAC capacity. To ensure this is the case BTAC has agreed a policy and process to be followed.

If there is some doubt raised, or a director or committee member has any doubt about the propriety of accepting any gift, benefit or hospitality, the President, must be consulted, whose decision shall be final.

If an individual is approached by an outside organisation about the offer of an award or prize in any way connected with their official BTAC duty, the President must be consulted. Retention of the award or prize will normally be allowed, having regard to considerations of propriety and the risk of criticism.

General and Vexatious Complaints and Grievances

BTAC has a full complement of policies and procedures relating to complaints and grievances which can be found in the policies and procedures.

Disciplinary Process

The HR policies and procedures set out a process for handling disciplinary issues for employees.

Use of Social Networking Sites

BTAC have a social media policy that covers all officials, athletes and anyone else associated with the organization.

Confidential Information & Confidentiality

All BTAC work will be delivered with accountability, transparency and clarity at its core, as we strive to achieve our goals. The board however recognises that some information held may be confidential to the company or to a person, club or organisation associated with the BTAC. Examples of confidential information may include specific contract or financial information, commercially sensitive information, personal data held for employees and/or athletes, antidoping results or similar. A Confidentiality Policy shall always remain in force, see Appendix 3

Communication Strategy

BTAC recognises that good communication with members and stakeholders is a fundamental of good marketing practice. It shall therefore maintain a stakeholder map and have in place communication strategies appropriate to all stakeholders as necessary.

Furthermore BTAC is committed to the communities in which it operates. It therefore recognises the Welsh language equally to the English language within Wales. This bilingual policy sets out the general principles which shall apply to providing Welsh language services in Wales. BTAC communication strategy will naturally evolve as new services and initiatives become available, it will be subject to regular review by the Board.

2.10 PRINCIPLE SEVEN - UNDERSTANDING AND ENGAGING WITH THE SPORTING LANDSCAPE

The board needs to be aware of the international and domestic sporting environment and position its organisation appropriately.

The board needs to appreciate relationships that exist in and around BTAC. The requirements relating to BTAC board meetings are outlined below under 'staying informed' however external relationship understanding needs more consideration. The BTAC website provides information about sponsors and partners and should be kept up to date and relevant, for new directors it should be the first port of call for an insight into how BTAC fits within the sporting landscape.

The GLFW suggests that the board should understand key relationships particularly with commercial and funding partners; this understanding helps with decision making and allows mutual benefits of partnership to be maximised.

A communications plan, which includes a drive on promotional material to facilitate targeted networking (part of commercial planning/reporting), shall be included in the communications strategy and regularly reviewed to determine value and effectiveness.

Defining the relationship between the organisation and its disciplines, clubs, coaches, members and participants and the responsibilities the sport has to each constituent is another identified point under this principle. BTAC will continue to work hard on member and stakeholder engagement as it is vital to understanding our sporting landscape.

Understanding the pyramid of competitive sport is critical and the pathways between grassroots and elite level participation for each discipline must be clearly articulated. In part this will be the role of the Technical Director, but the overall responsibility still lies with the board.

2.11 APPENDIX 1 The General Duties of a Director include: -

- Defining the BTAC's Vision, Mission and Purpose, it's direction, goals and priorities, ensuring they are clearly articulated and that there is wide understanding and support for them.
- Agreeing the strategy, plans, policies and the funding required to achieve the aims.
- Ensuring that company operations are in line with the agreed strategy.
- Gaining the members and stakeholders views in determining direction and goals and maintaining communication and engagement with them.
- Specifying Key Performance Indicators (KPIs) and approving the availability of resources to achieve them.
- Monitoring the progress of BTAC against strategy, plans and goals.
- Setting long term and annual budgets and monitoring financial performance against each.
- Developing a governance policy "umbrella" that ensures compliance with all legal and regulatory requirements, contractual requirements and statements of best practice, whilst ensuring BTAC conducts its business in an open and transparent manner.
- Guarding and serving the interests of members and other stakeholders, including responsibilities to funding partners, employees, sponsors and the community at large.
- Taking reasonable steps for the prevention and detection of fraud and other irregularities.
- Establishing a framework for assessment and management of risk.
- Safeguarding BTAC assets and agreeing a Reserves Management process.
- Recruiting, appointing, monitoring and supporting the President.
- Setting standards and evaluating the Board's own performance so that it can improve as a collective and as individual Directors within it.
- Ensuring that there is appropriate succession planning.
- Focusing on the future not the past.
- Individual directors taking a lead responsibility for range of duties or a specific project e.g. chairing a subcommittee on behalf of the board, leading a task &

finish group etc. An agreed level of delegation will be approved by the board for any such additional duties.

2.12 APPENDIX 2 Board Code of Conduct

The purpose of this code is to maintain high standards of conduct, assist directors in their voluntary role and to protect the best interests of our organisation.

As a Board member I will:

- ✓ promote and embed our values, aims and policies
- ✓ act only in the interests of BTAC and not on behalf of any constituency or interest group (the knowledge and understanding that each Board member brings from their own experience is highly valued, but Board members are not allowed to act as representatives of any constituency or interest group)
- ✓ help establish and maintain robust and comprehensive governance processes and regulations that are regularly reviewed (including a comprehensive list of Board delegated authorities)
- ✓ actively contribute to the effective work of the board by:
 - conducting a detailed review of board papers and any additional organisational data, KPIs and targets, so as to understand our progress, performance and challenges as an organisation;
 - regular attendance, participation and contribution at meetings including constructive challenge;
 - ensuring timely response to agreed actions, requests for information and guidance from fellow directors and the President;
 - attending the AGM and any other general meetings as well as BTAC events (as and when required);
 - deal with issues of clarification “offline” before board meetings if it relates to a board agenda item and maintain a sharp focus on agenda items in meetings, to ensure meetings run to time and that time is utilised to best effect;
- ✓ attempt to reach decisions by consensus
- ✓ attend relevant training events and take reasonable steps to ensure that I am aware of the development of public policy and other issues which may affect my role and the work of BTAC
- ✓ undertake my role giving consideration to the Governance and Leadership Principles that BTAC has signed up to including but not limited to:

- I take a firm position in protecting the principles of good governance agreed in our organisation;
- I declare any conflicts of interest – and behave in a visibly impartial manner on issues relating; to my own personal/professional matters;
- I demonstrate the organisation's values in what I say and how I act;
- I raise awareness of and champion equality and diversity at every opportunity;
- I always use appropriate and respectful language and behaviour;
- I maintain a balanced positive disposition in the face of challenges;
- I publically support group decisions by the board, even if my personal opinion is different; I champion these decisions in a credible way with all stakeholders;
- I ensure that I am up-to-date with the organisation's risk register and am proactive in anticipating any potential threats to the organisation;
- I offer or encourage creative actions to mitigate potential risks;
- I actively seek feedback on my own board performance; and ensure we learn and improve as a collective board;
- I seek to understand and actively listen to the needs and perspectives of stakeholder groups in an open and transparent way;
- I demonstrate a high degree of self-awareness and consider others views and opinions before making a decision
- I contribute to robust decision making that concludes with clear actions and ownership
- I respect and support peoples' differing communication preferences
- I take an active part in effectively engaging and networking with our key stakeholders

It is vital that directors:

- seek positive and constructive resolution to those issues where differences in opinion exist and where a vote is taken accept the decision of the majority
- respect the office of the President of the meeting, to ensure the orderly conduct of meetings
- observe the highest ethical standards of impartiality, integrity and objectivity in relation to the stewardship of funds and the management of BTAC

- act in a way considered to be in good faith and would be most likely to promote the success of the company for the benefit of its members as a whole
- maximise value for money through ensuring that services are delivered in the most economical, efficient and effective way, within available resources
- maintain focus on the strategic development of BTAC through planning, prioritising, performance monitoring and evaluation - remembering that Directors are not always expected to engage in the day to day operation of the NGB unless it is a planned intervention
- support fellow directors and the President in their leadership of the organisation
- seek to work effectively with the President to advise, guide, enable and support
- respect the rights, dignity and worth of all people involved in the BTAC, regardless of gender, race, marital status, colour, disability, sexuality, age, occupation, religion or political opinion
- at all times act as an ambassador and advocate for BTAC promoting the organisation's key messages and always presenting the organisation and its people in a positive light

I will not

☐ attempt to exercise individual authority over BTAC or its staff and volunteers except as explicitly set forth in board policies (including lead responsibility areas) or linked to

line management

☐ consume alcoholic drinks or illegal substances or smoke during board meetings

Declarations of Interest

All board members are required to:

- ❖ complete and sign the Declaration of Interests form(s) and comply with the WG conflict of interest policy and procedures as amended from time to time
- ❖ ensure that private or personal financial interest never influences decisions
- ❖ ensure that the position as a board member is not used for personal gain
- ❖ disclose to the chair any direct or indirect pecuniary interest or other interests which are not pecuniary, but which could influence judgment or give the impression that the board or board director was acting for personal motives

- ❖ note that the chair of board meetings has the right to request that a director withdraws from any meeting or any part of a meeting when any such conflict of interest exists
- ❖ comply with BTAC policy for hospitality and gifts

In the event of a director considering that another board member has an interest which

should be disclosed, they have a duty under the 2006 Companies Act to report that matter immediately to the chairman of the meeting.

Employment

Board members must not use their positions to obtain for themselves, family members, or close associates, employment within BTAC.

Should a director be considered for employment, they must temporarily withdraw from

board deliberations, voting and access to applicable board information that might relate to the employment.

Confidentiality

Directors should not pass any confidential information gained through their involvement

with BTAC to a third party without the approval of the President.

UK Bribery Act

Directors must be aware of, and comply with, the requirements of the UK Bribery Act 2010

which has two general offences:-

- ☐ the offering, promising or giving of an advantage, and
- ☐ the requesting, agreeing to receive or accepting of an advantage

[The offence applies to bribery relating to any function of a public nature, connected with a business, performed in the course of a person's employment or performed on behalf of a company or another body of persons. The function or activity may be carried out either in the UK or abroad and need have no connection with the UK. The Bribery Act includes a new form of corporate criminal liability where there is a failure to prevent bribery perpetrated on behalf of a "relevant commercial organisation"].

Outside Activities

Directors should always consider themselves as being potentially regarded as ambassadors of BTAC and should, therefore, ensure that none of their other activities has the effect of bringing the BTAC into disrepute.

2.13 APPENDIX 3 Confidential Information & Confidentiality

Usually information held by the BTAC (in any form whatsoever, whether written, oral, visual or electronic), unless otherwise stated, shall not be considered as Confidential Information.

Confidential Information shall exclude:

- all information about BTAC unless identified specifically as being of a confidential nature
- information which is in the public domain other than as a result of a breach of BTAC confidentiality procedures
- information which can be demonstrated in writing was received from a third party which itself was not under any obligation of confidence in relation to that information.

Copies means all reproductions (hard copy or electronic); **Disclosing Person**

means an Authorised Person required by law to make a disclosure; **Rules and**

Regulations means the BTAC rules and regulations in force and as amended from time to time.

Confidentiality Undertakings

The Authorised Persons undertake to:

- Keep all Confidential Information secret
- Only use Confidential Information in connection with the purposes for which it has been granted
- Take all reasonable action to ensure that, within the organisation, the Confidential Information is not made available to any person who is not an Authorised Person; and
- Use all reasonable endeavours to ensure that Confidential Information within their control is kept securely protected against theft or unauthorised access and shall maintain its security, integrity and confidentiality.

Disclosure to Authorised Persons

- Confidential Information may be disclosed to Authorised Persons on a 'need to know' basis only.
- An Authorised Person will immediately notify the President if they become aware of any unauthorised use or disclosure by any Authorised Person or other third party.

Mandatory Disclosure

The Authorised Person(s) may disclose any Confidential Information to any regulator, law enforcement agency or third party if it is required to do so by law. In those circumstances the person making the mandatory disclosure is considered to be the Disclosing Person and shall:

- (Provided it is lawful to do so) notify the other Authorised Person(s) in writing as soon as practicable before the disclosure;
- Use all reasonable endeavours to consult with the other Authorised Person(s) with a view to agreeing the timing, manner and extent of the disclosure; and
- In any event use all reasonable endeavours to obtain written confidentiality undertakings in its favour from the third party (where applicable).

If the Disclosing Person is unable to inform the other Authorised Person(s) before Confidential Information is disclosed, it shall (provided that it is lawful to do so) fully inform the other Authorised Person(s) immediately afterwards in writing of the circumstances of the disclosure and nature of the Confidential Information which has been disclosed.

Non Mandatory Disclosure – Breaches of this Procedure

Each person who breaches this confidentiality procedure shall indemnify and hold harmless BTAC and other Authorised Person(s) against any and all costs, charges, damages, expenses and losses (including costs incurred in recovering same) that are incurred by the BTAC or other Authorised Person(s) as a result of any breach of this procedure.

General Provisions

- Nothing in this procedure shall exclude or restrict the liability of any person(s) arising out of fraud, fraudulent misrepresentation or fraudulent concealment.
- No variation of this procedure shall be effective unless it is agreed by the Board of Directors.



Section 3 Membership

3. Membership

BTAC offer membership in various formats, these include; full members, guest members and friend members. The full details of these are included below.

3.1 Governance

- A) The Athlete is eligible to compete at the sport of baton Twirling and has not been excluded by any world governing body
- B) The athlete agrees to adhere to the generally accepted conduct of the sport and the association BTAC including sportsmanship requirements.
- C) The athlete has not previously had a membership arrangement with ourselves terminated.
- D) All welsh athletes will hold their primary membership with their home country (wales) and memberships to any other national association must be done so on an affiliate or equivalent basis.

Member is agreed by the Executive committee of BTAC. No reason need be given when refusing an application. If an application is rejected, the unsuccessful applicant is entitled to present its application to the next General Meeting, which may admit any applicant by a two-thirds majority vote. Admission occurs when an applicant's application for membership has been accepted by the BTAC executive committee. Admission to membership and renewal of membership by payment of the annual membership fee, constitutes a contract between BTAC and the Member. The terms of that contract include the term that in return for membership in BTAC, Members agree to abide by BTAC's Constitution, rules and regulations, and to abide by decisions of the BTAC's Executive committee, and to comply with the World Anti-Doping Code, the BTAC anti-Doping Code, including requiring all athletes and support personnel recognize and be bound by the World Anti-Doping Code and the BTAC anti-Doping Code.

All members must be notified in writing of any change in membership terms.

BTAC membership cycle runs from Jan-Dec, membership payment (if applicable) ,must be paid by the deadline each year as stipulated by the executive committee. Late membership will be accepted but an additional administration

fee may be charged. Athletes may not take part in any BTAC activities until a membership type has been selected and paid for (if applicable).

3.2 Team Membership

Team membership allows teams to enter teams into all events and selections.

Each team will be allowed one corp director and one coach membership included within their membership rate.

By becoming a member of BTAC teams will automatically receive insurance cover for their team whilst at competitions but also at their training session.

3.3 Full Membership

Full membership includes;

- International selection opportunities
- Discounted fees for entries into the BTAC competitions
- Discounted costs for BTAC seminars
- Access to European levels training and assessments
- Short program training

3.4 Guest membership

- Eligibility to compete at BTAC competitions
- Eligibility to take part in all BTAC seminars

3.5 International membership

- The member only wishes to represent Wales and does not attend Welsh competitions, but can enter selections.
- As the member does not actively part-take in the development of the sport in Wales, they pay a higher rate of membership to compensate BTAC for their lack of participation.

3.6 Friend membership

- Quarterly newsletter containing latest news and information
- Invitation to the annual members dinner (costs apply, subject to numbers)

***Copy of membership form ***

BTAC Member Application Form 2020

First Names

Surname

Contact Phone Number E-mail

Address

Street

Area

City/Town

Postcode

Type of Membership: Competing Athlete/Spectator **Delete as appropriate

Date of Birth

If under 18 years of age, name and contact details of Parent or Guardian (print below)

Name.....

Address

.....

Contact Number

Notifiable illness or conditions *

I agree to have my photograph taken and printed upon an ID badge, which must be worn to all competitions. I also agree to any video footage and photography being taken and used for training and publicity purposes.

I also agree and understand that my information will be taken, stored and only used for the purposes of BTAC and that you will only be contacted about relevant information/Queries on the matters of BTAC and its membership events.

The first ID card is included with the membership fee. Replacement ID badges due to loss must be ordered 7 working days prior to an event and will be charged at £4.00. Badges subject to general wear and tear will be replaced free of charge.

Signed:

Date:

***Please Note:** BTAC will take no responsibility in either monitoring or administering medication of any kind. Medication is entirely the responsibility of either the Athlete or attending Parent/ Gaurdian.



Section 4

General Policies and Procedures

4. General policies and procedures

4.1 Honorary membership and awards

BTAC will award honorary awards and membership to those who have gone above and beyond with their assistance to the objectives of the organisation and/or its members.

Honorary members will be listed in the honorary members listing, as and when they are awarded.

4.2 Code of ethics

4.1.1 Character development

1. All officers, team member delegates, technical advisors and judges must agree to abide by all the rules and regulations of BTAC.
2. All officers, team members, technical advisors and judges shall make every effort to encourage good sportsmanship among athletes, judges, coaches, parents and other BTAC members.
3. All officers, team members, technical advisors and judges shall not make false claims against BTAC.

4.1.2 Professionalism

1. All officers, team members technical members and judges shall conduct themselves in a respectable manner.
2. All officers, team members, technical members and judges shall use discretion in commenting, directly or indirectly on ethics of twirling organisations both locally, nationally and internationally.
3. All officers, team members, technical members and judges shall conduct themselves in a sportsmanlike manner at all meetings, competitions, clinics or other events when representing BTAC.

4.1.3 Correspondence

All official BTAC correspondence will be sent to all member teams via their registered team manager.

Official documents including rulebooks, policies and procedures and programme will be made available upon a new team joining and also upon request.

All contact between meetings between the board members and member teams must be conducted through the email service.

Members must correspond with BTAC through their registered team manager via email.

4.1.4 Use of BTAC Logo.

BTAC should use their official logo on officially issued correspondence. Member team managers may use the BTAC logo in their marketing providing they gain written permission from BTAC board and it is only used for the purpose in which it was requested. No other individual or organisation are permitted to use the BTAC logo without receiving permission beforehand.

4.2 Definition of a Baton

A standard baton is a chrome-plated steel shaft with varying size weights in either end. The weights are either pounded or pressure fitted. The weights are covered with a white ball (the large end) and a small white rubber tip covering the other end. Various batons have various balance points depending upon size and weight.

Most batons come in sizes from 14 to 32 inches (35.56 cm to 81.28 cm) and are either 3/8 inch (0.9525 cm) in diameter or 7/16 inch (1.1113 cm) in diameter. Some batons are available in 5/16 inch (0.7938 cm) diameter.

The normal standard baton weighs about 8 ounces (or 0.22 kg). However, the length would also enter into the weight.

If a baton has either a colored shaft or colored tips, it will be considered an accessory.

4.3 Use of Grip Tape on Batons

The use of grip tape is optional. Grip tape can cover up to 1/3 of the shaft, divided equally from the center. Grip tape can be applied in solid, striped, or spiraled fashion. Only one color is allowed. Grip tape color may be black, grey, or white. No other grip tape color is permitted.

4.4 Use of Resin

Use of resin on the baton or on the competition floor is prohibited.

4.5 Venue requirements

All competition and training halls booked by BTAC must have certain requirements to be 'fit for purpose'.

The hall floor space should have at least 3 badminton courts, to allow for competition space, seating, warm up area and areas for stalls. The ceiling height should be deemed adequate by the technical board. International requirements for ceiling height is a minimum of 11 metres.

4.6 Food and refreshments

Food and refreshments should be available for purchase for athletes and spectators at all competitions, or seminars, music tests or any other event that athletes are required to attend.

1. Food should be reasonably priced
2. Food and drinks should be sufficiently varied and adequate quantities
3. The items should be sold in a suitable location
4. Although we cannot cater for all allergies, the shop should be mindful of healthy options and wherever necessary should make athletes aware of contents for allergy purposes.

4.7 Insurance

Public Liability insurance will be provided by BTAC for all its member teams in the conduct of their service, when they train, perform and compete.

Details of the level of cover is below.

4.8 Foul or abusive language

At any competition, event or international trip any participating athlete, officer, team member delegates, technical members or judges are prohibited from using foul or offensive language at any time. Repeated violations may result in the possible suspension of the individual by the BTAC board.

4.9 In General

During any event in which BTAC or any of our members take part, if any situation occurs which is not covered by the BTAC policies and procedures and by-laws, the incident must be taken to the executive committee of BTAC.

4.10 Pregnant Athlete Policy

Athletes who are pregnant are obliged to inform BTAC prior to any competition and must present to the BTAC President a letter from her physician confirming that it is safe for her and her unborn child to compete in the event. BTAC will hold the medical information in strict confidence, unless it must be disclosed to medical personnel in the event of an emergency where it is necessary and required to disclose this information to the attending medical personnel.

4.11 Emergency procedures policy

In the event of an emergency at a competition or BTAC hosted event, the venue emergency policy must be brought into practice.

It is essential that the attendees at any event are briefed on the emergency procedures and evacuation plan at the beginning of all events.

4.12 Fire drills and fire requirements

As Above

4.13 Medical information

Medical information on athletes will not be stored unless it may affect their twirling or their performance at competitions. Parents are invited to make the association aware of any pre-existing medical conditions of all athletes. If an Athletes struggles with an injury, BTAC may ask the athlete to provide a certificate from a medical practitioner to prove the athlete is fit and well enough to train and compete.

4.14 First aid

As our competitions are usually quite small in attendees, we are not obliged to provide an emergency responder. However, 3 members of the EC have received first aid training and are first aid qualified. Meaning if there was a medical emergency at an event, they would be able to administer first aid until the emergency service arrive.

As and when the competitions grow, we shall seek first aid provisions.

4.15 Risk assessment

Firstly you need to consider:

- Risk assessments are not difficult but they take time to do properly.
- It pays to be sensible and spread the load as far as possible, it is not something that one person should do!
- People should carry out risk assessments in their own particular areas of responsibility such as premises, equipment maintenance, catering, manual handling, event management, finance etc. or other specialist areas specific to your organisation.

The advantage of adopting this system is that the people carrying out the risk assessments will have detailed knowledge of the areas concerned. People are also more likely to buy into the process if they have been involved in writing the assessment rather than having it imposed upon them.

The risk assessment process and resulting **Risk Register** * (*the document that pulls all the identified risks and mitigation actions to reduce risks together*) should be coordinated by the lead employee (or identified volunteer) and the person who has overall responsibility for health and safety within your organisation. If this is the same person, then perhaps the Chair or Vice Chair might be the second person. Risk management and health and safety are key areas for the Board/Executive/Management Group to understand and continuously monitor.

Firstly, look systematically at each area with the aim of identifying all the hazards, risks and existing safety measures to mitigate the risk e.g. policies, procedures, action plans etc. Then consider if any additional safety measures or 'controls' if put in place would reduce the risks further.

A **hazard** is something with the **potential to cause harm** and this can include substances or machines as well as methods of work/activities.

Risk is the **likelihood** of harm from a particular **hazard** occurring and the **likely severity** of the harm (e.g. loss of funding, fraud, doping issue, reputational damage).

Risk assessments must be carried out for any activities that your organisation undertakes both in the usual place of work and away from your usual premises such as visits, fundraising activities etc.

To determine the **risk rating**, grade both the likelihood of something happening and the severity of the outcome should the event occur.

The likelihood is usually graded on a scale of 1 to 5 with one being low and five high. The severity is again graded on a scale of 1 to 5 with one representing low and five being high. Multiply these two values together to calculate the **risk rating**. The answer will be between 1 and 25.

To make life simple use a risk matrix. This allows prioritisation of actions needed to reduce the most exposed areas of risk first.

5 X 5 Risk Matrix

LIKELIHOOD	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
CONSEQUENCES						

Risk Rating

High
Medium
Low

*This document is a general guide only and does not provide legal advice
Canllaw cyffredinol yn unig yw'r ddogfen hon, nid yw'n darparu cyngor cyfreithiol*
*This document is a general guide only and does not provide legal advice
Canllaw cyffredinol yn unig yw'r ddogfen hon, nid yw'n darparu cyngor cyfreithiol*

Insert NGB Name & Logo

RISK ASSESSMENT	Date Prepared :
------------------------	-----------------

	Prepared By:		
	Revision No:		
<u>Site Name & Address</u> insert place activity will occur	<u>Location of Activity</u> insert location within the site		
Description of Activity: Complete details of the activity e.g. put up tents/set up court			
Logical Sequence of task and summary of key risk control measures: Insert full instructions to be followed to ensure safety of all concerned. <i>(e.g. setting up a tent in accordance with manufacturers instructions, authorised individuals to erect the tents then set up the tables paying attention to the stability on any uneven ground. At close of business, clear any remaining items and dismantle tables and return to store. Dismantle tent and put away in same store.)</i>			
Resources Required: X persons Duration : Hours/ Days Working Hours : set time			
Assessment of Significant Risks e.g. 1 Injury to Operatives (Access and Egress to Work area) 3 Injury to other persons 4 Manual Handling, tent, tables 10 Use of Hand Tools (erection of tent)	Injury (A) 3 3 3 3	Exposure (B) 6 10 4 2	Likelihood (C) 4 4 4 4
(A) INJURY SEVERITY: (Health, property damage, environment, as well as injury) 3: First Aid, 6: Lost Work Injury, 9: Major, 12: Fatal, 15: Multiple (B) NUMBER OF PERSONS EXPOSED TO HAZARDS: 2:1 Person, 4: 2-5 Persons, 6: 6-20 Persons, 8: 21-100 persons, 10: 100+ Persons (C) LIKELIHOOD OF AN INCIDENT OCCURRING WITH ESTABLISHED CONTROLS IN USE: 4: Remote, 8: Unlikely 12: Possible, 16: Likely (not surprised if an incident happens), 20: Certain to happen.			
Residual Risk Categories	18 LOW	61 MODERATE	91 SUBSTANTIAL
NOTE: Review control measures for all-			
Control Measures to be used:			

Insert any additional control measures e.g. No volunteers under 18 years of age to be involved in the erecting and dismantling process

Reviewed by Print Name:

Signed :

Position :

Note: The hazards identified and risk controls methods described in this plan are not exhaustive. It is the responsibility of those completing the activities to identify the hazards, assess the risks, and implement adequate controls prior to carrying out the activities..

4.16 International trips

Whenever BTAC members travel abroad to represent Wales, all athletes via their team manager will be given a cost of trip and set dates for them in which to make payments. The team will collect payments from their individual members and shall send these payments onto BTAC in one payment. If an individual is suffering from financial hardship and will need an extension, this should be raised with the BTAC executive committee for consideration. All athletes and Officials must travel through the arrangements made by BTAC with the host country. This is due to the Stay and Play requirements of BTAC's membership at international level.

4.17 Meetings

The executive board of BTAC will meet in accordance with the requirements of the constitution. There will be one AGM meeting per calendar year, which will be held on the weekend of Nationals. The AGM will be called and documents sent out from the Business Manager of BTAC. Each member team is eligible to send one representative from their team.

4.18 Oath

4.19 Sponsorship

BTAC will allow sponsorship for all events, competitions and international trips. The sponsors logo could appear in the programme, website, tracksuits, or any other signage depending upon the agreement with BTAC.

Sponsorship must be professionally designed and will also need to include the BTaC logo.

BTAC offer a sponsorship package to businesses and organisations. The purpose of our fundraising efforts is to obtain money for growth and development of BTAC to create more exposure and awareness of our sport.

4.20 Smoking policy

Smoking must only place in designated smoking areas.

4.21 Transgender policy

BTAC will formally adopt the transgender guidelines operated by WBTF.

IOC Consensus Meeting on Sex Reassignment and Hyperandrogenism November 2015

4.21.1 Participants:

Prof Dr Uğur Erdener Chairman, IOC Medical & Scientific Commission

Prof Arne Ljungqvist Former Chairman, IOC Medical Commission

Dr Stéphane Bermon Monaco Institute of Sports Medicine & Surgery, IAAF Medical
&

Scientific Senior Consultant

Michael Beloff, QC Barrister, Blackstone Chambers

Prof Gerard Conway Professor of Clinical Medicine, University College London

Prof Myron Genel Professor Emeritus of Pediatrics and Senior Research Scientist,
Yale Child Health Research Center

Yale University School of Medicine

Ms Joanna Harper Chief Medical Physicist, Radiation Oncology, Providence
Portland Medical Center

Prof Angelica Linden

Hirschberg

Department of Woman & Child Health, Division of Obstetrics &

Gynecology, Karolinska Institutet

Prof Dr Maria Jose Martinez

Patino

Faculty of Sport Sciences, University of Vigo

Prof Martin Ritzén Professor Emeritus, Dept of Woman and Child Health

Karolinska Institutet

Dr Eric Vilain Professor of Human Genetics, Pediatrics and Urology

Director, Center for Gender-Based Biology

Chief, Medical Genetics, Department of Pediatrics

Co-director, Clinical Genomic Center

David Geffen School of Medicine at UCLA

Jonathan Taylor Partner, Bird & Bird

Liz Riley Barrister, Bird & Bird

Dr Robin Mitchell Vice-Chair, IOC Medical & Scientific Commission

Dr Rania Elwani Member, IOC Medical & Scientific Commission

Dr Vidya Mohamed-Ali Member, IOC Medical & Scientific Commission

Prof Yannis Pitsiladis Member, IOC Medical & Scientific Commission

Dr Richard Budgett IOC Medical & Scientific Director

Dr Lars Engebretsen

Christian Thill

Château de Vidy, 1007 Lausanne,

Switzerland |www.olympic.org

IOC Head of Scientific Activities

IOC Senior Legal Counsel

4.21.2 Transgender guidelines

A. Since the 2003 Stockholm Consensus on Sex Reassignment in Sports, there has been a growing recognition of the importance of autonomy of gender identity in society, as reflected in the laws of many jurisdictions worldwide.

B. There are also, however, jurisdictions where autonomy of gender identity is

not recognised in law at all.

C. It is necessary to ensure insofar as possible that trans athletes are not excluded from the opportunity to participate in sporting competition.

D. The overriding sporting objective is and remains the guarantee of fair competition. Restrictions on participation are appropriate to the extent that they are necessary and proportionate to the achievement of that objective.

E. To require surgical anatomical changes as a pre-condition to participation is not necessary to preserve fair competition and may be inconsistent with developing legislation and notions of human rights.

F. Nothing in these guidelines is intended to undermine in any way the requirement to comply with the World Anti-Doping Code and the WADA International Standards.

G. These guidelines are a living document and will be subject to review in light of any scientific or medical developments.

In this spirit, the IOC Consensus Meeting agreed the following guidelines to be

taken into account by sports organisations when determining eligibility to compete in male and female competition:

1. Those who transition from female to male are eligible to compete in the male category without restriction.

2. Those who transition from male to female are eligible to compete in the female category under the following conditions:

- 2.1. The athlete has declared that her gender identity is female. The declaration cannot be changed, for sporting purposes, for a minimum of four years.

- 2.2. The athlete must demonstrate that her total testosterone level in serum has been below 10 nmol/L for at least 12 months prior to her first competition (with the requirement for any longer period to be based on a confidential case-by-case evaluation, considering whether or not 12 months is a sufficient length of time to minimize any advantage in women's competition). Château de Vidy, 1007 Lausanne, Switzerland
[|www.olympic.org](http://www.olympic.org)

- 2.3. The athlete's total testosterone level in serum must remain below 10 nmol/L throughout the period of desired eligibility to compete in the

female category.

2.4. Compliance with these conditions may be monitored by testing. In the event of non-compliance, the athlete's eligibility for female competition will be suspended for 12 months.

2) Hyperandrogenism in female athletes

In response to the interim award dated 24 July 2015 in *Chand v AFI and IAAF* CAS 2014/A/3759, the IOC Consensus Meeting recommended:

- Rules should be in place for the protection of women in sport and the promotion of the principles of fair competition.
- The IAAF, with support from other International Federations, National Olympic Committees and other sports organisations, is encouraged to revert to CAS with arguments and evidence to support the reinstatement of its hyperandrogenism rules.
- To avoid discrimination, if not eligible for female competition the athlete should be eligible to compete in male competition.

4.22 Picture & Video Policy

At all BTAC competitions it is suggested that limited filming from spectators exist. As a courtesy to the event, spectators whom chose to video may use personal phone, tablet or small camera that should not distract from the firing of the public event.

1. The use of lighting, flash, tripods, selfie sticks and large digital camera equipment in the spectator area will be prohibited.
2. These spectator videos should only be used for personal use.
3. BTAC reserves the right to remove videos posted on social media. This is for the protection of the athlete, quality of the video representing the sport of baton twirling and to avoid any conflict with the promotion and sales of official BTAC event material.
4. No video may be sold without prior permission from BTAC.
5. Btac reserve the right to sell any video or photograph

All photo graphs and videos may be filmed by the appointed photographer at the competitions, stored and sent to BTAC where they may distribute from there.

Photographs and video footage may be used by BTAC for training and publicity purposes.

All athletes/parents or guardians in the case of minors sign their registration form and give their permission for photo graph and video footage to be taken, used and stored for the development of the sport of baton twirling in Wales.

4.23 Communication Policy

4.24 Social Media Policy



Section 5

Competition Procedures

5. Competition procedures

As BTAC is the governing body for baton twirling in Wales, baton twirling competitions held in Wales will operate using these rules. It is the responsibility of the athletes, coaches, and parents to ensure that these rules are understood. Rules not specifically addressed in this rulebook will be addressed by the Technical Board, and in those cases, rulings by the Technical Board will be final.

5.1 Entry

Payments for all competition entries are made to BTAC via team managers.

All spectators at competitions must pay the relevant spectator fee as set out by the competition manager. These must be paid upon entry to the competition in cash.

At present programmes are given out on the door to those entering the competition free of charge. If BTAC make use of the sponsorship option and the membership numbers develop to a larger number in the future, than it may be more appropriate to charge for a programme.

Entries received after the designated deadline may not be accepted.

Payment for entries must be made before the closing date for the competition.

No refunds will be given for any withdrawals at or before the competition.

Entry into selections events will only be open to those who reside in Wales and have done for at least 3 years. Proof of residency may be requested as part of the selections process.

Athletes selection to represent Wales, must have a full passport in their own name with at least 6 months remaining on it at the time of the selection event.

*** Entry Fees Table ***

Entry Process

The entry process must be completed by the team manager for the team. It is completed by the completion of the entry spreadsheet. The spreadsheet will also calculate the total amount of the entries. The spreadsheet must then be emailed to the competition manager and the relevant payment made to the BTAC account.

Team managers are responsible for all the entries for their team, they must also make BTAC aware of any changes, error or withdrawals.

5.2 Hall requirements

The competition hall must meet the requirements of the events held at the competition. The floor space should be the equivalent or larger than 3 Badminton Courts.

The floor space needs to be able to house; at least 2 competition arenas, warm up area, seating for spectators, judges area, tabulation, stalls and entry table. The hall also needs to have an area where refreshments can be purchased and perhaps made, changing rooms and toilets for boys and girls and preferably an area where we can feed the judges and officials.

5.3 Personnel

Event and Administration personnel

1. BTAC PRESIDENT
2. Competition Manager
3. Competition secretary
4. Tabulation team
5. Awards
6. Volunteer work force
7. Marketing
8. Merchandise

1. The President

The president is responsible for the over-seeing of all elements of the competition, from the initial facilities booking right through to the clear up at the end. The president must ensure that all those involved in the process have fulfilled their obligations and that the well-being of the athletes and reputation of the organisation and not threatened in any way.

2. Competition Manager

The competition manager will be in charge of all elements of the competition, including; to ensure the hall is suitable and is booked, to check the facilities, to give instructions to the competition secretary, to book relevant judges and all other undefined management of the competition duties.

3. Competition Secretary

Their role is to complete all the administration in respect of the competition. They would take their instruction from the competition manager. The role will be to create the programme and ensure it is printed in addition to all the judging sheets. The competition secretary would also be the first port of call for any complaints on Competition day. Should the complaint need to be exculpated the secretary would make this decision.

The competition secretary would receive all the music for the competition and would compile a list ready for the music team.

4. Tabulation Team

This team are responsible for all tabulations of all results, they would create lists of awards to be made during the presentation. The presentation lists can then be read straight out by the presenter.

5. Awards

The awards person will be responsible for discussing the award requirement with the BTAC EC and would then gain quotations for the awards required. The awards person will be responsible for ensure the adequate number of awards and types are at the competition with the correct number of engraved titles etc.

6. The Volunteer workforce

The volunteer workforce, would include family members and friends of the BTAC EC. In the future it would also be good to allocate the help to one particular team per competition. The volunteer workforce would report into the Competition manager and would undertake any activities that the CM

requires them to complete. This will include; staffing the kitchen; running the door; collecting the raffle and more physical jobs such as moving furniture around and setting up the arenas.

7. Marketing

The marketing officer will be responsible for all aspects of marketing the competition. This will include Social Media, mail shots to all teams and potential teams as well as Local and National media and TV. The marketing officer would report into the President to ensure all communications are relevant and appropriate.

8. Merchandise

Merchandise will be available through the BTAC approved supplier. This may be at the competition but also outside of the competition event. Only approved companies may sell items at our competitions, although there may be various companies selling items at events.

5.4 Security

Security officers may be appointed if the BTAC EC feel it would be beneficial. Failing the assignment of a security company, an internal security officer may be appointed to ensure the running of the competition without security violation.

5.5 Short programme

At this time we do not include the short programme in our competitions, although it should be noted that if we attend a world championship event in Freestyle the athletes will be expected to complete the short programme. Should this situation arise then an appropriate clinic will be created to equip the athlete with the required skills.

5.6 Hosting of international competitions

As members of several international Twirling organisations we are able to put together a tender application to host an international competition in Wales. Each

international competitions has a specific set of requirements issued by the governing organisation. General things to consider would be; size of the competition venue, ceiling height floor size, additional rooms available for tabulations, stalls, lunches, VIPs, changing rooms, storage for props. Proximity to the airports, hotel accommodation locally, the organisers would also need to provide potentially an athletes party, first aid provisions. This section of the policy and procedure document, shall include the requirements of the organisations.

5.7 General Competition Rules

BTAC have been set up to develop participation of the sport of Baton Twirling throughout Wales and also ensure Wales has representation abroad. Competitions are a very important part of our organisations development and also contributes toward us hitting both objectives, by raising the profile of the sport in Wales and also raising the standard of competitive twirling.

A run sheet of the order of the competition will be prepared and issued to all teams in advance of the competition, anyone wishing to withdraw an individual or team must inform the competition secretary as soon as possible to prevent a delay on the day.

5.7.1 Costume

Except where specifically stated under event rules, there are no costume requirements other than competitors must wear a leotard or costume appropriate to the chosen event and not everyday clothing. No underwear (including bra straps) should be visible. Costume and shoes should be clean and without holes. Hairpieces should be fully secured.

5.7.2 Music

Music should be submitted electronically via Dropbox, prior to the competition or if not, i-Pod or Memory stick (no live music). Should the music stop during a performance dependent on music e.g. dance solo, competitors should stop in position and await resumption of the music, when they should restart their routine.

5.7.3 Mishaps

A mishap shall be defined as an incident hindering the performance of a competitor e.g. equipment or costume failure or illness. In the case of a mishap, timing shall

continue and competitor will be unable to re-perform. In extreme circumstances this can be over-ruled at the discretion of the Head Judge and Competition Director.

5.7.4 Responsibilities of Athletes, Corp Directors, Officials and Spectators

a) Conduct At all times during a competition, competitors, corps directors, officials and spectators are expected to conduct themselves in an orderly manner with good sportsmanship and dedication to the advancement of baton twirling. This also applies to misuse on any Social Media forums e.g. Facebook, Twirlchat, Twitter, etc. Unsporting conduct, any form of abuse (including discriminatory) or interference on behalf of, or against, a competitor may result in suspension from NBTA sanctioned competitions.

b) Changing Facilities At no time are males allowed in the female changing rooms and vice versa, with the exception of first aid requirements. Changing within the competition hall is not permitted. c) Warming Up Competitors are not permitted to warm up or practice with batons in the immediate competition area. Any competitor observed twirling in any area that is not designated for the purpose e.g. in the main hall, corridors, reception or areas normally set aside for spectators and the general public, by a competition official (committee member or judge) will in the first instance, receive a verbal warning, and the corps director/parent of the offender will be made aware of the situation.

d) Approaching Judges, Clerks and Tabulators All matters relating to the competition should be directed from the corps director/independent member to the Competition Director.

e) Flash Cameras The use of flash cameras in the competition hall is prohibited except at the presentation of awards.

f) Video Filming Only video filming of own competitors will be permitted at all competitions. NBTA Cymru reserve the right to view the film, in case of dispute and the film may be confiscated. The positioning of the camera will be at the discretion of the Competition Secretary. On occasion, for the purpose of video practise judging, the Technical Board, or a delegated representative, may video some classes. Some tablets/i-pads have a very strong light when filming, which can be very off-putting for competitors, like flash photography, so spectators may be asked to switch them off.

g) Accurate Publicity Competition results must be referred to accurately by rightful names, age divisions and class titles, when dealing with the press and other persons. A competitor, parent or corps director must be accurate when passing competition results and information. For example, if a win is not in an advanced division it should be pointed out.

h) Presentations When taking the floor at the conclusion of a competition for presentations, all competitors are expected to be appropriately dressed in competing costume. To receive an award, competitors must be in competing costume and on the presentation floor. Competitors are required to stay on the presentation floor until completion of all awards, unless prior authority has been obtained from the Competition Secretary.

i) Health and Safety To safeguard the wellbeing of all competitors, written confirmation of fitness to compete from a qualified physician may be requested, for anyone that has exhibited or has a history of illness or physical breakdown that could put that competitor and others at risk. The Association will not allow anyone to compete that cannot comply with this requirement. Supporters & competitors should be aware that baton twirling can be dangerous. They attend competitions at their own risk and abide by guidelines to keep themselves as safe as possible. Competitors should warm up their bodies and not attempt tricks that are too difficult, to avoid injury. Spectators should keep out and back from the marked arenas and be aware of what is going on around them. Young children should be supervised at all times and not left to wander around the competition venues.

5.7.5 Competition Complaints Procedure

All correspondence between BTAC and teams should be via the Team Leader. All complaints should be made in writing to the Secretary within 7 days of the incident. All complaints will endeavour to be dealt with within 14 days.

5.7.6 Ability

Athletes shall be entered at the ability they compete in elsewhere, team leaders should consult with Competition Secretary to ascertain what section to put an athlete in if unsure. When judging, judges will consider if the athlete is too accomplished to be in a lower ability bracket.



Section 6 Schedule of Events

6. Schedule of Events

6.1 DEFINITION OF PENALTIES

Drop unintentionally.	where the baton comes into contact with the ground unintentionally.
2 Hand Catch to avoid a drop Break	an intentional one-handed reception caught in two hands an unintentional stop in the flow of the twirling movement or series
Slip	a momentary loss of control, not necessarily causing a break. This is also incurred for releasing thumb flips from the end of the baton
Out of Step	when the competitor/s is out of step with the music i.e. the left foot NOT hitting the floor on the heavy beat
Improper Salute	a sloppy discourteous salute not performed
Fall	unintentional body contact with the floor
Floor Contact	when any part of the body, with the exception of feet, comes into contact with the floor intentionally or unintentionally, in an event where this is not allowed
Off pattern	when the baton is unintentionally twirled neither vertically or horizontally
Unison	where moves are not executed at the same time in routines with two or more members, or baton height on releases not at the same height by all members.
Gymnastics Mount	Elements are allowed dependent on ability level is defined as any body-toss, or form, that is two stories or more. A story (as in 10-story building) is defined as a person's height. 1/2 story is defined as a person kneeling/sitting or lunging. Stacking one person on top of another to achieve a pyramid shape or similar form is not permitted.
Unauthorised Twirls	where baton executes more than two revolutions continuously in one hand, without a pass or dead stick movement. Baton should be passed from hand to hand, without

	release. Where twirls are performed in class/level where they are prohibited.
Handled Roll	where the baton is either grabbed or held during a series of rolls. Baton should make one or more revolutions on the body without the use of hands.
Illusion	where either the leg/s bent, full split is not shown or full rotation of illusion is not achieved, twisting of body/hip, loss of control of illusion, foot flexed (not pointed), hand or arm touches the floor, ankle or leg.

6.2 Events Timings

Solo

	Beginner	Novice	Intermediate	Advanced
Twirl Solo	1.00-1.30	1.30-2.00	1.50-2.10	2.20-2.30
Artistic Solo	Length of music	Length of music	Length of music	Length of music
2 Baton	1.00-1.30	1.30-2.00	1.30-2.00	1.30-2.00
3 Baton	1.00-1.30	1.30-2.00	1.30-2.00	1.30-2.00

Xstrut

	Beginner	Novice	Intermediate	Advanced
Xstrut	-----	1.30-2.00	1.30-2.00	1.30-2.00

Duet

	Beginner	Novice	Intermediate	Advanced
Twirl Duet	1.00-1.30	1.30-2.00	1.50-2.10	2.20-2.30
Artistic Duet	Length of music	Length of music	Length of music	Length of music

Teams

	Beginner	Novice	Intermediate	Advanced
Artistic Team	2.00-3.00	2.00-3.00	2.00-3.00	2.00-3.00
Twirl Team	2.00-3.00	2.00-3.00	2.00-3.00	2.00-3.00
Military Team	2.00-3.00	2.00-3.00	2.00-3.00	2.00-3.00
Pom Team	--	2.00-3.00	--	--

Group

	Beginner	Novice	Intermediate	Advanced
Artistic Group	2.30-3.30	2.30-3.30	2.30-3.30	2.30-3.30
Twirl Group	2.30-3.30	2.30-3.30	2.30-3.30	2.30-3.30
Military Group	2.30-3.30	2.30-3.30	2.30-3.30	2.30-3.30
Pom Group	--	2.30-3.30	--	--

6.3 AGE DIVISIONS

All ages are ages of athletes on 31st December 2021

Struts (Excluding XStrut)

PeeWee	6 yrs and younger
Juvenile	7 to 9 yrs
Preteen	10 to 12 yrs
Junior	13 to 15 yrs
Senior	16yrs +

Solo One Baton, Artistic Solo

PeeWee	6 yrs and younger
Juvenile	7 to 9 yrs
Preteen	10 to 12 yrs
Junior	13 to 15 yrs
Senior	16yrs +

Solo 2 Baton/Solo 3 Baton

Juvenile	7 to 9 yrs
Preteen	10 to 12 yrs
Junior	13 to 15 yrs
Senior	16yrs +

X Strut,

Juvenile	9 yrs and younger
Preteen	10 to 12 yrs
Junior	13 to 15 yrs
Senior	16 yrs and older

Duet, Artistic Pairs

PeeWee	Combined ages 12yrs and younger
Juvenile	Combined ages 13 – 18 yrs inclusive
Preteen	Combined ages 19 - 24 yrs inclusive

Junior Combined ages 25 - 30 yrs inclusive

Senior Combined ages 31 yrs and older

Team & Group

Pee Wee Average age up to 6.99yrs

Juvenile Average age up to 9.99 yrs

Junior Average age 10 to 14.99 yrs

Senior Average age 15yrs +

To calculate the Average age of team or corps – add together all the members' ages and divide by the number in the routine. Use the actual year rounded down. e.g.

Dance Team 1 competitor @ 15yrs old, 1 @ 10yrs, 2 @ 13yrs and 2 @11yrs, as at

31st of December 2019= Total of 73 years. Six members in routine = $73 / 6 =$

$12.16 = 12 =$ Junior

6.4 Events

No	Event Name	Page Number
6.4.1	Basic Strut	44
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6.4.5	Parade Strut	
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6.4.7	Xstrut	
6.4.8	Twirl Solo	
6.4.9	Artistic Twirl (Set Music)	
6.4.10	2 Baton	
6.4.11	3 Baton	
6.4.12	Twirl Duet	
6.4.13	Artistic Pair	
6.4.14	Artistic Team	
6.4.15	Twirl Team	
6.4.16	Military Team	
6.4.17	Pom Team	
6.4.18	Showtwirl Accessory Solo	
6.4.19	Showtwirl Accessory Duet	
6.4.20	Batonflag Team	
6.4.21	Parade Corp	
6.4.22	Exhibition Majorette Corp	
6.4.23	Showtwirl Accessory Corp	
6.4.24	Traditional Majorette Corp	
6.4.25	Traditional PomPon Corp	

6.4.1 Basic Strut

Age Divisions	Peewee, Juvenile, Preteen, Junior, Senior
Ability Status	Beginner, Novice, Intermediate, Advanced
Music	Standard NBTA strut music will be used
Area	Competitors will strut in a square to the left at all times, although finalists may also be asked to strut to the right.
Costume	Leotards without skirts, frills, hankies, tails etc. must be worn. Trousers are allowed for male competitors only. Competitors not conforming to stated requirements will not be selected for inclusion in the final.

Definition Basic strut is just what the title implies - basic strutting without footwork, i.e. leaps, lunges, back steps etc. Upper leg at a 90-degree angle to the body. Knee angle should be at an angle of 90 degrees. Forward motion with head facing front at all times is compulsory. Baton shall be carried in right hand, over arm, cradle position (baton to be held like a pencil, near the ball with thumb and first two fingers grasping the shaft. The shaft should lie in the crotch of the hand) Arms should swing forwards to shoulder level alternately, using opposite arm to leg. Competitors must ensure that they march into and out of the corners, in a sharp manner with no fancy arm or leg movements, ensuring that they maintain the swing of the arms whilst doing so. Competitors should present a pleasing personality and from “attention” should march in a follow-the-leader manner.

Judged on - a comparison basis, taking into account timing, posture, correct execution technique, smoothness and appearance. A positive approach shall be used to select finalists. Finalists are selected to re-strut, rather than eliminating non-finalists. Competitors who can demonstrate the ability to stay in step with the music - left foot on the heavy beat - will be given preference to those with timing problems.

6.4.2 Military Strut

Age Division	Peewee, Juvenile, Preteen, Junior, Senior
Ability Status	Beginner, Novice, Intermediate, Advanced
Music	Standard NBTA strut music will be used
Area	Competitors will strut in a square to the left at all times
Costume	A military skirt, military dress or skirted leotard must be worn. Skirts should be a continuous piece of material the same length the whole way around with a minimum length of mid-thigh and the maximum just below the knee. Trousers are allowed. Competitors who do not conform to stated requirements will not be selected for inclusion in the final.

NOTE: Lobs have been taken out in Peewee & Beginner classes to give the competitors chance to concentrate on their precision and timing. Any competitor wishing to do lobs should enter Novice section.

Definition Competitors should march in a sharp military manner whilst using arm beats with the baton. The upper leg should be at a 90-degree angle to the body and the knee angle should be a minimum of 90 degrees. Slight lower leg extension is desirable. The baton should be held by the ball in the crotch of the right hand, with the shaft at an upward angle to the right between off centre (vertical) down to 45 degrees. Once strutting has commenced, the shaft should not touch the arm. The left hand should be on the waist at all times, with a straight line from the elbow to the tip of the fingers. Both elbows should be pointed to the sides. The arm beats should be sharp. On the left foot (heavy beat) the right hand executes a beat level with the eye / nose. On the right foot the beat is executed down by the right hip. The sequence of

the right hand should therefore be hip, eye / nose / eye, hip. The right upper arm should not move. Competitors should march into and out of the corners which should be executed without fancy footwork, but with the front then back anti-clockwise baton lob, with the right arm straight up, elbow locked. After the lob corner, the baton should return to nose on the first left step. From "attention" Competitors should march in a follow-the-leader manner, with forward motion at all times and no slow step.

Judged on - a comparison basis, taking into account timing, posture, baton control, military bearing and appearance. Facial expressions must be stern and military. Competitors who can demonstrate the ability to stay in step with the music (left foot on the heavy beat) will be given preference to those with timing problems.

6.4.3 Fancy Strut

Age Division Senior	Peewee, Juvenile, Preteen, Junior,
Ability Status Advanced	Beginner, Novice, Intermediate,
Music	Standard NBTA music will be used.
Area	Competitors will perform in a square to the left at all times.
Costume	No costume rules although costumes must be decent
Definition	Fancy strut is a strut incorporating footwork, leaps and lunges, using not more than 2 continuous revolutions (from the centre) of the baton. Loops and swings are allowed. Gymnastic moves, releases, finger work, wraps, rolls, dead stick releases and pullbacks are not permitted. Floor contact with any part of the body other than the feet is not permitted.

Judged on - technique and execution of body and baton, timing, routine construction, difficulty and variety taking into account posture, gracefulness, appearance and presentation. A positive approach shall be used to select finalists. Finalists are selected to re-strut rather than eliminating non-finalists. Competitors who can demonstrate the ability to stay in step with the music (left foot on the heavy beat) will be given preference to those with timing problems. Competitors who do not conform to stated requirements will not be selected for inclusion in the final.

6.4.4 Pom Strut

Age Division Senior	Peewee, Juvenile, Preteen, Junior,
Ability Status Advanced	Beginner, Novice, Intermediate,
Music	Standard NBTA music will be used.
Area	Competitors will perform in a square to the left at all times.
Costume	No costume rules although costumes must be decent
Definition	<p>Pompon strut involves footwork, leaps and lunges etc. incorporating arm and pompon movements. Floor contact with any part of the body except feet is not permitted.</p> <p>Passes of pompons are allowed however releases are not. Gymnastic moves are not permitted.</p>
Pompons	<p>The size of the pompons should be in proportion to the size of the Competitors; i.e. larger Competitors should not use small pompons where the hand and wrist are not covered. Similarly, juveniles should not use grossly oversized pompons.</p>
Judged on - technique and execution of body and pompons, timing, routine construction, difficulty and variety. Taking into account posture, gracefulness, appearance and presentation.	

A positive approach shall be used to select finalists. Competitors who can demonstrate the ability to stay in step with the music (left foot on the heavy beat) will be given preference to those with timing problems.

Competitors who do not conform to stated requirements will not be selected for inclusion in the final.

6.4.5 Parade Strut

6.7.6 Poise and Personality

Age Division

Senior

Peewee, Juvenile, Preteen, Junior,

Ability Status

Advanced

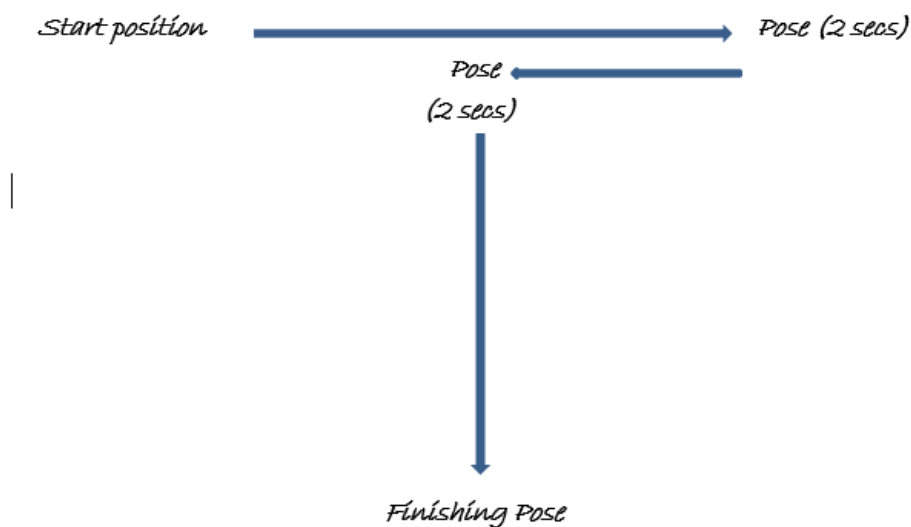
Beginner, Novice, Intermediate,

Music

Poise and Personality Music stored in
Dropbox will be used.

Area

See example below:



Costume

No costume rules although costumes must
be decent

Definition:

An individual performance of dance movements and bodywork which interprets musical phrases, tempo, rhythm and style.

- Accessories are not permitted.
- Baton may be passed to either hand, lobs, loops are permitted.
- Floor work such as lunges, splits, leaps and floor rolls are permitted.

Preference will be given to competitors who demonstrate continuous fluid movements through dance sequences and body control.

Restrictions: No aerials with baton are permitted, No tricks, twirls, rolls or illusions are permitted.

6.7.7 XStrut

Age Division

Juvenile, Preteen, Junior, Senior

Ability Status

Novice, Intermediate, Advanced

Music

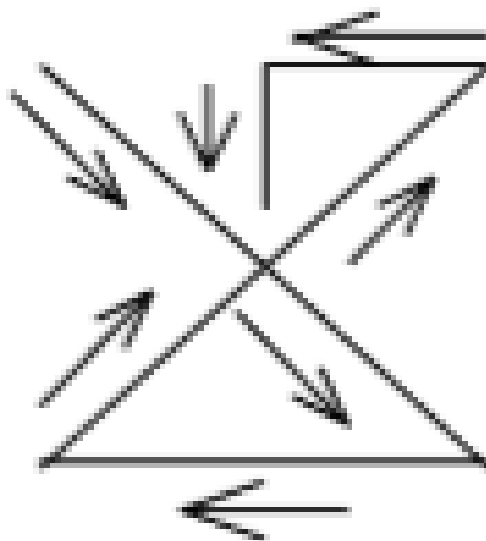
Standard NBTA music will be used.

Area

Performing area is approximately 30' x 20'

Costume

START



Floor Pattern - Competitors shall perform individually within the prescribed floor pattern once only. Starting point shall be at upper corner of arena to judges left. Direction of pattern shall be as diagram above. The 5th leg shall not extend beyond the borders set by leg 1, although finish shall be at any point within designated area.

Basic Strut Portions - A minimum of four forward consecutive steps of basic strut shall be executed during four different intervals of the floor pattern, on the first leg, second leg, third leg and fifth (final) leg. They shall be performed immediately after opening salute and on the first steps forward on the other specified sections.

Baton Work - From first movement to ending salute, no more than two revolutions in one hand, without a pass or dead stick movement, are permitted in the strutting routine. Loops, swings and slides are allowed. The baton must be in full-hand grip, in one hand or the other at all times throughout the strutting routine.

Floor Contact - No part of the body other than the feet comes into contact with the floor, intentionally or unintentionally.

Timing - A zero score in timing will be given if the Competitor is out of step on one or more segments of the floor pattern. When a score of zero in timing is given, the penalties for out of step shall not count when computing the score. (Other captions should receive scores) Competitors will not be disqualified. Feature moves, during which the left foot intentionally hits the offbeat of the music, are not considered out of step. Competitors must follow any off beat (intentional out of step) feature move, with re-establishment of ability to again hit the accented beat of music with the left foot, or an out of step penalty will be assessed per violation. If a Competitor does not correct themselves within eight counts of being out of step, an additional out of step penalty will be assessed. Penalty will not exceed 0.5 per eight counts out of step. If the music stops, Competitor should stop strutting and the stopwatch will be stopped.

Judged on –

Routine Content	20 points
Choreography	20 points
Smoothness & Gracefulness	20 points
Overall Timing	20 points
Presentation	20 points

Penalties

Drop / Out of Step / Unauthorised Twirling / Floor Contact	0.5 per violation
Break / slip / off pattern	0.1 per violation
Overtime / undertime	0.1 per second
Incorrect illusion technique	0.2 per violation
Improper salute	0.5 per violation
Failure to salute	1.0 per violation
Improper floor pattern*	1.0
Rule Violation	2.0
Gymnastics / Acrobatics	Disqualification

* Where the boundaries set by the Competitor for the X strut are broken. This penalty can only be given once ** When the four consecutive forward basic marches are not executed correctly at the beginning of the 1st, 2nd, 3rd and 5th legs. This penalty is also given if the first move from the opening salute is anything other than straight into the four basic marches. ***Moving baton from salute to carry position is not considered violation. However, any pose or presentation will be penalised.

6.7.8 Twirl Solo

Age Division	Peewee, Juvenile, Preteen, Junior, Senior
Ability Status	Beginner, Novice, Intermediate, Advanced
Music	Current NBTA/WBTF music
Area	Performing area is approximately 5 metres square
Costume	No Costume requirements, other than must be decent.

Definition The twirling performance of one person using one baton involving variety and difficulty of content, speed, control, smoothness and gracefulness, presented in a pleasing manner with correct baton and body technique. Content of First-Time Twirl, PeeWee, Beginner and Novice solos is restricted – see Appendix D for details.

Timing Timing and judging will begin as the hand leaves the “salute” position, and will end as the baton comes to a stop in the salute position.

Judged On

Complete Variety	20 points
Difficulty	20 points
Speed & Control	20 points
Smoothness & Gracefulness	20 points
Showmanship & Presentation	20 points

Penalties

Failure to salute	1.0 per violation
Improper salute	0.5 per violation

Drop	0.5 per violation
2 handed catch	0.5 per violation
Fall	0.5 per violation
Overtime / undertime	0.1 per second
Break / slip	0.1per violation
Off pattern	0.1 per violation
Handled roll	0.1 per violation
Incorrect illusion technique	0.2 per violation
Costume / Unauthorised twirling	2.0
Substance	5.0

6.7.9 Artistic Twirl (Set Music)

Age Division	Peewee, Juvenile, Preteen, Junior, Senior
Ability Status	Beginner, Novice, Intermediate, Advanced
Music	Current NBTA/WBTF music
Area	Performing area is approximately 5 metres square
Costume	No Costume requirements, other than must be decent.

The athlete(s) performance shall begin with the first sound or note of the music (whichever comes first) and must end with the last sound or note of the music.

There is no minimum time limit therefore athletes may complete their routines prior to the completion of the music but must remain in place on the competition floor to receive his/her scores.

No credit is to be given for anything executed after the sound or music has stopped. Judges are required to look down and begin scoring.

This means that if an element is not finished with the music it will not be judged.

All of the music is available to all participants on the Dropbox.

Definition A choreographed routine, combining dance and baton, which interprets musical phrases, tempo, rhythm and style. All dance and baton work must be executed with correct technique.

6.7.10 2 Baton

Age Division	Juvenile, Preteen, Junior, Senior
Competition Status	Beginner, Novice, Intermediate, Advanced
Music	Current NBTA/WBTF or background music
Area	Performing area is approximately 5 metres square
Costume	No restrictions although must be decent

Definition The continuous and simultaneous twirling of two batons by one person involving variety and difficulty of content, speed, control, smoothness and gracefulness, presented in a pleasing manner with correct baton and body technique.

Timing Timing and judging will begin as the hand leaves the salute position and will end as the baton comes to a stop in the salute position.

Judged on

Complete Variety	20 points
Difficulty	20 points
Technique	20 points
Smoothness & Gracefulness	20 points
Showmanship & Presentation	20 points

Penalties

Failure to salute	1.0 per violation
Improper salute	0.5 per violation
Drop	0.5 per violation
2 handed catch	0.5 per violation
Fall	0.5 per violation

Overtime / undertime	0.1 per second
Break / slip	0.1 per violation
Off pattern	0.1 per violation
Handled roll	0.1 per violation
Incorrect illusion technique	0.2 per violation
Costume / Unauthorised twirling	2.0
Substance	5.0

6.7.11 3 Baton

Age Division	Juvenile, Preteen, Junior, Senior
Competition Status	Beginner, Novice, Intermediate, Advanced
Music	Current NBTA/WBTF or background music
Area	Performing area is approximately 5 metres square
Costume	No restrictions although must be decent

Definition The continuous and simultaneous twirling of three batons by one person involving variety and difficulty of content, speed, control, smoothness and gracefulness, presented in a pleasing manner with correct baton and body technique.

Timing Timing and judging will begin as the hand leaves the salute position and will end as the baton comes to a stop in the salute position.

The athlete(s) performance shall begin with the first sound or note of the music (whichever comes first) and must end with the last sound or note of the music.

There is no minimum time limit therefore athletes may complete their routines prior to the completion of the music but must remain in place on the competition floor to receive his/her scores.

No credit is to be given for anything executed after the sound or music has stopped. Judges are required to look down and begin scoring.

This means that if an element is not finished with the music it will not be judged.

6.7.12 Twirl Duet

Age Division	Peewee, Juvenile, Preteen, Junior, Senior
Ability Status	Beginner, Novice, Intermediate, Advanced Duets must compete at the status level of the duet team member who has attained the higher status in this event.
Music	Current set Europe
Area	Performing area is approximately 9 x 6 metres
Costume	New restriction although must be decent

Definition The twirling performance of two people each using one baton involving variety and difficulty of content, exchanges / partner sequences, speed, control, smoothness and gracefulness, presented in a pleasing manner with correct baton and body technique. The maintenance of unison is of prime importance.

Timing Timing and judging will begin with the first salute position from one or both members and will end with the final salute from one or both members.

Judged on

Variety	20 points
Difficulty	20 points
Speed & Control	20 points
Smoothness & Gracefulness	20 points
Showmanship & Presentation	20 points

Penalties

Failure to salute	1.0 per violation
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Improper salute	0.5 per violation
Drop	0.5 per violation
2 handed catch	0.5 per violation
Fall	0.5 per violation
Overtime / undertime	0.1 per second
Break / slip	0.1 per violation
Off pattern	0.1 per violation
Unison	0.1 per violation
Handled roll	0.1 per violation
Incorrect illusion technique	0.2 per violation
Costume / Unauthorised twirling	2.0
Substance	5.0

6.7.13 Artistic Pair

Age Division	Peewee, Juvenile, Preteen, Junior, Senior
Ability Status	Beginner, Novice, Intermediate, Advanced Duets must compete at the status level of the duet team member who has attained the higher status in this event
Music	Set music
Area	Performing area will be approx. 9 x 5 metres
Costume	No restrictions although must be decent

Definition A choreographed routine for 2 people each using one baton, combining dance and baton, which interprets musical phrases, tempo, rhythm and style incorporating partner sequences and exchanges. All dance and baton work must be executed with correct technique. Content of Beginner and Novice routines is restricted – see Appendix D for details. The maintenance of unison is of prime importance.

Timing From start to end of set music

Salute A salute is optional for courtesy only, but if used should be a standard baton salute, executed correctly

Judged on

Choreography	20 points
Dance Diff 10 / Var10	20 points
Baton Diff 10 / Var10	20 points
Technique	20 points
Showmanship	20 points

Penalties

Improper salute 0.5 per violation

Drop 0.5 per violation

2 handed catch 0.5 per violation

Fall 0.5 per violation

Overtime / undertime 0.1 per violation

Break / slip 0.1 per violation

Off pattern 0.1 per violation Handled roll 0.1 per violation

Incorrect illusion technique 0.2 per violation

Costume / Unauthorised twirling 2.0 Substance

6.7.14 Artistic Team/Group

Age Division Peewee, Juvenile, Preteen, Junior, Senior

Competition Status Beginner, Nov, Intermediate, Advanced

Number of Members 4 to 8 members (8+ for Groups)

Music Own choice of music submitted

Area Performing area is the entire floor

Costume No restrictions, must be decent

Entry and Exit Without music

Definition The twirling performance of 4 to 8 people, each using one baton combining variety, difficulty and originality of dance with baton work, which interprets musical phrases, tempo, rhythm and style. Exchanges and changes of floor pattern should be incorporated. All dance and baton work must be executed with correct technique. The maintenance of unison is of prime importance. Content of Beginner and Novice teams is restricted – see Appendix D for details.

Timing Timing and judging will begin with the first note of the music and shall end with the last note of the music.

Salute A salute is optional for courtesy only, but if used should be a standard baton salute executed correctly

Judged on

Dancing 20 points

Twirling & Teamwork 20 points

Choreography & Production 20 points

Technique & Quality of Performance 20 points

Appearance, Showmanship & Presentation 20 points

6.7.15 Twirl Team

Age Division	Juvenile, Junior, Senior
Ability Status Intermediate, Advanced	Beginner, Novice,
Number of Members	4 to 8 members
Music music	Current NBTA Europe or background
Area floor	Performing area is the entire
Costume	No restrictions but must be decent

Definition The twirling performance of 4 to 8 people each using one baton involving variety and difficulty of content, exchanges, partner & group sequences, speed, control, smoothness and gracefulness, presented in a pleasing manner with correct baton and body technique evident throughout. The maintenance of unison is of prime importance. Changes of floor pattern should be incorporated whilst maintaining continuity of routine. Content of Beginner and Novice teams is restricted – see Appendix D for details.

Timing Timing and judging will begin with the first salute from one or more members and shall end with the final salute from one or more members.

Judged on

Twirling	20 points
Teamwork	20 points
Production	20 points
Technique	20 points
Showmanship & Presentation	20 points

Penalties

Failure to salute	1.0 per violation
Improper salute	0.5 per violation
Drop	0.5 per violation
2 handed catch	0.5 per violation
Fall	0.5 per violation
Overtime / undertime	0.1 per second
Breaks / slips	0.1 per violation
Off pattern	0.1 per violation
Unison	0.1 per violation
Handled roll	0.1 per violation
Incorrect illusion technique	0.2 per violation
Costume / Unauthorised twirling	2.0
Substance	5.0

6.7.16 Military Team/Group

Age Division	Peewee, Juvenile, Junior, Senior
Ability Status	Beginner, Nov, Intermediate, Advanced
Number of Members	4 to 8 members (8+ for groups)
Music	Own choice of music
Area	Performing area is the entire floor
Costume	Military style with a full skirt
Entry and Exit	Without music

Definition Routine to include a variety of formations and manoeuvres. Each team member should have a baton in their hand. It will be judged on staying in step with the music, timing of moves, as well as alignment and spacing.

It is not necessary for the baton to be used and performances will not be judged on baton work. However, if the baton is used, the correct twirling technique should be executed. The main focus is on timing and correct technique. At least 50% of the routine must consist of basic marching. No releases or illusions are allowed.

Timing Timing and judging shall begin after the first salute by one or more members and shall end with the final salute by one or more members.

Judged on

Manoeuvres	20 points
Formations	20 points
Teamwork	20 points
Technique & Quality of Performance	20 points
Appearance, Showmanship & Presentation	20 points

Penalties

Failure to salute	2.0 per violation
Improper salute / Drop / Fall / Out of Step	0.5 per violation
Overtime / undertime (routine)	0.1 per second

Unison 0.1 per violation R
ank, file, intervals, distance 0.1 per violation
Undertime (marching) 0.1 per sec per violation
Costume penalty / Unauthorised twirling 2.0

6.7.17 Pom Team

Age Division	Peewee, Juvenile, Junior, Senior
Competition Status	All Same Ability
Number of Members	4 to 8 members (Group 8+)
Music	Own choice of music submitted
Area	Performing area is the entire floor
Costume	Costumes can be in line with the theme of the music
Entry and Exit	Without music

Definition A choreographed routine which should include a variety of dance and pompon moves combined, which interpret the musical phrases, tempo, rhythm and style. Changes of floor pattern should be incorporated and general effect and staging should be a consideration throughout. Body technique and alignment of pompons must be correct and the maintenance of unison is of prime importance. Exchanges are not permitted. Tossing of poms to another team member, or to oneself, is not permitted. Only passes of poms from one member to another are permitted. Grounding of poms is permitted. Grounding is defined as holding the poms while touching the ground. Placing poms on ground without touching poms is not permitted.

Pompons All pompons must be of the same size and type

Timing Timing and judging will begin with the first note of music and shall end with the last note of music.

Salute A salute is optional for courtesy only, but if used should be a standard pompons salute, executed correctly

Judged on

Choreography 20 points

Dance 20 points

Difficulty & Variety 20 points

Technique & Quality of Performance 20 points

Appearance, Showmanship & Presentation 20 points

Penalties Improper salute 0.5 per violation

Drop 0.5 per violation Fall 0.5 per violation

Out of Step 0.5 per violation

Overtime / undertime 0.1 per second

Unison 0.1 per violation

Incorrect illusion technique 0.2 per violation

Rule violation 2.0 per violation

6.7.18 Showtwirl Accessory Solo

Definition

A solo dance routine with baton and props choreographed to personal choice of music.

The main focus is the combination of dance and baton movements that are correlated

to the musical phrases, tempo and rhythm. The routine must be presented with proper

technique and appropriate performance qualities. The simultaneous blending of body and baton will be demonstrated while displaying a wide range of skills. Credit will be given for props used in an appropriate manor to which they are intended, highlighting the story or theme of the routine. The story or theme of the routine should be displayed

in respectful and tasteful manner; it should also be suitable for the age range of the audience.

Performance Area

Total floor area

Music

Personal choice

Salute

Salute is not required

Time

1.30 – 2.00 minutes for juvenile and preteen
2.00 - 2.30 minutes for junior and senior

Acrobatics

Acrobatics are not permitted

Production

Choreography should display solid foundations of twirling and excellence of basic twirling concepts.

The props are to be used to complement the routine and to show the theme in a manor to which they are intended.

Baton plus(+) a minimum of 2 accessories is obligatory.

Accessories have to be used, held, touched or manipulated at sometime

during the show.

The competitor has to use a baton or accessory during the whole time of the routine. Exception: Member can be without authorized equipment for a short while (maximum period of approximately 16 counts) when changing from one piece of equipment to another

The competitor must start and finish touching an accessory or baton with a part of the body

During the performance no member should leave the floor

Accessories should be picked up and removed by the competitor at the end of the performance.

A maximum of 45 seconds are allowed for props placement and removal.

Maximum of 3 spins permitted

For illusion: only clear full single illusion under aerial without any other body movements combined is permitted; spin(s) before or after the illusion is not permitted.

Marking over 100 points

Choreography 20 points

Twirl Content 20 points

Twirl Technique 20 points

Dance Technique 20 points

Showmanship, Presentation 20 points

Penalties

Drop 0.5 point

Fall 0.5 point

2 hands catch 0.5 point

Break 0.1 point

Off pattern 0.1 point

Under / over time 0.1 point per second

Overtime for accessories set up and remove 0.1 point per second

Rule Violation 2.0 points

Gymnastic Disqualification

6.7.19 SHOWTWIRL ACCESSORIES DUET

Definition

A duet dance routine with baton and props choreographed to personal choice of music.

The main focus is the combination of dance and baton movements that are correlated

to the musical phrases, tempo and rhythm. The routine must be presented with proper

technique and appropriate performance qualities.

The simultaneous blending of body and baton will be demonstrated while displaying a

wide range of skills. Credit will be given for props used in an appropriate manner to which they are intended, highlighting the story or theme of the routine. The story or theme of the routine should be displayed in respectful and tasteful manner, it should also be suitable for the age range of the audience.

16.1 Performance Area

Total floor area

16.2 Music

Personal choice.

16.3 Salute

Salute is not required

16.4 Time

1.30-2.00 juvenile and preteen

2.00-2.30 junior and senior

16.5 Acrobatics

Acrobatics and Mounts are not permitted

NBTA Rules – 01.2019

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16.6 Content

Choreography should display solid foundations of twirling and excellence of basic twirling concepts

To complement the routine and to show the theme the accessories are being used.

Baton plus(+) a minimum of 2 accessories is obligatory.

Every competitor has to use a baton or accessory during the whole time of the routine. Exception: Member(s) can be without authorized equipment for a short while (maximum period of approximately 16 counts) when changing from one piece of equipment to another.

The candidates must start and finish touching an accessory or baton with a part of the body

During the performance no member should leave the floor

Accessories should be picked up and removed by the competitors at the end of the performance.

A maximum of 45 seconds are allowed for props placement and removal.

Maximum of 3 spins permitted

For illusion: only clear full single illusion under aerial without any other body movements combined is permitted; spin(s) before or after the illusion is not permitted.

16.7 Marking over 100 points

Choreography 20 points

Twirl Content 20 points

Twirl Technique 20 points

Dance Technique 20 points

Showmanship, Presentation 20 points

16.8 Penalties

Drop 0.5 point

Fall 0.5 point

2 hands catch 0.5 point

Break 0.1 point

Off pattern 0.1 point

Unison 0.1 point

Under / over time 0.1 point per second

Overtime for accessories set up and remove 0.1 point per second

Rule Violation 2.0 points

Gymnastic & Mounts Disqualification

6.7.20 BATONFLAG TEAM

Definition

A Baton Flag Corps performing a routine with marching and dancing combined with twirling baton-flag and choreographed to personal choice of music. The main focus is the combination of Marching and Batonflag twirling. The choreography should display

good foundations of baton flag twirling and excellence of basic baton flag twirling concepts.

Variety of maneuvers, floor patterns and effects are required. Changing of formations is

expected. No other material then the qualified equipment (Batonflag) is allowed.

17.1 Performance Area

Total floor area

17.2 Music

Style of recorded music is free.

17.3 Salute

Salute is not required

17.4 Time

2.00 to 3.00 minutes

17.5 Costume

A traditional majorette style is recommended

17.6 Acrobatics

Acrobatics and mounts are not permitted

17.7 Content

A team performing a routine with marching and dancing combined with twirling baton-flag and choreographed to the music. The choreography should display good foundations of twirling and excellence of basic twirling concepts.

All members have to use one baton-flag

Changing of formations is encouraged

Exchanges are permitted.

No floor movements/groundings are permitted with exceptions of opening and final positions (maximum of 16 counts)

Baton flags must not be intentionally put on the floor.

The competitors have to finish the choreography by holding the equipment.

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Maximum of 2 spins permitted.

Illusions are not allowed.

Equipment: Flag is one piece of material attached to a flagpole (a special baton) and used as a flag or two ended baton-flag (double flag baton)

Swivels on the baton are recommended. Material on chains, ropes or clothing are not permitted. The length of one-ended is maximum 75 cm long, length of two ended baton flag is not limited; length of flag- material on baton flag can be 65-75 cm long.

No other equipment is allowed in the FLAG competition program

17.8 Marking over 100 points

Routine Content- Choreography 20 points

Teamwork 20 points

Production & General effects 20 points

Technique & Quality of Performance 20 points

Showmanship & Presentation 20 points

17.9 Penalties

Drop 0.5 point

Fall 0.5 point

2 hands catch 0.5 point

Out of step 0.5 point

Break 0.1 point

Off Pattern 0.1 point

Unison 0.1 point

Over/Undertime 0.1 point per second

Rules Violation 2.0 points

Acrobatics & Mounts Disqualification

17.10 Number in Team

6 to 8 members

17.11 Age category

Juvenile, Junior and Senior

17.12 Entrance and Exit

Entrance must be from the left of the judges and exit to the right.

Should be simple, quick and without music.

6.7.21 PARADE CORPS

Definition

A Parade Corps is a group of 10 or more members performing in unison. A parade corps routine should be suitable for a street parade and display continuous foot motion.

All members, with exception of those carrying limited props, must use one baton.

Limited Props: Props that are hand-carried e.g. Pompons, flags, hoops, banners, streamers, sabers, etc./ any equipment that can be carried in a parade, during the entire street pattern.

18.1 Performance Area

Total floor area

18.2 Music

Personal choice.

18.3 Salute

Salute is not required

18.4 Time

3.00 to 4.00 minutes

18.5 Costume

A traditional majorette style is recommended

18.6 Acrobatics

Acrobatics and Mounts are not permitted

18.7 Content

No grounding of batons or limited props is allowed during the entire production

Continuous foot motion is mandatory during the entire street pattern routine (maximum of 16 counts without marching for presentation/beginning of the street parade)

Continuous foot motion is defined as the placement on the floor of the whole foot (not just toe or heel lift – entire foot must leave the floor) either stepping, tapping, jumping, or hopping at least every second count.

Marching half steps, step kicks, etc. may be used as long as continuous foot motion is attained. Allowable:

On beat – foot hitting every count of music

Half time – foot hitting every 2nd count

Double time – foot hitting twice every beat

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All members must start continuous foot motion within 16 counts after timing begins

Kneeling is not permitted during continuous foot motion.

Maximum twirling turns of two turns permitted

Street pattern: Corps is required to begin performance to the judges left of mid court line. Corps must stay within the approximate 25' alley through three left turns to the reviewing stand section. The 3rd left corner may not be executed until after the front line of the corps passes the mid court line. Once a member turns the 3rd corner, that individual can move anywhere on the floor for the reviewing stand section.

After completing the third corner the drill can open up to anywhere on the competition floor. As a guideline it is advised that the Reviewing Stand Section not exceed approximately 1:30 in length. All members must cross the mid court line to the judges right for the end of the performance.

Timing starts with 1st note of music and ends with last note of music

Illusions are not permitted.

Maximum of 2 spins permitted.

Exchanges with baton are permitted.

18.8 Marking over 100 points

Variety and Diff of Twirling Content 20 points

Marching and Manoeuvring 20 points

Execution and Special Effects 20 points

General Effect & Production 20 points

Entertainment Value 20 points

18.9 Penalties

Drop 0.2 point

Fall 0.2 point

2 hands catch 0.2 point

Out of Step 0.2 point

Judges

Start Finish

mid-court Line

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Off pattern 0.1 point

Unison 0.1 point

Break 0.1 point

Over/Undertime 0.1 point per second

Crossing incorrect Finish Line 2.0 points

Incorrect Street pattern 2.0 points

Exceeding 2 spins 2.0 points

Kneeling 2.0 points

Continuous Foot Motion violation 2.0 points unit

Continuous Foot Motion violation 0.1 point individual

Rules Violation 2.0 points

Acrobatics & Mounts Disqualification

18.10 Number in Corps

Minimum of 10 members.

At least 10 members of the group must have a baton.

18.11 Age Category

Juvenile, Junior and Senior

18.12 Entrance and Exit

Entrance must be from the left of the judges and exit to the right. These should be simple, quick and without music.

6.7.22 EXHIBITION MAJORETTES CORPS

Definition

An Exhibition Corps performing a routine with marching, changing formations, and dancing combined with twirling and choreographed to personal music with timing, perfection and precision. The choreography should be a mix of various styles of marching and dancing with the emphasis being on the marching drill. Exhibition Corps

choreography should display foundations of twirling and excellence of basic twirling concepts.

19.1 Performance Area

Total floor area

.

19.2 Music

Personal choice.

19.3 Salute

Salute is not required

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19.4 Time

2.00-3.00 minutes

19.5 Costume

A traditional majorette style is recommended

19.6 Acrobatics

Acrobatics and mounts are not permitted

1.7 Content

A corps performing a routine with marching, changing formations, and dancing combined with twirling and choreographed to the music with timing, perfection and precision. The choreography should be a mix of various styles of marching and dancing with the emphasis being on the marching drill. Exhibition Corps choreography should display foundations of twirling and excellence of basic twirling concepts. All members have to use one baton. It is possible to work at most with 2 batons. Changing of formations is encouraged. It is necessary to have approx. 50% of marching

and 50% of dance. Exchanges are permitted .

No floor movements are permitted with exceptions of opening and final position. No props permitted.

Maximum of 2 spins permitted

Illusion is not permitted

1.8 Marking over 100 points

Marching 20 points

Formation & Maneuvering 20 points

Twirling & Body Movements 20 points

General Effect 20 points

Showmanship & Presentation 20 points

1.9 Penalties

Drop 0.5 point

Fall 0.5 point

2 hands catch 0.5 point

Out of step 0.5 point

Break 0.1 point

Off Pattern 0.1 point

Unison 0.1 point

Over/Undertime 0.1 point per second

Rules Violation 2.0 points

Acrobatics & Mounts Disqualification

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19.10 Number in corps

Minimum of 10 members.

19.11 Age category

Juvenile, Junior and Senior

19.12 Entrance and Exit

Entrance must be from the left of the judges and exit to the right. Should be simple, quick and without music.

6.7.23 SHOWTWIRL ACCESSORIES CORPS

Definition

A Corps routine with baton and props choreographed to personal choice of music.

The

main focus is the combination of dance and baton movements that are correlated to the

musical phrases, tempo and rhythm. The routine must be presented with proper technique and appropriate performance qualities. The simultaneous blending of body and baton will be demonstrated while displaying a wide range of skills. Credit will be given for props used in an appropriate manner to which they are intended, highlighting the story or theme of the routine. The story or theme of the routine should be displayed

in respectful and tasteful manner; it should also be suitable for the age range of the audience.

120.8 Performance Area

Total floor area

220.8 Music

Personal choice.

320.8 Salute

Salute is not required

420.8 Time

3.00 – 4.00 minutes

520.8 Acrobatics

Acrobatics and Mounts are not permitted

620.8 Content

Choreography should display solid foundations of twirling and excellence of basic twirling concepts.

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The main issue is the baton and dance combinations. To complement the routine and to show the theme the accessories are being used.

Baton plus(+) a minimum of 2 accessories is obligatory.

Accessories have to be used, held, touched or manipulated at sometime

during the show.

Every competitor has to use a baton or accessory during the whole time of the routine. Exception: Member(s) can be without authorized equipment for a short while (maximum period of approximately 16 counts) when changing from one piece of equipment to another

The candidates must start and finish touching an accessory or baton with a part of the body.

During the performance no member should leave the floor

Accessories should be picked up and removed by the competitors at the end of the performance.

A maximum of 1' 00 min. is given to the corps to install and remove the props and batons (entrance, exit).

Maximum of 3 spins permitted.

For illusion: only clear full single illusion under aerial with baton/prop without any other body movements combined is permitted; spin(s) before or after are not permitted.

20.7 Marking over 100 points

Choreography 20 points

Twirl Content 20 points

Twirl Technique 20 points

Dance Technique 20 points

Showmanship & Presentation 20 points

720.8 Penalties

Drop 0.5 point

Fall 0.5 point

2 hands catch 0.5 point

Break 0.1 point

Off pattern 0.1 point

Unison 0.1 point

Under / over time 0.1 point per second

Overtime for accessories set up and remove 0.1 point per second

Rule Violation 2.0 points

Gymnastic & Mounts Disqualification

20.9 Number in Corps

Minimum of 10 members

20.10 Age Category

Juvenile, Junior and Senior

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20.11 Entrance and Exit

Entrance must be from the left of the judges and exit to the right. Should be simple, quick and without music.

6.7.24 TRADITIONAL MAJORETTES CORPS

Definition

A Majorette Traditional Corps is a routine which shows the majorette tradition, choreographed

to personal choice of music. Main focus to be Marching and Maneuvering choreographed to

the musical phrases, tempo and rhythm. The routine must be presented with proper technique

and appropriate performance qualities.

Simple dance series may accompany the marching. Variety of choreography and maneuvering

is required. Simple deadstick and fullhand twirling are permitted.

Emphasis is to be placed on precision of marching & maneuvering, floor coverage, teamwork

and effects throughout the entire program.

21.1 Performance Area

Total floor area.

21.2 Music

Personal choice.

21.3 Salute

Salute is required: a salute is to be given at the beginning and the end of the routine by one or more members.

21.4 Time

2.00 - 3.00 minutes

21.5 Costume

A traditional majorette style is recommended

21.6 Acrobatics

Acrobatics and Mounts are not permitted.

21.7 Content

All members should have one baton during the whole routine.

Mace can be used by the leader.

One member must execute traditional salute with baton or mace at the beginning and end of the routine.

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Marching must be included in the performance. Simple dance series may accompany the marching. Variety of choreography and maneuvering is required.

No grounding or kneeling.

Simple dead-stick (also dead stick drop), two hands twirl and full hand moves are permitted, but aerials and exchanges are not; these rules are for baton and mace.

No intentional grounding of the baton is permitted.

In the event of a drop, competitors must retrieve their baton as quickly as possible.

Event will be judged on precision of marching & maneuvers, floor coverage, teamwork and effects.

21.8 Marking over 100 points

Marching & maneuvering 20 points

Teamwork 20 points

Production & General Effect 20 points

Execution & Special Effects 20 points

Entertainment Value 20 points

21.9 Penalties

Drop 0.5 point

Fall 0.5 point

Out of step 0.5 point

Break 0.1 point

Off pattern 0.1 point

Unison 0.1 point

Time under/over per second 0.1 point

Incorrect salute 0.5 point

Failure to salute 1.0 point

Rule violation 2.0 points

Acrobatics & Mounts Disqualification

21.10 Number in Corps

Minimum of 10 members.

21.11 Age Category

Juvenile, Junior and Senior

21.12 Entrance and Exit

These should be simple, quick and without music.

6.7.25 TRADITIONAL POMPONS CORPS

Definition

Pompons Corps performing a routine with marching combined with the use of Pompons and choreographed to personal choice of music. The choreography should include special effects, maneuvers and teamwork set to the musical phrases, tempo and rhythm. The routine must be presented with proper technique and appropriate performance qualities. Changings of formations are expected and encouraged.

22.1 Performance Area

Total floor area

22.2 Music

Style of recorded music is free.

22.3 Salute

Salute is not required

22.4 Time

2.00 to 3.00 minutes

22.5 Costume

A traditional majorette style is recommended

22.6 Acrobatics

Acrobatics and mounts are not permitted

22.7 Content

A corps performing a routine with marching combined with the use of Pompoms and choreographed to the music. The choreography should include special effects, manoeuvres and teamwork in line with the music. Changing of formations is encouraged.

Standing/stationary should be limited to waves and general effects and must not exceed 16 counts.

All members have to use one pair of Pompoms. All Pompoms should be the same size and type. No props or accessories are allowed.

Exchanges and passes are not permitted.

Tossing of Pompoms to another team member or to oneself is not permitted.

Grounding is not permitted with exceptions of opening and final position
(Maximum of 16 counts).

Illusions and gymnastic moves are not permitted.

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22.8 Marking over 100 points

Marching & Maneuvering 20 points

Teamwork 20 points

Production & General effects 20 points

Execution & Special effects 20 points

Appearance, Showmanship & Presentation 20 points

22.9 Penalties

Drop 0.5 point

Fall 0.5 point

Out of step 0.5 point

Unison 0.1 point

Over/Undertime 0.1 point per sec

Rules Violation 2.0 points

Acrobatics & Mounts Disqualification

22.10 Number in Corps

Minimum of 10 members

22.11 Age category

Juvenile, Junior and Senior

22.12 Entrance and Exit

Entrance must be from the left of the judges and exit to the right.

Should be simple, quick and without music.



Section 7

Judges

Section 7 Judges

As it stands at the moment, BTAC do not have any qualified international judges. It is a priority of BTAC to resolve this situation within the next few years.

In the meantime, for all competitions qualified judges will be utilized from other countries to support our competitions. We shall also use trainee judges, where appropriate to judge lower level events such as struts.

The policy and procedure for WBTF is below, and although is only partially relevant at present once a welsh international judge is qualified and appointed, the development of this policy will be their responsibility.

7.1 THE WBTF JUDGES' COMMITTEE SUPPORTING AND ENFORCING THE WBTF PHILOSOPHY WBTF

Judges must follow and reinforce the philosophy of the WBTF including:

1. The focus of proper technical skill development is the number one priority of athletes, coaches and judges.
2. WBTF judges must understand/use/enforce the following elements when using the subjective judging process:
 - Recognizing, Analyzing, and Interpreting the athlete's base of skills of proficiency
 - Understanding that technique is a combination of smoothness, strength, flexibility, and control and no one element alone constitutes good technique.
 - Understanding the rationale for crediting and teaching technique (safety of the athlete, proper development, and aesthetic value)
 - How to recognize proficiency
 - How to evaluate exposure situations
 - How to work with range descriptions in the five ranges which represent: Participation (Fair), Growth (Average), Special Achievement (Good), Outstanding achievement (Excellent), and Mastery (Superior).
 - Expectations for each level are progressive
 - Methods of measuring the Overall Degree of Excellence against a standard rather than comparing athletes against each other
 - Understanding the importance of the use of Role Model Tapes to establish our Standards. In using the standard, not giving full credit for moves that are not "perfected" (awarding lesser degrees of credit for various degrees of technique)
 - How to make composite assessments and deal with extremes
 - How to employ levels of tolerance
 - a. How to deal with drops and other errors
 - b. Analyzing and assessing the importance of the severity of the error
 - The importance of the interface between captions/criteria
 - The importance of simultaneous blending of baton and body
 - The Iceberg Theory - (what can be

assumed in relation to the athlete's base of skills as well as selectivity, understanding proficiency, understanding skills prerequisite to moves selected.) - The Sausage Theory - (Lack of selectivity in the moves chosen relative to the athlete's base of skills, undermining proficiency and performance skills) - Recognizing, Analyzing, and Interpreting the design concepts of the program a. Understanding the concepts of compositional difficulty and inherent difficulty b. Understanding that creativity must be within the bounds of good technique and with adherence to the requirements and priorities of our sport

7.2 THE WBTF JUDGES' COMMITTEE SUPPORTING AND ENFORCING THE WBTF PHILOSOPHY

Necessity of assessing and rewarding the design in regard to the appropriateness of the design for the ability level of the athlete and for the event. - Recognizing, Analyzing, and Interpreting the degree of success the designer has achieved - Recognizing, Analyzing, and Interpreting the demands of the music - Recognizing, Analyzing, and Interpreting the factors of mental and physical stamina - Recognizing, Analyzing, and Interpreting the adjustment potential factors of an aerial - Recognizing, Analyzing, and Interpreting the risk frequency displayed in the programming - Recognizing, Analyzing, and Interpreting the athlete's performance skills 1. Importance and demands of articulation and detailing of movement 2. Importance of recognizing flaws and errors that are instantaneous to the performance as opposed to technical deficiencies 3. Importance of Visual Musicality 4. Importance of recovery from error and professionalism - Assessing the Overall Degree of Excellence - Accountability - Whatever the judge chooses to reward will be perpetuated - The importance of making our decisions consistent with the WBTF philosophies

WBTF JUDGES' CREDO "TO ERR IS HUMAN. BUT TO GO ON WITHOUT LEARNING FROM THAT ERROR IS UNFORGIVABLE".

7.3 WBTF JUDGE'S OATH

We, the Judges, swear on this flag that we will judge with loyalty and impartiality. Our behaviour will be characterized by the highest

righteousness and honesty and it shall be a clear example for all those who are watching and following us.

7.4 WBTF JUDGES' ETHICS

ETHICS: is the department of human behavior relating to morals or the principles of human duty. The word is derived from the Greek and means "manners" - the manners

of people, their way of life. In its more academic sense it is usually understood as the study of wisdom conduct, of the right conduct.

WBTF Judges' Ethics:

PURPOSE - to promote a high standard of professional conduct.

This code is broad in scope and general in application. These prescribed rules of ethical conduct generally apply to professional relationships and problems rather than to

personal morality of the individual's non-professional pursuits.

GENERAL AXIOMS OF PROFESSIONAL CONDUCT -

The judges conduct shall be such as will:

- keep oneself physically and mentally fit
- be a worthy example for athletes, coaches, and parents
- bring no reproach on oneself
- bring no reproach on the judging profession or the WBTF
- contribute harmony and mutual advantage in all professional relationships

CONDUCT STANDARDS PERTAINING TO JUDGE-ATHLETE RELATIONSHIPS

Character building is a direct result of all judgments. Therefore, it is a primary responsibility of the WBTF judge. A judge's efficiency, determined by his/her influence

on athletes, depends not only on judging skills but also on his/her conduct and reputation outside the judging situation.

WELFARE OF THE ATHLETE -

The judge's paramount concern. All interactions, whether written, verbal or demonstrative, should be protective of the athlete's self-esteem.

RESPECT FOR INDIVIDUALITY -

It is important to respect individual differences and to deal with each athlete according to his/her own performance and behavior is a matter of both ethics and methodology. It is a positive challenge to the judge to relate to each athlete's individual performance when the task involves a mass of athletes in a single day of judging.

OBJECTIVITY -

Not by word, deed, or attitude should a judge impair the right of the athlete to fair and impartial treatment. There should be no trace of prejudice or preference because of style, previous accomplishments (or lack of), background or country. Each and every athlete must be judged open mindedly with consideration to the new, the old and the unusual in material, techniques and styling.

TO JUDGE OR NOT TO JUDGE -

REASONS TO DISQUALIFY YOURSELF FROM JUDGING AN ATHLETE (division):

- Relative
- Current or former student
- Emotional bond you are unable to sever
- Conflict situation that you are unable to resolve or forget. Anything positive or negative, for or against an athlete, that will, to any degree, distract you from rendering an unbiased placement for that athlete.
- Anything, positive or negative, for or against an athlete that will to any degree distract you from rendering an un-biased placement for that athlete.
- Just as it is un-ethical to judge an athlete for the reasons listed above, it is also unethical to refuse to judge for the reasons below:
 - A division that appears to be difficult to decide placement
 - A division that includes an athlete whom you have heard dislikes your decisions, whom you fear their reacting to your decision.

7.5 ROLES AND RESPONSIBILITIES OF A WBTF JUDGE

- To remain professional at all times.
- To enable athletes to measure their progress through accurate scoring
- To attend all judges' meetings promptly
- To attend any extra judges' meetings or discussions which may be called

- To continue one's education as a judge
- To keep an open mind
- To avoid discussions leading to confrontation with fellow country judges
- To keep rule book, regulations, and criteria updated and be fully aware of WBTF rules
- To support and enforce the judges' philosophy
- Whatever you choose to reward shall be perpetuated
- To remain accountable for all scores/feedback and placing given

Adjudicators' Code of Conduct & Standards of Ethics

7.5.1 Preamble

As we work towards our goal of becoming an Olympic Program sport, it is now more important than ever that we preserve and enhance the reputation upon which the World

Baton Twirling Federation was built. Our reputation demands that we conduct our business ethically and legally, and that our conduct always reflects the values and principles enshrined in the Olympic Charter.

This Code of Conduct and Standards of Ethics ("the Code") is intended to provide a framework of standards for conduct and ethics for adjudicators. It has been developed

as an Operating Policy of the WBTF Board of Directors in recognition of the fundamental and overriding responsibility of all adjudicators to maintain the integrity, competence and effectiveness of judging panels as a whole.

The rules and standards set out in the Code are intended to assist adjudicators to establish appropriate standards of conduct in order that they have the confidence of their peers, the competitors they are judging, the WBTF and WBTF member federations

utilising their services, other sports administration bodies including IOC, and the sports

media and general public.

It must be recognised that the Code cannot anticipate all possible situations in which adjudicators may be called upon to exercise judgement. In all cases, it remains the ultimate responsibility of each individual adjudicator to consider the intent as well as the

letter of the standards, which have been set, to conduct himself/herself in an ethical and professional manner, and to ensure all competitors are judged on their merits free from any bias or coercion.

Adherence to the standards reflected in the Code is essential to WBTF's future success. All adjudicators must become familiar with the contents of this Operating Policy.

WBTF expects every adjudicator to take personal responsibility for complying with the

Code and acting in a manner consistent with WBTF and IOC values and principles.

The Code applies to all adjudicators and Chairmen (hereinafter referred to collectively

as "adjudicators") licensed by the WBTF.

The Code may be amended from time to time by the WBTF Board of Directors.

Conflict of Interest

A Conflict of Interest is any interest, relationship, association or activity that is incompatible with an adjudicator's obligations to ensure that all competitors are judged

on their merits, free from any bias or coercion.

Conflicts of Interest arise in particular when the personal interests of an adjudicator influence that adjudicator's judgement or ability to act in the best interest of the WBTF,

which is the same as the best interest of the competitors.

An adjudicator must adhere to the rules set out in this Code, and shall retire from the panel where any potential Conflict of Interest arises.

7.5.2 Rules for Adjudicators

(a) An adjudicator shall not judge in any event and shall retire from the panel, if s/he knows or believes that his/her physical or mental condition does not allow him/her to perform the job properly without any limitations.

(b) An adjudicator shall not judge any event, and shall retire from the panel, where any

person competing in that competition is a member of his/her immediate and extended

family, including de facto relationships, or where s/he has a personal relationship to any

competitor in the competition which makes it inappropriate for him/her to serve as an adjudicator.

For greater clarity, the words “immediate and extended family” include anyone to whom

that judge is related by blood or marriage, to the degree of first cousin or closer, or adoption order, or with whom the judge lives or cohabits.

(c) An adjudicator shall not accept money, awards, articles or things of substantial material value, or favours or promises of any future consideration, whether as gift or as

payment for services, from any competitor or organiser, or from any other third party, who may be or may have been affected directly or indirectly by the adjudicator’s decision.

(d) An adjudicator shall not make any false representation in respect of his/her accreditation level or experience and in relation to his/her adjudicators licence.

(e) Once an adjudicator is engaged to officiate at a particular event s/he can only act as

an adjudicator throughout the event and this Code applies to the event as a whole.

(f) An adjudicator shall not coach, teach, or give any advice to any participating competitor during an event at which he/she is judging/working. This includes all judges,

officials and individuals who are in possession of information that is shared with the judging panel and exercise influence over the judges’ panel.

(g) An adjudicator shall not threaten to mark a competitor in a particular way.

(h) An adjudicator shall not in any way threaten a competitor during the conduct of a competition s/he is judging and in which the competitor is competing.

(i) An adjudicator shall refrain from publicly taking any partisan position in respect of any competitor he/she may judge in any competition.

(j) An adjudicator shall not seek by any means to improperly influence, or to intimidate, another adjudicator.

(k) An adjudicator who is not a member of the judging panel for an event, shall not

discuss with any adjudicator who is a member of the judging panel for that event the merits of the performance of a competitor in that event or any previous performances or

results, before the completion of the event.

(l) An adjudicator shall not discuss the merits of a competitor's performance with the competitor before the end of the event in which s/he is judging.

(m) An adjudicator shall not seek to influence the outcome of a competition other than by marking all athletes in the competition on their merits

(n) An adjudicator when appointed to judge an WBTF event has to judge strictly according to WBTF rules and policies.

(o) An adjudicator shall not engage in any conduct that is intended to gain an advantage

for any competitor

(p) An adjudicator shall not falsely claim to officially represent WBTF in any capacity.

(q) If an adjudicator converses with fellow adjudicators, spectators, competitors or coaches during an event, s/he may not discuss the performance of any competitor s/he

is judging or any of their previous performances or results, until after the end of the event.

(r) An adjudicator shall not use a mobile telephone or portable digital-information device

of any kind in or near the competition floor during judging with the exception of using the

device as a stop watch for timing if necessary

7.6 General Behaviour of Adjudicators

Adjudicators shall comply with the following rules of conduct so as to uphold the highest

standards of behaviour:

(a) An adjudicator's behaviour both on and off the competition floor must be consistent

with the principles of good sportsmanship. An adjudicator must not behave in a questionable or unseemly manner in public or at any WBTF related function or occasion where members of the public (including competitors, spectators and the

media) are present in any capacity.

(b) An adjudicator must be consistent, objective and neutral in his/her decisions.

Biased

judging undermines the whole basis of competition.

(c) An adjudicator must not publicly question his/her fellow adjudicators' judgement, honesty or good faith.

(d) Where an adjudicator is permitted by this Code to judge the athletes s/he coaches

or has coached in the past, the adjudicator should not allow this relationship to influence his/her judgement.

(e) An adjudicator must maintain and develop his/her judging skills by keeping himself/herself informed on developments in technique and style, and any changes in WBTF rules and policies on judging.

(f) Where judging responsibilities have been assigned to an adjudicator for a competition, regardless of the status of that competition, the adjudicator shall not consume any alcoholic beverage or recreational drugs before and during any period of the event, until the end of the event.

(g) An adjudicator shall not otherwise act in any way that may bring the image of WBTF

or WBTF into disrepute.

It is a basic requirement of the adjudicator's licence that any adjudicator engaged to judge at a competition shall

(a) Arrive on time at the venue in reasonable physical and mental condition.

(b) Report his/her presence to the organiser and Chair of Adjudicators.

(c) Ascertain the timetable of the competitions.

(d) Be available to perform the duties of an WBTF adjudicator as scheduled.

(e) Behave in such a way during the competition as to preserve the good reputation of WBTF and the WBTF.

During the conduct of a competition, the adjudicators on the judging panel shall:

(a) Adjudicator's will judge from the prescribed seating area.

(b) Adjudicator's will judge independently and not compare notes with the other adjudicators.

(d) Mark and sign their paper score cards in ink, including their signature, and initial

each and every alteration s/he makes to the scoring papers.

(e) Follow any instruction given by the Chair.

(f) Concentrate on judging only and not have any communication with the audience, fellow adjudicators or athletes and not do anything that might distract him/her, including

by the use of any electronic device or camera.

5. Complaints about Adjudicators during a Competition

During a competition the Chair nominated or confirmed by the WBTF is authorized and

obliged to observe the compliance of all WBTF licensed adjudicators with the Code, whether they be engaged in the competition or not.

Any complaints regarding the breach of Code during the competition, should be made

by an official representative of an WBTF Member body in writing and shall be addressed to the Chair, provided always that anyone may make such a complaint to the

Chair when an official representative of an WBTF Member body is unable or unwilling to do so.

If the Chair has reason to believe that there has been a breach of the Code by an adjudicator on the panel of which s/he is Chair, then s/he is empowered and obliged to

notify such adjudicator of the complaint against him/her, hear him/her in reply, and then

take appropriate action immediately according to the terms of the Code.

The Chair shall have the power to reprimand or replace the adjudicator by an appropriate substitute for the remainder of the competition.

The Chair shall document any incident or observation of alleged or suspected misconduct by an adjudicator, and any reprimand or replacement of an adjudicator, and

include it or them in the competition report to the WBTF Sport Administrator who shall

decide whether there is the need to initiate a further investigation. The WBTF Sport

Administrator shall refer each such case to the WBTF Board of Directors, with or without recommendations, for consideration.

Other Complaints about Adjudicators

Any other complaints about an alleged breach of the Code after the results of the competition have been announced must be submitted by an WBTF Member body or another person in writing to the WBTF Sport Administrator.

A complaint shall not be considered unless the following lodgement criteria are met:

(a) The complaint must be made in writing and signed by the complainant, and must be

lodged with the WBTF Sport Administrator within ten (10) days of the date of the alleged

breach together with any supporting documentation.

(b) The complainant must specify the full name, address and contact details of the complaining person or persons and must agree in writing to give evidence and to take

all steps in its power to require persons with knowledge of the matter of the complaint to

be cross examined on that evidence.

If a complaint meets these criteria, the WBTF Sport Administrator shall forward the complaint to the WBTF Presidium for further consideration. If these criteria are not met,

the WBTF Sport Administrator shall write to the complainant immediately advising that

s/he has failed to meet these criteria and inviting a revised complaint that meets these criteria.

Nothing in this rule shall prevent the WBTF Sport Administrator from initiating an investigation at any time where the WBTF Sport Administrator believes there has been

a breach of this Code or any rule or policy of the WBTF, and referring it to the WBTF Executive Board for consideration.

The WBTF Executive Board shall consider any complaint made under this section.

The

Executive may give a complaint lesser weight or no weight based on the degree to which that complaint is based on hearsay rather than direct evidence.

7. Disciplinary Actions against Adjudicators

If an adjudicator

(a) Manifestly contravenes the Code, or otherwise commits gross misconduct;

(b) Wilfully infringes any of these rules; or

(c) Is found to have engaged in any conduct which in the opinion of the WBTF Executive Board is prejudicial to the interests of WBTF; then the WBTF Executive Board shall have the power to reprimand or impose a disciplinary action on the adjudicator, or otherwise to suspend or cancel or revoke the adjudicator's WBTF license, provided always that no disciplinary action shall be taken unless such adjudicator shall by notice, in writing, be notified of the complaint against him/her before

the Executive takes any action. The adjudicator has a right to appear before three Members of the Executive who are chosen by the Managing Committee, to defend his/her case, be represented by another person or send his/her comments in writing, provided always that this right shall not restrict or delay the Executive from acting prior

to such appearance if in the Executive decides that it is in the best interests of Baton Twirling to do so. The adjudicator must pay the costs of attending before the Executive.

The Executive will use its best efforts to help the adjudicator to minimize such costs.

All complaints made under this Code shall be considered and decided by the Executive

according to its absolute discretion and its decision shall be final, provided always that it

shall give written reasons for its decision.

7.6 WBTF JUDGES

REQUIREMENTS OF ALL WBTF JUDGES

(Approved Summer 2008)

Judges are required to sign and return the official WBTF Adjudicator's Code of Conduct/Consent Form and Judges' Contract for the World Championships and International

Cup to the WBTF Judges' Chair by May 1st. Penalty for not attending assigned meetings would mean judge is not eligible at WBTF for the following 2 years.

January 2014

Judges for all WBTF Championships and WBTF Cup Competitions are required to attend all judges review meetings when scheduled.



Section 8

Tabulation

Section 8 Tabulation



Section 9

Business and Financial Policies

Section 9 Business and Financial Policies

9.1 The financial year

The financial year is running from day one of the year till the last day of the year.
(January 1-December 31)

9.2 Registration of BTAC

BTAC is registered in the UK with companies house as a company limited by guarantee.

9.3 Bank account

The bank account of the BTAC is held within the UK and is with National Westminster.

9.4 Accounting Responsibilities of the Business Manager

- Maintenance of accounting procedures
- Ensures that the Administrative Assistant and Account Controller are managing the current financial records in the on-line financial accounting system.
- Ensures that bills are paid and accounted for in the correct categories and accounts in the on-line financial accounting system.
- Oversees receipt of monies, deposits, and reconciliation of bank statements
- Ensures that a semi-annual financial reports are sent to the Executive Board Members (January and July) emailed by the 30th of the month following end of 2nd quarter and 4th quarter
- Sends year-end financial report to all Executive BOD members at/or prior to Annual Meeting
- Immediately inform (by telephone) the Executive Board President of any unusual or extreme financial situation, which affects, or may affect in the future, the status quo of BTAC financially.
- Arranges to have a full audit if necessary of the BTAC books and report same to Executive Board.
- Consults with BTAC President to prepare budget proposal for submission to Executive Board (for annual budget) at/or prior to Annual Meeting
- Presents annual budget proposal to Executive Committee for discussion,
- Presents annual budget to the BTAC General Assembly

9.4 Budget

Every year the BTAC Business Manager is responsible to establish a budget with all income and all the expense of the BTAC. The presentation of the budget is always before the financial year.

9.5 Presentation of the budget

During a physical meeting and / or an online meeting the Business Manager presents the budget to all the members of BTAC.

9.6 Main accounting task of the BTAC Business Manager

The main task of the Business Manager is to protect and to guard the financial budget, he may intervene when BTAC officials go over their budget.

9.7 Income of BTAC

2019

Membership Fees both from teams and individuals

Entry fees for competitions

Spectator Fees at competitions

Competition profit (Kitchen, for sale stall, donations)

Fundraising

Grants

2020:

Membership Fees both from teams and individuals

Entry fees for competition

Spectator Fees at competition

Competition profit (Kitchen, for sale stall, donations)

Fundraising

Grants

Commercial income through creation of New Business

Other income from education collateral, e-commerce activities, etc:

- education (coaches/judges/athletes)

- clinics

- web-shop (promotion material/educational material)

9.8 Payment of Membership

The membership of BTAC must be paid and visible before the last day of January all other payments must be completed as written on the invoice.

9.9 Bank fees

All bank and other wire and/or transfer fees are at the expense of the client. We pay fees for international transfer of money for all competitions and membership to our international governing bodies.

9.10 Financial Reimbursement Policy

Advance Payment:

Members of the BTAC requesting advanced payment for expenses incurred must provide the Business Manager with a detailed invoice. The Business Manager requires a minimum of four (4) weeks to provide payment to individual(s). The Business Manager must obtain President's authorization on expenditures.

9.11 Expenses not paid by BTAC

Board members will not be paid for the time fulfilling their role on the board. Board members may from time to time be asked to complete another rule or act in terms of judge or clinician.

9.12 Expenses Paid By BTAC

Travel Expenses:

Travel expenses for essential trip for the executive committee, technical director, judges and coaches may be paid by BTAC providing; prior approval has been granted by the president and; BTAC have the available funds to meet the financial requirement. An essential trip will be discussed at a board meeting and agreed that it is essential. The level of reimbursement paid includes:

- 1) Hotel: Based on a single normal room (with or without breakfast.)
- 2) Travel / Airfare: Based on economy airfare and/or other forms of transport
- 3) Per Diem: All BTAC executive members receive a per diem amount for meal expenses. This amount must be reviewed every year by the BTAC board.

Meeting rooms BTAC normally conducts meetings monthly, during which time a cost may occur for the meeting room. Although best efforts must be made to keep the costs of the room hire down.

9.13 Awards

Medals / Certificates / Patches

- All medals given during the awards of any BTAC event are the expense of the BTAC
- Certificate of participation in the event
- Special recognition badges for multiple years participation in an international event.

9.14 Web hosting

BTAC is in the process of building an online profile and this will come at a cost. It would be beneficial for the organization to have an online CRM portal.

9.15 Social Media:

Facebook / Instagram / Twitter / Snapchat Modern times require digital interaction, such as Twitter, Instagram and FB, communication has to go through these channels and via the website. It would be more effective for the organization Social Media to be managed by a specialist company. This again will have a cost associated with it.

9.16 Clinics and Courses

All BTAC Clinics, judge courses, coaches courses, training days and levels assessment will cost the association money, in terms of the clinicians and hall hire. This cost must be divided up and met by the athletes attending.

9.17 BUSINESS & FINANCE COMMITTEE

The BTAC Business/Finance Committee manages the financial business of the BTAC and as such will conduct the daily and year-round financial business of the organization.

9.18 THE MAKEUP OF THE WBTF BUSINESS & FINANCE COMMITTEE:

The COMMITTEE is comprised of the BTAC Business Manager, the BTAC President, two members of the EC at large and the organisation's accountants. It is the responsibility of the Business & Finance Committee to ensure that all aspects of the financial accounting for BTAC is completed in a timely, efficient, cost-effective, and professional manner to provide accurate reports to the BTAC Executive and the member federations. The BTAC Business & Finance Committee will execute the listed tasks, duties, and responsibilities that include management of the Bank, credit card accounts, as well as the E-Commerce system. All financial accounting is processed and stored on the accounting spreadsheet, including all receipts and expenditures of the organization.

9.19 BTAC BUSINESS & FINANCE COMMITTEE DELINEATED RESPONSIBILITIES:

BTAC ADMINISTRATIVE ASSISTANT:

Shall refer to a hired/appointed position that provides appropriate administrative support to the President, Treasurer and Executive Committee Members. The BTAC Administrative Assistant is a primary administration officer for the Executive Board and provides the link between the Executive Board, Technical & Judges committees, Continental Affairs Commissions, members and outside agencies.

Responsibilities include:

FINANCIAL ACCOUNTING

- 1 Code all Bank and PayPal receipts & disbursements in the online accounting system to proper accounts & categories for reconciliation
- 2 Ensure Bank and PayPal accounts are reconciled each month
- 3 Monitor incoming membership payments via bank wire, PayPal, and Credit Card for processing
- 4 Ensure Membership Invoices are uploaded and federations are notified
- 5 Create a chart for membership and entry payments
- 6 Assist Entry Registrar with the processing and sending of entry confirmations and invoices for entry payments
- 7 Ensure all entry invoices for entry payments are completed
- 8 Ensure all entry and other rebates payments are completed and paid to host federation

- 9 Monitor incoming entry fee, clinic, and shopping cart payments via bank wire, PayPal, and Credit Card processing
- 10 Ensure all entry, clinic and shopping cart invoices for payments are completed
- 11 Assist with annual BTAC incorporation filing
- 12 Ensure year-end financial reports and balance sheet are sent to the Accounting Firm for filing
- 13 Ensure all meeting arrangements are completed for the Annual General Meeting
- 14 Ensure Entry Registrar knows of any changes and provide them with updated P/P Manual
- 15 Ensure that entry and clinic forms are updated for the coming year / proof and test
- 16 Upload entry forms and all required documents into the ShareFile System
- 17 Assist with updating policy and procedures, coach & judge manuals following meetings
- 18 Upload policy, coach, judge manuals to website and Sharefile system
- 19 Update federation contact information
- 20 Assist with updates to website and assisting with Facebook updates
- 21 Assist with the management of all tabulation programs when there are any necessary items from technical rules changes / proof and test
- 22 Prepare the ShareFile System Folders for each federation:
- 23 clean out files from previous year in preparation for coming year.
- 24 Ensure that inventory of awards for coming year is completed and ordered.
- 25 Order participation patches for the year's continental & international competitions.
- 26 Assist with research on federation insurance for coming year and insurance policy has been underwritten and paid for.
- 27 Ensure all equipment necessary for international event is in place (and method of transport) (e.g. awards, flags, sponsor signage, flashboards if applicable, tabulation equipment/supplies, etc.
- 28 Assist with creating Special Athletes Certificates and other special Awards
- 29 Ensure all results are posted to website and competition result files are filed for prosperity

- 30 Ensure all equipment from events is taken care of following competition (and method of transport) (e.g. awards, flags, sponsor signage, flashboards if applicable, tabulation equipment/supplies

9.20 BTAC Business Manager:

Responsibilities include:

FINANCIAL ACCOUNTING

- 1 Monthly reconciliation of all Bank and PayPal receipts & disbursements in the online accounting system to ensure all records agree with the bank statements.
- 2 Maintenance of accounting procedures
- 3 Ensures that the Administrative Assistant are managing the current financial records in the on-line financial accounting system.
- 4 Ensures that bills are paid and accounted for in the correct categories and accounts in the on-line financial accounting system
- 5 Oversees receipt of monies, deposits, and reconciliation of bank Statements
- 6 Ensures that all financial reports are sent to the EC on time
- 7 Immediately inform (by telephone) the Executive Board President of any unusual or extreme financial situation, which affects, or may affect in the future, the status quo of the WBTF financially
- 8 Arranges to have a full audit if necessary of the BTAC books and report Same to Executive Board.
- 9 Consults with BTAC President to prepare budget proposal for submission to Executive Board (for annual budget) at/or prior to Annual Meeting
- 10 Presents annual budget proposal to Executive Committee for discussion
- 11 Presents annual budget to the BTAC General Assembly

9.21 BTAC ACCOUNTANTS:

Shall refer to a hired/appointed position that conducts the completion of the organization's required financial fillings.

Responsibilities include:

FINANCIAL ACCOUNTING

- 1 Maintenance of accounting procedures

2 Prepares the companies house filings.

9.22 BTAC PRESIDENT:

Shall refer to an elected official of the BTAC Executive.

Responsibilities include:

FINANCIAL ACCOUNTING

1 Ensure that of accounting procedures maintained BUSINESS OPERATIONS

2 Ensure corporate standing with State of Colorado as required by Colorado and U.S. law.

3 Ensures that all reports are filed as required by IRS; and maintain nonprofit status

4 Maintain liability insurance, and all other necessary insurance for the organization and/or its members

5 Maintain and renew copyrights and official registration of logos, publications, etc.

6 Secure and protect the International Baton Twirling Federation in all areas, subjects & concerns

7 Complete duties, tasks and responsibilities as directed by the Executive Board of Directors

8 Formulate teams to develop strategies and design for technological programs / re: registration, competition, tabulation, display systems, live streaming, etc.

MARKETING & PROMOTION RESPONSIBILTIES

9 Guide and direct the financial implementation of marketing projects to promote and enhance the WBTF

10 Formulate a team to develop strategies for website development and content, social medial strategies and content.

11 Coordinate ideas for an Advertisers/Sponsor's Program

12 Formulate a team to develop ideas to solicit corporate sponsorship

9.23 Trading Arm

Btac proactively investigates the potential for trading organisations to be set up and run for the purpose of creating revenue for BTAC and/or to support with delivery of the over objectives of BTAC.



Section 10 Anti-Doping

Section 10 Anti-Doping

At the time of writing this document, BTAC were researching their responsibilities with regards to anti-doping on a local level. So in the interim, we shall assume the policy guidelines of our international governing body WBTF.

The World Baton Twirling Federation Introduction: The World Baton Twirling Federation has adopted the rules and regulations of the World Anti-Doping Agency (hereafter, “WADA”) and the membership has approved and accepted the terms and conditions as set forth in this “CODE.” The acceptance of the Code is a mandate approved and accepted by The World Baton Twirling Federation and it is assumed that the membership of the WBTF must and will comply with these rules as agreed upon by the WBTF. It is also understood that each and every member federation must and will comply with the rules and regulations as set forth by the member respective National Olympic Committee or Sports Ministry. It is also assumed that these rules will be any less stringent than the rules in this document that are approved and accepted by the memberships of the WBTF. The WBTF follows the rules and mandates established and set forth by the International Olympic Committee and the General Association of International Sport Federations as it applies to integrity, fair-play, and sportsmanship. With these guidelines, the WBTF understands and endorses competition in the most fair and equitable manner, including maintaining the necessity of a drug free sports environment. The World Baton Twirling Federation will maintain its support and endorsement of these rules and policies and will assure its member a continual and constant effort of commitment to the policies, rules, regulations and protocols set forth in this Code.

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WORLD BATON TWIRLING FEDERATION'S ANTI-DOPING RULES INTRODUCTION

Preface

At The World Baton Twirling Federation Congress held on January 27-28, 2018 in Orlando, Florida, USA, The World Baton Twirling Federation accepted the WBTF'S proposed World AntiDoping Code (the "Code"). These Anti-Doping Rules are adopted and implemented in accordance with World Baton Twirling Federation's responsibilities under the Code, and are in furtherance of The World Baton Twirling Federation's continuing efforts to eradicate doping in the sport of Baton Twirling. Anti-Doping Rules, like Competition rules, are sport rules governing the conditions under which sport is played. Athletes accept these rules as a condition of participation. Anti-Doping Rules are not intended to be subject to or limited by national requirements and legal standards

applicable to criminal proceedings or civil proceedings. The policies and minimum standards

set forth in the Code and implemented in these Anti-Doping Rules represent the consensus of a

broad spectrum of stakeholders with an interest in fair sport and should be respected by all

courts and adjudicating bodies.

Fundamental Rationale for the Code and World Baton Twirling Federation's Anti-Doping

Rules

Anti-doping programs seek to preserve what is intrinsically valuable about sport. This intrinsic

value is often referred to as "the spirit of sport"; it is the essence of Olympism; it is how we play

true. The spirit of sport is the celebration of the human spirit, body and mind, and is characterized by the following values:

- Ethics, fair play and honesty
- Health
- Excellence in performance
- Character and education
- Fun and joy
- Teamwork
- Dedication and commitment
- Respect for rules and laws
- Respect for self and other Participants
- Courage
- Community and solidarity

Doping is fundamentally contrary to the spirit of sport. For that reason The World Baton Twirling

Federation rejects and abhors any use of drugs and any performance enhancing elements that

could be used by athletes to alter their play or performance.

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The World Baton Twirling Federation's Commitment to Anti-Doping

During the World Baton Twirling Federation's 33rd World Championships, which were conducted under the jurisdiction of the WBTF in August, the WBTF conducted its first Doping program and reported the detail of the programs to its membership. All the basic procedures and protocols were followed and the Member Federations and participants were perfectly cooperative in this effort. The WBTF is confident that its members will regard and respect the rules set forth by the WBTF to combat and control doping in Baton Twirling.

Scope

These Anti-Doping Rules shall apply to The World Baton Twirling Federation, as so set forth in this document, each National Federation of the WBTF, and each Participant in the activities of the WBTF or any of its National Federations by virtue of the participant's membership, accreditation, or participation in the WBTF, its National Federations, or their activities or Events.

Any Person who is not a member of a National Federation and who fulfills the requirements to be part of the WBTF Registered Testing Pool, must become a member of the person's National Federation, and must make himself or herself available for testing, at least twelve months before participating in any WBTF sanctioned or sponsored International Events or events of his/her National Federation.

To be eligible for participation in a WBTF event, a competitor must be member, as so determined or designated by his or her National Federation. Such a WBTF assignment will only be issued to competitors who have personally signed the Appendix 1, in the actual form

approved by the WBTF Executive Committee. All forms from Minor applicants must be countersigned by their legal guardians. This will apply to all athletes who participate in a WBTF sanctioned or conducted event; participating and also representing their respective National Federation.

The WBTF's respective National Federations must guarantee that all athletes who are designated, as their members must accept the Rules of the WBTF, including these WBTF AntiDoping Rules compiled in accordance with the World Anti-Doping Code. It is the responsibility of each National Federation to ensure that all national-level testing on the National Federation's Athletes complies with these Anti-Doping Rules. In some cases, the National Federation itself will be conducting the Doping Control described in these Anti-Doping Rules. In other countries, many of the Doping Control responsibilities of the National Federation have been delegated or assigned by statute to a National Anti-Doping Organization or are assigned by the countries National Olympic Committee or Ministry of Sport. In those countries, references in these Anti-Doping Rules to the National Federation shall apply, as applicable, to the National Federation's National Anti-Doping Organization. These Anti-Doping Rules shall apply to all Doping Controls over which the WBTF and its National Federations have jurisdiction.

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IMPORTANT!

Note: Any and all references to "IF" in all the following highlighted areas shall pertain specifically to the World Baton Twirling Federation. References to National Federations shall pertain specifically to the National Federations that are member of the WBTF.

In addition, the terms “World Baton Twirling Federation” and “WBTF” shall be used interchangeably.

There are references to the term “IF” throughout the document, and in part WBTF lar, in the

standardized areas that cannot be changed. It should be assumed that such references would

apply to the World Baton Twirling Federation or the WBTF, unless otherwise specified.

References throughout the document to “National Federations” shall mean National Federations

that are members of The World Baton Twirling Federation, unless otherwise specified.

ARTICLE 1 DEFINITION OF DOPING

Doping is defined as the occurrence of one or more of the anti-doping rule violations set forth in

Article 2.1 through Article 2.10 of these Anti-Doping Rules.

ARTICLE 2 ANTI-DOPING RULE VIOLATIONS

The purpose of Article 2 is to specify the circumstances and conduct which constitute antidoping rule violations. Hearings in doping cases will proceed based on the assertion that one or

more of these specific rules have been violated.

Athlete and other Persons shall be responsible for knowing what constitutes an antidoping rule violation and the substances and methods which have been included in the

Prohibited List.

The following constitute anti-doping rule violations:

2.1 The Presence of a Prohibited Substance or its Metabolites or Markers in an Athlete’s Sample

2.1.1 It is each Athlete’s personal duty to ensure that no Prohibited Substance enters his or her body. Athletes are responsible for any Prohibited Substance or its Metabolites

or Markers found to be present in their Samples. Accordingly, it is not necessary that intent, Fault, negligence or knowing Use on the Athlete’s part be demonstrated in order

to establish an anti-doping rule violation under Article 2.1.

2.1.2 Sufficient proof of an anti-doping rule violation under Article 2.1 is established by

any of the following: presence of a Prohibited Substance or its Metabolites or Markers in

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the Athlete's A Sample where the Athlete waives analysis of the B Sample and the B Sample is not analyzed; or, where the Athlete's B Sample is analyzed and the analysis

of the Athlete's B Sample confirms the presence of the Prohibited Substance or its Metabolites or Markers found in the Athlete's A Sample; or, where the Athlete's B Sample is split into two bottles and the analysis of the second bottle confirms the presence of the Prohibited Substance or its Metabolites or Markers found in the first bottle.

2.1.3 Excepting those substances for which a quantitative threshold is specifically identified in the Prohibited List, the presence of any quantity of a Prohibited Substance

or its Metabolites or Markers in an Athlete's Sample shall constitute an anti-doping rule violation.

2.1.4 As an exception to the general rule of Article 2.1, the Prohibited List or International Standards may establish special criteria for the evaluation of Prohibited Substances that can also be produced endogenously.

2.2 Use or Attempted Use by an Athlete of a Prohibited Substance or a Prohibited Method

2.2.1 It is each Athlete's personal duty to ensure that no Prohibited Substance enters his or her body and that no Prohibited Method is Used. Accordingly, it is not necessary

that intent, Fault, negligence or knowing Use on the Athlete's part be demonstrated in

order to establish an anti-doping rule violation for Use of a Prohibited Substance or a Prohibited Method.

2.2.2 The success or failure of the Use or Attempted Use of a Prohibited Substance or

Prohibited Method is not material. It is sufficient that the Prohibited Substance or Prohibited Method was Used or Attempted to be Used for an anti-doping rule violation to be committed.

2.3 Evading, Refusing or Failing to Submit to Sample Collection

Evading Sample collection, or without compelling justification refusing or failing to submit to

Sample collection after notification as authorized in these Anti-Doping Rules or other applicable anti-doping rules.

2.4 Whereabouts Failures

Any combination of three missed tests and/or filing failures, as defined in the International

Standard for Testing and Investigations, within a twelve-month period by an Athlete in a

Registered Testing Pool.

2.5 Tampering, or Attempted Tampering with any part of Doping Control

Conduct which subverts the Doping Control process but which would not otherwise be included

in the definition of Prohibited Methods. Tampering shall include, without limitation, intentionally

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interfering or attempting to interfere with a Doping Control official, providing fraudulent

information to an Anti-Doping Organization, or intimidating or attempting to intimidate a potential witness.

2.6 Possession of a Prohibited Substance or a Prohibited Method

2.6.1 Possession by an Athlete In-Competition of any Prohibited Substance or any Prohibited Method or Possession by an Athlete Out-of-Competition of any Prohibited Substance or any Prohibited Method which is prohibited Out-of-Competition unless the

Athlete establishes that the Possession is consistent with a Therapeutic Use Exemption

(“TUE”) granted in accordance with Article 4.4 or other acceptable justification.

2.6.2 Possession by an Athlete Support Person In-Competition of any Prohibited Substance or any Prohibited Method or Possession by an Athlete Support Person Out-of-Competition of any Prohibited Substance or any Prohibited Method which is prohibited

Out-of-Competition in connection with an Athlete, Competition or training, unless the establishes that the Athlete Support Person establishes that the Possession is consistent with a TUE granted to an Athlete in accordance with Article 4.4 or other acceptable justification.

2.7 Trafficking or Attempted Trafficking in any Prohibited Substance or Prohibited Method

2.8 Administration or Attempted Administration to any Athlete In-Competition of any Prohibited Substance or Prohibited Method, or Administration or Attempted Administration to any Athlete-out-of-Competition of any Prohibited Substance or any Prohibited Method that is prohibited Out- of-Competition

2.9 Complicity

Assisting, encouraging, aiding, abetting, conspiring, covering up or any other type of intentional

complicity involving an anti-doping rule violation, Attempted anti-doping rule violation or violation

of Article 10.12.1 by another Person.

2.10 Prohibited Association

Association by an Athlete or other Person subject to the authority of an Anti-Doping Organization in a professional or sport-related capacity with any Athlete Support Person who:

2.10.1 If subject to the authority of an Anti-Doping Organization, is serving a period of

Ineligibility; or

2.10.2 If not subject to the authority of an Anti-Doping Organization and where Ineligibility has not been addressed in a result management process pursuant to the Code, has been convicted or found in criminal, disciplinary or professional proceeding to

have engaged in conduct which would have constituted a violation of anti-doping rules if

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Code-compliant rules had been applicable to such Person. The disqualifying status of

such Person shall be in force for the longer of six years from the criminal, professional or

disciplinary decision or the duration of the criminal, disciplinary or professional sanction

imposed; or

2.10.3 Is serving as a front or intermediary for an individual described in Article

2.10.1

or 2.10.2.

In order for this provision to apply, it is necessary that the Athlete or other Person has previously

been advised in writing by an Anti-Doping Organization with jurisdiction over the Athlete or other

Person, or by WADA, of the Athlete Support Person's disqualifying status and the potential

Consequence of prohibited association and that the Athlete or other Person can reasonably

avoid the association. The Anti-Doping Organization shall also use reasonable efforts to advise

the Athlete Support Person who is the subject of the notice to the Athlete or other Person that

the Athlete Support Person may, within 15 days, come forward to the Anti-Doping Organization

to explain that the criteria described in Articles 2.10.1 and 2.10.2 do not apply to him or her.

(Notwithstanding Article 17, this Article applies even when the Athlete Support Person's

disqualifying conduct occurred prior to the effective date provided in Article 20.7.)

The burden shall be on the Athlete or other Person to establish that any association with Athlete

Support Personnel described in Article 2.10.1 or 2.10.2 is not in a professional or sport-related

capacity.

Anti-Doping Organizations that are aware of Athlete Support Personnel who meet the criteria described in Article 2.10.1, 2.10.2, or 2.10.3 shall submit that information to WADA.

ARTICLE 3 PROOF OF DOPING

3.1 Burdens and Standards of Proof

WBTF shall have the burden of establishing that an anti-doping rule violation has occurred. The standard of proof shall be whether WBTF has established an anti-doping rule violation to the comfortable satisfaction of the hearing panel bearing in mind the seriousness of the allegation which is made. This standard of proof in all cases is greater than a mere balance of probability but less than proof beyond a reasonable doubt. Where these Anti-Doping Rules place the burden of proof upon the Athlete or other Person alleged to have committed an anti-doping rule violation to rebut a presumption or establish specified facts or circumstances, the standard of proof shall be by a balance of probability.

3.2 Methods of Establishing Facts and Presumptions

Facts related to anti-doping rule violations may be established by any reliable means, including admissions. The following rules of proof shall be applicable in doping cases:

3.2.1 Analytical methods or decision limits approved by WADA after consultation within

the relevant scientific community and which have been the subject of peer review are presumed to be scientifically valid. Any Athlete or other Person seeking to rebut this presumption of scientific validity shall, as a condition precedent to any such challenge,

first notify WADA of the challenge and the basis of the challenge. CAS on its own initiative may also inform WADA of any such challenge. At WADA's request, the CAS

panel shall appoint an appropriate scientific expert to assist the panel in its evaluation of the challenge. Within 10 days of WADA's receipt of such notice, and WADA's receipt of the CAS file, WADA shall also have the right to intervene as a party, appear amicus curiae, or otherwise provide evidence in such proceeding.

3.2.2 WADA-accredited laboratories, and other laboratories approved by WADA, are presumed to have conducted Sample analysis and custodial procedures in accordance

with the International Standard for Laboratories. The Athlete or other Person may rebut

this presumption by establishing that a departure from the International Standard for Laboratories occurred which could reasonably have caused the Adverse Analytical Finding. If the Athlete or other Person rebuts the preceding presumption by showing that a departure from the International Standard for Laboratories occurred which could

reasonably have caused the Adverse Analytical Finding, then WBTF shall have the burden to establish that such departure did not cause the Adverse Analytical Finding.

3.2.3 Departures from any other International Standard or other anti-doping rule or policy set forth in the Code or these Anti-Doping Rules which did not cause an Adverse

Analytical Finding or other anti-doping rule violation shall not invalidate such evidence or

results. If the Athlete or other Person establishes a departure from another International

Standard or other anti-doping rule or policy which could reasonably have caused an antidoping rule violation based on an Adverse Analytical Finding or other anti-doping rule

violation, then WBTF shall have the burden to establish that such departure did not cause the Adverse Analytical Finding or the factual basis for the anti-doping rule violation.

3.2.4 The facts established by a decision of a court or professional disciplinary tribunal

of competent jurisdiction which is not the subject of a pending appeal shall be

irrebuttable evidence against the Athlete or other Person to whom the decision pertained
of those facts unless the Athlete or other Person establishes that the decision violated
principles of natural justice.

3.2.5 The hearing panel in a hearing on an anti-doping rule violation may draw an inference adverse to the Athlete or other Person who is asserted to have committed an
anti-doping rule violation based on the Athlete's or other Person's refusal, after a request
made in a reasonable time in advance of the hearing, to appear at the hearing (either in
person or telephonically as directed by the hearing panel) and to answer questions from
the hearing panel or WBTF.

ARTICLE 4 THE PROHIBITED LIST

4.1 Incorporation of the Prohibited List

These Anti-Doping Rules incorporate the Prohibited List that is published and revised by WADA
as described in Article 4.1 of the Code. The WBTF will make the current Prohibited List
available to each National Federation, and each National Federation shall ensure that the
current Prohibited List is available to its members and constituents.¹

4.2 Prohibited Substances and Prohibited Methods Identified on the Prohibited List

4.2.1 Prohibited Substances and Prohibited Methods

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Unless provided otherwise in the Prohibited List and/or a revision, the Prohibited List and
revisions shall go into effect under these Anti-Doping Rules three months after publication of the Prohibited List by WADA without requiring any further action by the International Baton Twirling Union or its National Federations. All Athletes and other Persons shall be bound by the Prohibited List, and any revisions thereto, from the date

they go into effect, without further formality. It is the responsibility of all Athletes and other Persons to familiarize themselves with the most up-to-date version of the Prohibited List and all revisions thereto.

As described in Article 4.2 of the Code, The World Baton Twirling Federation may, upon

the recommendation of its Executive Committee, request that WADA expand the Prohibited List for the sport of Baton Twirling or certain disciplines within the sport of Baton Twirling. The WBTF may also, upon the recommendation of its Executive Committee, request that WADA include additional substances or methods, which have

the potential for abuse in the sport of Baton Twirling, in the monitoring program described in Article 4.5 of the Code. As provided in the Code, WADA shall make the final decision on such requests by the WBTF.

4.2.2 Specified Substances

For purposes of the application of Article 10, all Prohibited Substances shall be Specified

Substances except substances in the classes of anabolic agents and hormones and those stimulants and hormone antagonists and modulators so identified on the Prohibited List. The category of Specified Substances shall not include Prohibited Methods

4.3 WADA's Determination of the Prohibited List

WADA's determination of the Prohibited Substances and Prohibited Methods that will be

included on the Prohibited List, the classification of substances into categories on the Prohibited

List, and the classification of a substance as prohibited at all times or In-Competition only, is

final and shall not be subject to challenge by an Athlete or other Person based on an argument

that the substance or method was not a masking agent or did not have the potential to enhance

performance, represent a health risk or violate the spirit of sport.

4.4 Therapeutic Use Exemptions ("TUEs")

4.4.1 Athletes with a documented medical condition requiring the use of a Prohibited

Substance or a Prohibited Method must first obtain a Therapeutic Use Exemption ("TUE"). The presence of a Prohibited Substance or its Metabolites or Markers, Use or

Attempted Use, Possession or Administration or Attempted Administration of a Prohibited Substance or Prohibited Method consistent with the provisions of an applicable TUE issues pursuant to the International Standard for Therapeutic Use Exemptions shall not be considered an anti-doping rule violation.

4.4.2 If an International-Level Athlete is using a Prohibited Substance or a Prohibited Method for therapeutic reasons:

4.4.2.1 Where the Athlete already has a TUE granted by his or her National AntiDoping Organization for the substance or method in question, that TUE is not automatically valid for international-level Competition. However, the Athlete may apply to

WBTF to recognize that TUE, in accordance with Article 7 of the International Standard

for Therapeutic Use Exemptions. If that TUE meets the criteria set out in the

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International Standard for Therapeutic Use Exemptions, then WBTF shall recognize it for

purposes of international-level Competition as well. If WBTF considers that the TUE does not meet those criteria and so refuses to recognize it, WBTF shall notify the Athlete

and his or her National Anti-Doping Organization promptly, with reasons. The Athlete and the National Anti-Doping Organization shall have 21 days from such notification to

refer the matter to WADA for review in accordance with Article 4.4.6. If the matter is referred to WADA for review, the TUE granted by the National Anti-Doping Organization

remains valid for national-level Competition and Out-of-Competition Testing (but is not

valid for international-level Competition) pending WADA's decision. If the matter is not

referred to WADA for review, the TUE becomes invalid for any purpose when the 21-day

review deadline expires.

4.4.2.2 If the Athlete does not already have a TUE granted by his/her National AntiDoping Organization for the substance or method in question, the Athlete must apply

directly to WBTF for a TUE in accordance with the process set out in the International

Standard for Therapeutic Use Exemptions using the form posted on website at http://BatonTwirlingunion.org.ismmedia.com/ISM3/stdcontent/repos/Top/2013_Website/

WADA/WADA_ISTUE_2011_revJanuary-2012_EN .pdf. If WBTF denies the Athlete's

application, it must notify the Athlete promptly, with reasons. If WBTF grants the Athlete's application, it shall notify not only the Athlete but also his/her National AntiDoping Organization. If the National Anti-Doping Organization considers that the TUE

granted by WBTF does not meet the criteria set out in the International Standard for Therapeutic Use Exemptions, it has 21 days from such notification to refer the matter to

WADA for review in accordance with Article 4.4.6. If the National Anti-Doping Organization refers the matter to WADA for review, the TUE granted by WBTF remains

valid for international-level Competition and Out-of-Competition Testing (but is not valid

for national-level Competition) pending WADA's decision. If the National Anti-Doping Organization does not refer the matter to WADA for review, the TUE granted by WBTF

becomes valid for national-level Competition as well when the 21-day review deadline expires.

4.4.3 If WBTF chooses to test an Athlete who is not an International-Level Athlete, WBTF shall recognize a TUE granted to that Athlete by his or her National Anti-Doping

Organization. If WBTF chooses to test an Athlete who is not an International-Level or a

National-Level Athlete, WBTF shall permit that Athlete to apply for a retroactive TUE for

any Prohibited Substance or Prohibited Method that he/she is using for therapeutic reasons.

4.4.4 An application to WBTF for grant or recognition of a TUE must be made as soon

as the need arises and in any event (save in emergency or exceptional situations or where Article 4.3 of the International Standard for Therapeutic Use Exemptions applies)

at least 30 days before the Athlete's next Competition. The WBTF Executive Committee

shall appoint a panel of physicians to consider applications for the grant or recognition of

TUEs (the "TUE Panel"). Upon the WBTF's receipt of a TUE request, the Chair of the TUE Panel shall appoint one or more members of the TUE Panel (which may include the

Chair) to consider such request. The TUE Panel member(s) so designated shall promptly evaluate and decide upon the application in accordance with the relevant provisions of the International Standard for Therapeutic Use Exemptions and the specific

WBTF's protocols posted on its website

http://BatonTwirlingunion.org.ismmedia.com/ISM3/stdcontent/repos/Top/2013_Website/

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WADA/WADA_ISTUE_2011_revJanuary-2012_EN.pdf. Its decision shall be the final decision of WBTF, and shall be reported to WADA and other relevant Anti-Doping Organizations, including the Athlete's National Anti-Doping Organization, through ADAMS, in accordance with the International Standard for Therapeutic Use Exemptions.

4.4.5 Expiration, Cancellation, Withdrawal or Reversal of a TUE

4.4.5.1 A TUE granted pursuant to these Anti-Doping Rules: (a) shall expire automatically at the end of any term for which it was granted, without the need for any further notice or other formality; (b) may be cancelled if the Athlete does not promptly comply with any requirements or conditions imposed by the TUE

Committee upon grant of the TUE; (c) may be withdrawn by the TUE Panel if it is subsequently determined that the criteria for grant of a TUE are not in fact met; or (d) may be reversed on review by WADA or on appeal.

4.4.5.2 In such event, the Athlete shall not be subject to any Consequences based on his/her Use or Possession or Administration of the Prohibited Substance or Prohibited Method in question in accordance with the TUE prior to the effective date of expiry, cancellation, withdrawal or reversal of the TUE. The review pursuant to Article 7.2 of any subsequent Adverse Analytical Finding shall include consideration of whether such finding is consistent with Use of the Prohibited Substance or Prohibited Method prior to that date, in which event no anti-doping rule violation shall be asserted.

4.4.6 Reviews and Appeals of TUE Decisions

4.4.6.1 WADA shall review any decision by WBTF not to recognize a TUE granted by the National Anti-Doping Organization that is referred to WADA by the Athlete or the Athlete's National Anti-Doping Organization. In addition, WADA shall review any decision by WBTF to grant a TUE that is referred to WADA by the Athlete's National Anti-Doping Organization. WADA may review any other TUE decisions at any time, whether upon request by those affected or on its own initiative. If the TUE decision being reviewed meets the criteria set out in the International Standard for Therapeutic Use Exemptions, WADA will not interfere with it. If the TUE decision does not meet those criteria, WADA will reverse it.

4.4.6.2 Any TUE decision by WBTF (or by a National Anti-Doping Organization where it has agreed to consider the application on behalf of WBTF) that is not reviewed by WADA, or that is reviewed by WADA but is not reversed upon review, may be appealed by the Athlete and/or the Athlete's National Anti-Doping Organization exclusively to CAS, in accordance with Article 13.

4.4.6.3 A decision by WADA to reverse a TUE decision may be appealed by the Athlete, the National Anti-Doping Organization and/or WBTF exclusively to CAS in accordance with Article 13.

4.4.6.4 A failure to take action within a reasonable time on a properly submitted application for grant or recognition of a TUE or for review of a TUE decision shall be considered a denial of the application.

ARTICLE 5 TESTING AND INVESTIGATIONS

5.1 Purpose of testing and investigations

Testing and investigations shall only be undertaken for anti-doping purposes. They shall be

conducted in conformity with the provisions of the International Standard for Testing and

Investigations and the specific protocols of WBTF supplementing that International Standard.

5.1.1 Testing shall be undertaken to obtain analytical evidence as to the Athlete's compliance (or non-compliance) with the strict Code prohibition on the presence/Use of

a Prohibited Substance or Prohibited Method. Test distribution planning, Testing, postTesting activity and all related activities conducted by WBTF shall be in conformity with

the International Standard for Testing and Investigations. WBTF shall determine the number of finishing placement tests, random tests and target tests to be performed, in

accordance with the criteria established by the International Standard for Testing and Investigations. All provisions of the International Standard for Testing and Investigations

shall apply automatically in respect of all such Testing.

5.1.2 Investigations shall be undertaken:

5.1.2.1 in relation to Atypical Findings, Atypical Passport Findings and Adverse Passport Findings, in accordance with Articles 7.4 and 7.5 respectively, gathering intelligence or evidence (including, in particular, analytical evidence) in order to determine whether an anti-doping rule violation has occurred under Article 2.1 and/or Article 2.2; and

5.1.2.2 in relation to other indications of potential anti-doping rule violations, in accordance with Articles 7.6 and 7.7, gathering intelligence or evidence (including, in particular, non-analytical evidence) in order to determine whether an anti-doping rule violation has occurred under any of Articles 2.2 to 2.10.

5.1.3 WBTF may obtain, assess and process anti-doping intelligence from all available

sources, to inform the development of an effective, intelligent and proportionate test

distribution plan, to plan Target Testing, and/or to form the basis of an investigation into a possible anti-doping rule violation(s).

5.2 Authority to conduct Testing

5.2.1 Subject to the jurisdictional limitations for Event Testing set out in Article 5.3 of the Code, WBTF shall have In-Competition and Out-of-Competition Testing authority over all of the Athletes specified in the Introduction to these Anti-Doping Rules (under the heading "Scope").

5.2.2 WBTF may require any Athlete over whom it has Testing authority (including any Athlete serving a period of Ineligibility) to provide a Sample at any time and at any place.

5.2.3 WADA shall have In-Competition and Out-of-Competition Testing authority as set out in Article 20.7.8 of the Code.

5.2.4 If WBTF delegates or contracts any part of Testing to a National Anti-Doping Organization (directly or through a National Federation), that National Anti-Doping Organization may collect additional Samples or direct the laboratory to perform additional types of analysis at the National Anti-Doping Organization's expense. If additional Samples are collected or additional types of analysis are performed, WBTF shall be notified.

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5.3 Event Testing

5.3.1 Except as provided in Article 5.3 of the Code, only a single organization should be responsible for initiating and directing Testing at Event Venues during an Event Period. At International Events, the collection of Samples shall be initiated and directed by WBTF (or any other international organization which is the ruling body for the Event).

At the request of WBTF (or any other international organization which is the ruling body

for an Event), any Testing during the Event Period outside of the Event Venues shall be coordinated with WBTF (or the relevant ruling body of the Event).

5.3.2 If an Anti-Doping Organization which would otherwise have Testing authority but

is not responsible for initiating and directing Testing at an Event desires to conduct Testing of Athletes at the Event Venues during the Event Period, the Anti-Doping Organization shall first confer with WBTF (or any other international organization which

is the ruling body of the Event) to obtain permission to conduct and coordinate such Testing. If the Anti-Doping Organization is not satisfied with the response from WBTF

(or any other international organization which is the ruling body of the Event), the AntiDoping Organization may ask WADA for permission to conduct Testing and to determine

how to coordinate such Testing, in accordance with the procedures set out in the International Standard for Testing and Investigations. WADA shall not grant approval for

such Testing before consulting with and informing WBTF (or any other international organization which is the ruling body for the Event). WADA's decision shall be final and

not subject to appeal. Unless otherwise provided in the authorization to conduct Testing,

such tests shall be considered Out-of-Competition tests. Results management for any

such test shall be the responsibility of the Anti-Doping Organization initiating the test unless provided otherwise in the rules of the ruling body of the Event.

5.4 Test Distribution Planning

Consistent with the International Standard for Testing and Investigations, and in coordination

with other Anti-Doping Organizations conducting Testing on the same Athletes, WBTF shall

develop and implement an effective, intelligent and proportionate test distribution plan that

prioritizes appropriately between disciplines, categories of Athletes, types of Testing, types of Samples collected, and types of Sample analysis, all in compliance with the requirements of the International Standard for Testing and Investigations. WBTF shall provide WADA upon request with a copy of its current test distribution plan.

5.5 Coordination of Testing

Where reasonably feasible, Testing shall be coordinated through ADAMS or another system approved by WADA in order to maximize the effectiveness of the combined Testing effort and to avoid unnecessary repetitive Testing.

5.6 Athlete Whereabouts Information

5.6.1 The WBTF shall identify a Registered Testing Pool of those Athletes who are required to provide up-to-date whereabouts information to the WBTF, to comply with the whereabouts requirements of Annex I to the International Standard for Testing and Investigations, and shall make available through ADAMS, a list which identifies those Athletes included in its Registered Testing Pool either by name or by clearly defined, specific criteria. WBTF shall coordinate with National Anti-Doping Organizations the identification of such Athletes and the collection of their whereabouts information.

The

WBTF may revise its Registered Testing Pool from time to time as appropriate, and shall

revise the membership of its Registered Testing Pool from time to time as appropriate in

accordance with the set criteria. Athletes shall be notified before they are included in a

Registered Testing Pool and when they are removed from that pool. Each Athlete in the

Registered Testing Pool shall file quarterly reports with the WBTF on forms provided by

the WBTF which specify on a daily basis the locations and times where the Athlete will be

3(3) The purpose of the IF Registered Testing Pool is to identify top-level International

Athletes who the WBTF requires to provide whereabouts information to facilitate Out-of-Competition Testing by the WBTF and WADA. For most IFs, this list will be comparable to the

list of Athletes in the WBTF's existing agreement with WADA for Out-of-Competition Testing.

The WBTF's criteria for inclusion of Athletes on this list may vary by sport. For example, criteria

for inclusion might be based on: current or past world rankings, established performance

standards (e.g., times or distances). The registered testing pool should aim at your best

athletes. As a minimum it should contain selected team athletes but it should not extend to all

National Teams of all your National Federations. If an Olympic IF wants some guidance for a

number of athletes to include in the registered testing pool, it can be the number of Athletes that

participate in the Olympic Games.

Examples for the criteria which could be used separately or in combination include:

- Team members of Team medalists from the previous world championships
- Selected athletes who are members of the top 5 teams in the Team Ranking

Every National Federation shall report to the WBTF [the performances, names and addresses of

all Athletes whose performances fall within the Registered Testing Pool criteria established by

the WBTF].

residing, training and competing. Athletes shall update this information as necessary so

that it is current at all times and shall make him herself available for Testing at such

whereabouts. The ultimate responsibility for providing whereabouts information rests with each Athlete, however, it shall be the responsibility of each National Federation to

use its best efforts to assist the WBTF in obtaining whereabouts information as requested by the WBTF.

5.6.2 For purposes of Article 2.4, an Athlete's failure to comply with the requirements of the International Standard for Testing and Investigations shall be deemed a filing failure or a missed test (as defined in the International Standard for Testing and Investigations) where the conditions set forth in the International Standard for Testing

and Investigations for declaring a filing failure or missed test are met.

5.6.3 An Athlete in WBTF's Registered Testing Pool shall continue to be subject to the

obligation to comply with the whereabouts requirements of Annex I to the International

Standard for Testing and Investigations unless and until (a) the Athlete gives written notice to WBTF that he/she has retired or (b) WBTF has informed him or her that he/she

no longer satisfies the criteria for inclusion in WBTF's Registered Testing Pool.

5.6.4 Each National Federation shall also assist their National Anti-Doping Organization in establishing a national level Registered Testing Pool of top-level national

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Athletes who are not already included in the WBTF's Registered Testing Pool. The National Federation/National Anti-Doping Organization may establish its own whereabouts reporting requirements and criteria for Article 2.4 violations applicable to

those Athletes.

5.6.5 Whereabouts information relating to an Athlete shall be shared (through ADAMS)

with WADA and other Anti-Doping Organizations having authority to test that Athlete, shall be maintained in strict confidence at all times, shall be used exclusively for the purposes set out in Article 5.6 of the Code, and shall be destroyed in accordance with

the International Standard for the Protection of Privacy and Personal Information once it is no longer relevant for these purposes.

5.7 Retired Athletes Returning to Competition

5.7.1 An Athlete in WBTF's Registered Testing Pool who has given notice of retirement

to WBTF may not resume competing in International Events or National Events until he/she has given WBTF written notice of his/her intent to resume competing and has made him/herself available for Testing for a period of six months before returning to Competition, including (if requested) complying with the whereabouts requirements of

Annex I to the International Standard for Testing and Investigations. WADA, in consultation with WBTF and the Athlete's National Anti-Doping Organization, may grant

an exemption to the six-month written notice rule where the strict application of that rule

would be manifestly unfair to an Athlete. This decision may be appealed under Article

13. Any competitive results obtained in violation of this Article 5.7.1 shall be Disqualified.

5.7.2 If an Athlete retires from sport while subject to a period of Ineligibility, the Athlete

shall not resume competing in International Events or National Events until the Athlete

has given six months prior written notice (or notice equivalent to the period of Ineligibility

remaining as of the date the Athlete retired, if that period was longer than six months) to

WBTF and to his/her National Anti-Doping Organization of his/her intent to resume competing and has made him/herself available for Testing for that notice period, including (if requested) complying with the whereabouts requirements of Annex I to the

International Standard for Testing and Investigations.

5.7.3 National Federations/National Anti-Doping Organizations may establish similar

requirements for retirement and returning to competition for Athletes in the national Registered Testing Pool.

5.8 Independent Observer Program

WBTF and the organizing committees for WBTF's Events, as well as the National Federations

and the organizing committees for National Events, shall authorize and facilitate the Independent Observer Program at such Events.

ARTICLE 6 ANALYSIS OF SAMPLES

Samples shall be analyzed in accordance with the following principles:

6.1 Use of Accredited and Approved Laboratories

The WBTF shall send Doping Control Samples for analysis only to WADA-accredited laboratories or as otherwise approved by WADA. The choice of the WADA-accredited

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laboratory (or other method approved by WADA) used for the Sample analysis shall be

determined exclusively by the WBTF.

6.2 Purpose of Analysis of Samples

6.2.1 Samples shall be analyzed to detect Prohibited Substances and Prohibited Methods and other substances as may be directed by WADA pursuant to the Monitoring

Program described in Article 4.5 of the Code; or to assist WBTF in profiling relevant parameters in an Athlete's urine, blood or other matrix, including DNA or genomic profiling; or for any other legitimate anti-doping purpose. Samples may be collected and

stored for future analysis.

6.2.2 WBTF shall ask laboratories to analyze Samples in conformity with Article 6.4 of

the Code and Article 4.7 of the International Standard for Testing and Investigations.

6.3 Research on Samples

No Sample may be used for research without the Athlete's written consent. Samples used for

purposes other than Article 6.2 shall have any means of identification removed such that they

cannot be traced back to a particular Athlete.

6.4 Standards for Sample Analysis and Reporting

Laboratories shall analyze Samples and report results in conformity with the International Standard for Laboratories. To ensure effective Testing, the Technical Document referenced at

Article 5.4.1 of the Code will establish risk assessment-based Sample analysis menus

appropriate for particular sports and sport disciplines, and laboratories shall analyze Samples in

conformity with those menus, except as follows:

6.4.1 WBTF may request that laboratories analyze its Samples using more extensive menus than those described in the Technical Document.

6.4.2 WBTF may request that laboratories analyze its Samples using less extensive menus than those described in the Technical Document only if it has satisfied WADA that, because of the particular circumstances of its sport, as set out in its test distribution

plan, less extensive analysis would be appropriate.

6.4.3 As provided in the International Standard for Laboratories, laboratories at their own initiative and expense may analyze Samples for Prohibited Substances or Prohibited Methods not included on the Sample analysis menu described in the Technical Document or specified by the Testing authority. Results from any such analysis shall be reported and have the same validity and consequence as any other analytical result.

6.5 Further Analysis of Samples

Any Sample may be stored and subsequently subjected to further analysis for the purposes set

out in Article 6.2: (a) by WADA at any time; and/or (b) by WBTF at any time before both the A

and B Sample analytical results (or A Sample result where B Sample analysis has been waived

or will not be performed) have been communicated by WBTF to the Athlete as the asserted

basis for an Article 2.1 anti-doping rule violation. Such further analysis of Samples shall conform

with the requirements of the International Standard for Laboratories and the International

Standard for Testing and Investigations.

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ARTICLE 7 RESULTS MANAGEMENT

7.1 Responsibility for Conducting Results Management

Results management for Tests initiated by the WBTF (including Tests performed by WADA

pursuant to agreement with the WBTF) shall proceed as set forth below:

7.1.1 The results from all analyses must be sent to the WBTF in encoded form, in a report signed by an authorised representative of the laboratory. All communication must

be conducted in such a way that the results of the analyses are confidential and in conformity with ADAMS.

7.1.2.1 The WBTF Executive Committee shall appoint an Independent Doping Review

Panel consisting of a Chair and no less than three people and no more than five other

members with experience in anti-doping. All members of the panel shall be otherwise independent from the WBTF. Each panel member shall serve a term of four years. In each case the Chair of the panel shall appoint 1 or more members of the panel (which

may include the Chair) to conduct the review discussed in Articles 7.1.2, 7.1.8, 7.1.9 and

7.1.10 and to review any other potential violations of these Anti-Doping Rules as may be requested by the WBTF.

7.2 Review of Adverse Analytical Findings from Tests Initiated by WBTF

7.2.1 Upon receipt of an A Sample Adverse Analytical Finding, the WBTF Secretary General and the WBTF Executive Committee shall conduct a review to determine whether: (a) an applicable TUE has been granted or will be granted as provided in the

International Standard for Therapeutic Use Exemptions, or (b) there is any apparent departure from the International Standards for Testing or Laboratory Analysis that undermines the validity of the Adverse Analytical Finding.

7.2.2 If the review of an Adverse Analytical Finding under Article 7.1.2 reveals an applicable TUE or departure from the International Standard for Testing and Investigations or the International Standard for Laboratories that caused the Adverse Analytical Finding, the entire test shall be considered negative and the Athlete, the Athlete's National Anti-Doping Organization and WADA shall be so informed.

7.3 Notification after Review Regarding Adverse Analytical Findings

7.3.1 If the initial review under Article 7.2.2 does not reveal an applicable TUE or entitlement to a TUE, or departure from the International Standard for Testing and Investigations or the International Standard for Laboratories analysis in force at the time

of Testing or analysis that undermines the validity of the Adverse Analytical Finding, WBTF shall promptly notify the Athlete of: (a) the Adverse Analytical Finding; (b) the anti-doping rule violated, or; (c) the Athlete's right to promptly request the analysis of the

B Sample or, failing such request, that the B Sample analysis may be deemed waived;

(d) the right of the Athlete and/or the Athlete's representative to attend the B Sample opening and analysis in accordance with the International Standard for Laboratories if

such analysis is requested, the scheduled date, time and place for the B Sample analysis if the Athlete or the WBTF chooses to request an analysis of the B Sample; and

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(e) the Athlete's right to request copies of the A and B Sample laboratory documentation

package which includes information as required by the International Standard for Laboratories. If WBTF decides not to bring forward the Adverse Analytical Finding as an

anti-doping rule violation, it shall so notify the Athlete, the Athlete's National Anti-Doping Organization and WADA.

7.3.2 Where requested by the Athlete or WBTF, arrangements shall be made for Testing the B Sample within the time period specified in the International Standard for

Laboratories. An Athlete may accept the A Sample analytical results by waiving the requirement for B Sample analysis. The WBTF may nonetheless elect to proceed with

the B Sample analysis.

7.3.3 The Athlete and/or his representative shall be allowed to be present at the analysis of the B Sample. Also a representative of the Athlete's National Federation as

well as a representative of the WBTF shall be allowed to be present.

7.3.4 If the B Sample does not confirm the A Sample analysis then (unless the WBTF

takes the case forward as an anti-doping rule violation under Article 2.2) the entire test

shall be considered negative and the Athlete, his National Federation, his National AntiDoping Organization, WADA and the WBTF shall be so informed.

7.3.5 If the B Sample analysis confirms the A Sample analysis, the findings shall be reported to the Athlete, his National Federation, his National Anti-Doping Organization,

the WBTF, and to WADA.

7.4 Review of Atypical Findings

7.4.1 As provided in the International Standard for Laboratories, in some circumstances laboratories are directed to report the presence of Prohibited Substances,

which may also be produced endogenously, as Atypical Findings, i.e., as findings that

are subject to further investigation.

7.4.2 Upon receipt of an Atypical Finding, WBTF shall conduct a review to determine whether: (a) an applicable TUE has been granted or will be granted as provided in the

International Standard for Therapeutic Use Exemptions, or (b) there is any apparent departure from the International Standard for Testing and Investigations or International

Standard for Laboratories that caused the Atypical Finding.

7.4.3 If the review of an Atypical Finding under Article 7.4.2 reveals an applicable TUE

or a departure from the International Standard for Testing and Investigations or the International Standard for Laboratories that caused the Atypical Finding, the entire test

shall be considered negative and the Athlete, the Athlete's National Anti-Doping Organization and WADA shall be so informed.

7.4.4 If that review does not reveal an applicable TUE or a departure from the International Standard for Testing and Investigations or the International Standard for Laboratories that caused the Atypical Finding, WBTF shall conduct the required investigation or cause it to be conducted. After the investigation is completed, either the

Atypical Finding will be brought forward as an Adverse Analytical Finding, in accordance

with Article 7.3.1, or else the Athlete, the Athlete's National Anti-Doping Organization

and WADA shall be notified that the Atypical Finding will not be brought forward as an

Adverse Analytical Finding.

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7.4.5 WBTF will not provide notice of an Atypical Finding until it has completed its investigation and has decided whether it will bring the Atypical Finding forward as an Adverse Analytical Finding unless one of the following circumstances exists:

7.4.5.1 If WBTF determines the B Sample should be analyzed prior to the conclusion of

its investigation, it may conduct the B Sample analysis after notifying the Athlete, with

such notice to include a description of the Atypical Finding and the information described

in Article 7.3.1(d)-(f).

7.4.5.2 If WBTF is asked (a) by a Major Event Organization shortly before one of its International Events, or (b) by a sport organization responsible for meeting an imminent

deadline for selecting team members for an International Event, to disclose whether any

Athlete identified on a list provided by the Major Event Organization or sport organization

has a pending Atypical Finding, WBTF shall so advise the Major Event Organization or

sports organization after first providing notice of the Atypical Finding to the Athlete.

7.5 Review of Atypical Passport Findings and Adverse Passport Findings

Review of Atypical Passport Findings and Adverse Passport Findings shall take place as

provided in the International Standard for Testing and Investigations and International Standard

for Laboratories. At such time as WBTF is satisfied that an anti-doping rule violation has

occurred, it shall promptly give the Athlete (and simultaneously the Athlete's National AntiDoping Organization and WADA) notice of the anti-doping rule violation asserted and the basis of that assertion.

7.6 Review of Whereabouts Failures

WBTF shall review potential filing failures and missed tests, as defined in the International

Standard for Testing and Investigations, in respect of Athletes who file their whereabouts

information with WBTF in accordance with Annex I to the International Standard for Testing and

Investigations. At such time as WBTF is satisfied that an Article 2.4 anti-doping rule violation

has occurred, it shall promptly give the Athlete (and simultaneously the Athlete's National AntiDoping Organization and WADA) notice that it is asserting a violation of Article 2.4 and the basis of that assertion.

7.7 Review of Other Anti-Doping Rule Violations Not Covered by Articles 7.2–7.6

WBTF shall conduct any follow-up investigation required into a possible anti-doping rule

violation not covered by Articles 7.2- 7.6. At such time as WBTF is satisfied that an anti-doping

rule violation has occurred, it shall promptly give the Athlete or other Person (and simultaneously the Athlete's or other Person's National Anti-Doping Organization and WADA)

notice of the anti-doping rule violation asserted and the basis of that assertion.

7.8 Identification of Prior Anti-Doping Rule Violations

Before giving an Athlete or other Person notice of an asserted anti-doping rule violation as

provided above, WBTF shall refer to ADAMS and contact WADA and other relevant Anti-Doping

Organizations to determine whether any prior anti-doping rule violation exists.

7.9 Provisional Suspensions

7.9.1 Mandatory Provisional Suspension: If analysis of an A Sample has resulted in an Adverse Analytical Finding for a Prohibited Substance that is not a Specified Substance, or for a Prohibited Method, and a review in accordance with Article 7.2.2

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does not reveal an applicable TUE or departure from the International Standard for Testing and Investigations or the International Standard for Laboratories that caused the

Adverse Analytical Finding, a Provisional Suspension shall be imposed upon or promptly

after the notification described in Articles 7.2, 7.3 or 7.5.

7.9.2 Optional Provisional Suspension: In case of an Adverse Analytical Finding for a Specified Substance, or in the case of any other anti-doping rule violations not covered

by Article 7.9.1, WBTF may impose a Provisional Suspension on the Athlete or other Person against whom the anti-doping rule violation is asserted at any time after the review and notification described in Articles 7.2–7.7 and prior to the final hearing as described in Article 8.

7.9.3 Where a Provisional Suspension is imposed pursuant to Article 7.9.1 or Article 7.9.2, the Athlete or other Person shall be given either: (a) an opportunity for a Provisional Hearing either before or on a timely basis after imposition of the Provisional

Suspension; or (b) an opportunity for an expedited final hearing in accordance with Article 8 on a timely basis after imposition of the Provisional Suspension.

Furthermore,

the Athlete or other Person has a right to appeal from the Provisional Suspension in accordance with Article 13.2 (save as set out in Article 7.9.3.1).

7.9.3.1 The Provisional Suspension may be lifted if the Athlete demonstrates to the hearing panel that the violation is likely to have involved a Contaminated Product. A hearing panel's decision not to lift a mandatory Provisional Suspension on account of the Athlete's assertion regarding a Contaminated Product shall not be appealable.

7.9.4 If a Provisional Suspension is imposed based on an A Sample Adverse then the

Athlete shall not be subject to any further Provisional Analytical Finding and subsequent

analysis of the B Sample does not confirm the A Sample analysis, Suspension on account of a violation of Article 2.1. In circumstances where the Athlete (or the Athlete's

team) has been removed from a Competition based on a violation of Article 2.1 and the

subsequent B Sample analysis does not confirm the A Sample finding, then if it is still

possible for the Athlete or team to be reinserted, without otherwise affecting the Competition, the Athlete or team may continue to take part in the Competition. In addition, the Athlete or team may thereafter take part in other Competitions in the same

Event.

7.9.5 In all cases where an Athlete or other Person has been notified of an anti-doping

rule violation but a Provisional Suspension has not been imposed on him or her, the Athlete or other Person shall be offered the opportunity to accept a Provisional Suspension voluntarily pending the resolution of the matter.

7.10 Resolution Without a Hearing

7.10.1 An Athlete or other Person against whom an anti-doping rule violation is asserted

may admit that violation at any time, waive a hearing, and accept the Consequences that

are mandated by these Anti-Doping Rules or (where some discretion as to Consequences exists under these Anti-Doping Rules) that have been offered by WBTF.

7.10.2 Alternatively, if the Athlete or other Person against whom an anti-doping rule violation is asserted fails to dispute that assertion within the deadline specified in the notice sent by the WBTF asserting the violation, then he/she shall be deemed to have

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admitted the violation, to have waived a hearing, and to have accepted the Consequences that are mandated by these Anti-Doping Rules or (where some discretion

as to Consequences exists under these Anti-Doping Rules) that have been offered by WBTF.

7.10.3 In cases where Article 7.10.1 or Article 7.10.2 applies, a hearing before a hearing

panel shall not be required. Instead WBTF shall promptly issue a written decision confirming the commission of the anti-doping rule violation and the Consequences imposed as a result, and setting out the full reasons for any period of Ineligibility imposed, including (if applicable) a justification for why the maximum potential period of

Ineligibility was not imposed. WBTF shall send copies of that decision to other AntiDoping Organizations with a right to appeal under Article 13.2.3, and shall Publicly

Disclose that decision in accordance with Article 14.3.2.

7.11 Notification of Results Management Decisions

In all cases where WBTF has asserted the commission of an anti-doping rule violation,

withdrawn the assertion of an anti-doping rule violation, imposed a Provisional Suspension, or

agreed with an Athlete or other Person on the imposition of Consequences without a hearing,

WBTF shall give notice thereof in accordance with Article 14.2.1 to other Anti-Doping Organizations with a right to appeal under Article 13.2.3.

7.12 Retirement from Sport

If an Athlete or other Person retires while WBTF is conducting the results management process,

WBTF retains jurisdiction to complete its results management process. If an Athlete or other

Person retires before any results management process has begun, and WBTF would have had

results management authority over the Athlete or other Person at the time the Athlete or other

Person committed an anti-doping rule violation, WBTF has authority to conduct results

management in respect of that anti-doping rule violation.

7.13 Results Management for Tests initiated by National Federations

Results management conducted by National Federations shall be consistent with the general

principles for effective and fair results management which are underlined in the detailed

provisions set forth in this Article 7. Adverse Analytical findings, Atypical Findings and other

asserted violations of anti-doping rules shall be reported by National Federations in accordance

with the principles outlined in this Article 7 to the Athlete's National Anti-Doping Organization, IF

and WADA no later than the completion of the National Federation's results management

process. Any apparent anti-doping rule violation by an Athlete who is a member of that National

Federation shall be promptly referred to an appropriate hearing panel established pursuant to

the rules of the National Federation, National Anti-Doping Organization or national law.

Apparent anti-doping rule violations by Athletes who are members of another National

Federation shall be referred to the Athlete's National Federation for hearing.

ARTICLE 8 RIGHT TO A FAIR HEARING

8.1 Hearings arising out of the WBTF Testing or Tests at International Events

8.1.1 The IF Executive shall appoint a standing panel consisting of a Chair and four other experts with experience in anti-doping ("the WBTF Doping Hearing Panel").

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Chair shall be a lawyer. Each panel member shall be otherwise independent of the WBTF. Each panel member shall serve a term of four years.

8.1.2 When it appears, following the Results Management process described in Article 7, that these Anti-Doping Rules have been violated in connection with the WBTF

Testing or Testing at an International Event then the case shall be assigned to the WBTF Doping Hearing Panel for adjudication.

8.1.3 The Chair of the WBTF Doping Hearing Panel shall appoint three members from

the panel (which may include the Chair) to hear each case. At least one appointed member should be a lawyer. The appointed members shall have had no prior involvement with the case and shall not have the same nationality as the Athlete or other

Person alleged to have violated these Anti-Doping Rules.

8.1.4 Hearings pursuant to this Article shall be completed expeditiously following the completion of the results management process described in Article 7. Hearings held in

connection with Events may be conducted on an expedited basis.

8.1.5 WADA, the National Federation of the Athlete or other Person might attend the hearing as an observer.

8.1.6 The WBTF shall keep WADA fully apprised as to the status of pending cases and

the result of all hearings.

8.1.7 When WBTF sends a notice to an Athlete or other Person asserting an antidoping rule violation, and the Athlete or other Person does not waive a hearing in

accordance with Article 7.10.1 or Article 7.10.2, then the case shall be referred to the WBTF Doping Hearing for hearing and adjudication.

8.1.8 Decisions of the WBTF Doping Hearing Panel may be appealed to CAS as provided in Article 13. Copies of the decision shall be provided to the Athlete or other Person and to other Anti-Doping Organizations with a right to appeal under Article 13.2.3.

8.1.9 If no appeal is brought against the decision, then (a) if the decision is that an antidoping rule violation was committed, the decision shall be Publicly Disclosed as provided

in Article 14.3.2; but (b) if the decision is that no anti-doping rule violation was committed, then the decision shall only be Publicly Disclosed with the consent of the Athlete or other Person who is the subject of the decision. WBTF shall use reasonable

efforts to obtain such consent, and if consent is obtained, shall Publicly Disclose the decision in its entirety or in such redacted form as the Athlete or other Person may approve. The principles contained at Article 14.3.6 shall be applied in cases involving a Minor.

8.2 Hearings Arising Out of National Testing

8.2.1 When it appears, following the Results Management process described in Article 7, that these Anti-Doping Rules have been violated in connection with Testing other than in connection with the WBTF Testing or Testing at an International Event, the

Athlete or other Person involved shall be brought before a disciplinary panel of the Athlete or other Person's National Federation for a hearing to adjudicate whether a violation of these Anti-Doping Rules occurred and if so what Consequences should be

imposed.

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8.2.2 Hearings pursuant to this Article 8.2 shall be completed expeditiously and in all cases within three months of the completion of the Results Management process described in Article 7. Hearings held in connection with Events may be conducted by an

expedited process. If the completion of the hearing is delayed beyond three months, the

WBTF may elect to bring the case directly before the WBTF Doping Hearing Panel at the

responsibility and at the expense of the National Federation.

8.2.3 National Federations shall keep the WBTF and WADA fully apprised as to the status of pending cases and the results of all hearings.

8.2.4 The WBTF and WADA shall have the right to attend hearings as an observer.

8.2.5 The Athlete or other Person may forego a hearing by acknowledging the violation

of these Anti-Doping Rules and accepting Consequences consistent with Articles 9 and

10 as proposed by the National Federation.

8.2.6 Decisions by National Federations, whether as the result of a hearing or the Athlete or other Person's acceptance of Consequences, may be appealed as provided in

Article 13.

8.2.7 Hearing decisions by the National Federation shall not be subject to further administrative review at the national level except as provided in Article 13 or required by

applicable national law.

8.3 Principles for a Fair Hearing - All hearings pursuant to either Article 8.1 or 8.2 shall respect the following principles:

A timely hearing;

Fair and impartial hearing body;

The right to be represented by counsel at the Person's own expense;

The right to be fairly and timely informed of the asserted anti-doping rule violation;

The right to respond to the asserted anti-doping rule violation and resulting Consequences;

The right of each party to present evidence, including the right to call and question witnesses

(subject to the hearing body's discretion to accept testimony by telephone or written submission);

The Person's right to an interpreter at the hearing, with the Doping Panel to determine the identity, and responsibility for the cost of the interpreter; and
A timely, written, reasoned decision that included the full reasons for the decision and for any period of Ineligibility imposed, including (if applicable) a justification for why the greatest potential Consequences were not imposed.

8.4 Single Hearing Before CAS

Cases asserting anti-doping rule violations may be heard directly at CAS, with no requirement for a prior hearing, with the consent of the Athlete, WBTF, WADA, and any other Anti-Doping Organization that would have had a right to appeal a first instance hearing decision to CAS.

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ARTICLE 9 AUTOMATIC DISQUALIFICATION OF INDIVIDUAL RESULTS

An anti-doping rule violation in Individual Sports in connection with an In-Competition test automatically leads to Disqualification of the result obtained in that Competition with all resulting Consequences, including forfeiture of any medals, points and prizes.

ARTICLE 10 SANCTIONS ON INDIVIDUALS

10.1 Disqualification of Results in the Event during which an Anti-Doping Rule Violation Occurs

An anti-doping rule violation occurring during or in connection with an Event may, upon the decision of the ruling body of the Event, lead to Disqualification of all of the Athlete's individual results obtained in that Event with all Consequences, including forfeiture of all medals, points and prizes, except as provided in Article 10.1.1.

Factors to be included in considering whether to Disqualify other results in an Event might

include, for example, the seriousness of the Athlete's anti-doping rule violation and whether the

Athlete tested negative in the other Competitions.

10.1.1 If the Athlete establishes that he or she bears No Fault or Negligence for the violation, the Athlete's individual results in the other Competitions shall not be Disqualified unless the Athlete's results in Competitions other than the Competition in which the anti-doping rule violation occurred were likely to have been affected by the Athlete's anti-doping rule violation.

10.2 Ineligibility for Presence, Use or Attempted Use, or Possession of a Prohibited Substance or Prohibited Method

The period of Ineligibility for a violation of Articles 2.1, 2.2 or 2.6 shall be as follows, subject to

potential reduction or suspension pursuant to Articles 10.4, 10.5 or 10.6:

10.2.1 The period of Ineligibility shall be four years where:

10.2.1.1 The anti-doping rule violation does not involve a Specified Substance, unless the Athlete or other Person can establish that the anti-doping rule violation was not intentional.

10.2.1.2 The anti-doping rule violation involves a Specified Substance and WBTF can establish that the anti-doping rule violation was intentional.

10.2.2 If Article 10.2.1 does not apply, the period of Ineligibility shall be two years.

10.2.3 As used in Articles 10.2 and 10.3, the term "intentional" is meant to identify those Athletes who cheat. The term therefore requires that the Athlete or other Person

engaged in conduct which he or she knew constituted an anti-doping rule violation or knew that there was a significant risk that the conduct might constitute or result in an anti-doping rule violation and manifestly disregarded that risk. An anti-doping rule violation resulting from an Adverse Analytical Finding for a substance which is only prohibited In-Competition shall be rebuttably presumed to be not intentional if the substance is a Specified Substance and the Athlete can establish that the Prohibited Substance was Used Out-of-Competition. An anti-doping rule violation resulting from an

Adverse Analytical Finding for a substance which is only prohibited In-Competition shall

not be considered intentional if the substance is not a Specified Substance and the Athlete can establish that the Prohibited Substance was Used Out-of-Competition in a context unrelated to sport performance.

10.3 Ineligibility for Other Anti-Doping Rule Violations

The period of Ineligibility for anti-doping rule violations other than as provided in Article 10.2

shall be as follows, unless Articles 10.5 or 10.6 are applicable:

10.3.1 For violations of Article 2.3 or Article 2.5, the period of Ineligibility shall be four years unless, in the case of failing to submit to Sample collection, the Athlete can establish that the commission of the anti-doping rule violation was not intentional (as defined in Article 10.2.3), in which case the period of Ineligibility shall be two years.

10.3.2 For violations of Article 2.4, the period of Ineligibility shall be two years, subject

to reduction down to a minimum of one year, depending on the Athlete's degree of Fault.

The flexibility between two years and one year of Ineligibility in this Article is not available to Athletes where a pattern of last-minute whereabouts changes or other conduct raises a serious suspicion that the Athlete was trying to avoid being available for

Testing.

10.3.3 For violations of Article 2.7 or 2.8, the period of Ineligibility shall be a minimum of

four years up to lifetime Ineligibility, depending on the seriousness of the violation.

An

Article 2.7 or Article 2.8 violation involving a Minor shall be considered a particularly serious violation and, if committed by Athlete Support Personnel for violations other than

for Specified Substances, shall result in lifetime Ineligibility for Athlete Support Personnel. In addition, significant violations of Article 2.7 or 2.8 which may also violate

non-sporting laws and regulations, shall be reported to the competent administrative, professional or judicial authorities.

10.3.4 For violations of Article 2.9, the period of Ineligibility imposed shall be a minimum

of two years, up to four years, depending on the seriousness of the violation.

10.3.5 For violations of Article 2.10, the period of Ineligibility shall be two years, subject

to reduction down to a minimum of one year, depending on the Athlete or other Person's

degree of Fault and other circumstances of the case.

10.4 Elimination of the Period of Ineligibility where there is No Fault or Negligence

If an Athlete or other Person establishes in an individual case that he or she bears No Fault or

Negligence, then the otherwise applicable period of Ineligibility shall be eliminated.

10.5 Reduction of the Period of Ineligibility based on No Significant Fault or Negligence

10.5.1 Reduction of Sanctions for Specified Substances or Contaminated Products for

Violations of Article 2.1, 2.2 or 2.6.

10.5.1.1 Specified Substances

Where the anti-doping rule violation involves a Specified Substance, and the Athlete or other Person can establish No Significant Fault or Negligence, then the period of Ineligibility shall be, at a minimum, a reprimand and no period of Ineligibility, and at a maximum, two years of Ineligibility, depending on the Athlete's or other Person's degree of Fault.

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10.5.1.2 Contaminated Products

In cases where the Athlete or other Person can establish No Significant Fault or Negligence and that the detected Prohibited Substance came from a Contaminated Product, then the period of Ineligibility shall be, at a minimum, a reprimand and no period of Ineligibility, and at a maximum, two years Ineligibility, depending on the Athlete's or other Person's degree of Fault.

10.5.2 Application of No Significant Fault or Negligence beyond the Application of Article 10.5.1

If an Athlete or other Person establishes in an individual case where Article 10.5.1 is not

applicable that he or she bears No Significant Fault or Negligence, then, subject to further reduction or elimination as provided in Article 10.6, the otherwise applicable period of Ineligibility may be reduced based on the Athlete or other Person's degree of

Fault, but the reduced period of Ineligibility may not be less than one-half of the period of

Ineligibility otherwise applicable. If the otherwise applicable period of Ineligibility is a lifetime, the reduced period under this Article may be no less than eight years.

10.6 Elimination, Reduction, or Suspension of Period of Ineligibility or other Consequences for Reasons Other than Fault

10.6.1 Substantial Assistance in Discovering or Establishing Anti-Doping Rule Violations

10.6.1.1 WBTF may, prior to a final appellate decision under Article 13 or the expiration

of the time to appeal, suspend a part of the period of Ineligibility imposed in an individual

case in which it has results management authority where the Athlete or other Person has

provided Substantial Assistance to an Anti-Doping Organization, criminal authority or professional disciplinary body which results in: (i) the Anti-Doping Organization discovering or bringing forward an anti-doping rule violation by another Person, or (ii) which results in a criminal or disciplinary body discovering or bringing forward a criminal

offense or the breach of professional rules committed by another Person and the information provided by the Person providing Substantial Assistance is made available

to WBTF. After a final appellate decision under Article 13 or the expiration of time to appeal, WBTF may only suspend a part of the otherwise applicable period of Ineligibility

with the approval of WADA. The extent to which the otherwise applicable period of Ineligibility may be suspended shall be based on the seriousness of the anti-doping rule

violation committed by the Athlete or other Person and the significance of the Substantial

Assistance provided by the Athlete or other Person to the effort to eliminate doping in sport. No more than three-quarters of the otherwise applicable period of Ineligibility may

be suspended. If the otherwise applicable period of Ineligibility is a lifetime, the nonsuspended period under this Article must be no less than eight years. If the Athlete or

other Person fails to continue to cooperate and to provide the complete and credible Substantial Assistance upon which a suspension of the period of Ineligibility was based,

WBTF shall reinstate the original period of Ineligibility. If WBTF decides to reinstate a suspended period of Ineligibility or decides not to reinstate a suspended period of Ineligibility, that decision may be appealed by any Person entitled to appeal under Article

13.

10.6.1.2 To further encourage Athletes and other Persons to provide Substantial Assistance to Anti-Doping Organizations, at the request of WBTF or at the request of the

Athlete or other Person who has (or has been asserted to have) committed an anti-

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doping rule violation, WADA may agree at any stage of the results management process, including after a final appellate decision under Article 13, to what it considers to

be an appropriate suspension of the otherwise-applicable period of Ineligibility and other

Consequences. In exceptional circumstances, WADA may agree to suspensions of the

period of Ineligibility and other Consequences for Substantial Assistance greater than

those otherwise provided in this Article, or even no period of Ineligibility, and/or no return

of prize money or payment of fines or costs. WADA's approval shall be subject to reinstatement of sanction, as otherwise provided in this Article. Notwithstanding Article

13, WADA's decisions in the context of this Article may not be appealed by any other

Anti-Doping Organization.

10.6.1.3 If WBTF suspends any part of an otherwise applicable sanction because of Substantial Assistance, then notice providing justification for the decision shall be provided to the other Anti-Doping Organizations with a right to appeal under Article 13.2.3 as provided in Article 14.2. In unique circumstances where WADA determines that it would be in the best interest of anti-doping, WADA may authorize WBTF to enter

into appropriate confidentiality agreements limiting or delaying the disclosure of the Substantial Assistance agreement or the nature of Substantial Assistance being provided.

10.6.2 Admission of an Anti-Doping Rule Violation in the Absence of Other Evidence

Where an Athlete or other Person voluntarily admits the commission of an anti-doping

rule violation before having received notice of a Sample collection which could establish

an anti-doping rule violation (or, in the case of an anti-doping rule violation other than Article 2.1, before receiving first notice of the admitted violation pursuant to Article 7) and

that admission is the only reliable evidence of the violation at the time of admission, then

the period of Ineligibility may be reduced, but not below one-half of the period of Ineligibility otherwise applicable.

10.6.3 Prompt Admission of an Anti-Doping Rule Violation after being Confronted with

a Violation Sanctionable under Article 10.2.1 or Article 10.3.1

An Athlete or other Person potentially subject to a four-year sanction under Article 10.2.1

or 10.3.1 (for evading or refusing Sample Collection or Tampering with Sample Collection), by promptly admitting the asserted anti-doping rule violation after being confronted by WBTF, and also upon the approval and at the discretion of both WADA

and WBTF, may receive a reduction in the period of Ineligibility down to a minimum of

two years, depending on the seriousness of the violation and the Athlete or other

Person's degree of Fault.

10.6.4 Application of Multiple Grounds for Reduction of a Sanction

Where an Athlete or other Person establishes entitlement to reduction in sanction under

more than one provision of Article 10.4, 10.5 or 10.6, before applying any reduction or

suspension under Article 10.6, the otherwise applicable period of Ineligibility shall be determined in accordance with Articles 10.2, 10.3, 10.4, and 10.5. If the Athlete or other

Person establishes entitlement to a reduction or suspension of the period of Ineligibility

under Article 10.6, then the period of Ineligibility may be reduced or suspended, but not

below one-fourth of the otherwise applicable period of Ineligibility.

10.7 Multiple Violations

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10.7.1 For an Athlete or other Person's second anti-doping rule violation, the period of

Ineligibility shall be the greater of:

(a) six months;

(a) one-half of the period of Ineligibility imposed for the first anti-doping rule violation without taking into account any reduction under Article 10.6; or

(a) twice the period of Ineligibility otherwise applicable to the second anti-doping rule violation treated as if it were a first violation, without taking into account any reduction

under Article 10.6.

The period of Ineligibility established above may then be further reduced by the application of Article 10.6.

10.7.2 A third anti-doping rule violation will always result in a lifetime period of Ineligibility, except if the third violation fulfills the condition for elimination or reduction of

the period of Ineligibility under Article 10.4 or 10.5, or involves a violation of Article 2.4.

In these particular cases, the period of Ineligibility shall be from eight years to lifetime

Ineligibility.

10.7.3 An anti-doping rule violation for which an Athlete or other Person has established

No Fault or Negligence shall not be considered a prior violation for purposes of this Article.

10.7.4 Additional Rules for Certain Potential Multiple Violations

10.7.4.1 For purposes of imposing sanctions under Article 10.7, an anti-doping rule violation will only be considered a second violation if WBTF can establish that the Athlete or other Person committed the second anti-doping rule violation after the Athlete

or other Person received notice pursuant to Article 7, or after WBTF made reasonable

efforts to give notice of the first anti-doping rule violation. If WBTF cannot establish this,

the violations shall be considered together as one single first violation, and the sanction

imposed shall be based on the violation that carries the more severe sanction.

10.7.4.2 If, after the imposition of a sanction for a first anti-doping rule violation, WBTF

discovers facts involving an anti-doping rule violation by the Athlete or other Person which occurred prior to notification regarding the first violation, then WBTF shall impose

an additional sanction based on the sanction that could have been imposed if the two

violations had been adjudicated at the same time. Results in all Competitions dating back to the earlier anti-doping rule violation will be Disqualified as provided in Article 10.8.

10.7.5 Multiple Anti-Doping Rule Violations during Ten-Year Period

For purposes of Article 10.7, each anti-doping rule violation must take place within the

same ten-year period in order to be considered multiple violations.

10.8 Disqualification of Results in Competitions Subsequent to Sample Collection or Commission of an Anti-Doping Rule Violation

In addition to the automatic Disqualification of the results in the Competition which produced the positive Sample under Article 9, all other competitive results of the Athlete obtained from the date a positive Sample was collected (whether In-Competition or Out-of-Competition), or other

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anti-doping rule violation occurred, through the commencement of any Provisional Suspension or Ineligibility period, shall, unless fairness requires otherwise, be Disqualified with all of the resulting Consequences including forfeiture of any medals, points and prizes.

10.9 Allocation of CAS Cost Awards and Forfeited Prize Money

The priority for repayment of CAS cost awards and forfeited prize money shall be: first, payment of costs awarded by CAS; second, reallocation of forfeited prize money to other Athletes; and third reimbursement of the expenses of WBTF.

10.10 Financial Consequences

Article 10.10 intentionally left blank.

10.11 Commencement of Ineligibility Period

Except as provided below, the period of Ineligibility shall start on the date of the final hearing

decision providing for Ineligibility or, if the hearing is waived or there is no hearing, on the date

Ineligibility is accepted or otherwise imposed.

10.11.1 Delays Not Attributable to the Athlete or other Person

Where there have been substantial delays in the hearing process or other aspects of Doping Control not attributable to the Athlete or other Person, WBTF may start the period of Ineligibility at an earlier date commencing as early as the date of Sample collection or the date on which another anti-doping rule violation last occurred. All competitive results achieved during the period of Ineligibility, including retroactive Ineligibility, shall be Disqualified.

10.11.2 Timely Admission

Where the Athlete or other Person promptly (which, in all events, for an Athlete means before the Athlete competes again) admits the anti-doping rule violation after being confronted with the anti-doping rule violation by WBTF, the period of Ineligibility may start as early as the date of Sample collection or the date on which another anti-doping rule violation last occurred. In each case, however, where this Article is applied, the Athlete or other Person shall serve at least one-half of the period of Ineligibility going forward from the date the Athlete or other Person accepted the imposition of a sanction, the date of a hearing decision imposing a sanction, or the date the sanction is otherwise imposed. This Article shall not apply where the period of Ineligibility has already been reduced under Article 10.6.3.

10.11.3 Credit for Provisional Suspension or Period of Ineligibility Served

10.11.3.1 If a Provisional Suspension is imposed and respected by the Athlete or other Person, then the Athlete or other Person shall receive a credit for such period of

Provisional Suspension against any period of Ineligibility which may ultimately be imposed. If a period of Ineligibility is served pursuant to a decision that is subsequently

appealed, then the Athlete or other Person shall receive a credit for such period of Ineligibility served against any period of Ineligibility which may ultimately be imposed on appeal.

10.11.3.2 If an Athlete or other Person voluntarily accepts a Provisional Suspension in

writing from WBTF and thereafter respects the Provisional Suspension, the Athlete or other Person shall receive a credit for such period of voluntary Provisional Suspension

against any period of Ineligibility which may ultimately be imposed. A copy of the Athlete

or other Person's voluntary acceptance of a Provisional Suspension shall be provided promptly to each party entitled to receive notice of an asserted anti-doping rule violation under Article 14.1.

10.11.3.3 No credit against a period of Ineligibility shall be given for any time period before the effective date of the Provisional Suspension or voluntary Provisional Suspension regardless of whether the Athlete elected not to compete or was suspended by his or her team.

10.11.3.4 In Team Sports, where a period of Ineligibility is imposed upon a team, unless fairness requires otherwise, the period of Ineligibility shall start on the date of the final hearing decision providing for Ineligibility or, if the hearing is waived, on the date Ineligibility is accepted or otherwise imposed. Any period of team Provisional Suspension (whether imposed or voluntarily accepted) shall be credited against the total period of Ineligibility to be served.

10.12 Status During Ineligibility

10.12.1 Prohibition Against Participation During Ineligibility

No Athlete or other Person who has been declared Ineligible may, during the period of

Ineligibility, participate in any capacity in a Competition or activity (other than authorized

anti-doping education or rehabilitation programs) authorized or organized by WBTF or

any National Federation or a club or other member organization of WBTF or any National Federation, or in Competitions authorized or organized by any professional league or any international or national level Event organization or any elite or nationallevel sporting activity funded by a governmental agency.

An Athlete or other Person subject to a period of Ineligibility longer than four years may,

after completing four years of the period of Ineligibility, participate as an Athlete in local

sport events not sanctioned or otherwise under the jurisdiction of a Code Signatory or

member of a Code Signatory, but only so long as the local sport event is not at a level

that could otherwise qualify such Athlete or other Person directly or indirectly to compete

in (or accumulate points toward) a national championship or International Event, and does not involve the Athlete or other Person working in any capacity with Minors.

An Athlete or other Person subject to a period of Ineligibility shall remain subject to Testing.

10.12.2 Return to Training

As an exception to Article 10.12.1, an Athlete may return to train with a team or to use

the facilities of a club or other member organization of WBTF's member organization during the shorter of: (1) the last two months of the Athlete's period of Ineligibility, or (2)

the last one-quarter of the period of Ineligibility imposed.

10.12.3 Violation of the Prohibition of Participation During Ineligibility

Where an Athlete or other Person who has been declared Ineligible violates the prohibition against participation during Ineligibility described in Article 10.12.1, the results

of such participation shall be Disqualified and a new period of Ineligibility equal in length

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up to the original period of Ineligibility shall be added to the end of the original period of

Ineligibility. The new period of Ineligibility may be adjusted based on the Athlete or other

Person's degree of Fault and other circumstances of the case. The determination of whether an Athlete or other Person has violated the prohibition against participation, and

whether an adjustment is appropriate, shall be made by WBTF. This decision may be

appealed under Article 13.

Where an Athlete Support Person or other Person assists a Person in violating the prohibition against participation during Ineligibility, WBTF shall impose sanctions for a

violation of Article 2.9 for such assistance.

10.12.4 Withholding of Financial Support during Ineligibility

In addition, for any anti-doping rule violation not involving a reduced sanction as described in Article 10.4 or 10.5, some or all sport-related financial support or other sport-related benefits received by such Person will be withheld by WBTF and its National

Federations.

10.13 Automatic Publication of Sanction

A mandatory part of each sanction shall include automatic publication, as provided in Article

14.3

ARTICLE 11 CONSEQUENCES TO TEAMS

11.1 Testing of Team Sports

Where more than one member of a team in a Team Sport has been notified of an anti-doping

rule violation under Article 7 in connection with an Event, the ruling body for the Event shall

conduct appropriate Target Testing of the team during the Event Period.

11.2 Consequences for Team Sports

If more than two members of a team in a Team Sport are found to have committed an antidoping rule violation during an Event Period, the ruling body of the Event shall impose an

appropriate sanction on the team (e.g., loss of points, Disqualification from a Competition or

Event, or other sanction) in addition to any Consequences imposed upon the individual Athletes

committing the anti-doping rule violation.

11.3 Event Ruling Body may Establish Stricter Consequences for Team Sports

The ruling body for an Event may elect to establish rules for the Event which impose Consequences for Team Sports stricter than those in Article 11.2 for purposes of the Event.

ARTICLE 12 SANCTIONS AND COSTS ASSESSED AGAINST NATIONAL FEDERATIONS

12.1 The WBTF Executive Committee has the authority to withhold some or all funding or other non-financial support to National Federations that are not in compliance with these Anti-Doping Rules.

12.2 National Federations shall be obligated to reimburse the WBTF for all costs, including but not limited to, laboratory fees, hearing expenses and travel) related to a

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violation of these Anti-Doping Rules committed by an Athlete or other Person affiliated

with that National Federation.

12.3 The WBTF may elect to take additional disciplinary action against National Federations with respect to recognition, the eligibility of its officials and athletes to participate in International Events and fines based on the following:

12.3.1 Four or more violations of these Anti-Doping Rules (other than violations involving

Articles 2.4 and 10.3) are committed by Athletes or other Persons affiliated with a National Federation within a 12-month period in testing conducted by the WBTF or AntiDoping Organizations other than the National Federation or its National Anti-Doping

Organization. [In such event the WBTF may in its discretion elect to: (a) ban all officials

from that National Federation for participation in any IF activities for a period of up to two

years and/or (b) fine the National Federation in an amount decided by the WBTF Executive Committee. (For purposes of this Rule, any fine paid pursuant to Rule

12.3.2

shall be credited against any fine assessed.)

12.3.1.1 If four or more violations of these Anti-Doping Rules (other than violations involving Articles 2.4 and 10.3) are committed in addition to the violations described in

Article 12.3.1 by Athletes or other Persons affiliated with a National Federation within a

12-month period in testing conducted by the WBTF or Anti-Doping Organizations other

than the National Federation or its National Anti-Doping Organization, then the WBTF

may suspend that National Federation's membership for a period of up to 4 years.]

12.3.2 More than one Athlete or other Person from a National Federation commits an Anti-Doping Rule violation during an International Event. In such event the WBTF may

fine that National Federation in an amount decided by the WBTF Executive Committee.

12.3.3 A National Federation has failed to make diligent efforts to keep the WBTF informed about an Athlete's whereabouts after receiving a request for that information

from the WBTF. In such event the WBTF may fine the National Federation in an amount

per Athlete decided by the WBTF Executive Committee.

This amount is in addition to all of the WBTF's costs incurred in Testing that National Federation's athletes.

ARTICLE 13 APPEALS

13.1 Decisions Subject to Appeal

Decisions made under these Anti-Doping Rules may be appealed as set forth below in Article

13.2 through 13.7 or as otherwise provided in these Anti-Doping Rules, the Code or the

International Standards. Such decisions shall remain in effect while under appeal unless the

appellate body orders otherwise. Before an appeal is commenced, any post-decision review

provided in the Anti-Doping Organization's rules must be exhausted, provided that such review

respects the principles set forth in Article 13.2.2 below (except as provided in Article 13.1.3).

13.1.1 Scope of Review Not Limited

The scope of review on appeal includes all issues relevant to the matter and is expressly

not limited to the issues or scope of review before the initial decision maker.

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13.1.2 CAS Shall Not Defer to the Findings Being Appealed

In making its decision, CAS need not give deference to the discretion exercised by the

body whose decision is being appealed.

[Comment to Article 13.1.2: CAS proceedings are de novo. Prior proceedings do not limit the

evidence or carry weight in the hearing before CAS.]

13.1.3 WADA Not Required to Exhaust Internal Remedies

Where WADA has a right to appeal under Article 13 and no other party has appealed a

final decision within WBTF's process, WADA may appeal such decision directly to CAS

without having to exhaust other remedies in WBTF's process.

13.2 Appeals from Decisions Regarding Anti-Doping Rule Violations, Consequences, Provisional Suspensions, Recognition of Decisions and Jurisdiction

A decision that an anti-doping rule violation was committed, a decision imposing Consequences

or not imposing Consequences for an anti-doping rule violation, or a decision that no anti-doping

rule violation was committed; a decision that an anti-doping rule violation proceeding cannot go

forward for procedural reasons (including, for example, prescription); a decision by WADA not to

grant an exception to the six months notice requirement for a retired Athlete to return to

Competition under Article 5.7.1; a decision by WADA assigning results management under

Article 7.1 of the Code; a decision by WBTF not to bring forward an Adverse Analytical Finding

or an Atypical Finding as an anti-doping rule violation, or a decision not to go forward with an anti-doping rule violation after an investigation under Article 7.7; a decision to impose a Provisional Suspension as a result of a Provisional Hearing; WBTF's failure to comply with Article 7.9; a decision that WBTF lacks jurisdiction to rule on an alleged anti-doping rule violation or its Consequences; a decision to suspend, or not suspend, a period of Ineligibility or to reinstate, or not reinstate, a suspended period of Ineligibility under Article 10.6.1; a decision under Article 10.12.3; and a decision by WBTF not to recognize another Anti-Doping Organization's decision under Article 15, may be appealed exclusively as provided in Articles 13.2 – 13.7.

13.2.1 Appeals Involving International-Level Athletes or International Events

In cases arising from participation in an International Event or in cases involving International-Level Athletes, the decision may be appealed exclusively to CAS.

13.2.2 Appeals Involving National-Level Athletes

In cases where Article 13.2.1 is not applicable, the decision may be appealed to a national-level appeal body, being an independent and impartial body established in accordance with rules adopted by the National Anti-Doping Organization having jurisdiction over the Athlete or other Person. The rules for such appeal shall respect the following principles: a timely hearing; a fair and impartial hearing panel; the right to be represented by counsel at the Person's own expense; and a timely, written, reasoned decision. If the National Anti-Doping Organization has not established such a body, the decision may be appealed to CAS in accordance with the provisions applicable before such court.

13.2.3 Persons Entitled to Appeal

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In cases under Article 13.2.1, the following parties shall have the right to appeal to CAS:

(a) the Athlete or other Person who is the subject of the decision being appealed; (b) the other party to the case in which the decision was rendered; (c) WBTF; (d) the National

Anti-Doping Organization of the Person's country of residence or countries where the Person is a national or license holder; (e) the International Olympic Committee or International Paralympic Committee, as applicable, where the decision may have an

effect in relation to the Olympic Games or Paralympic Games, including decisions affecting eligibility for the Olympic Games or Paralympic Games; and (f) WADA.

In cases under Article 13.2.2, the parties having the right to appeal to the national-level

appeal body shall be as provided in the National Anti-Doping Organization's rules but, at

a minimum, shall include the following parties: (a) the Athlete or other Person who is the

subject of the decision being appealed; (b) the other party to the case in which the decision was rendered; (c) WBTF; (d) the National Anti-Doping Organization of the Person's country of residence; (e) the International Olympic Committee or International

Paralympic Committee, as applicable, where the decision may have an effect in relation

to the Olympic Games or Paralympic Games, including decisions affecting eligibility for

the Olympic Games or Paralympic Games; and (f) WADA. For cases under Article 13.2

.2, WADA, the International Olympic Committee, the International Paralympic Committee, and WBTF shall also have the right to appeal to CAS with respect to the decision of the national-level appeal body. Any party filing an appeal shall be entitled to

assistance from CAS to obtain all relevant information from the Anti-Doping Organization

whose decision is being appealed and the information shall be provided if CAS so directs.

Notwithstanding any other provision herein, the only Person who may appeal from a Provisional Suspension is the Athlete or other Person upon whom the Provisional Suspension is imposed.

13.2.4 Cross Appeals and other Subsequent Appeals Allowed

Cross appeals and other subsequent appeals by any respondent named in cases brought to CAS under the Code are specifically permitted. Any party with a right to appeal under this Article 13 must file a cross appeal or subsequent appeal at the latest

with the party's answer.

13.3 Failure to Render a Timely Decision

Where, in a particular case, WBTF fails to render a decision with respect to whether an antidoping rule violation was committed within a reasonable deadline set by

WADA, WADA may

elect to appeal directly to CAS as if WBTF had rendered a decision finding no anti-doping rule

violation. If the CAS hearing panel determines that an anti-doping rule violation was committed

and that WADA acted reasonably in electing to appeal directly to CAS, then WADA's costs and

attorney fees in prosecuting the appeal shall be reimbursed to WADA by WBTF.

13.4 Appeals Relating to TUEs

TUE decisions may be appealed exclusively as provided in Article 4.4.

13.5 Notification of Appeal Decisions

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Any Anti-Doping Organization that is a party to an appeal shall promptly provide the appeal

decision to the Athlete or other Person and to the other Anti-Doping Organizations that would

have been entitled to appeal under Article 13.2.3 as provided under Article 14.2.

13.6 Appeal from Decisions Pursuant to Article 12

Decisions by IF pursuant to Article 12 may be appealed exclusively to CAS by the National Federation.

13.7 Time for Filing Appeals

13.7.1 Appeals to CAS

- a) Within fifteen (15) days from notice of the decision, such party/ies shall have the right to request from the body having issued the decision a copy of the file on which such body relied;
- b) If such a request is made within the fifteen-day period, then the party making such request shall have twenty-one (21) days from receipt of the file to file an appeal to CAS.

The above notwithstanding, the filing deadline for an appeal filed by WADA shall be the later of:

- a) Twenty-one days after the last day on which any other party in the case could have appealed; or
- b) Twenty-one days after WADA's receipt of the complete file relating to the decision.

13.7.2 Appeals Under Article 13.2.2

The time to file an appeal to an independent and impartial body established at national level in accordance with rules established by the National Anti-Doping Organization shall be indicated by the same rules of the National Anti-Doping Organization.

The above notwithstanding, the filing deadline for an appeal or intervention filed by WADA shall be the later of:

- (a) Twenty-one days after the last day on which any other party in the case could have appealed, or
- (b) Twenty-one days after WADA's receipt of the complete file relating to the decision.

ARTICLE 14 NATIONAL FEDERATIONS INCORPORATION OF THE WORLD BATON

TWIRLING FEDERATION'S RULES, REPORTING AND RECOGNITION

14.1 Incorporation of the WBTF Anti-Doping Rules

All National Federations shall comply with these Anti-Doping Rules. These Anti-Doping Rules

shall also be incorporated either directly or by reference into each National Federations Rules.

All National Federations shall include in their regulations the procedural rules necessary to

effectively implement these Anti-Doping Rules. Each National Federation shall obtain the written

acknowledgement and agreement, in the form attached as Appendix 1, of all Athletes subject to

Doping Control and Athlete Support Personnel for such Athletes. Notwithstanding whether or

not the required form has been signed, the Rules of each National Federation shall specifically

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provide that these Anti-Doping Rules shall bind all Athletes, Athlete Support Personnel and

other Persons under the jurisdiction of the National Federation.

14.2 Statistical Reporting

National Federations shall report to the WBTF at least once a year, on a date so prescribed by

the WBTF Governing Council results of all Doping Controls within their jurisdiction sorted by

Athlete and identifying each date on which the Athlete was tested, the entity conducting the test,

and whether the test was In-Competition or Out-of-Competition. The WBTF may periodically

publish Testing data received from National Federations as well as comparable data from

Testing under WBTF's jurisdiction. WBTF shall, at least annually, publish publically a general

statistical report of their Doping Control activities with a copy provide to WADA.

WBTF or it's

National Federations may also publish reports showing the name of each Athlete tested and the

date of each Testing.

14.3 Notice, Confidentiality and Reporting

14.3.1 Notice of Anti-Doping Rule Violations to Athletes and Other Persons.

Notice to Athletes or other Persons asserted against them shall occur as provided under Articles

7 and 14 of these Anti-Doping Rules. Notice to an Athlete or other Person who is a member of a

National Federation may be accomplished by delivery of the notice to the National Federation.

14.3.2 Notice to National Anti-Doping Organizations, IF and WADA.

Notice to National Anti-Doping Organizations, IF and WADA shall occur as provided under

Article 7 and 14 simultaneously with the notice to the Athlete and other Person.

14.3.3 Content of Notification.

Notification under Article 2.1 shall include: the Athlete's name, country, sport and discipline

within the sport, the Athlete's competitive level, whether the test was In-Competition or Out-ofCompetition, the date of Sample collection the analytical result reported by the laboratory and

other information as required by the International Standard for Testing and Investigations.

14.3.4 Status Reports.

Except with respect to investigations which have not resulted in notice of an anti-doping rule

violation pursuant to Article 14.1.1, National Anti-Doping Organizations and WADA shall be

regularly updated on the status and findings of any review or proceedings conducted pursuant

to Articles 7 (Results Management), 8 (Right to a Fair Hearing) or 13 (Appeals) and shall be

provided with a prompt written reasoned explanation or decision explaining the resolution of the matter.

14.3.5 Confidentiality.

The recipient organizations shall not disclose this information beyond those Persons with a

need to know (which would include the appropriate personnel at the applicable National Olympic

Committee, National Federation, and team in a Team Sport) until WBTF has made public

disclosure or has failed to make public disclosure as required in Article 14.5 below.

14.4 Notice of Anti-Doping Rule Violation Decisions and Request for Files

14.4.1 Anti-doping rule violation decisions rendered pursuant to Article 7.11, 8.2, 10.4,

10.5, 10.6, 10.12.3 or 13.5 shall include the full reasons for the decision, including, if 39 | Page

applicable, a justification for why the greatest possible Consequences were not imposed.

Where the decision is not in English or French, WBTF shall provide a short English or

French summary of the decision and the supporting reasons.

14.4.2 An Anti-Doping Organization having a right to appeal a decision received pursuant to Article 14.2.1 may, within fifteen days of receipt, request a copy of the full

case file pertaining to the decision.

14.5 Public Disclosure

14.5.1 The identity of any Athlete or other Person who is asserted by WBTF to have committed an anti-doping rule violation may be Publicly Disclosed by WBTF only after

notice has been provided to the Athlete or other Person in accordance with Article 7.3,

7.4, 7.5, 7.6 or 7.7 and simultaneously to WADA and the National Anti-Doping Organization of the Athlete or other Person in accordance with Article 14.1.2.

14.5.2 No later than twenty days after it has been determined in a final appellate

decision under Article 13.2.1 or 13.2.2, or such appeal has been waived, or a hearing in accordance with Article 8 has been waived, or the assertion of an anti-doping rule violation has not been timely challenged, WBTF must Publicly Report the disposition of the matter, including the sport, the anti-doping rule violated, the name of the Athlete or other Person committing the violation, the Prohibited Substance or Prohibited Method involved (if any), and the Consequences imposed. WBTF must also Publicly Report within twenty days the results of final appeal decisions concerning anti-doping rule violations, including the information described above.

14.5.3 In any case where it is determined, after a hearing or appeal, that the Athlete or other Person did not commit an anti-doping rule violation, the decision may be Publicly Disclosed only with the consent of the Athlete or other Person who is the subject of the decision. WBTF shall use reasonable efforts to obtain such consent. If consent is obtained, WBTF shall Publicly Disclose the decision in its entirety or in such redacted form as the Athlete or other Person may approve.

14.5.4 Publication shall be accomplished at a minimum by placing the required information on the [IF]'s website or publishing it through other means and leaving the information up for the longer of one month or the duration of any period of Ineligibility.

14.5.5 Neither WBTF, nor its National Federations, nor any official of either body, shall publicly comment on the specific facts of any pending case (as opposed to general description of process and science) except in response to public comments attributed to the Athlete or other Person against whom an anti-doping rule violation is asserted, or their representatives.

14.5.6 The mandatory Public Reporting required in Article 14.3.2 shall not be required

where the Athlete or other Person who has been found to have committed an antidoping rule violation is a Minor. Any optional Public Reporting in a case involving a

Minor shall be proportionate to the facts and circumstances of the case.

14.6 Doping Control Information Clearinghouse

To facilitate coordinated test distribution planning and to avoid unnecessary duplication in

Testing by the various Anti-Doping Organizations, WBTF shall report all In-Competition and

Out-of-Competition tests on such Athletes to the WADA clearinghouse, using ADAMS, as soon

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as possible after such tests have been conducted. This information will be made accessible,

where appropriate and in accordance with the applicable rules, to the Athlete, the Athlete's

National Anti-Doping Organization and any other Anti-Doping Organizations with Testing

authority over the Athlete.

14.7 Data Privacy

14.7.1 WBTF may collect, store, process or disclose personal information relating to Athletes and other Persons where necessary and appropriate to conduct their antidoping activities under the Code, the International Standards (including specifically the

International Standard for the Protection of Privacy and Personal Information) and these

Anti-Doping Rules.

14.7.2 Any Participant who submits information including personal data to any Person

in accordance with these Anti-Doping Rules shall be deemed to have agreed, pursuant

to applicable data protection laws and otherwise, that such information may be collected, processed, disclosed and used by such Person for the purposes of the implementation of these Anti-Doping Rules, in accordance with the International Standard for the Protection of Privacy and Personal Information and otherwise as required to implement these Anti-Doping Rules.

ARTICLE 15 APPLICATION AND RECOGNITION

15.1 Subject to the right to appeal provided in Article 13, Testing, hearing results or other final adjudications of any Signatory which are consistent with the Code and are within that Signatory's authority shall be applicable worldwide and shall be recognized and respected by WBTF and all its National Federations.

15.2 WBTF and its National Federations shall recognize the measures taken by other bodies which have not accepted the Code if the rules of those bodies are otherwise consistent with the Code.

15.3 Subject to the right to appeal provided in Article 13, any decision of WBTF regarding a violation of these Anti-Doping Rules shall be recognized by all National Federations, which shall take all necessary action to render such decision effective.

ARTICLE 16 INCORPORATION OF ICU ANTI-DOPING RULES AND OBLIGATIONS OF NATIONAL FEDERATIONS

16.1 All National Federations and their members shall comply with these Anti-Doping Rules.

All National Federations and other members shall include in their regulations the provisions necessary to ensure that WBTF may enforce these Anti-Doping Rules directly as against

Athletes under their anti-doping jurisdiction (including National-Level Athletes).
These AntiDoping Rules shall also be incorporated either directly or by reference into each National Federation's rules so that the National Federation may enforce them itself directly as against

Athletes under its anti-doping jurisdiction (including National-Level Athletes).

16.2 All National Federations shall establish rules requiring all Athletes and each Athlete

Support Personnel who participates as coach, trainer, manager, team staff, official, medical or

paramedical personnel in a Competition or activity authorized or organized by a National

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Federation or one of its member organizations to agree to be bound by these Anti-Doping Rules

and to submit to the results management authority of the Anti-Doping Organization responsible

under the Code as a condition of such participation.

16.3 All National Federations shall report any information suggesting or relating to an antidoping rule violation to WBTF and to their National Anti-Doping Organizations, and shall

cooperate with investigations conducted by any Anti-Doping Organization with authority to

conduct the investigation.

16.4 All National Federations shall have disciplinary rules in place to prevent Athlete Support

Personnel who are Using Prohibited Substances or Prohibited Methods without valid justification

from providing support to Athletes under the jurisdiction of WBTF or the National Federation.

16.5 All National Federations shall be required to conduct anti-doping education in coordination with their National Anti-Doping Organizations.

ARTICLE 17 STATUTE OF LIMITATIONS

No anti-doping rule violation proceeding may be commenced against an Athlete or other

Person unless he or she has been notified of the anti-doping rule violation as provided in Article

7, or notification has been reasonably attempted, within ten years from the date the violation is asserted to have occurred.

ARTICLE 18 WBTF COMPLIANCE REPORTS TO WADA

WBTF will report to WADA on WBTF's compliance with the Code in accordance with Article

23.5.2 of the Code.

ARTICLE 19 EDUCATION

WBTF shall plan, implement, evaluate and monitor information, education and prevention

programs for doping-free sport on at least the issues listed at Article 18.2 of the Code, and shall

support active participation by Athletes and Athlete Support Personnel in such programs.

ARTICLE 20 AMENDMENT AND INTERPRETATION OF ANTI-DOPING RULES

20.1 These Anti-Doping Rules may be amended from time to time by WBTF.

20.2 These Anti-Doping Rules shall be interpreted as an independent and autonomous text

and not by reference to existing law or statutes.

20.3 The headings used for the various Parts and Articles of these Anti-Doping Rules are for

convenience only and shall not be deemed part of the substance of these Anti-Doping Rules or

to affect in any way the language of the provisions to which they refer.

20.4 The Code and the International Standards shall be considered integral parts of these

Anti-Doping Rules and shall prevail in case of conflict.

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20.5 These Anti-Doping Rules have been adopted pursuant to the applicable provisions of the

Code and shall be interpreted in a manner that is consistent with applicable provisions of the Code. The Introduction shall be considered an integral part of these Anti-Doping Rules.

20.6 The comments annotating various provisions of the Code are incorporated by reference into these Anti-Doping Rules, shall be treated as if set out in full herein, and shall be used to interpret these Anti-Doping Rules.

20.7 These Anti-Doping Rules have come into full force and effect on 1 January 2015 (the "Effective Date"). They shall not apply retroactively to matters pending before the Effective Date; provided, however, that:

20.7.1 Anti-doping rule violations taking place prior to the Effective Date count as "first violations" or "second violations" for purposes of determining sanctions under Article 10 for violations taking place after the Effective Date.

20.7.2 The retrospective periods in which prior violations can be considered for purposes of multiple violations under Article 10.7.5 and the statute of limitations set forth in Article 17 are procedural rules and should be applied retroactively; provided, however, that Article 17 shall only be applied retroactively if the statute of limitations period has not already expired by the Effective Date. Otherwise, with respect to any anti-doping rule violation case which is pending as of the Effective Date and any anti-doping rule violation case brought after the Effective Date based on an anti-doping rule violation which occurred prior to the Effective Date, the case shall be governed by the substantive anti-doping rules in effect at the time the alleged anti-doping rule violation occurred unless the panel hearing the case determines the principle of "lex mitior" appropriately

applies under the circumstances of the case.

20.7.3 Any Article 2.4 whereabouts failure (whether a Filing Failure or a Missed Test, as those terms are defined in the International Standard for Testing and Investigations)

prior to the Effective Date shall be carried forward and may be relied upon, prior to expiry, in accordance with the International Standard for Testing and Investigation, but it

shall be deemed to have expired 12 months after it occurred.

20.7.4 With respect to cases where a final decision finding an anti-doping rule violation

has been rendered prior to the Effective Date, but the Athlete or other Person is still serving the period of Ineligibility as of the Effective Date, the Athlete or other Person may

apply to the Anti-Doping Organization which had results management responsibility for

the anti-doping rule violation to consider a reduction in the period of Ineligibility in light of

these Anti-Doping Rules. Such application must be made before the period of Ineligibility has expired. The decision rendered may be appealed pursuant to Article 13.2. These Anti-Doping Rules shall have no application to any case where a final decision finding an anti-doping rule violation has been rendered and the period of Ineligibility has expired.

20.7.5 For purposes of assessing the period of Ineligibility for a second violation under

Article 10.7.1, where the sanction for the first violation was determined based on rules in

force prior to the Effective Date, the period of Ineligibility which would have been assessed for that first violation had these Anti-Doping Rules been applicable, shall be

applied.

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ARTICLE 21 INTERPRETATION OF THE CODE

21.1 The official text of the Code shall be maintained by WADA and shall be published in

English and French. In the event of any conflict between the English and French versions, the

English version shall prevail.

21.2 The comments annotating various provisions of the Code shall be used to interpret the Code.

21.3 The Code shall be interpreted as an independent and autonomous text and not by

reference to the existing law or statutes of the Signatories or governments.

21.4 The headings used for the various Parts and Articles of the Code are for convenience

only and shall not be deemed part of the substance of the Code or to affect in any way the

language of the provisions to which they refer.

21.5 The Code shall not apply retroactively to matters pending before the date the Code is

accepted by a Signatory and implemented in its rules. However, pre-Code anti-doping rule

violations would continue to count as "first violations" or "second violations" for purposes of

determining sanctions under Article 10 for subsequent post-Code violations.

21.6 The Purpose, Scope and Organization of the World Anti-Doping Program and the Code

and Appendix 1, Definitions, and Appendix 2, Examples of the Application of Article 10, shall be

considered integral parts of the Code.

ARTICLE 22 ADDITIONAL ROLES AND RESPONSIBILITIES OF ATHLETES AND OTHER

PERSONS

22.1 Roles and Responsibilities of Athletes

22.1.1 To be knowledgeable of and comply with these Anti-Doping Rules.

22.1.2 To be available for Sample collection at all times.

22.1.3 To take responsibility, in the context of anti-doping, for what they ingest and Use.

22.1.4 To inform medical personnel of their obligation not to Use Prohibited Substances

and Prohibited Methods and to take responsibility to make sure that any medical treatment received does not violate these Anti-Doping Rules.

22.1.5 To disclose to their National Anti-Doping Organization and to WBTF any decision by a non-Signatory finding that the Athlete committed an anti-doping rule violation within the previous ten years.

22.1.6 To cooperate with Anti-Doping Organizations investigating anti-doping rule violations.

22.1.7 Failure by any Athlete to cooperate in full with Anti-Doping Organizations investigating anti-doping rule violations may result in a charge of misconduct under WBTF's Code of Conduct.

22.2 Roles and Responsibilities of Athlete Support Personnel

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22.2.1 To be knowledgeable of and comply with these Anti-Doping Rules.

22.2.2 To cooperate with the Athlete Testing program.

22.2.3 To use his or her influence on Athlete values and behavior to foster anti-doping attitudes.

22.2.4 To disclose to his or her National Anti-Doping Organization and to WBTF any decision by a non-Signatory finding that he or she committed an anti-doping rule violation within the previous ten years.

22.2.5 To cooperate with Anti-Doping Organizations investigating anti-doping rule violations.

22.2.6 Failure by any Athlete Support Personnel to cooperate in full with Anti-Doping Organizations investigating anti-doping rule violations may result in a charge of misconduct under WBTF's Code of Conduct.

22.2.7 Athlete Support Personnel shall not Use or Possess any Prohibited Substance or Prohibited Method without valid justification.

22.2.8 Use or Possession of a Prohibited Substance or Prohibited Method by an Athlete

Support Personnel without valid justification may result in a charge of misconduct under

WBTF's Code of Conduct.

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APPENDIX 1 DEFINITIONS

ADAMS: The Anti-Doping Administration and Management System is a Web-based database

management tool for data entry, storage, sharing, and reporting designed to assist stakeholders

and WADA in their anti-doping operations in conjunction with data protection legislation.

Administration: Providing, supplying, supervising, facilitating, or otherwise participating in the

Use or Attempted Use by another Person of a Prohibited Substance or Prohibited Method.

However, this definition shall not include the actions of bona fide medical personnel involving a

Prohibited Substance or Prohibited Method used for genuine and legal therapeutic purposes or

other acceptable justification and shall not include actions involving Prohibited Substances

which are not prohibited in Out-of-Competition Testing unless the circumstances as a whole

demonstrate that such Prohibited Substances are not intended for genuine and legal therapeutic

purposes or are intended to enhance sport performance.

Adverse Analytical Finding: A report from a WADA-accredited laboratory or other WADAapproved laboratory that, consistent with the International Standard for Laboratories and related

Technical Documents, identifies in a Sample the presence of a Prohibited Substance or its

Metabolites or Markers (including elevated quantities of endogenous substances) or evidence of

the Use of a Prohibited Method.

Adverse Passport Finding: A report identified as an Adverse Passport Finding as described in

the applicable International Standards.

Anti-Doping Organization: A Signatory that is responsible for adopting rules for initiating,

implementing or enforcing any part of the Doping Control process. This includes, for example,

the International Olympic Committee, the International Paralympic Committee, other Major

Event Organizations that conduct Testing at their Events, WADA, International Federations, and

National Anti-Doping Organizations.

Athlete: Any Person who competes in sport at the international level (as defined by each

International Federation), or the national level (as defined by each National Anti-Doping

Organization). An Anti-Doping Organization has discretion to apply anti-doping rules to an

Athlete who is neither an International-Level Athlete nor a National-Level Athlete, and thus to

bring them within the definition of "Athlete." In relation to Athletes who are neither InternationalLevel nor National-Level Athletes, an Anti-Doping Organization may elect to: conduct limited

Testing or no Testing at all; analyze Samples for less than the full menu of Prohibited Substances; require limited or no whereabouts information; or not require advance TUEs.

However, if an Article 2.1, 2.3 or 2.5 anti-doping rule violation is committed by any Athlete over

whom an Anti-Doping Organization has authority who competes below the international or

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national level, then the Consequences set forth in the Code (except Article 14.3.2) must be

applied. For purposes of Article 2.8 and Article 2.9 and for purposes of anti-doping information

and education, any Person who participates in sport under the authority of any Signatory,

government, or other sports organization accepting the Code is an Athlete.

Athlete Biological Passport: The program and methods of gathering and collating data as

described in the International Standard for Testing and Investigations and International

Standard for Laboratories.

Athlete Support Personnel: Any coach, trainer, manager, agent, team staff, official, medical,

paramedical personnel, parent or any other Person working with, treating or assisting an Athlete

participating in or preparing for sports Competition.

Attempt: Purposely engaging in conduct that constitutes a substantial step in a course of

conduct planned to culminate in the commission of an anti-doping rule violation.

Provided,

however, there shall be no anti-doping rule violation based solely on an Attempt to commit a

violation if the Person renounces the Attempt prior to it being discovered by a third party not

involved in the Attempt.

Atypical Finding: A report from a WADA-accredited laboratory or other WADA-approved

laboratory which requires further investigation as provided by the International Standard for

Laboratories or related Technical Documents prior to the determination of an Adverse Analytical

Finding.

Atypical Passport Finding: A report described as an Atypical Passport Finding as described in

the applicable International Standards.

CAS: The Court of Arbitration for Sport.

Code: The World Anti-Doping Code.

Competition: A single race, match, game or singular sport contest. For example, a basketball

game or the finals of the Olympic 100-meter race in athletics. For stage races and other sport

contests where prizes are awarded on a daily or other interim basis the distinction between a

Competition and an Event will be as provided in the rules of the applicable

International

Federation.

Consequences of Anti-Doping Rule Violations ("Consequences"): An Athlete's or other Person's

violation of an anti-doping rule may result in one or more of the following: (a)

Disqualification

means the Athlete's results in a particular Competition or Event are invalidated, with all resulting

Consequences including forfeiture of any medals, points and prizes; (b) Ineligibility means the

Athlete or other Person is barred on account of an anti-doping rule violation for a specified

period of time from participating in any Competition or other activity or funding as provided in

Article 10.12.1; (c) Provisional Suspension means the Athlete or other Person is barred

temporarily from participating in any Competition or activity prior to the final decision at a

hearing conducted under Article 8; (d) Financial Consequences means a financial sanction

imposed for an anti-doping rule violation or to recover costs associated with an anti-doping rule

violation; and (e) Public Disclosure or Public Reporting means the dissemination or distribution

of information to the general public or Persons beyond those Persons entitled to earlier

notification in accordance with Article 14. Teams in Team Sports may also be subject to

Consequences as provided in Article 11 of the Code.

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Contaminated Product: A product that contains a Prohibited Substance that is not disclosed on

the product label or in information available in a reasonable Internet search.

Disqualification: See Consequences of Anti-Doping Rule Violations above.

Doping Control: All steps and processes from test distribution planning through to ultimate

disposition of any appeal including all steps and processes in between such as provision of

whereabouts information, Sample collection and handling, laboratory analysis, TUEs, results

management and hearings.

Event: A series of individual Competitions conducted together under one ruling body (e.g., the

Olympic Games, FINA World Championships, or Pan American Games).

Event Venues: Those venues so designated by the ruling body for the Event.

Event Period: The time between the beginning and end of an Event, as established by the

ruling body of the Event.

Fault: Fault is any breach of duty or any lack of care appropriate to a particular situation.

Factors to be taken into consideration in assessing an Athlete or other Person's degree of Fault

include, for example, the Athlete's or other Person's experience, whether the Athlete or other

Person is a Minor, special considerations such as impairment, the degree of risk that should

have been perceived by the Athlete and the level of care and investigation exercised by the

Athlete in relation to what should have been the perceived level of risk. In assessing the

Athlete's or other Person's degree of Fault, the circumstances considered must be specific and relevant to explain the Athlete's or other Person's departure from the expected standard of behavior. Thus, for example, the fact that an Athlete would lose the opportunity to earn large sums of money during a period of Ineligibility, or the fact that the Athlete only has a short time left in his or her career, or the timing of the sporting calendar, would not be relevant factors to be considered in reducing the period of Ineligibility under Article 10.5.1 or 10.5.2.

Financial Consequences: see Consequences of Anti-Doping Rule Violations, above.

In-Competition: "In-Competition" means the period commencing twelve hours before a Competition in which the Athlete is scheduled to participate through the end of such Competition and the Sample collection process related to such Competition.

Independent Observer Program: A team of observers, under the supervision of WADA, who observe and provide guidance on the Doping Control process at certain Events and report on their observations.

Individual Sport: Any sport that is not a Team Sport.

Ineligibility: See Consequences of Anti-Doping Rule Violations above.

International Event: An Event or Competition where the International Olympic Committee, the International Paralympic Committee, an International Federation, a Major Event Organization, or another international sport organization is the ruling body for the Event or appoints the technical officials for the Event.

International- Level Athlete: Athletes who compete in sport at the international level, as defined

by each International Federation, consistent with the International Standard for testing and

Investigations. For the sport of Baton Twirling leading, International-Level Athletes are defined

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as Athletes who compete at World, World Cup, Continental or Regional International sanctioned

WBTF Championships.

International Standard: A standard adopted by WADA in support of the Code.

Compliance with

an International Standard (as opposed to another alternative standard, practice or procedure)

shall be sufficient to conclude that the procedures addressed by the International Standard were

performed properly. International Standards shall include any Technical Documents issued

pursuant to the International Standard.

Major Event Organizations: The continental associations of National Olympic Committees and

other international multi-sport organizations that function as the ruling body for any continental,

regional or other International Event.

Marker: A compound, group of compounds or biological variable(s) that indicates the Use of a

Prohibited Substance or Prohibited Method.

Metabolite: Any substance produced by a biotransformation process.

Minor: A natural Person who has not reached the age of eighteen years.

National Anti-Doping Organization: The entity(ies) designated by each country as possessing

the primary authority and responsibility to adopt and implement anti-doping rules, direct the

collection of Samples, the management of test results, and the conduct of hearings at the

national level. If this designation has not been made by the competent public authority(ies), the

entity shall be the country's National Olympic Committee or its designee.

National Event: A sport Event or Competition involving International- or National-Level Athletes

that is not an International Event.

National Federation: A national or regional entity which is a member of or is recognized by

WBTF as the entity governing WBTF's sport in that nation or region.

National-Level Athlete: Athletes who compete in sport at the national level, as defined by each

National Anti-Doping Organization, consistent with the International Standard for Testing and

Investigations.

National Olympic Committee: The organization recognized by the International Olympic

Committee. The term National Olympic Committee shall also include the National Sport

Confederation in those countries where the National Sport Confederation assumes typical

National Olympic Committee responsibilities in the anti-doping area.

No Fault or Negligence: The Athlete or other Person's establishing that he or she did not know

or suspect, and could not reasonably have known or suspected even with the exercise of utmost

caution, that he or she had Used or been administered the Prohibited Substance or Prohibited

Method or otherwise violated an anti-doping rule. Except in the case of a Minor, for any violation

of Article 2.1, the Athlete must also establish how the Prohibited Substance entered his or her

system.

No Significant Fault or Negligence: The Athlete or other Person's establishing that his or her

Fault or negligence, when viewed in the totality of the circumstances and taking into account the criteria for No Fault or negligence, was not significant in relationship to the anti-doping rule violation. Except in the case of a Minor, for any violation of Article 2.1, the Athlete must also establish how the Prohibited Substance entered his or her system.

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Out-of-Competition: Any period which is not In-Competition.

Participant: Any Athlete or Athlete Support Person.

Person: A natural Person or an organization or other entity.

Possession: The actual, physical Possession, or the constructive Possession (which shall be

found only if the Person has exclusive control or intends to exercise control over the Prohibited

Substance or Prohibited Method or the premises in which a Prohibited Substance or Prohibited

Method exists); provided, however, that if the Person does not have exclusive control over the

Prohibited Substance or Prohibited Method or the premises in which a Prohibited Substance or

Prohibited Method exists, constructive Possession shall only be found if the Person knew about

the presence of the Prohibited Substance or Prohibited Method and intended to exercise control

over it. Provided, however, there shall be no anti-doping rule violation based solely on

Possession if, prior to receiving notification of any kind that the Person has committed an antidoping rule violation, the Person has taken concrete action demonstrating that the Person never

intended to have Possession and has renounced Possession by explicitly declaring it to an AntiDoping Organization. Notwithstanding anything to the contrary in this definition, the purchase

(including by any electronic or other means) of a Prohibited Substance or Prohibited Method

constitutes Possession by the Person who makes the purchase.

Prohibited List: The List identifying the Prohibited Substances and Prohibited Methods.

Prohibited Method: Any method so described on the Prohibited List.

Prohibited Substance: Any substance, or class of substances, so described on the Prohibited

List.

Provisional Hearing: For purposes of Article 7.9, an expedited abbreviated hearing occurring

prior to a hearing under Article 8 that provides the Athlete with notice and an opportunity to be

heard in either written or oral form.

Provisional Suspension: See Consequences of Anti-Doping Rule Violations above.

Publicly Disclose or Publicly Report: See Consequences of Anti-Doping Rule Violations above.

Regional Anti-Doping Organization: A regional entity designated by member countries to

coordinate and manage delegated areas of their national anti-doping programs, which may

include the adoption and implementation of anti-doping rules, the planning and collection of

Samples, the management of results, the review of TUEs, the conduct of hearings, and the

conduct of educational programs at a regional level.

Registered Testing Pool: The pool of highest-priority Athletes established separately at the

international level by International Federations and at the national level by National Anti-Doping

Organizations, who are subject to focused In-Competition and Out-of-Competition Testing as

part of that International Federation's or National Anti-Doping Organization's test distribution

plan and therefore are required to provide whereabouts information as provided in Article 5.6 of

the Code and the International Standard for Testing and Investigations.

Sample or Specimen: Any biological material collected for the purposes of Doping Control.

Signatories: Those entities signing the Code and agreeing to comply with the Code, as

provided in Article 23 of the Code.

Specified Substance: See Article 4.2.2.

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Strict Liability: The rule which provides that under Article 2.1 and Article 2.2, it is not necessary

that intent, Fault, negligence, or knowing Use on the Athlete's part be demonstrated by the AntiDoping Organization in order to establish an anti-doping rule violation.

Substantial Assistance: For purposes of Article 10.6.1, a Person providing Substantial

Assistance must: (1) fully disclose in a signed written statement all information he or she

possesses in relation to anti-doping rule violations, and (2) fully cooperate with the investigation

and adjudication of any case related to that information, including, for example, presenting

testimony at a hearing if requested to do so by an Anti-Doping Organization or hearing panel.

Further, the information provided must be credible and must comprise an important part of any

case which is initiated or, if no case is initiated, must have provided a sufficient basis on which a

case could have been brought.

Tampering: Altering for an improper purpose or in an improper way; bringing improper influence

to bear; interfering improperly; obstructing, misleading or engaging in any fraudulent conduct to

alter results or prevent normal procedures from occurring.

Target Testing: Selection of specific Athletes for Testing based on criteria set forth in the

International Standard for Testing and Investigations.

Team Sport: A sport in which the substitution of players is permitted during a Competition.

Testing: The parts of the Doping Control process involving test distribution planning, Sample

collection, Sample handling, and Sample transport to the laboratory.

Trafficking: Selling, giving, transporting, sending, delivering or distributing (or Possessing for

any such purpose) a Prohibited Substance or Prohibited Method (either physically or by any

electronic or other means) by an Athlete, Athlete Support Person or any other Person subject to

the jurisdiction of an Anti-Doping Organization to any third party; provided, however, this

definition shall not include the actions of "bona fide" medical personnel involving a Prohibited

Substance used for genuine and legal therapeutic purposes or other acceptable justification,

and shall not include actions involving Prohibited Substances which are not prohibited in Out-ofCompetition Testing unless the circumstances as a whole demonstrate such Prohibited

Substances are not intended for genuine and legal therapeutic purposes or are intended to

enhance sport performance.

TUE: Therapeutic Use Exemption, as described in Article 4.4.

UNESCO Convention: The International Convention against Doping in Sport adopted by the

33rd session of the UNESCO General Conference on 19 October, 2005 including any and all

amendments adopted by the States Parties to the Convention and the Conference of Parties to

the International Convention against Doping in Sport.

Use: The utilization, application, ingestion, injection or consumption by any means whatsoever of any Prohibited Substance or Prohibited Method.

WADA: The World Anti-Doping Agency.

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APPENDIX 2 EXAMPLES OF THE APPLICATION OF ARTICLE 10

EXAMPLE 1.

Facts: An Adverse Analytical Finding results from the presence of an anabolic steroid in an InCompetition test (Article 2.1); the Athlete promptly admits the anti-doping rule violation; the

Athlete establishes No Significant Fault or Negligence; and the Athlete provides Substantial Assistance.

Application of Consequences:

1. The starting point would be Article 10.2. Because the Athlete is deemed to have No

Significant Fault that would be sufficient corroborating evidence (Articles 10.2.1.1 and 10.2.3)

that the anti-doping rule violation was not intentional, the period of Ineligibility would thus be two

years, not four years (Article 10.2.2).

2. In a second step, the panel would analyze whether the Fault-related reductions (Articles

10.4 and 10.5) apply. Based on No Significant Fault or Negligence (Article 10.5.2) since the

anabolic steroid is not a Specified Substance, the applicable range of sanctions would be

reduced to a range of two years to one year (minimum one-half of the two year sanction). The

panel would then determine the applicable period of Ineligibility within this range based on the

Athlete's degree of Fault. (Assume for purposes of illustration in this example that the panel

would otherwise impose a period of Ineligibility of 16 months.)

3. In a third step, the panel would assess the possibility for suspension or reduction under Article 10.6 (reductions not related to Fault). In this case, only Article 10.6.1 (Substantial Assistance) applies. (Article 10.6.3, Prompt Admission, is not applicable because the period of Ineligibility is already below the two-year minimum set forth in Article 10.6.3.) Based on Substantial Assistance, the period of Ineligibility could be suspended by three-quarters of 16 months.* The minimum period of Ineligibility would thus be four months. (Assume for purposes of illustration in this example that the panel suspends ten months and the period of Ineligibility would thus be six months.)

4. Under Article 10.11, the period of Ineligibility, in principle, starts on the date of the final hearing decision. However, because the Athlete promptly admitted the anti-doping rule violation, the period of Ineligibility could start as early as the date of Sample collection, but in any event the Athlete would have to serve at least one-half of the Ineligibility period (i.e., three months) after the date of the hearing decision (Article 10.11.2).

5. Since the Adverse Analytical Finding was committed in a Competition, the panel would have to automatically Disqualify the result obtained in that Competition (Article 9).

6. According to Article 10.8, all results obtained by the Athlete subsequent to the date of the Sample collection until the start of the period of Ineligibility would also be Disqualified unless fairness requires otherwise.

Athlete is a Minor, since this is a mandatory part of each sanction (Article 10.13).

8. The Athlete is not allowed to participate in any capacity in a Competition or other sportrelated activity under the authority of any Signatory or its affiliates during the Athlete's period of

Ineligibility (Article 10.12.1). However, the Athlete may return to train with a team or to use the

facilities of a club or other member organization of a Signatory or its affiliates during the shorter

of: (a) the last two months of the Athlete's period of Ineligibility, or (b) the last one-quarter of the

period of Ineligibility imposed (Article 10.12.2). Thus, the Athlete would be allowed to return to

training one and one-half months before the end of the period of Ineligibility.

EXAMPLE 2.

Facts: An Adverse Analytical Finding results from the presence of a stimulant which is a

Specified Substance in an In-Competition test (Article 2.1); the Anti-Doping Organization is able

to establish that the Athlete committed the anti-doping rule violation intentionally; the Athlete is

not able to establish that the Prohibited Substance was Used Out-of-Competition in a context

unrelated to sport performance; the Athlete does not promptly admit the anti-doping rule

violation as alleged; the Athlete does provide Substantial Assistance.

Application of Consequences:

1. The starting point would be Article 10.2. Because the Anti-Doping Organization can

establish that the anti-doping rule violation was committed intentionally and the Athlete is unable

to establish that the substance was permitted Out-of-Competition and the Use was unrelated to

the Athlete's sport performance (Article 10.2.3), the period of Ineligibility would be four years

(Article 10.2.1.2).

2. Because the violation was intentional, there is no room for a reduction based on Fault

(no application of Articles 10.4 and 10.5). Based on Substantial Assistance, the sanction could

be suspended by up to three-quarters of the four years.* The minimum period of Ineligibility

would thus be one year.

3. Under Article 10.11, the period of Ineligibility would start on the date of the final hearing decision.

4. Since the Adverse Analytical Finding was committed in a Competition, the panel would automatically Disqualify the result obtained in the Competition.

5. According to Article 10.8, all results obtained by the Athlete subsequent to the date of Sample collection until the start of the period of Ineligibility would also be Disqualified unless fairness requires otherwise.

6. The information referred to in Article 14.3.2 must be Publicly Disclosed, unless the Athlete is a Minor, since this is a mandatory part of each sanction (Article 10.13).

7. The Athlete is not allowed to participate in any capacity in a Competition or other sportrelated activity under the authority of any Signatory or its affiliates during the Athlete's period of

Ineligibility (Article 10.12.1). However, the Athlete may return to train with a team or to use the

facilities of a club or other member organization of a Signatory or its affiliates during the shorter

of: (a) the last two months of the Athlete's period of Ineligibility, or (b) the last one-quarter of the

period of Ineligibility imposed (Article 10.12.2). Thus, the Athlete would be allowed to return to

training two months before the end of the period of Ineligibility.

EXAMPLE 3.

Facts: An Adverse Analytical Finding results from the presence of an anabolic steroid in an Out-of- Competition test (Article 2.1); the Athlete establishes No Significant Fault or Negligence; the Athlete also establishes that the Adverse Analytical Finding was caused by a Contaminated Product.

Application of Consequences:

1. The starting point would be Article 10.2. Because the Athlete can establish through corroborating evidence that he did not commit the anti-doping rule violation intentionally, i.e., he had No Significant Fault in Using a Contaminated Product (Articles 10.2.1.1 and 10.2.3), the period of Ineligibility would be two years (Articles 10.2.2).
2. In a second step, the panel would analyze the Fault-related possibilities for reductions (Articles 10.4 and 10.5). Since the Athlete can establish that the anti-doping rule violation was caused by a Contaminated Product and that he acted with No Significant Fault or Negligence based on Article 10.5.1.2, the applicable range for the period of Ineligibility would be reduced to a range of two years to a reprimand. The panel would determine the period of Ineligibility within this range, based on the Athlete's degree of Fault. (Assume for purposes of illustration in this example that the panel would otherwise impose a period of Ineligibility of four months.)
3. According to Article 10.8, all results obtained by the Athlete subsequent to the date of Sample collection until the start of the period of Ineligibility would be Disqualified unless fairness

requires otherwise.

4. The information referred to in Article 14.3.2 must be Publicly Disclosed, unless the Athlete is a Minor, since this is a mandatory part of each sanction (Article 10.13).

5. The Athlete is not allowed to participate in any capacity in a Competition or other sportrelated activity under the authority of any Signatory or its affiliates during the Athlete's period of

Ineligibility (Article 10.12.1). However, the Athlete may return to train with a team or to use the

facilities of a club or other member organization of a Signatory or its affiliates during the shorter

of: (a) the last two months of the Athlete's period of Ineligibility, or (b) the last one-quarter of the

period of Ineligibility imposed (Article 10.12.2). Thus, the Athlete would be allowed to return to

training one month before the end of the period of Ineligibility.

EXAMPLE 4.

Facts: An Athlete who has never had an Adverse Analytical Finding or been confronted with an

anti-doping rule violation spontaneously admits that she Used an anabolic steroid to enhance

her performance. The Athlete also provides Substantial Assistance.

Application of Consequences:

1. Since the violation was intentional, Article 10.2.1 would be applicable and the basic

period of Ineligibility imposed would be four years.

2. There is no room for Fault-related reductions of the period of Ineligibility (no application

of Articles 10.4 and 10.5).

3. Based on the Athlete's spontaneous admission (Article 10.6.2) alone, the period of Ineligibility could be reduced by up to one-half of the four years. Based on the Athlete's

Substantial Assistance (Article 10.6.1) alone, the period of Ineligibility could be suspended up to

three-quarters of the four years.* Under Article 10.6.4, in considering the spontaneous admission and Substantial Assistance together, the most the sanction could be reduced or suspended would be up to three-quarters of the four years. The minimum period of Ineligibility would be one year.

4. The period of Ineligibility, in principle, starts on the day of the final hearing decision

(Article 10.11). If the spontaneous admission is factored into the reduction of the period of

Ineligibility, an early start of the period of Ineligibility under Article 10.11.2 would not be

permitted. The provision seeks to prevent an Athlete from benefitting twice from the same set of

circumstances. However, if the period of Ineligibility was suspended solely on the basis of

Substantial Assistance, Article 10.11.2 may still be applied, and the period of Ineligibility started

as early as the Athlete's last Use of the anabolic steroid.

5. According to Article 10.8, all results obtained by the Athlete subsequent to the date of

the anti-doping rule violation until the start of the period of Ineligibility would be Disqualified

unless fairness requires otherwise.

6. The information referred to in Article 14.3.2 must be Publicly Disclosed, unless the Athlete is a Minor, since this is a mandatory part of each sanction (Article 10.13).

7. The Athlete is not allowed to participate in any capacity in a Competition or other sportrelated activity under the authority of any Signatory or its affiliates during the Athlete's period of

Ineligibility (Article 10.12.1). However, the Athlete may return to train with a team or to use the

facilities of a club or other member organization of a Signatory or its affiliates during the shorter

of: (a) the last two months of the Athlete's period of Ineligibility, or (b) the last one-quarter of the period of Ineligibility imposed (Article 10.12.2). Thus, the Athlete would be allowed to return to training two months before the end of the period of Ineligibility.

EXAMPLE 5.

Facts: An Athlete Support Person helps to circumvent a period of Ineligibility imposed on an Athlete by entering him into a Competition under a false name. The Athlete Support Person comes forward with this anti-doping rule violation (Article 2.9) spontaneously before being notified of an anti-doping rule violation by an Anti-Doping Organization.

Application of Consequences:

1. According to Article 10.3.4, the period of Ineligibility would be from two up to four years, depending on the seriousness of the violation. (Assume for purposes of illustration in this example that the panel would otherwise impose a period of Ineligibility of three years.)
2. There is no room for Fault-related reductions since intent is an element of the antidoping rule violation in Article 2.9 (see comment to Article 10.5.2).
3. According to Article 10.6.2, provided that the admission is the only reliable evidence, the period of Ineligibility may be reduced down to one-half. (Assume for purposes of illustration in this example that the panel would impose a period of Ineligibility of 18 months.)
4. The information referred to in Article 14.3.2 must be Publicly Disclosed unless the Athlete Support Person is a Minor, since this is a mandatory part of each sanction (Article 10.13).

EXAMPLE 6.

Facts: An Athlete was sanctioned for a first anti-doping rule violation with a period of Ineligibility

of 14 months, of which four months were suspended because of Substantial Assistance. Now,

the Athlete commits a second anti-doping rule violation resulting from the presence of a

stimulant which is not a Specified Substance in an In-Competition test (Article 2.1); the Athlete

establishes No Significant Fault or Negligence; and the Athlete provided Substantial Assistance.

If this were a first violation, the panel would sanction the Athlete with a period of Ineligibility of

16 months and suspend six months for Substantial Assistance.

Application of Consequences:

1. Article 10.7 is applicable to the second anti-doping rule violation because Article 10.7.4.1

and Article 10.7.5 apply.

2. Under Article 10.7.1, the period of Ineligibility would be the greater of:

(a) six months;

(b) one-half of the period of Ineligibility imposed for the first anti-doping rule violation without

taking into account any reduction under Article 10.6 (in this example, that would equal

one-half of 14 months, which is seven months); or

(c) twice the period of Ineligibility otherwise applicable to the second anti-doping rule violation treated as if it were a first violation, without taking into account any reduction

under Article 10.6 (in this example, that would equal two times 16 months, which is 32

months).

Thus, the period of Ineligibility for the second violation would be the greater of (a), (b) and (c),

which is a period of Ineligibility of 32 months.

3. In a next step, the panel would assess the possibility for suspension or reduction under

Article 10.6 (non-Fault-related reductions). In the case of the second violation, only Article

10.6.1 (Substantial Assistance) applies. Based on Substantial Assistance, the period of

Ineligibility could be suspended by three-quarters of 32 months.* The minimum period of

Ineligibility would thus be eight months. (Assume for purposes of illustration in this example that

the panel suspends eight months of the period of Ineligibility for Substantial Assistance, thus

reducing the period of Ineligibility imposed to two years.)

4. Since the Adverse Analytical Finding was committed in a Competition, the panel would

automatically Disqualify the result obtained in the Competition.

5. According to Article 10.8, all results obtained by the Athlete subsequent to the date of

Sample collection until the start of the period of Ineligibility would also be Disqualified unless

fairness requires otherwise.

6. The information referred to in Article 14.3.2 must be Publicly Disclosed, unless the Athlete is a Minor, since this is a mandatory part of each sanction (Article 10.13).

7. The Athlete is not allowed to participate in any capacity in a Competition or other sportrelated activity under the authority of any Signatory or its affiliates during the Athlete's period of

Ineligibility (Article 10.12.1). However, the Athlete may return to train with a team or to use the

facilities of a club or other member organization of a Signatory or its affiliates during the shorter

of: (a) the last two months of the Athlete's period of Ineligibility, or (b) the last one-quarter of the

period of Ineligibility imposed (Article 10.12.2). Thus, the Athlete would be allowed to return to

training two months before the end of the period of Ineligibility

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* Upon the approval of WADA in exceptional circumstances, the maximum suspension of the period of Ineligibility for Substantial Assistance may be greater than three-quarters, and reporting and publication may be delayed.

APPENDIX 3 Consent Form

As a member of [National Federation] and/or a participant in an event authorized or recognized

by [National Federation or International Federation], I hereby declare as follows:

I acknowledge that I am bound by, and confirm that I shall comply with, all of the provisions of

WBTF Anti-Doping Rules (as amended from time to time) and the International Standards

issued by the World Anti-Doping Agency and published on its website.

I acknowledge the authority of WBTF [and its member National Federations and/or National

Anti-Doping Organizations] under the WBTF Anti-Doping Rules to enforce, to manage results

under, and to impose sanctions in accordance with, the WBTF Anti-Doping Rules.

I also acknowledge and agree that any dispute arising out of a decision made pursuant to

the WBTF Anti-Doping Rules, after exhaustion of the process expressly provided for in

the WBTF Anti-Doping Rules, may be appealed exclusively as provided in Article 13 of

the WBTF Anti-Doping Rules to an appellate body for final and binding arbitration, which

in the case of International-Level Athletes is the Court of Arbitration for Sport (CAS).

I acknowledge and agree that the decisions of the arbitral appellate body referenced above shall

be final and enforceable, and that I will not bring any claim, arbitration, lawsuit or litigation in any other court or tribunal.

I have read and understand the present declaration.

Date Print Name (Last Name, First Name)

Date of Birth Signature (or, if a minor, signature
(Day/Month/Year) of legal guardian)

BATON TWIRLING ASSOCIATION CYMRU

9 Ffordd Aneurin, Pontyberem, Llanelli, SA15 5DE



EMPLOYEE HANDBOOK

A guide to employment policies and procedures

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1. Introduction

Welcome

Welcome to Baton Twirling Association Cymru, hereafter referred to as BTAC. We are delighted you have chosen to join us. We consider our staff to have a vital role to play in building our future and the key to the organisation achieving ongoing success. We therefore value the abilities, experience and background that you bring to our team.

We recognise that our staff are unique and worthy of care, understanding and investment. To help us achieve our plans for the future growth and development of our business, we therefore appreciate a high degree of commitment, dedication and loyalty from our staff. We are all reliant on each other contributing to a harmonious and efficient working environment.

Our staff deserve to be treated fairly and have a meaningful voice on matters that affect them, in addition to their rights and protection under law. This handbook has therefore been produced to act as a source of information for you, providing an overview of the terms and conditions of your employment, and outlining what you can expect from us as your employer.

This handbook sets out the main employment policies and procedures that you will need to be aware of while working for us and supports your Contract of Employment. Additional policies and procedures may also be in place. You should familiarise yourself with the contents of this handbook so that you understand how it applies to you.

Flexibility has to be a key aspect of our ability to meet the needs of our customers, our business needs and the requirements of legislative changes. Therefore, BTAC reserves the right to make reasonable alterations to this Handbook. Any change of your terms and conditions of employment will be confirmed in writing to you within one month of the change.

We hope you find this a useful guide during your employment with us. If you have any further questions regarding its contents or what you have to do to comply with it, then please ask.

For the purpose of the handbook, the term 'Organisation' refers to:

- Baton Twirling Association Cymru
9 Ffordd Aneurin, Pontyberem, Llanelli, SA15 5DE.

Overview

In 2017, a committee formed with the common goal of developing Baton Twirling in Wales. Later that year, BTAC was formally accepted into NBTA Europe and in March 2018, BTAC attended the WFNBT World Championships and fielded our first ever Welsh representatives at a worldwide Baton Twirling competition.

BTAC is affiliated to NBTA Europe, WFNBT AND WBTF.

Our Aim

BTAC aims to develop our sport throughout Wales and ensure that Wales has representation internationally.

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2. Joining BTAC

Recruitment

BTAC is committed to a policy of employing and promoting the most appropriate employees in a fair and consistent manner free from discrimination. This policy covers all current employees and applicants for employment with the organisation. BTAC is committed to ensuring that there is no discrimination on the grounds of age, disability, gender reassignment, marriage/civil partnership, pregnancy, maternity, race, religion or belief, sex or sexual orientation at any stage of the recruitment process or in the terms and conditions offered to new employees or promoted employees.

No employee or potential employee shall receive less favourable treatment or consideration during recruitment and selection or will be disadvantaged by any conditions of employment that cannot be justified as necessary on operational grounds. Promotion will be determined by merit and performance against objective criteria.

Right to Work

Before you begin work with us you will be required to provide us with proof of your entitlement to work in the UK. If you begin work before we have been provided with proof of your entitlement to work in the UK and you then fail to provide such proof or you do not have the right to work, we reserve the right to dismiss you summarily without pay or pay in lieu of notice.

All foreign nationals will have to obtain appropriate documentation as required by UK Visas and Immigration.

All employment offers are made subject to the receipt of satisfactory references. If you are an employee and in the event of unsatisfactory references being received, we reserve the right to terminate your employment.

Criminal convictions

As part of the recruitment process, applicants are asked to disclose whether they have a criminal conviction. Spent convictions do not need to be disclosed unless the role is covered by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975. Applicants are expected to respond honestly, and any dishonest answers given could lead to an offer of employment being revoked or employment terminated. Factors that will be considered when a conviction is disclosed may include (but are not limited to) the seriousness of and circumstances surrounding the offence, the explanation offered by the convicted person and the relevance of the offence to the proposed role.

All employees must inform BTAC if they are charged and/or convicted with a criminal offence. Disciplinary action will be taken if an employee is charged or convicted of a criminal offence that in our opinion may affect our reputation or our relationships with our employees, customers or the public, or otherwise affects your suitability to remain an employee.

Working for BTAC

As an employee of BTAC you will have received a written statement setting out your specific terms and conditions of employment including your employment commencement date; remuneration details; hours of work, holiday entitlement etc. If there is any inconsistency between your written Statement of Terms and Conditions and this handbook, your written Statement of Terms and Conditions will take precedence.

Induction

BTAC recognises its responsibility to provide staff appropriate development throughout their employment. This development begins at the Induction stage when a new employee joins the organisation.

Our aim is to support and develop employees in their role so that they feel confident to undertake the responsibilities placed upon them and ultimately are able to contribute to the success of the organisation.

On commencing employment with us, you will be introduced to your work, our premises and training facilities, our working methods and your colleagues. You will be mentored by your Line Manager. The content and duration of the induction programme will be dependent on the scope and complexity of your job, and this will be discussed with you in detail on your first day with us.

You will be trained as appropriate in your job in order for you to comply with our methods/practices and to ensure that you are able to function safely and to achieve the required standards.

Probationary Periods

Where applicable, the first period of your employment will be a probationary period. The length of your probationary period will be specified in your contract of employment. During this period, your performance, conduct and general suitability will be assessed. At the end of the probationary period your performance will be reviewed and, if found satisfactory, your appointment will be confirmed.

However, if during or at the end of your probationary period BTAC considers your performance or conduct has been less than satisfactory, or doubts your general suitability for the job, the organisation may, at its sole discretion, choose either to extend the period of your probation, or take remedial action or terminate your employment without recourse to our Capability or Disciplinary Procedures.

The provisions of this paragraph shall apply to any extension of your probationary period.

During the first month of your probationary period, either you or BTAC may terminate your employment without notice. After one month's service and up to satisfactory completion of your probationary period (including any extensions) either party may terminate your employment by giving the statutory minimum notice (one week), but once the probationary period has been completed, a longer notice period will apply.

Our policy is to monitor your work performance on a regular basis, so that we can maximise your strengths and help you to overcome any possible weaknesses.

Training and Development

BTAC recognises the contribution its employees make to its success. It also recognises that to maintain a committed and competent workforce, it needs to ensure that there are adequate training and development opportunities provided for all employees. In turn, individuals have a personal responsibility for their work, development and behaviour.

BTAC is committed to making the most effective use of the talents, skills and abilities of its workforce and to helping all employees to maximise the contribution they can make. Opportunities for training will be based on an assessment of employees' development needs, irrespective of their sex, age, marital status, disability, race, colour, ethnicity, national origin or sexual orientation. BTAC aims to make sure that any training is:

- Relevant to real individual and organisational needs.
- Provides skills and knowledge that can be applied in the workplace.
- Encourages people to participate.
- Supports the development of careers within the organisation.

Where BTAC agrees to meet the cost of any training, you may be required to sign a written undertaking to repay all or some of the costs on the following basis:

- If you fail to satisfactorily attend and/or satisfactorily complete the course, then 100% of all the training costs are to be paid in full. BTAC shall determine at its sole discretion, acting reasonably, whether you have satisfactorily attended and/or satisfactorily completed the course.
- If you leave BTAC:
 1. before attending the training course but where BTAC has incurred liability for the cost of the training, 100% of all training costs incurred, or such proportion of the costs that cannot be recovered by BTAC from the course provider, are to be paid in full by you;
 2. either before completion of the course, or within three months of the date of completion of the course, then 100% of all the training costs are to be paid in full by you;
 3. more than three months, but not more than six months from the date of completion of the course, then 50% of all the training costs are to be paid in full by you; or

4. more than six months, but not more than 12 months, of the date of completion of the course, then 25% of all the training costs are to be paid in full by you.

No repayment of costs shall be required thereafter.

Personal Details

We will maintain up-to-date details of your home address, next of kin and emergency contact telephone numbers. Information is held in confidence and is only used when needed. You should advise us of any changes in your personal details immediately so that we can maintain accurate information and make contact in an emergency if necessary, outside working hours.

BTAC will endeavour to minimise any contact with you outside work hours but reserves the right to contact you in the event of an emergency or for urgent operational reasons.

Personal and Sensitive Data

BTAC will hold and process, both electronically and manually, the personal and sensitive data it collects in relation to you and your employment (in the course of your employment), for the purpose of the organisation, for example, management and administration of our employees and business, and/or for compliance with applicable procedures, laws and regulations including the General Data Protection Regulation and the Data Protection Act.

BTAC may keep details of your sickness absence in order to comply with obligations relating to the payment of statutory sick pay and the management and administration of our employees. You may be assured that the organisation will treat all personal data as confidential and will not use or process it other than for legitimate purposes. Steps will be taken to ensure that the information is accurate, kept up to date and not be kept for longer than is necessary. Measures will also be taken to safeguard against unauthorised or unlawful processing and accidental loss or destruction or damage to the data.

Attendance and Hours of Work

Your normal hours and working pattern will be specified in your Statement of Terms and Conditions of Employment. BTAC reserves the right to vary your hours and pattern of working, following consultation and agreement with you.

Workers aged over 18 years old have the statutory right to one uninterrupted 20-minute unpaid rest break during their working day, if they work more than 6 hours a day. This could be a tea or lunch break, taken at times convenient to BTAC. Workers under the age of 18 years old are entitled to receive a 30-minute paid break if their working hours in any day are more than four and a half.

Please refer to your Statement of Terms and Conditions of Employment for further details.

Public holidays and weekends are considered as normal working days and as such you will be paid your normal rate of pay on those days.

Timekeeping standards

BTAC expects employees to have excellent standards in relation to timekeeping. It is the responsibility of all employees to be ready for work, report to work punctually and observe the usual hours of work as set out in their Contract of Employment, including the provision for lunch breaks. On arrival, please allow sufficient time to prepare for the day, so that you are able to start work promptly at the time stated in your Contract of Employment.

Employees working on a flexitime basis are expected to ensure they work their full requirement of hours, as set out in their contractual terms and conditions.

Failing to report for work on time is detrimental to the efficient running of the business. Lateness can impose unnecessary and unfair burdens on your work colleagues in respect of covering for your absence and dealing with any clients or customers that may complain about your whereabouts.

Employees that are unable to attend for their contracted or scheduled start time should contact their Line Manager prior to their start time. Employees should notify their

Line Manager of the reasons for their lateness and their anticipated arrival time.

A late employee should report immediately to their Line Manager upon arrival to confirm their attendance.

Employees that need to leave the workplace prior to their contractual or scheduled finish time should discuss the matter with their Line Manager in advance. Employees are only permitted to finish early with their Line Manager's approval.

In the event of any employee requiring time away from work during the normal working period, the employee concerned must report to his/her immediate Line Manager upon leaving and returning to work. Persistent poor timekeeping means that colleagues are put under pressure to cover your duties. Lateness and absence will be recorded.

Unacceptable levels of timekeeping and attendance may result in disciplinary action being taken against you.

Overtime and Time off in Lieu

Overtime payment for hours worked in excess of your normal working hours will only be paid if it is authorised in advance by the Business Manager. The rate of pay for overtime will be your standard hourly rate of pay.

Time off in Lieu (TOIL) is available as an alternative to paid overtime, and this is granted at management discretion. Please ask the Business Manager for further details.

Sickness Absence Policy

Notification of Absence

If you are unable to attend work due to sickness absence, you must telephone to notify the Business Manager by 09:00 on the morning of the absence. You will need to explain why you are unable to attend and indicate when you intend to return to

work. Notification should be made by you unless impossible due to the nature of the illness.

The Business Manager should also be notified before the start of your shift or as early as possible if absence from work is anticipated for hospitalisation and other medical treatment.

Any employee who has been absent due to sickness and is found not to have been genuinely ill will be subject to disciplinary action, which could include dismissal.

Long term sickness

You should be aware that although BTAC is sympathetic towards genuine illnesses, it is not realistic for sickness-related absence to continue forever. BTAC will be eager to get you back into the workplace as appropriately and effectively as possible, but the employment may need to be reviewed if this cannot be achieved. A full consultation will take place with you, together with a medical investigation and consideration of redeployment or alternative employment.

If there is regular or persistent absence due to long term sickness, injuries etc., the situation is unlikely to be able to continue forever. Ultimately, employment may be terminated after full compliance with the organisation's termination procedures in these circumstances.

BTAC will usually require employees who have been absent for one month or more, or are expected to be absent for one month or more, to return some or all of their BTAC equipment. This may be requested so that the equipment can be redeployed to other employees.

Should a return to work be possible, BTAC may require the employee's current fitness to be determined and confirmed by a medical practitioner, of the organisation's choosing.

Updates during sickness

Employees are expected to keep the Business Manager updated with their health and expected date of returning to work.

The Business Manager will arrange periodic meetings with the employee to discuss the current situation so that each side is kept up to date with developments.

This will usually be at the employee's usual place of work, but if a home visit is necessary due to serious ill health or being physically unable to attend work, this can be accommodated.

Disability

BTAC has a duty to make reasonable adjustments where an employee has a disability covered by the Equality Act 2010. The duty to make reasonable adjustments covers elements such as making changes and adjustments to working hours, existing equipment, provision of different equipment and workplace practices, if the employee is placed at a substantial disadvantage. It may also involve physical

changes, such as to the building entrance points, or alterations to the floor plan, furniture etc. The employee will be consulted fully on these.

The duty to make the adjustments is 'reasonable' so if the suggested adjustment is not viable it will not be made. It may also be the case that no reasonable adjustments are possible to facilitate a return. There may be no alternative roles or employment available and if there is no prospect of the employee being able to return to work in the near future, it may be inevitable that a decision to dismiss is the last and only option.

Dismissal and the right to appeal

If long term sickness absence leads to dismissal, the employee will be provided with the reasons for the dismissal in writing. The reasons for dismissal should set out the circumstances that led to the decision to dismiss. Employees have the right to appeal the decision and they should do so within five working days to the President, setting out the reasons for their appeal. The appeal itself will be dealt with in accordance with the rules on appeals set out in BTAC's disciplinary process.

Unauthorised absence

Cases of unauthorised absence or absences not notified according to the sickness absence reporting procedure may be dealt with under our Disciplinary Procedure and payments may be withheld. Repeated lateness will also be viewed as unauthorised absence. Unauthorised absence may result in loss of statutory sick pay and disciplinary action.

Fitness for work

If you arrive for work and, in our opinion, you are not fit to work, we reserve the right to exercise our duty of care if we believe that you may not be able to undertake your duties in a safe manner or may pose a safety risk to others, and send you away for the remainder of the day with or without pay. Dependent on the circumstances, you may be liable to disciplinary action.

Sick Pay

We will pay you statutory sick pay provided that you satisfy the relevant requirements and report your absence in accordance with our procedures. Statutory Sick Pay (SSP) commences following absence from work for 4 or more days in a row (including no-working days), due to sickness. The first 3 days of incapacity are unpaid.

To be eligible for SSP, you must satisfy qualifying conditions. Current eligibility criteria are detailed on the UK Government website.

If you wish to make an SSP claim, please advise the Business Manager in writing within 7 days.

From your first day of absence you will be required to complete a self-certification form available through the Business Manager on your return; if greater than 7 days you are required to provide a 'fit note' from your doctor. Continued absence must similarly be covered by 'fit notes' from your doctor.

Employees who are off work sick for more than 4 weeks may be considered long-term sick.

SSP is paid for up to 28 weeks.

Employees who are not eligible for SSP will take that period of sickness as unpaid.

Should there be any additional entitlement to sick pay it will be stated in your statement of employment.

Keeping in contact during sickness absence

If you are absent on sick leave you must keep us regularly advised (at least once a week) of your condition. You should also expect to be contacted from time to time by us in order to discuss your wellbeing, expected length of continued absence from work and any of your work that requires attention.

Return-to-work interviews

If you have been absent on any period of sick leave, we will arrange for you to have a return-to-work interview with the Business Manager.

3. Financial

Pay

Your Contract of Employment will indicate your rate of pay including the frequency and method of payment. Pay will be reviewed annually and any increases will be made solely at management discretion.

BTAC reserves the right at any time during your employment or on termination, to deduct from your salary any money owed to us by you at any time including, without limitation, pension contributions (if any), any over payments, training costs, loans or advances made to you, any overpayments in respect of annual leave taken in excess of your entitlement, the cost of replacing any unreturned property, tools or uniform or of repairing any damage or loss to our property or property belonging to our clients, customers, visitors or stakeholders caused by you and any losses suffered by us, as a result of any negligence or breach of duty.

If you encounter any problems with your pay, e.g. incorrect payment, under-payment, overpayment, incorrect deductions etc. then all such problems should be raised with the Business Manager. Please note that in the event of any overpayment, the excess payment will normally be deducted in full, from your next payment.

Income Tax

At the end of every tax year we provide you with a Form P60. This shows the total pay you have received during the year and the total amount of income tax deductions and National Insurance contributions made on your behalf. You must keep your Form P60 in a safe place, as it may be necessary to produce it when making enquiries with the Inland Revenue and other government departments. Form P60 is issued as a legal requirement and we are unable to provide a duplicate copy.

We do not accept any responsibility for the tax liability of employees, and any PAYE (Pay As You Earn) deductions will be calculated based on the instructions received from the Inland Revenue. It is your responsibility to inform the Inland Revenue of any changes to your personal or working situation.

Pension

BTAC provide a workplace pension for eligible staff. Information about this auto enrolment scheme may be found from the Business Manager.

Expenses

You will be reimbursed with all reasonable out of pocket expenses for which you have had prior approval from a Manager and which you have wholly, exclusively and necessarily incurred on the organisation's business in the performance of your duties, subject always to the production of appropriate receipts.

All expenditure must have prior authorisation from a Manager. Further policy details are available from the Business Manager.

Anti-Bribery Policy

Bribery is, in the conduct of the organisation's business, the offering or accepting of any gift, loan, payment, reward or advantage for personal gain as an encouragement to do something which is dishonest, illegal or a breach of trust. Bribery is a criminal offence. BTAC prohibits any form of bribery. We require compliance, from everyone connected with our business, with the highest ethical standards and anti-bribery laws applicable. Integrity and transparency are of utmost importance to us and we have a zero-tolerance attitude towards corrupt activities of any kind, whether committed by BTAC employees or by third parties acting for or on behalf of BTAC.

You should be aware that if you are found guilty by a court of committing bribery, you could face up to 10 years in prison and/or an unlimited fine. BTAC could also face prosecution and be liable to pay a fine.

Corruption is the misuse of office or power for private gain. Bribery is a form of corruption which means in the course of business, giving or receiving money, gifts, meals, entertainment or anything else of value as an inducement to a person to do something which is dishonest or illegal.

It is prohibited, directly or indirectly, to offer, give, request or accept any bribe i.e. gift, loan, payment, reward or advantage, either in cash or any other form of inducement, to or from any person or company in order to gain commercial, contractual or regulatory advantage for BTAC, or in order to gain any personal advantage for an individual or anyone connected with the individual in a way that is unethical. It is also prohibited to act in the above manner in order to influence an individual in his capacity as a foreign public official. You should not make a payment to a third party on behalf of a foreign public official.

If you are offered a bribe, or a bribe is solicited from you, you should not agree to it unless your immediate safety is in jeopardy. You should immediately contact a Manager so that action can be taken if considered necessary. You may be asked to give a written account of events.

If you, as an employee or person working on our behalf, suspect that an act of bribery, or attempted bribery, has taken place, even if you are not personally involved, you are expected to report this to a Manager. You may be asked to give a written account of events.

Appropriate checks will be made before engaging with suppliers or other third parties of any kind to reduce the risk of our business partners breaching our anti-bribery rules. BTAC will ensure that all of its transactions, including any sponsorship or donations given to charity, are made transparently and legitimately.

BTAC takes any actual or suspected breach of this policy extremely seriously and will carry out a thorough investigation should any instances arise. We will uphold laws relating to bribery and will take disciplinary action against any employee, or other relevant action against persons working on our behalf or in connection with us, should we find that an act of bribery, or attempted bribery, has taken place. This

action may result in your dismissal if you are an employee, or the cessation of our arrangement with you if you are self-employed, an agency worker, contractor etc.

This policy applies to all employees of BTAC, regardless of seniority or site. It also extends to anyone working for or on our behalf e.g. those engaged by us on a self-employed basis or an agency arrangement. Staff should also familiarise themselves with the organisation's Whistleblowing Policy.

We realise that the giving and receiving of gifts and hospitality where nothing is expected in return helps form positive relationships with third parties where it is proportionate and properly recorded. This does not constitute bribery and consequently such actions are not considered a breach of this policy.

4. Holidays, Public Holidays and Time Off

Annual Leave

The holiday year begins on 1st February and ends on 31st January each year. This is in line with our competition year.

Your annual entitlement to holidays and public holidays is set out in your Contract of Employment and is calculated as follows:

- Full time employees will receive 28 days (equivalent to 5.6 weeks) paid holiday entitlement; this includes bank holidays.
- Part-time employees will receive a pro-rata entitlement to the days you work.

Employees joining after the first day of the holiday year will be granted leave pro rata for the period worked in that leave year. If employment terminates during a leave year, you will be entitled to paid holiday, or pay in lieu of holiday, pro rata for the period worked in that leave year. You may be required to take any holidays accrued but not taken during that holiday year. Alternatively, you will be required to repay any holiday pay received in excess of your accrued entitlement, which will be deducted from your final pay.

You are not normally permitted to carry over accrued annual holiday from one holiday year to the next, however in exceptional circumstance and at the sole discretion of BTAC, you may be permitted to carry over untaken holiday, provided you have taken at least four weeks' holiday in the holiday year.

You should normally give the Business Manager reasonable notice of intention to take leave. In the case of leave of more than one week's duration, you should give at least four weeks' notice of your intention to take leave. You are not entitled to take leave in excess of two weeks consecutively without our prior written consent which will only be granted in special circumstances.

All requests for holiday leave must be emailed in advance to the Business Manager for authorisation. Holiday is generally granted on a first come, first served basis. It is our preference to only authorise one member of staff in a department to be off on annual leave at any one time. Business requirements and other leave entitlements granted during the same period requested may make it necessary for us to refuse your request. Annual leave during our busiest times will only be granted at the discretion of management. Please ask the Business Manager for further details.

Holiday pay is paid at your normal basic rate for your normal working day. Where overtime is guaranteed and regular, this will be reflected in holiday pay calculations.

Your holiday entitlement includes eight official bank and public holidays which will be communicated to you at the start of each holiday year. If you normally work on an included bank or public holiday you will be required to take these days off from your annual holiday entitlement.

Additional bank holidays which may arise from time to time will be taken as part of your annual leave entitlement, unless the organisation decides to award these as additional holiday days. This decision will be made at management discretion.

In the event of a shortage of work situation arising, as an initial solution we may require you to take some, or all, of your unused accrued holiday entitlement, which has not previously been confirmed as agreed and booked.

Statutory annual leave will continue to accrue during a period of sickness absence.

[Shutdown periods](#)

BTAC usually closes for two weeks for the Christmas and New Year period. You will be notified of the closure dates in advanced. You will be required to use days from your statutory holiday entitlement to cover this period.

[Appointments](#)

Reasonable time off will be allowed to attend hospital, doctors and dentist appointments, provided management approval is gained in advance of attendance and sufficient notice is given. You should endeavour to make appointments that cause minimum disruption to the business, either outside of working hours or at the beginning or end of the working day.

BTAC reserves the right either to refuse attendance, to request employees to book annual leave to undertake regular or frequent visits for doctor or dentist appointments or to treat attendance at appointments as unpaid leave and deduct pay accordingly. Leave for such visits will be granted solely at management discretion and employees may be required to make up for lost working time.

[Compassionate Leave](#)

The purpose of this policy is to set out BTAC's stance on employee entitlements to compassionate leave. We appreciate that at times employees will go through difficult situations in their personal life where they may need support from the organisation.

In the event of the death of a partner, parent, child, grandparent, sibling or stepchild/parent, there will be an entitlement of two days' compassionate leave that an employee can take which will be on full pay. Employees are entitled to this from the first day of their employment. Leave of more than two days will be granted solely at management discretion.

Where an employee experiences the loss of a child under the age of 18 from 6 April 2020, they will be entitled to take two weeks' parental bereavement leave. The first two days will be paid at full pay, with the remainder paid at the rate of statutory parental bereavement pay subject to the employee meeting eligibility requirements. Please read our separate policy on Parental Bereavement Leave for more information on this entitlement.

In a situation regarding the death of someone other than a close family member, the Business Manager's discretion will be used when granting any compassionate leave.

An employee will not automatically have the right to take extended compassionate leave by taking unpaid leave.

Requesting compassionate leave

Often, circumstances will dictate that compassionate leave will need to be requested unexpectedly by the employee. Employees should inform the Business Manager of their need as soon as possible. The Business Manager will confirm both the amount of leave to be given and the payment arrangements in respect of this leave.

The Business Manager is then responsible for informing the payroll department of the employee's leave and payment arrangements.

Unpaid leave

Employees have a right to take time off for dependants in order to deal with an unforeseen emergency involving a dependant, including when a dependant dies. This policy does not affect that regulation.

Appeals

If a request for compassionate leave is refused, the employee may lodge an appeal in writing to the President. All appeals will be dealt with within a maximum of five working days.

Making unfounded requests

If it is discovered that an employee has abused the policy by making false or inaccurate requests for compassionate leave, this will be regarded as an act of misconduct, and disciplinary action may be taken.

Parental Bereavement Leave Policy

The purpose of this policy is to set out BTAC's stance on employee entitlements to parental bereavement leave which are effective from 6 April 2020. BTAC is committed to providing support to employees who experience loss in their lives and, in particular, understands that the death of a child, or a stillbirth, can be one of the most harrowing experiences of someone's life. This policy explains rights to time off, pay during time off and other support offered.

Parental bereavement leave is available from day one of employment. It is available to employees on the death of a child under the age of 18. You may take parental bereavement leave if you fall into any one of the following categories:

- A 'natural' parent
- An adoptive parent, and those with whom a child has been placed under the 'foster to adopt' scheme, provided the placement is ongoing
- A 'natural' parent where the child has been adopted but a Court Order exists to allow the 'natural' parent to have contact with the child
- An employee who is living with a child who has entered Great Britain from overseas in relation to whom has received official notification that they are eligible to adopt
- An intended parent under a surrogacy arrangement where it was expected that a parental order would be made
- A 'parent in fact' which is someone in whose home the child has been living for a period of at least four weeks before the death and has had day to day responsibility

for the child, subject to exceptions. This category includes guardians and foster parents but does not include paid carers

- The partner of anyone who falls into the above categories, where they live in an enduring family relationship with the child and their parent.

In addition, parents who suffer a stillbirth after 24 weeks of pregnancy are entitled to take parental bereavement leave.

Length of leave and how it may be taken

A total of two weeks may be taken as parental bereavement leave and you may choose to take leave as:

- A single block of one week
- A single block of two weeks
- Two separate blocks of one week

Leave may start on any day of the week and must be taken in whole weeks. It may be taken at any time in the 56-week period following the death.

If you have suffered a stillbirth after 24 weeks of pregnancy, you are still entitled to take your full entitlement to maternity and paternity leave, provided you were eligible to take maternity or paternity leave in the first place, in addition to parental bereavement leave. Parental bereavement leave cannot be taken at the same time as maternity or paternity leave.

Where more than one child dies or is stillborn, you are entitled to two weeks of parental bereavement leave in relation to each child.

Notification requirements

Leave to be taken within the first 56 days of the death

You do not need to give any advance notice of taking parental bereavement leave. The Company asks that you contact the Business Manager by the time you were due to start work on the day you wish leave to begin, or if this is not possible, as soon as is reasonably practicable, giving the date of the death, the date on which leave will start and whether one or two weeks is to be taken.

Leave to be taken later than the first 56 days since the death

You need to give one week's advance notice of taking parental bereavement leave to the Business Manager, giving the date of the death, the date on which leave will start and whether one or two weeks is to be taken.

Cancelling or changing leave dates

You can cancel a period of leave that you have already told us about, as long as the period of leave has not already started. If you wish to cancel a period of leave which was to begin within the first 56 days of the death, you can cancel it by letting us know by your normal start time on the day that leave was originally due to start.

To cancel leave which was to begin later than 56 days after the death, you should let us know no later than one week prior to the intended start date.

You can also change the start date of leave by following the notice requirements above.

Payment during leave

You will qualify for statutory parental bereavement pay during leave if you meet the following criteria:

- You have been continuously employed with us for at least 26 weeks by the week prior to the week in which the child dies
- Your normal average weekly earnings are not less than the lower earnings limit relevant for national insurance purposes
- You are still employed by us on the date the child dies.

Payment will be made at the rate set by the Government each year or 90 per cent of your average weekly earnings (whichever is lower).

In order to receive statutory parental bereavement pay, you must provide us with notice of this and the following information within 28 days, or as soon as is reasonably practicable, of the first day of parental bereavement leave:

- The child's name
- The date of the death or stillbirth
- A declaration that you fall into the one of the categories listed under 'Eligibility' above.

Terms and conditions during leave

During parental bereavement leave, you remain entitled to receive your normal contractual terms and conditions of employment that you would have received had you not taken this leave, with the exception of remuneration. This will include contractual benefits, subject to the terms of these benefits.

Right to return

Upon your return to work, you are entitled to return to the same job, with the same terms and conditions, in which you were employed before your absence unless:

- the period of leave you have taken is more than 26 weeks when added to any other period of statutory leave including maternity, paternity, adoption leave etc in relation to the same child and

- it is not reasonably practicable for you to return to the same job.

On your first day back to work, the Business Manager will set time aside to hold an informal meeting with you to discuss any arrangements regarding your return to work and any additional support we may be able to offer you.

Counselling

You may benefit from using a counselling service and we would encourage you, if you feel like you would like to talk to someone about your loss. If you would like to discuss this further, please contact the Business Manager.

5. Family Friendly Leave

BTAC recognises that you want to balance work and family life. This becomes particularly important at certain times, such as during pregnancy, when a child is born or adopted, during the early to young adult years of a child's life, and where you have caring responsibilities for an adult e.g. an elderly relative.

To support this, BTAC complies with all statutory arrangements to ensure that the organisation:

- positively helps employees in balancing their work and home life commitments while paying due regard to business requirements
- supports the retention and utilisation of all the talent and experience available
- supports the objectives of the Equality and Diversity Policy; and
- helps to increase motivation and well-being and help to reduce absence and stress.

BTAC is committed to supporting all employees throughout a period of maternity or adoption or when an employee's partner becomes pregnant or adopts a child. Underpinning this will be a desire on the part of BTAC to assist employees to combine their work and family responsibilities effectively and to encourage employees who take maternity, paternity, parental or adoption leave to return to work afterwards. These types of leave and pay arrangements can be complex and statutory rights and regulations change annually.

When you know you or your partner is pregnant or you intend to take adoption or parental leave, you should inform the Business Manager as soon as possible. The Business Manager will then provide details of any statutory procedures and entitlements in place at the time of your request.

Full policy details relating to Maternity, Paternity, Shared Parental and Parental Leave are available in Appendix 1.

Time off for Dependants

You are legally entitled to take a reasonable amount of time off to deal with certain prescribed emergencies involving certain dependants. This leave is called Time Off for Dependants.

Time Off for Dependants can be taken, for example, if a dependant falls ill or is injured, if care arrangements break down, or to arrange or attend a dependant's funeral. A dependant is your child (including adopted child), spouse, civil partner or parent. It also includes someone who lives in your household, and someone who reasonably relies on you, such as an elderly relative. Any time taken off must be necessary and reasonable in the particular circumstances.

Time Off for Dependants is not paid.

Flexible Working Policy

BTAC believes that its staff members are its most valuable asset and is committed to attracting and retaining the very best talent. It also appreciates that the UK workforce is becoming increasingly diverse and includes a high percentage of parents and individuals with caring responsibilities, as well as those whose interests and aspirations impact on their time.

BTAC recognises the importance of helping its employees balance their work and home life, by offering flexible working arrangements that enable them to balance their working life with other priorities. In addition, the organisation recognises that staffing levels must remain in line with the demands of the business at all times.

This policy aims to set out the ways in which flexible working can increase staff motivation, build better relationships between BTAC and its employees, increase the rate of retention of staff, reduce absence, attract new talent, promote work-life balance and reduce employee stress. In doing so, this will improve the organisation's efficiency, productivity and competitiveness.

The business need

Although BTAC is committed to providing the widest possible range of working patterns for its workforce, both management and employees need to be realistic and recognise that the full range of flexible working options will not be appropriate for all jobs across all areas of the business.

When a request of flexible working is received, BTAC will need to take in to account a number of criteria including (but not limited to) the following:

- the cost of the proposed arrangement
- the effect of the proposed arrangement on other staff
- the level of supervision that the post-holder requires
- the structure of the department and staff resources
- other issues specific to the individual's department
- an analysis of the tasks specific to the role, including their frequency and duration
- an analysis of the workload of the role.

Eligibility to make a request

Employees must have 26 weeks' continuous service to make a statutory request for flexible working. Employees must not have made a request for flexible working within 12 months previous to the date of their request.

Employees in all areas and levels of BTAC will be considered for flexible working regardless of their age, sex, sexual orientation, race, religion or belief, disability, marital status, pregnancy or maternity, or gender reassignment.

Scope of a request

BTAC recognises that eligible employees can make a request for one of, or a combination of, the following:

- job sharing
- part time working
- annualised hours
- compressed hours
- flexitime
- term time working
- swapping hours
- working from home
- flexible shift working.

Any agreement to a request for flexible working will take effect as a permanent variation to the employee's terms and conditions, unless it is mutually agreed that this will be a temporary variation.

Applying for flexible working

The application must:

- be made in writing and state that it is an application for flexible working under the statutory right to make a request
- state whether a previous application for flexible working has been made under this procedure and, if so, when
- specify the change applied for and the proposed date for the change to become effective
- explain the effect the employee thinks the change will have on BTAC and their colleagues and explain how any effect should be handled
- be signed and dated.

The application must also state whether the variation requested is made in pursuance of a reasonable adjustment under the disability discrimination provisions of the Equality Act 2010.

Procedure for handling an application

A discussion regarding the application will be held between the employee and the Business Manager within 28 days of the application, unless the Business Manager notifies the employee in writing of their agreement to the variation. The time and place of the discussion will be convenient to both the Business Manager and the employee.

Once a decision has been reached, the employee will be informed within 14 days of the discussion. Where the decision is to agree to the application, the notice will specify the contract variation agreed to and state the date the variation will take effect.

Where the decision is to refuse the application, the notice will state which of the specified grounds for refusal are considered to apply and contain an explanation of why this ground applies.

An employee may appeal against the decision to refuse the application within 14 days of the decision. The notice of appeal must be in writing, setting out the grounds for appeal and sent to the President.

The President will discuss the appeal with the employee within 14 days after receipt of the appeal, unless the President notifies the employee in writing of the decision to overturn the original decision and specifies the variation which is now agreed and the date on which it will take effect. If an appeal meeting is held, the time and place must be convenient to both the President and the employee.

Within 14 days of the date of the appeal discussion, the President will give the employee written notice of the appeal decision. Where the President upholds the appeal, the notice will specify the contract variation agreed to and state the date on which it is to take effect.

Where the decision is to dismiss the appeal, the notice will state the grounds for the decision and contain an explanation as to why those grounds apply. The notice will also state that there is no further right of appeal.

An application for flexible working will be concluded within 3 months of the date of the application, unless an extension of time is mutually agreed.

Refusal of an application

The employee will be informed of the refusal of their application in writing.

The application may be refused on one or more of the following statutory grounds:

- a burden of additional cost on BTAC
- a detrimental effect on BTAC's ability to meet customer demand
- an inability to re-organise work among existing staff
- an inability to recruit additional staff
- a detrimental effect on quality
- a detrimental effect on performance
- insufficient levels of work during the periods of proposed work
- a planned structural change.

Withdrawal of application by employee

The employee can withdraw their application at any stage before agreement. The employee should write to the Business Manager stating they wish to withdraw their application.

Where the employee fails to attend a meeting or appeal meeting on more than one occasion or they refuse to provide reasonable information to allow their application to progress, without reasonable excuse, BTAC will treat the application as withdrawn.

BTAC will confirm the withdrawal of the application to the employee in writing.

Non-statutory requests for flexible working

Ineligible employees may make an informal request for flexible working. This should be made, in writing, to the Business Manager with information of their proposed pattern of working, the date they propose this to take effect, whether this variation is

temporary or permanent, and how any negative effects of the proposed working pattern can be managed.

This request will be considered in line with the organisation's operational and staffing needs.

6. Dignity at Work

Equal Opportunities

BTAC is an equal opportunity employer. We are committed to ensuring equal opportunities, fairness of treatment, dignity, work-life balance and the elimination of all forms of discrimination in the workplace for all staff and job applicants. We aim to create a working environment in which all individuals are able to make best use of their skills, free from discrimination or harassment, and in which all decisions are based on merit. Therefore, BTAC has adopted this policy as a means of helping to achieve these aims.

A key objective of the policy is so that we can provide a working environment in which people feel comfortable and confident that they will be treated with respect and dignity. It is our stated policy to treat all workers and job applicants equally and fairly irrespective of their sex, marital status, civil partnership status, trans-gender status, sexual orientation, race, colour, nationality, ethnic origin, national origin, culture, religion, religious belief, age, or disability.

Discrimination by or against an employee is generally prohibited unless there is a specific legal exemption. Discrimination may be direct or indirect and it may occur intentionally or unintentionally.

Direct discrimination occurs where someone is treated less favourably because of one or more of the protected characteristics. Direct discrimination may occur even when unintentional. It may also, in some cases, occur by association i.e. where a person is put at a disadvantage due to a characteristic of another person.

Indirect discrimination occurs where someone is disadvantaged by an unjustified provision, criterion or practice that also puts other people with the same protected characteristic at a particular disadvantage, for example, a requirement for GCSE English as a selection criterion. This would have a disparately adverse impact on people educated overseas and may not be justified if all that is needed is to demonstrate a reasonable level of literacy.

Harassment related to any of the protected characteristics is also prohibited. Harassment is dealt with further in our Anti-Harassment and Bullying Policy.

Victimisation is also prohibited. This is less favourable treatment of someone who has complained or given information about discrimination or harassment or supported someone else's complaint.

The principles of non-discrimination and equality of opportunity also apply to the way in which staff treat visitors, clients, customers, suppliers and former staff members.

All staff have a duty to act in accordance with this policy and treat colleagues with dignity at all times, and not to discriminate against or harass other members of staff, regardless of their status. We are also committed to ensuring that no policy, procedure, provision, rule, requirement, condition or criterion will be imposed on any worker or job applicant without justification if it would be likely to put that person at a disadvantage on any of the above grounds.

This Equal Opportunities policy applies to all stages of the recruitment and selection process, as well as throughout individuals' employment. If you or any other employee feels the letter or general intent of the policy is breached, please report it

to a Manager. If the matter is not resolved satisfactorily you may raise a grievance through the organisation's grievance procedures.

Equality and Diversity

The success of a business depends on people. Capitalising on what is unique about individuals and drawing on their different perspectives and experiences will add value to the way we do business.

By accessing, recruiting and developing talent from the widest possible talent pool, we can gain an insight into different markets and generate greater creativity in anticipating customer needs.

We will constantly strive to create a productive environment, representative of and responsive to different cultures and groups, where everyone has an equal chance to succeed.

BTAC all have a responsibility to embrace and support this vision and must continue to challenge behaviour and attitudes that prevent us from achieving this.

Using fair, objective and innovative employment practices, our aim is to ensure that:

- All employees and potential employees are treated fairly and with respect at all stages of their employment.
- All employees have the right to be free from harassment and bullying of any description, or any other form of unwanted behaviour, whether based on sex, transgender status, marital status, civil partnership status, pregnancy, race, disability, age, political or religious belief or sexuality.
- All employees have an equal chance to contribute and to achieve their potential, irrespective of any defining feature that may give rise to unfair discrimination.

Welsh Language Statement

BTAC acknowledges the Welsh Language (Wales) Measure 2011 which gives the Welsh Language official status in Wales. The Welsh language's official status has a legal effect, which means that Welsh should be treated no less favourably than the English language in Wales.

The presence of both languages can be seen and heard in Wales, and people in Wales should be able to live their lives through the medium of Welsh or English.

BTAC's Welsh Language Policy seeks to understand and acknowledge the bilingual nature of Wales and the organisation acknowledges that to provide wider accessibility to its services, there should be no barriers to using the Welsh language.

BTAC can produce, promote and present work in English, Welsh and bilingually by request, in the language of choice of clients with whom we work. This ensures a consistent service to our Welsh-speaking audience, in the language of their choice.

BTAC sees this policy as forming part of a progressive and forward-looking commitment to promote a bilingual Wales.

Anti-Harassment and Bullying Policy

Harassment or victimisation on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation is unacceptable.

Personal harassment takes many forms ranging from tasteless jokes and abusive remarks to pestering for sexual favours, threatening behaviour and actual physical abuse. For the purposes of this policy, it also includes bullying. Whatever form it takes, personal harassment is always taken seriously and is totally unacceptable.

We recognise that personal harassment can exist in the workplace, as well as outside, and that this can seriously affect employees' working lives by interfering with their job performance or by creating a stressful, intimidating and unpleasant working environment.

We deplore all forms of personal harassment and seek to ensure that the working environment is sympathetic to all our employees. The aim of this policy is to inform employees of the type of behaviour that is unacceptable and provide employees who are the victims of personal harassment with a means of redress. We recognise that we have a duty to implement this policy and all employees are expected to comply with it.

Examples of personal harassment

Personal harassment takes many forms and employees may not always realise that their behaviour constitutes harassment. Personal harassment is unwanted behaviour by one employee towards another and examples of harassment include:

- insensitive jokes and pranks
- lewd or abusive comments
- deliberate exclusion from conversations
- displaying abusive or offensive writing or material
- abusive, threatening or insulting words or behaviour
- name-calling
- picking on someone or setting them up to fail
- exclusion or victimisation
- undermining their contribution/position
- demanding a greater work output than is reasonably feasible
- blocking promotion or other development/advancement.

Harassment or victimisation on the grounds of mental health and mental health conditions is also unacceptable.

These examples are not exhaustive and disciplinary action at the appropriate level will be taken against employees committing any form of personal harassment.

Examples of sexual harassment

Sexual harassment can take place in many forms within the workplace and can go undetected for a period of time where employees do not understand that particular behaviour is classed as sexual harassment.

Sexual harassment is unwanted behaviour related to sex, or of a sexual nature, by one employee towards another and examples of sexual harassment include:

- lewd or abusive comments of a sexual nature such as regarding an individual's appearance or body
- unwelcome touching of a sexual nature
- displaying sexually suggestive or sexually offensive writing or material
- asking questions of a sexual nature
- sexual propositions or advances, whether made in writing or verbally.

Sexual harassment can also take place where an employee is treated less favourably because they have rejected, or submitted to, the unwanted conduct that is related to sex or is of a sexual nature. Whether less favourable treatment occurs as a result will be examined broadly and includes areas such as blocking promotion and refusal of training opportunities or other development opportunities.

Employee responsibilities

BTAC requires its employees to behave appropriately and professional at all times during the working day, and this may extend to events outside of working hours which are classed as work-related such as social events. Employees should not engage in discriminatory, harassing or aggressive behaviour towards any other person at any time. A breach of this policy by will be treated as a disciplinary manner

Employer responsibilities

BTAC will be responsible for ensuring all members of staff, including seniors and those within management positions, understand the rules and policies relating to the prevention of harassing and bullying behaviour at work and during work-related social events. We will promote a professional and positive workplace whereby managers are alert and proactively identify areas of risk and incidents of harassment, sexual harassment and bullying.

Where an incident is witnessed, or a complaint is made under this policy, the organisation will take prompt action to deal with this matter. All incidents will be deemed serious and dealt within in a sensitive and confidential manner.

Complaining about harassment and/or bullying

Informal method

We recognise that complaints of personal harassment, and particularly of sexual harassment, can sometimes be of a sensitive or intimate nature and that it may not be appropriate for you to raise the issue through our normal grievance procedure. In these circumstances you are encouraged to raise such issues with a senior colleague of your choice (whether or not that person has a direct supervisory

responsibility for you) as a confidential helper.

If you are the victim of minor harassment you should make it clear to the harasser on an informal basis that their behaviour is unwelcome and ask the harasser to stop. If you feel unable to do this verbally then you should hand a written request to the harasser, and your confidential helper can assist you in this.

Formal method

Where the informal approach fails or if the harassment is more serious, you should bring the matter to the attention of your Manager as a formal written grievance and again your confidential helper can assist you in this. If possible, you should keep notes of the harassment so that the written complaint can include:

- the name of the alleged harasser
- the nature of the alleged harassment
- the dates and times when the alleged harassment occurred
- the names of any witnesses
- any action already taken by you to stop the alleged harassment.

Where it is not possible to make the formal complaint to your Manager, for example where they are the alleged harasser, we would encourage you to raise your complaint to an alternative Manager.

On receipt of a formal complaint we will take action to separate you from the alleged harasser to enable an uninterrupted investigation to take place. This may involve a temporary transfer of the alleged harasser to another work area or suspension with contractual pay until the matter has been resolved.

On conclusion of the investigation which will normally be within 10 working days of the meeting with you, a report of the findings will be submitted to the Manager who will hold the grievance meeting.

You will be invited to attend a meeting, at a reasonable time and location, to discuss the matter once the person hearing the grievance has had opportunity to read the report. You have the right to be accompanied at such a meeting by a colleague or a union representative and you must take all reasonable steps to attend. Those involved in the investigation will be expected to act in confidence and any breach of confidence will be a disciplinary matter.

You will be able to put your case forward at the meeting and the Manager will explain the outcome of the investigation. You have a right to appeal the outcome, which is to be made to the President within five working days of receiving the outcome.

If the decision is that the allegation is well founded, the harasser will be liable to disciplinary action in accordance with our disciplinary procedure.

BTAC is committed to ensuring employees are not discouraged from using this procedure and no employee will be victimised for having brought a complaint.

7. Capability and Performance Management

Capability Policy

Capability and Performance

Capability issues that arise in the workplace from time to time will be addressed. BTAC is keen to enable employees to work effectively and will take steps to address any issues that arise without disciplinary action. This is always the last resort and a performance management solution can be deployed to assist an employee to address any capability issues that may arise. Capability is assessed on an ongoing basis, with the initial assessment being made during the recruitment and selection process. Training needs will be addressed during the induction and probationary period, to ensure the new starter's training requirements are adequately met.

Employees should work effectively, performing their duties to a high standard. Employees who find themselves struggling in their work should raise the issues with their Line Manager, so that steps can be taken early to address any training and re-training needs. Line Managers will raise any concerns with an employee's performance.

An agreement can be reached on the way forward to address the capability issues, taking into account BTAC budgets and relevance of the training to the job role being performed. Appraisals may be conducted by Line Managers and an action plan may need to be formulated, if there are specific capability concerns. Capability issues raised by employees or otherwise identified by the Line Manager should be documented.

A plan should be implemented by the Line Manager with the liaison of the employee, to address the requirements of the job role in respect of the deployment of training. Employees may be offered coaching, mentoring, job shadowing or training courses to build their skills. The training may be provided internally by other colleagues, or may require external training courses to be sourced and funded for the employee. Targets set for employees should be realistic, measurable and achievable. The employee will then be responsible for working through the training/re-training offered by the Line Manager, to improve their performance and skillsets.

The Line Manager is responsible for monitoring employees to confirm that progress is being made under any action plans devised. Any capability issues raised will be addressed with the employee either informally, at an appraisal meeting or through performance management proceedings. Employees who are not achieving their targets should receive arrangements targeted to improve their performance.

If, after measures have been put in place, there are no improvements to the performance, and capability remains an issue, the Line Manager should contact the Business Manager for further guidance. It may be that further training is required, or redeployment to another role which the employee may agree is more suitable, or ultimately action under the performance management procedure.

Performance Management Procedure

BTAC's performance management procedure works in conjunction with the organisation's disciplinary procedure. It may be necessary on occasion to refer to incapability and poor performance as misconduct warranting disciplinary action.

Informal performance management

The employee will be notified in writing of BTAC's concerns if their Line Manager identifies an issue with their performance and they will be invited to attend an initial meeting with their Line Manager. This meeting will be used to discuss the reasons for their underperformance and for the employee to respond to the concerns.

The employee's Line Manager will investigate the reasons for their poor performance. These could include a gap in skills, insufficient training, insufficient support, poor communication or issues with work relationships. The employee will be provided with examples of the unsatisfactory performance by the Line Manager in the meeting and they will be asked for an explanation for these.

When the reason for the underperformance is due to a gap in skills or insufficient training, the employee will be provided with training and be given reasonable time to improve once this has been completed. If the underperformance is due to insufficient support, tools or other resources, then assistance should be provided if appropriate. Notes of the informal meeting and any agreed actions should be kept by the Manager.

Informal warning

The employee will be fully informed of:

- the specific concerns regarding their poor performance
- the improvement required
- the time frame for achieving this
- the consequences of not improving.

Formal performance management

BTAC will consider the formal process or disciplinary warnings where:

- an informal warning has been given but there has been no improvement
- it is clear that the employee's performance cannot be improved by any support available to be offered by BTAC
- BTAC has taken reasonable and necessary steps to assist the employee to improve their poor performance but there has been no improvement.

The employee will be informed in writing by their Line Manager about the concerns with their poor performance and will be invited to attend a disciplinary meeting to discuss this. The Line Manager will discuss the reasons for the poor performance and decide upon any remedial action to be taken. The employee will then be given

the opportunity to respond to the concerns.

All reasonable efforts must be made by the employee to attend the disciplinary meeting. Persistent non-attendance at a disciplinary meeting without good reason could result in their Line Manager making a decision based on the available evidence.

Upon completion of the disciplinary meeting, the Line Manager must decide whether they believe there is an issue in the employee's performance, and if so, then they will be issued with a formal warning.

Formal warnings

The severity of the disciplinary action will be dependent on the level of seriousness of the unsatisfactory performance. The first stage in this process action will usually be to issue a written warning. If the unsatisfactory performance continues, BTAC will follow the process, issuing a final written warning and eventually dismissing the employee.

Formal performance warnings will usually set out:

- the concerns regarding their poor performance
- the improvement required
- the time frame for the improvement
- any review meetings which will be planned
- whether any review meetings will be held with the employee
- what the outcome is if the planned improvement is not achieved
- how long the warning will remain on the employees file for. This will be outlined in the disciplinary warning letter.

Written warning

If there has been no improvement after the informal warning is issued, the employee will be given a written warning, as outlined above.

Final written warning

If there has been no improvement after the written warning is issued, the employee will be given a final written warning, as outlined above. This will include a statement that a failure to improve their underperformance is likely to result in dismissal.

Dismissal

If there is still no improvement after the final written warning has been issued, the employee will normally be dismissed with notice or pay in lieu of notice. In exceptional circumstances, an employee who is under performing could be demoted or moved to another role in the organisation. BTAC must be able to 'fairly dismiss' an employee before a demotion can be considered, as a demotion is regarded as a

dismissal in legal terms. However, there may be circumstances where an employee agrees to a demotion as an alternative to dismissal.

Right to be accompanied

Employees have the right to be accompanied at a formal disciplinary meeting by a work colleague or trade union representative.

Appeals

The capability process allows the same right of appeal for the employees, as outlined in the disciplinary and dismissal appeals procedure. BTAC reserves the right to implement the process at any stage if the outcome of the initial review meeting evidences that the underperformance allows for this.

Capability due to a long-term illness or a disability

If an employee is unable to continue in their current role due to ill health or disability, and no adjustments can be made, then BTAC will make reasonable efforts to find suitable alternative employment within the organisation. In these cases, the employee's terms and conditions may change from the current role to the alternative role and necessary training will be provided.

Ill-health dismissal would be considered if the employee is unable to carry out their current duties and there are no suitable alternative roles identified within the organisation. Prior to considering dismissal, BTAC will:

- discuss the process with the employee
- obtain medical opinion
- consider any adaptations that can be made to their current role. In line with the requirement to make reasonable adjustments under the Equality Act, or any other suitable roles in the organisation.

A capability procedure may include the processing of data about your health. All data will be processed in accordance with the General Data Protection Regulation and Data Protection Act.

Dismissal meeting

A formal letter will be sent to the employee inviting them to attend a dismissal meeting, informing them that a possible outcome of this meeting is a dismissal based on capability. The employee has the right to be accompanied at the meeting by a trade union official or a colleague.

At the meeting, the Line Manager will:

- discuss the reasons for the employee's absence
- review the process so far in terms of support offered to allow the employee to continue in the role
- offer the employee the opportunity to raise any concerns with the process, provide evidence or make representations

- discuss the lack of availability of alternative roles
- ensure detailed notes are taken in the meeting.

If any new information comes to light in this meeting, the meeting will be adjourned to allow a full consideration of this information. The meeting will then be reconvened to inform the employee of the decision. Where a decision to dismiss is reached, this will be confirmed to the employee in writing.

Employees have the right to appeal against any dismissal decision. Further details on this right are set out in the organisation's disciplinary and dismissal appeals procedure.

8. Disciplinary and Grievance

Disciplinary Policy and Procedure

BTAC is committed to treating all staff fairly and equitably and to helping employees to perform effectively. However, there will be occasions when it may be necessary to invoke disciplinary procedures. Should the need arise, the employee will be given the opportunity to improve throughout the stages of the procedure.

When work falls below an acceptable standard, help will be given to the employee to improve. If standards of work continue to fall and there is a necessity for action, it will automatically begin with a pre-disciplinary informal discussion. Similarly, when an employee's behaviour is potentially inappropriate and unacceptable, it will mean the initiation of a pre-disciplinary informal discussion or the disciplinary procedure, depending on the severity.

If disciplinary action should become necessary, each case will be treated consistently and fairly, and the disciplinary procedure will be observed at all steps. The employee will be given the opportunity to provide their version of events and any extenuating circumstances will be considered. An employee's rights will be upheld at all times, and employees will have the right to:

- know the case against him/her
- reply
- due consideration of their case
- be accompanied
- appeal.

This policy is adopted on a non-contractual basis and therefore does not make up part of employees' contractual terms and conditions.

Investigation

Prior to taking the decision to invoke the disciplinary procedure, BTAC will ensure that a thorough investigation is carried out. This is a fact-finding process and may necessitate the gathering of detailed information as well as the carrying out of formal interviews, taking of written statements, etc. A proper investigation is an integral part of the process and, where an allegation of gross misconduct is involved, may require employees to be suspended on contractual pay whilst this is carried out. Suspension on pay is not considered to be a sanction taken under the disciplinary procedure. It is there to ensure that issues are dealt with in a fair and reasonable manner, and adequate protection is given to all employees.

Informal pre-disciplinary discussion

Where appropriate, prior to using the formal aspects of the organisation's disciplinary procedure, a pre-disciplinary discussion will be held with the employee. Minor misconduct, poor performance or minor breaches of rules will normally result in an informal warning being given by the immediate Manager. This will not be recorded in

writing. If that approach is not successful, BTAC is likely to escalate it to the formal disciplinary procedure.

The disciplinary procedure

This procedure will be used in cases of a breach of the rules or poor performance that have not been remedied by an informal warning. Normally, the procedure will follow the steps listed below, although it is acceptable to move directly to steps two or three if a case is sufficiently serious.

From the first formal step of the disciplinary procedure there will be the presence of the immediate Manager in conjunction with another member of the management team. Employees have the option to have a work colleague or trade union representative present.

At each step in the procedure a disciplinary meeting will be held where all the facts will be considered, and any mitigating circumstances discussed. Where a warning is issued a copy will be placed on the employee's personnel file for the specified period. All warnings issued under this procedure will state clearly that the employee will be liable for further disciplinary action should their performance not improve, or should there be a further breach of BTAC rules. In the event of no further misconduct occurring and the performance improving, the warning will be removed, and the employee's file will be clear. The employee will also be advised of their right to appeal against the decision to take disciplinary action.

The steps in the disciplinary procedure are as follows:

First written warning (step one)

A first written warning will be applied where the matters of concern are substantiated. A record of the first written warning will be given to the employee and a copy will be retained on the personnel file for six months unless there is repetition within this period.

Final written warning (step two)

A final written warning will be applied where the matters of concern are substantiated. A record of the final written warning will be given to the employee and a copy will be retained on the personnel file for twelve months unless there is repetition within this period. The employee will be informed that further misconduct within the specified period may result in their dismissal.

Dismissal or action short of dismissal (step three)

An employee will be dismissed if they have failed to improve during the previous steps. In the event of a gross misconduct allegation, BTAC may enter the process at step three and dismissal for first offence may occur. Alternatively, to dismissal, BTAC may decide that suspension without pay, transfer or demotion are appropriate sanctions.

Gross misconduct

The following offences will be viewed by the organisation as gross misconduct:

- theft or fraud
- intentional sexual harassment, harassment, bullying or violent, dangerous or intimidatory conduct
- serious breach of rules, policies or procedures, especially those designed to ensure safe operation
- unauthorised use of the organisation's assets and equipment
- insubordination e.g. refusal to carry out duties or obey reasonable instructions, except where employee safety may reasonably be in jeopardy
- divulging or misusing confidential information
- possession or consumption of alcohol or drugs, or intoxication by reason of alcohol or drugs, which could affect work performance in any way or have an impact on other employees
- unauthorised or inappropriate use of email, internet and/or computer systems
- falsification of any BTAC records including reports, accounts, expenses claims or self-certification forms
- bringing unauthorised person(s) onto BTAC premises.

This list of examples is not exhaustive or exclusive, and offences of a similar nature will be dealt with under this procedure. Gross misconduct will result in the initiation or escalation of the organisation's disciplinary procedure and may result in immediate dismissal without notice or pay in lieu of notice.

Appeals

At every step, the employee has the right to appeal in writing. In all cases of dismissal or demotion, the President will be considered as the final arbiter. If you wish to appeal, you should do so in writing within 5 working days of the decision. You will be invited to attend an appeal hearing, after which a decision will be made on whether the disciplinary sanction is to be upheld or overturned. The decision of the appeal panel will be final.

Third parties

We reserve the right to engage an independent third party to assist at any stage of the disciplinary procedure.

Grievance Policy and Procedure

The purpose of this policy is to provide employees with a readily accessible procedure for addressing any problems or concerns they may have at work. This procedure should not replace normal employee–manager dialogue. However, where such informal dialogue has failed to resolve an issue of concern, then an employee may utilise this procedure in an effort to have an issue resolved to his/her satisfaction.

It is accepted that when people work together there will inevitably be situations where misunderstandings, problems or concerns need to be resolved. It is the policy of BTAC that a culture of good communication, openness and a willingness to co-operate and listen will exist. Therefore, it is envisaged that the majority of these issues or misunderstandings will be capable of being addressed informally in an efficient and effective manner. However, where such issues are unresolved, they may become grievances. Employees are encouraged to seek resolution of an issue by utilising this procedure.

At each grievance meeting held under the formal procedure, the employee has a right to be accompanied by a colleague or a trade union official.

The grievance procedure should not be used to lodge appeals against disciplinary sanctions. The organisation's disciplinary procedure contains sufficient mechanism for dealing with an employee's dissatisfaction at a disciplinary sanction applied to them.

BTAC reserves the right to engage external third-party assistance at any stage of the grievance process. In addition, a representative from the organisation's senior management team will be present at all formal grievance hearings.

This procedure does not constitute contractual terms and conditions. BTAC reserves the right to amend any provision of this procedure subsequent to appropriate consultation.

[Acas Code of Practice: Disciplinary and Grievance Procedures](#)

This policy fully incorporates the provisions of the Acas code.

[Procedure](#)

In order to provide an effective and timely resolution of employee concerns, the following procedure will be followed to ensure that employee complaints or problems receive full and careful attention. Reasonable adjustments will be made to the procedure for disabled employees. Any employee who experiences difficulty with the procedure for any reason should seek assistance from a Manager.

[Informal discussion](#)

Employees are encouraged to approach their Line Manager in the first instance to discuss issues and attempt to informally resolve them. Informal discussion can frequently solve problems without the need for written record. Employees will receive an outcome within 10 working days. If an employee is dissatisfied with the outcome, they may invoke the formal grievance procedure.

[Formal procedure](#)

[Stage one](#)

The employee should raise the grievance in writing with their Line Manager. This should explain the nature and extent of the grievance and indicate the outcome the employee is looking for.

If the employee's grievance relates to concerns regarding their Line Manager, the employee may enter the procedure directly at stage two. If the nature of the employee's grievance is such that the employee would not feel comfortable raising it with their Line Manager due to the proximity in which they work, the employee may enter the procedure directly at stage two. Stage two can also be used as the starting point where allegations of bullying or discrimination by the employee's Line Manager are made.

Concerns regarding any matter which would fall within the scope of legislation on public interest disclosures (otherwise known as whistleblowing) must be raised directly using stage three of the procedure.

Under stage one, a meeting will be arranged between the Line Manager and the employee. A minute taker will also be present. The employee may be accompanied by a fellow colleague or trade union official.

The meeting will be held to discuss the grievance in detail and the employee should take any documents or evidence they have regarding the grievance to the meeting.

The Line Manager will complete a full investigation into the matter. This may involve holding investigation meetings with witnesses, requiring witness statements to be produced and reviewing written evidence. A decision will be taken by the Line Manager following the investigation and the grievance will be responded to, in writing, within 10 working days of the meeting being held. The employee will be informed of actions to take if they wish to appeal the outcome.

Minutes of the meeting will be taken, and copies will be made available to the employee. A copy of the minutes will be held on file.

Stage two

The matter will progress to be heard by the Business Manager in place of your Manager if the employee is not satisfied with the outcome of stage one. The employee should write to the Business Manager setting out the reasons for their dissatisfaction.

Stage two will involve the same procedural steps as stage one, and the outcome will be provided to the employee within 10 working days of the hearing. The hearing will be held by the Business Manager. The employee will be informed of actions to take if they wish to appeal the outcome.

Stage three

The matter will progress to be heard by the President in place of the Business Manager if the employee is not satisfied with the outcome of stage two. The employee should write to the President setting out the reasons for their dissatisfaction. Stage three will involve the same procedural steps as stage two, and the outcome will be provided to the employee within 10 working days of the hearing. The hearing will be held by the President.

There will be no further appeal after stage three. The President's decision on the grievance will be final.

Simultaneous grievance and disciplinary matters

BTAC will make a decision on how to progress matters when an employee raises a grievance about a disciplinary procedure involving them. Acas guidance suggests that disciplinary hearings may be suspended for a short duration while the grievance is investigated. BTAC will assess the exact nature of the grievance and will have the final say over suspension of a disciplinary procedure.

Extending timescales under the procedure

The timescales outlined in this procedure will be adhered to whenever this is reasonably practicable. There may be extenuating circumstances that are outside of either parties' control, for example, where a key witness is unavailable, or the grievance requires extensive investigation.

Where it is not reasonably practicable to adhere to the deadlines, both parties will discuss and agree any extension to the timelines.

Mediation

BTAC reserve the right to seek assistance from external mediators at any stage in the grievance procedure. Where both parties agree to undertake mediation, the grievance process will be suspended whilst this is ongoing.

Protection against detriment

Nothing in this procedure is intended to prevent the employee from raising any concerns they have. Employees who raise concerns under this procedure will not be subject to any detrimental or less favourable treatment as a result of doing so.

Where the grievance is made with malicious intent, the employee will be subject to the organisation's disciplinary procedure.

Whistleblowing Policy

Whistleblowing is the name given to the act of the disclosure of information to the employer or the relevant authority by an individual who knows, or suspects, that BTAC is responsible for or has taken part in some wrongdoing. Those making qualifying disclosures are protected against dismissal or detriment by the Public Interest Disclosure Act 1998.

If an employee knows, or suspects, that some wrongdoing is occurring within the organisation, he or she should raise the matter immediately with his or her Line Manager, the Business Manager or the President.

Certain disclosures are prescribed by law as "qualifying disclosures". A "qualifying disclosure" means a disclosure of information that the employee genuinely and reasonably believes is in the public interest and shows that BTAC has committed a "relevant failure" by:

- committing a criminal offence
- failing to comply with a legal obligation
- a miscarriage of justice
- endangering the health and safety of an individual

- environmental damage or
- concealing any information relating to the above.

These acts can be in the past, present or future, so that, for example, a disclosure qualifies if it relates to environmental damage that has happened, is happening, or is likely to happen. BTAC will take any concerns that you may raise relating to the above matters very seriously.

Employees must reasonably believe that the disclosure is “in the public interest”. We encourage you to use the procedure to raise any such concerns.

9. Information Security and Confidentiality

Disclosure of Confidential Information

You shall not, during or after your employment, disclose confidential information belonging to the organisation. You have a responsibility to protect and maintain confidentiality of both BTAC and client information. You must not, except as authorised or required by law or your duties, reveal any confidential information relating to BTAC.

This obligation will continue after the termination of your employment unless and until any such information enters the public domain, other than through any breach of this provision by you. Any such breach of confidentiality would be deemed as gross misconduct except as otherwise provided or as permitted by any current legislation (e.g. the Public Interest Disclosure Act 1998) and could lead to your dismissal.

If you are in any doubt as to whether information is confidential or not, you should contact a Manager to seek clarification.

To ensure confidential information is kept secure, all employees should make themselves aware of the organisation's policies under the General Data Protection Regulation and the Data Protection Act in force.

Data Protection Policy

This policy applies to the processing of personal data in manual and electronic records kept by BTAC, in connection with its human resources function. It also covers the organisation's response to any data breach and other rights under the General Data Protection Regulation and current Data Protection Act.

This policy applies to the personal data of job applicants, existing and former employees, apprentices, volunteers, placement students, workers and self-employed contractors. These are referred to in this policy as relevant individuals.

- **Personal data** is information that relates to an identifiable person who can be directly or indirectly identified from that information, for example, a person's name, identification number, location, online identifier. It can also include pseudonymised data.
- **Special categories of personal data** is data which relates to an individual's health, sex life, sexual orientation, race, ethnic origin, political opinion, religion, and trade union membership. It also includes genetic and biometric data (where used for ID purposes).
- **Criminal offence data** is data which relates to an individual's criminal convictions and offences.
- **Data processing** is any operation or set of operations which is performed on personal data or on sets of personal data, whether or not by automated means, such as collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction.

BTAC makes a commitment to ensuring that personal data, including special categories of personal data and criminal offence data (where appropriate) is

processed in line with GDPR and domestic laws and all its employees conduct themselves in line with this, and other related, policies.

Where third parties process data on behalf of BTAC, the organisation will ensure that the third party takes such measures in order to maintain BTAC's commitment to protecting data. In line with current data protection legislation, BTAC understands that it will be accountable for the processing, management and regulation, and storage and retention of all personal data held in the form of manual records and on computers.

New employees must read and understand the policies on data protection as part of their induction.

All employees are made aware of basic information about confidentiality, data protection and the actions to take upon identifying a potential data breach. All employees who need to use the computer system are made aware of how to protect individuals' private data, to ensure data security, and to understand the consequences to them as individuals and BTAC of any potential lapses and breaches of the organisation's policies and procedures.

Types of data held

Personal data is kept in personnel files. The following types of data may be held by BTAC, as appropriate, on relevant individuals:

- name, address, phone numbers - for individual and next of kin
- CVs and other information gathered during recruitment
- references from former employers
- National Insurance numbers
- job title, job descriptions and pay grades
- conduct issues such as letters of concern, disciplinary proceedings
- holiday records
- internal performance information
- medical or health information
- sickness absence records
- tax codes
- terms and conditions of employment
- training details.

Relevant individuals should refer to the organisation's privacy notice for more information on the reasons for its processing activities, the lawful bases it relies on for the processing and data retention periods.

Data protection principles

All personal data obtained and held by BTAC will:

- be processed fairly, lawfully and in a transparent manner
- be collected for specific, explicit, and legitimate purposes
- be adequate, relevant and limited to what is necessary for the purposes of processing

- be kept accurate and up to date. Every reasonable effort will be made to ensure that inaccurate data is rectified or erased without delay
- not be kept for longer than is necessary for its given purpose
- be processed in a manner that ensures appropriate security of personal data including protection against unauthorised or unlawful processing, accidental loss, destruction or damage by using appropriate technical or organisation measures
- comply with the relevant data protection procedures for international transferring of personal data.

In addition, personal data will be processed in recognition of an individuals' data protection rights, as follows:

- the right to be informed
- the right of access
- the right for any inaccuracies to be corrected (rectification)
- the right to have information deleted (erasure)
- the right to restrict the processing of the data
- the right to portability
- the right to object to the inclusion of any information
- the right to regulate any automated decision-making and profiling of personal data.

Procedures

BTAC has taken the following steps to protect the personal data of relevant individuals, which it holds or to which it has access:

- it appoints or employs employees with specific responsibilities for:
 - a. the processing and controlling of data
 - b. the comprehensive reviewing and auditing of its data protection systems and procedures
 - c. overseeing the effectiveness and integrity of all the data that must be protected.

There are clear lines of responsibility and accountability for these different roles.

- it provides information to its employees on their data protection rights, how it uses their personal data, and how it protects it. The information includes the actions relevant individuals can take if they think that their data has been compromised in any way
- it provides its employees with information and training to make them aware of the importance of protecting personal data, to teach them how to do this, and to understand how to treat information confidentially
- it can account for all personal data it holds, where it comes from, who it is shared with and also who it might be shared with
- it carries out risk assessments as part of its reviewing activities to identify any vulnerabilities in its personal data handling and processing, and to take measures to reduce the risks of mishandling and potential breaches of data security. The procedure includes an assessment of the impact of both use and potential misuse of personal data in and by BTAC.
- it recognises the importance of seeking individuals' consent for obtaining, recording, using, sharing, storing and retaining their personal data, and regularly

reviews its procedures for doing so, including the audit trails that are needed and are followed for all consent decisions. BTAC understands that consent must be freely given, specific, informed and unambiguous. BTAC will seek consent on a specific and individual basis where appropriate. Full information will be given regarding the activities about which consent is sought. Relevant individuals have the absolute and unimpeded right to withdraw that consent at any time.

- it has the appropriate mechanisms for detecting, reporting and investigating suspected or actual personal data breaches, including security breaches. It is aware of its duty to report significant breaches that cause significant harm to the affected individuals to the Information Commissioner, and is aware of the possible consequences
- it is aware of the implications international transfer of personal data internationally.

Access to data

Relevant individuals have a right to be informed whether BTAC processes personal data relating to them and to access the data that the organisation holds about them. Requests for access to this data will be dealt with under the following summary guidelines:

- a form on which to make a subject access request is available from the Business Manager.
- BTAC will not charge for the supply of data unless the request is manifestly unfounded, excessive or repetitive, or unless a request is made for duplicate copies to be provided to parties other than the employee making the request
- BTAC will respond to a request without delay. Access to data will be provided, subject to legally permitted exemptions, within one month as a maximum. This may be extended by a further two months where requests are complex or numerous.

Relevant individuals must inform BTAC immediately if they believe that the data is inaccurate, either as a result of a subject access request or otherwise. BTAC will take immediate steps to rectify the information.

To make a subject access request, please ask the Business Manager for further information.

Data disclosures

BTAC may be required to disclose certain data/information to any person. The circumstances leading to such disclosures include:

- any employee benefits operated by third parties
- disabled individuals - whether any reasonable adjustments are required to assist them at work
- individuals' health data - to comply with health and safety or occupational health obligations towards the employee
- for Statutory Sick Pay purposes
- HR management and administration - to consider how an individual's health affects his or her ability to do their job
- the smooth operation of any employee insurance policies or pension plans.

These kinds of disclosures will only be made when strictly necessary for the purpose.

Data security

BTAC adopts procedures designed to maintain the security of data when it is stored and transported.

In addition, employees must:

- ensure that all files or written information of a confidential nature are stored in a secure manner and are only accessed by people who have a need and a right to access them
- ensure that all files or written information of a confidential nature are not left where they can be read by unauthorised people
- refrain from sending emails containing sensitive work-related information to their personal email address
- check regularly on the accuracy of data being entered into computers
- always use the passwords provided to access the computer system and not abuse them by passing them on to people who should not have them
- use computer screen blanking to ensure that personal data is not left on screen when not in use.

Personal data relating to employees should not be kept or transported on laptops, USB sticks, or similar devices, unless authorised by the Business Manager. Where personal data is recorded on any such device it should be protected by:

- ensuring that data is recorded on such devices only where absolutely necessary
- using an encrypted system — a folder should be created to store the files that need extra protection and all files created or moved to this folder should be automatically encrypted
- ensuring that laptops or USB drives are not left lying around where they can be stolen.

Failure to follow BTAC's rules on data security may be dealt with via the organisation's disciplinary procedure. Appropriate sanctions include dismissal with or without notice dependent on the severity of the failure.

International data transfers

BTAC may be required to transfer personal data to a country/countries outside of the EEA. Where this occurs, appropriate safeguards will be adopted.

Breach notification

Where a data breach is likely to result in a risk to the rights and freedoms of individuals, it will be reported to the Information Commissioner within 72 hours of BTAC becoming aware of it and may be reported in more than one instalment.

Individuals will be informed directly in the event that the breach is likely to result in a high risk to the rights and freedoms of that individual.

If the breach is sufficient to warrant notification to the public, BTAC will do so without undue delay.

Records

BTAC keeps records of its processing activities including the purpose for the processing and retention periods in its HR data record. These records will be kept up to date so that they reflect current processing activities.

Data Protection Officer

BTAC has a Data Protection Officer, trained appropriately in their roles under data protection legislation. Please ask the Business Manager for further details.

Storage of emails

Employees should ensure they regularly audit their emails in order to archive or delete those that contain information that is no longer required in order for BTAC to comply with its obligations under the Data Protection Act 1998.

Conflicts of Interest

You should not allow your private interests to conflict with, or appear to be in conflict with, the interests of BTAC. In the course of your work, you may be requested to serve or act as a member of a stakeholder's group, other bodies or committees. Before accepting any such invitation, you must first inform a Manager who, after discussing the matter with the Business Manager, will decide whether it would be in the best interest of BTAC for you to become a member, or that you would better serve the organisation by refusing the request.

Speaking on Behalf of BTAC

If a representative of the media contacts you, you are not authorised to speak on behalf of BTAC unless you have express permission from the Business Manager.

Email and Internet Use

Information technology (IT) and communication plays an essential role in the conduct of our business. The purpose of this policy is to define acceptable email and internet use within working time and applies to all members of BTAC who use our or our clients' communications facilities.

You must use our IT and communications facilities sensibly, professionally, lawfully, consistently with your duties and in accordance with this policy and other BTAC rules

and procedures. At all times employees must behave with honesty and integrity and respect the rights and privacy of others in relation to electronic communication and information.

Employees will be given access to the internet as appropriate to their job needs. For those who do not have daily PC access occasional access will be arranged, as necessary, by management.

All PC/network access will be through passwords, and no individual is permitted onto the system using another employee's password. Employees are not permitted to share their password with anyone inside or outside the organisation. Individuals will be allowed to set their own passwords and must change them as frequently as requested by the system set-up requirements.

All information relating to our clients/customers and our business operations is confidential. You must treat our paper-based and electronic information with utmost care.

Many aspects of communication are protected by intellectual property rights which can be infringed in a number of ways. Downloading, copying, possessing and distributing material from the internet may be an infringement of copyright or of other intellectual property rights.

Particular care must be taken when using email as a means of communication because all expressions of fact, intention and opinion in an email may bind you and/or BTAC and can be produced in court in the same way as other kinds of written statements.

Email use for personal purposes

Although our email facilities are provided for the purposes of our business, we accept that you may occasionally want to use them for your own personal purposes.

Employees are not permitted to send personal emails during work time unless in the case of an urgent matter when you should seek the approval of your Line Manager before sending the email. Employees' work email addresses should not be used to send personal emails.

Employees may access their personal email accounts during break times. This is permitted on condition that all the procedures and rules set out in this policy, and the organisation's code of conduct, are complied with.

Internet use for personal purposes

Employees are not permitted to use the internet during work time unless in the case of an urgent matter when you should seek the approval of your Line Manager before use. Employees may use the internet during break times. This is permitted on condition that all the procedures and rules set out in this policy, and BTAC's code of conduct, are complied with.

Unauthorised use of email and internet

BTAC will not tolerate use of email and internet unofficial or inappropriate purposes, including:

- any messages that could constitute bullying, harassment or other detriment
- accessing social networking sites such as Facebook using BTAC equipment or during work time
- on-line gambling
- accessing or transmitting pornography
- accessing other offensive, obscene or otherwise unacceptable material
- transmitting copyright information and/or any software available to the user
- posting confidential information about other employees, BTAC or its customers or suppliers.

Downloading of material

In order to prevent the introduction of virus contamination into the software system the following must be observed:

- unauthorised software including public domain software, magazine cover disks/CDs or Internet/World Wide Web downloads must not be used, and
- all software must be virus checked by BTAC using standard testing procedures before being used.

On-line blogs

It is not permitted for employees to contribute to on-line blogs during working hours, or using a computer belonging to the organisation. The following rules apply:

- personal blogs should contain a disclaimer that the views expressed on it are personal views of the author only
- you should not at any time make comments in a blog which bring BTAC into disrepute
- you should not reveal confidential BTAC information, or information on clients/customers/suppliers etc.
- you should not at any time make comments in a blog which amount to bullying, harassment or any other detriment towards other employees/contractors/suppliers/clients/customers or any other individual working in connection with us.

BTAC's website

Unless you are responsible for the upkeep of the organisation's website as part of your role, you are not permitted to add anything to the website without express permission of a Manager.

Monitoring

BTAC is ultimately responsible for all business communications but subject to that will, so far as possible and appropriate, respect your privacy and autonomy. BTAC may monitor your business communications for business reasons.

Enforcement

Failure to comply with this policy may result in disciplinary action being taken against you. If there is anything in this policy that you do not understand, please discuss it with a member of management.

Video Conferencing Security Guidance

Many staff now work remotely and regularly engage with video conferencing, such as Zoom and Skype. BTAC will follow security advice and guidance to select, configure and safely implement video conferencing services. Further details are available from the Business Manager.

Video conferencing enables users to see and hear each other between different locations. This real-time interactive technology is used at BTAC for training purposes. This service is available to staff and students of BTAC. Video conferencing should be supervised appropriately for the students' age and parents and carers should agree, in advance, for their children to take part in video conferences.

BTAC's video conference services must not be used for personal calls.

Unique log on and password details for BTAC's video conferencing services should only be issued to members of staff and kept secure.

Configuring access to meetings and conferences

BTAC will control who can join (or initiate) meetings, to help protect confidentiality and prevent unwanted interruptions. Participants will join meetings arranged in advance by clicking on a link, or by entering a unique code.

BTAC recommends that:

- users from BTAC (and guests that were specifically invited to the meeting) are allowed straight into a meeting
- unauthenticated users should be required to enter a passcode
- unauthenticated users should be held in a virtual waiting area, and only be admitted into the meeting once their identity has been verified by a trusted participant.
- video conferencing services should be configured to block calls from unidentified and/or unauthenticated users.

Configuring features available during meetings

Video conferencing services often include extra features such as:

- file sharing
- screen sharing
- instant messenger chat
- automatic call transcript generation
- remote control of another participant's device.

If our staff need these features, BTAC must determine whether the service is trusted enough to protect the extra data that will be sent to/via the service, and whether these features should be enabled by default (or be an 'opt-in' for each meeting). Many services allow calls to be recorded, and for text chats and shared files to be saved. When recording a video conference lesson, written permission should be given by all sites and participants. The reason for the recording must be given and the recording of video conference should be clear to all parties at the start of the conference. Recorded material will be stored securely and BTAC will restrict unauthorised access to it.

Helping staff to use services securely

For staff who have not used video conferencing services before, BTAC will provide clear user guidance that explains how to use the service securely, and check that the service works as described.

For staff attending meetings

Staff are requested to test that the video conferencing service is working before using it for real meetings and be familiar with how to mute the microphone and turn off the camera. This will give you more control over what you share with others.

BTAC staff should:

- treat the details explaining how to join the meeting as if it is as sensitive as the meeting itself
- consider blurring your background or using a background image (if this feature is available); this can add a degree of personal privacy when working from a home environment
- know how to check when your webcam is active, so you can be confident it is deactivated when not in use
- know how the service indicates when the meeting or call is being recorded
- be aware that many webcams have a light that comes on when it is in use.

For staff organising meetings

Meeting organisers (and sometimes their delegates) will have controls over and above those available to other attendees. Users that host meetings with participants from outside of BTAC are requested to hold a test meeting to familiarise themselves with controls, such as approving participants in the lobby, removing participants from the call and muting individuals.

When setting up the call, the meeting organiser should consider which features (such as screen sharing and file sharing) are appropriate for the meeting, and whether these should be constrained to a subset of participants.

If meetings are password protected, the meeting organiser should only share that password with participants. For example, they could send an email containing the password directly to participants only, rather than including it within a calendar appointment (that might be viewable by everybody in the organisation).

During a video conference, we recommend that meeting organisers take responsibility for:

- verifying the identity of all participants on the call
- appropriately approving participants being held in the lobby
- removing participants that have not been successfully identified.

Social Networking

Access to email and the internet is provided during working hours for the purpose of effectively completing work and use must comply with all BTAC policies and procedures. BTAC will not tolerate employees using social networking sites for unofficial or inappropriate uses. Specifically:

- you should not use such sites during contracted working hours for personal interest/benefit, without the authority of an appropriate Manager. You should not use BTAC equipment to access these sites.

- you should not at any time upload photographs to your social networking sites of yourself or any other employee taken in a work situation or in a work uniform. No defamatory comments about BTAC should be made on such sites at any time.
- you should not at any time include information that identifies any other employee/contractor/supplier/client/customer/other individual working in connection with us.
- you should not at any time express opinions on such sites which purport to be the opinion of BTAC, nor comments representing your own views on our organisation.
- any personal blogs should contain a disclaimer that the views expressed on it are personal views of the author only.
- you should not at any time make comments on such sites which bring BTAC into disrepute.
- you should not reveal confidential BTAC information, or information on clients/customers/suppliers etc.
- you should not at any time make comments on such sites which amount to bullying, harassment or any other detriment towards other employees/contractors/suppliers/clients/customers or any other individual working in connection with us.

The term “use” includes accessing social media by means of PC, mobile phone or by any other device. You should not use instant messaging whether on a PC or by any other means for personal interest during working hours.

Monitoring

It is recommended that all employees use strict privacy settings on their social network profiles. BTAC reserves the right to monitor your internet usage regularly and may undertake more in-depth monitoring where considered necessary. This includes monitoring the websites you visit, and any other matters referred to in this policy.

Enforcement

Any employee who we suspect has breached this policy will be subject to the organisation’s disciplinary procedure.

Personal Telephone Calls

Company phones are primarily for work purposes and for calls of a business nature. Permission to make personal calls during working time can be obtained from the employee’s Line Manager. Personal calls should be brief and made on a one-off basis.

To secure the effective use of the organisation’s telephony infrastructure and to ensure there is no unauthorised or excessive usage of BTAC phones for personal calls, the organisation reserves the right to regularly monitor and report on the usage of the organisation’s phone system. This may lead to monitoring of an individual employee’s usage of BTAC’s telephony infrastructure, if excessive use is detected. All data processing undertaken by monitoring in this way will be done in accordance with the General Data Protection Regulation and Data Protection Act.

Mobile telephone use

Limited and responsible use of mobile phones is tolerated, providing it does not interfere with you carrying out your duties. Your Manager will advise you of what type and level of use during your working hours is considered acceptable. Photos, videos or other content which includes personal data relating to BTAC or our clients should not be posted online.

Mobile telephone use while driving policy

It is illegal to use your mobile phone while driving unless it has hands-free access. Hands-free equipment includes a Bluetooth headset, voice command or dashboard holder. It is also illegal to use a mobile phone if you are stopped at traffic lights or queuing in traffic. Hands-free options must be used at all times. Employees must not contravene the laws in relation to the prohibition of mobile phones while driving.

Fixed penalties or fines incurred by employees in these circumstances will not be covered by BTAC. The employee will be responsible for the cost of paying the penalties or fine. Your Line Manager must be informed as and when fines are issued and/or if penalty points are endorsed on your licence. The Business Manager must be informed immediately if an employee is disqualified from driving.

Surveillance at Work

BTAC reserves the right to legitimately monitor employee communications whilst at work, including postal communications; telephone calls; emails; internet use; CCTV and vehicle tracking.

BTAC is mindful that it is only permitted to carry out such monitoring when:

- It is relevant to the organisation's business
- The telecommunications system is provided for use partly in connection with the employer's business.
- The Employer has made all reasonable efforts to inform users that their communications may be intercepted.

10. Health and Safety

Health and Safety at Work

BTAC is committed to ensuring the health, safety and welfare of its employees, so far as is reasonably practicable. BTAC also fully accept our responsibility for other persons whose health and safety may be affected by our activities. The organisation takes steps to ensure our statutory duties are met at all times.

You will be given Health and Safety guidance when you join BTAC and you will be given refresher information, instruction and training as is necessary to enable the safe performance of work activities. Adequate facilities and arrangements will be maintained to enable you to raise issues of Health and Safety.

Competent people will be appointed to assist us in meeting our statutory duties including, where appropriate, specialists from outside the organisation. Each individual has a legal obligation to take reasonable care for his or her own health and safety and for the safety of others who may be affected by his or her acts or omissions.

The successful implementation of this policy requires total commitment and co-operation from all levels of management and employees within BTAC.

Management will:

- Actively seek the cooperation and suggestions for improvements from all employees in relation to our Health and Safety Policy.
- Provide appropriate information, instruction and training to ensure so far as is reasonably practicable the health and safety at work of employees.
- Provide and maintain a safe and healthy working environment, with statutory obligations as a minimum requirement.
- Maintain the workplace in a safe and risk-free condition and provide a safe means of access to and egress from the workplace.
- Have arrangements for ensuring the safe use, handling, storage and transport of articles and substances.
- Provide and maintain plant, equipment and systems of work that are safe and without risks to health.

Employees will:

- Conform to rules, procedures and training regarding safe working.
- Use the correct methods of work and not improvise by using methods, tools or equipment which entail unnecessary risks.
- When there is a legal requirement to, or where the nature of the work requires it, wear the protective clothing and equipment specified.
- Report unsafe plant, tools and equipment and unsafe practices or methods of work.
- Report any potential health and safety hazard including infectious or other diseases, accidents, injuries or concerns associated with the workplace.
- Assist in the maintenance of good housekeeping standards.
- Cooperate with us to enable all statutory duties to be complied with.
- Assist where necessary in the investigation of any accidents that occur.

Safeguarding Policy

BTAC's policy on safeguarding applies to all employees at all levels of the business, as well as agency workers, contractors and volunteers. Its purpose is to protect children and service users from harm and to provide all employees, workers and volunteers with information about the safeguarding procedures adopted by BTAC.

The policy is particularly important in any regulated activity/work that BTAC does with children and service users. In England and Wales this is referred to as regulated activity and in Scotland this is referred to as regulated work. In this policy this will be referred to as regulated activity/work.

BTAC has a responsibility to promote the welfare of children and service users and to keep them safe. The organisation complies with all the legal obligations placed upon it by the Safeguarding Vulnerable Groups Act 2006 (England and Wales) and the Protection of Vulnerable Groups (Scotland) Act 2007 (Scotland).

The policy covers the arrangements for safeguarding during the recruitment and selection process and safeguarding issues that arise during employment in circumstances where children or service users are placed at risk, or where they could have been placed at risk. It also sets out the reporting obligations for all employees and the procedure that should be followed to report abuse if this occurs to one of BTAC's service users.

Recruitment process

Advertisements for job roles at BTAC will specify clearly whether the work involves regulated activity/work together with the basis of that work.

Offers of employment will be made conditional on the receipt of a satisfactory disclosure checks. These will be conducted by the Disclosure and Barring Service in England and Wales and Disclosure Scotland in Scotland.

The check will confirm that the applicant is suitable to carry out the role and has not been barred from performing this work.

If the background check reveals that an applicant is not suitable, the offer of employment will be withdrawn by BTAC and the applicant will not be employed.

Existing employees

Existing employees may be required to provide a satisfactory disclosure check where their work becomes a regulated activity/work, or BTAC requires them to start carrying out regulated activity/work. Existing employees cannot conduct any regulated activity/work until they have undertaken a satisfactory disclosure check.

If employees are unable to provide a satisfactory disclosure check, or refuse to undertake a disclosure check, BTAC will consider the options for redeployment into any available job roles that do not involve regulated activity/work.

If existing employees become added to the children and adults barred lists by either disclosure body, BTAC will consider the options for redeployment into any available job roles that do not involve regulated activity/work.

All employees who are added to the barred lists are required to inform the Business Manager of their inclusion on the list at the earliest opportunity. A failure to do so may be deemed a disciplinary matter to be dealt with under the disciplinary procedure.

In both cases, if this is not possible, BTAC may need to consider dismissal of the employee on the basis of the statutory ban imposed by the disclosure. The organisation may be unable to continue to employ the employee in any capacity if the continued association with the employee cannot be maintained, causes reputational damage to the employer or other reasons that harm its position in the marketplace.

All employees are required to be alert at all times to the possibility of abuse towards children or service users. The abuse may come from employees, personal assistants, service users, relatives, neighbours, social workers, providers of support services etc.

Reporting and investigating abuse

BTAC will treat all complaints, allegations or suspicions of abuse with the utmost seriousness. Training will be provided, as appropriate, to ensure that staff are aware of the warning signs of abuse and the correct reporting procedure to follow if they suspect abuse is, or has, taken place.

Employees that suspect abuse is occurring should refer the matter to the Business Manager immediately, with as much detail as possible.

Employees may be asked to refrain from discussing alleged abuse with fellow colleagues, other than those specified by the Business Manager, to avoid the spread of potentially harmful misinformation and to protect the validity of any investigation.

The allegations will be investigated fully, and all such reports are taken seriously. The investigation will be conducted in a discrete and timely manner and will involve the collation of evidence typically derived from witness statements and surveillance footage where possible.

If it is suspected that a criminal act may have been committed, BTAC will report the situation to the police.

Employees suspected of abuse will be suspended on full pay pending a full investigation of the complaints. It should be noted that this suspension is not an indication of the employee's guilt, but rather a necessity given the circumstances. BTAC appreciates the impact prolonged suspension can have on an employee's reputation, even when allegations are later found to be incorrect, and does not take the decision to suspend lightly.

BTAC may be under a duty to disclose allegations of abuse to the Disclosure and Barring Service or Disclosure Scotland as appropriate. The organisation may also consider it necessary to inform the police of allegations under investigation.

Maintaining records

BTAC will ensure that all details associated with allegation of abuse are recorded clearly and accurately. The records will be maintained securely in line with the organisation's confidential record keeping procedure.

Disciplinary action

If the investigation reveals that abuse has happened, or is happening, BTAC will set up a disciplinary hearing for the employee concerned. Abuse of service users is regarded by the organisation as an act of gross misconduct and the allegation could result in summary dismissal, in line with BTAC's disciplinary procedure.

Employees will have the chance to appeal any disciplinary action that is taken against them.

Duty of disclosure

BTAC is legally required to send information to the Disclosure and Barring Service or Disclosure Scotland if a decision is taken to dismiss an employee or remove them from working in regulated activity/work.

BTAC may also be required to inform the Disclosure and Barring Service or Disclosure Scotland if the organisation suspends an employee, or an employee resigns in suspicious circumstances, as the referral duty criteria may already be met at that stage.

Accident Procedure and First Aid

An Accident Book is available from your Line Manager and it is the responsibility of each individual employee to report and record any accident involving personal injury.

Any accident or near miss occurrence (i.e. no one was injured but the incident had the potential to injure or kill) at work should be reported immediately to your Line Manager.

All employees who are absent from work following an accident must complete a self-certification form, which clearly states the nature and cause of the injury.

For any employee who suffers an injury at work which results in them being away from work, or unable to do their normal work, for three days or more (including weekends, rest days or holidays) it is important that the Business Manager is informed as the Health and Safety Executive also need to be informed by BTAC.

BTAC believes that best practice is to ensure staff has access to a trained First Aider or Appointed Person (someone who can take charge in the event of an accident). Details of these trained staff are available from your Line Manager.

No Smoking

BTAC is committed to the protection of your health, safety and welfare and that of all those who work for us by providing a safe place of work and protecting all staff, volunteers, customers, clients, and visitors from exposure to smoke.

Smoking is not permitted on our premises or in any of our training facilities. The ban applies to anything that can be smoked.

You may only smoke outside in the designated smoking area and you should only do so during your designated rest breaks. When smoking outside, you should ensure that you dispose of cigarette butts and other litter appropriately and considerately.

Failure to comply with these rules may result in disciplinary action.

Fire Safety

All employees have a duty to conduct their work operations in such a way as to minimise the risk of fire and they are under a duty to report immediately any fire, smoke or potential fire hazards, such as faulty electric cable or loose connections.

You should ensure that you are familiar with the position of the nearest firefighting equipment, alarms and emergency exits. Keep fire exits, passageways and doorways clear from obstructions, boxes and rubbish at all times. Only smoke in designated areas.

Should a fire break out in your work area, the following procedure should be followed:

- Sound the nearest fire alarm
- Remain calm
- Inform all staff in the immediate vicinity
- Evacuate the building
- Alert the emergency services
- Meet at the designated assembly point

Alcohol and Drugs

Alcohol and drug misuse can have an adverse effect not just on an individual but on their colleagues, customers and the public. Having a safe working environment, providing excellent customer service by maintaining productivity levels and avoiding days being lost to illness are all critical to our success.

The effects of alcohol or drugs at work can create serious health and safety risks, particularly in areas such as driving, using machinery, or supervising activities. Therefore, never drive, operate machinery or supervise activities if you are affected by alcohol or drugs. BTAC requires all employees to comply with the Alcohol and Drugs policy. Breaches of the policy will be taken very seriously and may be dealt with under the organisation's disciplinary procedure.

If you suspect a colleague of suffering from alcohol or drug abuse, seek assistance from your Line Manager so that suitable support and advice can be offered.

For the purpose of this policy, the term 'drugs' means illegal substances (or legal substances which induce similar effects to legal drugs) or other substances, for example, solvents. Drug misuse also refers to the misuse of prescribed medication.

BTAC strongly discourages employees from drinking any alcohol or taking drugs prior to driving or reporting to work. Employees must not turn up for work under the influence of alcohol or drugs. Employees must not drink alcohol or take drugs during working time. Working time is any time between when an employee reports for work and the time they finish work and includes lunchtimes. It includes any period of call out whilst on standby duty or overtime working.

Prescribed medication

The policy does not stop employees from using prescribed medication, over-the-counter medication or herbal remedies. However, medication like tranquillisers, sleeping pills, painkillers, decongestants, cough suppressants, antihistamines (for treatment of hay fever or other allergies) and antidepressants can make people feel drowsy and may affect their work performance or the safety of themselves or others.

If an employee is taking any medication, they should check the possible side effects with their doctor or pharmacist and let their Line Manager know in confidence, who will, if necessary, make alternative arrangements for them.

Assistance

If an employee comes forward voluntarily and seeks help for an alcohol or drug problem, they will be given help and support by BTAC. If an employee thinks they have a problem and may be violating the policy as a result, the organisation strongly encourages them to come forward and seek help. BTAC will be sympathetic and ensure the employee gets the help and support they need which may include direction to external specialists. If an employee volunteers information to BTAC that they have an alcohol or drug problem they will be treated with dignity at all times.

Any discussions will be in the strictest of confidence.

BTAC recognises that employees may continue to struggle with alcohol or drug dependency even after they have sought and are receiving assistance. BTAC will make every effort to provide ongoing support to employees.

Absence

If employees are absent from work due to their attendance for treatment in relation to alcohol or drug abuse, that absence will be treated as normal sickness absence.

Formal procedures

Whilst BTAC will be sympathetic to employees who are experiencing difficulties with alcohol and drugs, it may be appropriate to implement a disciplinary or capability procedure as appropriate where conduct or performance is not satisfactory, which could result in termination of employment.

Criminal activity in the workplace involving drugs will, in every case, require BTAC to alert the police.

Personal Safety

Generally, you should try to avoid working alone whenever this is possible. However, if you have to work alone, then you need to develop an awareness of the risks and how to minimise them.

Prior to making an appointment with someone you do not know, obtain as much information as possible about the person you are meeting and arrange to meet the person in BTAC premises. Always ring back the telephone number you have been given to confirm that it is legitimate. If a mobile number is given you should always ask for an alternative land line number.

If visiting, let your colleagues know where you are going, with whom and what time you are expecting to return. If you think that you are going to run over your original timescales, let your colleagues know.

If you are at all concerned that you are being placed in a dangerous situation through your employment, you must discuss this with your Line Manager.

General Conduct

You must present a professional image in both your appearance and dress and should wear appropriate clothes relative to your job responsibilities. You are expected to conduct yourself in a reasonable and polite and friendly manner with colleagues, clients, visitors, other workers and members of the public at all times, this includes no shouting, fighting, arguing, impoliteness or abuse.

You should conduct yourself at all times, both inside and outside work and at work events, in a manner which reflects the general professionalism of the organisation and in the best interests of our clients, customers, visitors and stakeholders.

You are expected to comply with any reasonable instruction or request given to you by a Manager or other authorised person.

Uniform Policy

The personal appearance and cleanliness of employees makes an important contribution to BTAC's reputation and image, as well as supporting high standards of health and safety. For these reasons, it is important that your personal appearance is professional, creates a good first impression and reflects the environment in which you work.

The directions and requirements within this policy are not exhaustive and you will be expected to comply with further management instructions concerning dress, appearance and cleanliness.

If you are required to wear a uniform, you must do so at all times during your hours of work. Personal Protective Equipment (PPE) issued must be worn at all relevant times. All uniforms and PPE must be clean, in good condition and worn in a presentable fashion. No item of uniform or PPE may be altered without the prior approval of management. You must return your uniform and PPE in a reasonable condition on termination of your employment. BTAC retains the right to deduct the cost of any uniform and PPE that is not returned or is returned in a damaged condition due to your neglect, from your final pay.

Conduct Outside Working Hours

We have no intention or wish to intrude on your activities or interests outside work, but we do expect that you would not be engaged in any activity outside working hours which could result in adverse publicity to BTAC, or which would cause us to question your integrity or which prevents you from performing your duties/responsibilities to our satisfaction.

During the period of your employment you are required to devote all your working time and energies to the organisation and you must not undertake any form of secondary work, either paid or unpaid, directly or indirectly, without our express permission which will not be unreasonably withheld. All members of staff must provide details of any other work to their immediate Manager. You must not:

- Approach or accept work for yourself or any other business or company from any of our clients, customers, visitors or stakeholders;
- Accept or demand other benefits in cash or in kind from any third parties, or clients, customers, visitors or stakeholders of BTAC, either directly or indirectly, which might in any way be construed or regarded as being in any way associated with your role within the organisation.

We will not generally object to any other employment provided it does not interfere with your ability to satisfactorily fulfil your job and you provide full details. However, we will not allow any other employment or activity that we deem to be either in direct competition or presents a conflict of interests with BTAC or our activities, or which infringes the Working Time Regulations.

Security

Please avoid bringing valuable personal items to work and do not leave any valuables either unattended or overnight. We cannot accept liability for the loss of, or damage to such personal property brought onto our premises or training facilities. Similarly, any items reported as lost by clients, customers, visitors or staff must be reported to a Manager.

BTAC Premises and Training Facilities

You must not bring any unauthorised person on to BTAC property or any of our training facilities without prior agreement from a Manager, unless you are authorised to do so as part of your job. In these circumstances you are responsible for ensuring that your visitors are appropriately monitored during their stay, and that they do not access areas or BTAC property inappropriately.

BTAC Property

Employees are not permitted to remove from the organisation's premises or training facilities any tools, materials or other property (which do not belong to the employee) without prior consent of management. BTAC's time, materials or equipment must not be used for unauthorised work.

You are reminded that all documents, working papers and any other form of data are the property of BTAC. They must not be taken away or their contents revealed or

communicated without prior written permission. Employees are reminded that breach of this rule constitutes a disciplinary offence.

Environmental Statement

BTAC and its employees have a duty to act responsibly towards customers, staff, suppliers and the public with regard to the effect that business operations may have on the environment and will endeavour to achieve its responsibilities through the following objectives:

- To adhere to any current legislation and, where possible, to anticipate new requirements, setting out new procedures as required.
- Where possible, to purchase from suppliers who share concern for the environment and whenever possible to produce products from sustainable sources.
- To minimise waste from business operations and where possible to re-use or recycle waste.
- To endeavour to control the level of harmful emissions whenever practicable.
- To promote the use of energy efficient systems in our premises/training facilities.
- To support organisations that promotes environmental protection issues.

BTAC will continue to monitor, evaluate and improve its performance whilst promoting environmental awareness to employees.

11. Leaving BTAC

Resignation

If you wish to resign from your employment or terminate your contract, you are required to give us the appropriate notice in writing as set out in your Contract of Employment. A verbal resignation cannot be accepted.

Unless there is an agreement in place between you and the organisation, the expectation is that you will continue to work during the notice period.

BTAC will acknowledge your resignation in writing. The letter of acknowledgement will confirm your last working day and outline any final payments and the return of BTAC property that you may have in your possession. Furthermore, any repayments of debts owed to BTAC, such as training costs or loans, will be notified to you in this letter.

Once the notice of resignation has been submitted, you will not usually be allowed to withdraw it. If you request to withdraw your resignation, you are advised to speak to the President.

Notice Periods

During the first month of your probationary period, either you or BTAC may terminate your employment without notice. After one month's service and up to satisfactory completion of your probationary period (including any extensions) either party may terminate your employment by giving the statutory minimum (one week).

Following successful completion of your probationary period, you are required to give one month's notice in writing to terminate your employment with BTAC.

The length of notice which you are entitled to receive from the business to terminate your employment is one week until you have successfully completed your probationary period and have been continuously employed for two years; thereafter notice entitlement increases by one week for each year of continuous employment, up to a maximum of 12 weeks' notice once you have completed 12 years' continuous employment.

You should also note the following in relation to notice periods:

- your notice period starts the day after you resign. This means, for example, if you give a week's notice on Monday your last day at work will be the next Monday.
- you will not receive any notice of termination when the circumstances of your dismissal involve a gross misconduct offence.
- you may be required to take all or part of your remaining holiday entitlement during your notice period.
- BTAC reserves the contractual right to give pay in lieu of all or any part of the above notice period by either party. You can be paid your notice in lieu, if agreed by BTAC (subject to the terms outlined in your Contract of Employment). This means that your Contract of Employment will cease immediately, and you will receive payment equivalent to what you would have received during your notice period. The Business Manager must be notified before a payment in lieu of notice to any employee is agreed.

- if either you or BTAC serves notice on the other to terminate your employment the organisation may require you to take 'garden leave' for all or part of your remaining notice period.

Garden leave

If you are asked to take garden leave, you:

- continue to be employed by BTAC during your notice period.
- will continue to receive your normal pay.
- will not be expected to attend work, unless specifically requested by the Business Manager.
- may not be required to carry out your normal duties during the remaining period of your employment, however, you will still be available for answering queries.
- must not undertake any other employment for the period of garden leave without prior authorisation from BTAC.

In the event of dismissal for gross misconduct, we reserve the right to amend our normal notice provisions.

Managing holiday during the notice period

An employee who is working their notice period or is on garden leave will continue to accrue holidays. It is an expectation that employees will be required to take any outstanding holiday during the notice period. However, in certain circumstances the requirements of BTAC may restrict holidays being taken by the employee during the notice period. In this scenario, the Business Manager will inform the employee and they will receive a payment in lieu of annual leave once the notice period has been completed. If the number of accrued holidays has been exceeded, BTAC will reduce the employee's final payment by an equivalent number of days (in accordance with the terms in the Contract of Employment).

Completion and handover of work

Throughout the notice period, BTAC expects the employee to complete their daily role as well as a handover for any ongoing work, in agreement with the Business Manager.

Exit interview

Before their employment ends, the employee will be invited to attend an exit interview with the Business Manager or the President. The aim of the exit interview is to understand the reasons for the employee leaving BTAC, and to identify any changes that could be made within the business in the long term. Within the exit interview, the return of any BTAC property that the employee has in their possession will also be discussed and arranged.

Upon the termination by whatever means of this contract, you must immediately return to BTAC all documents, equipment, computer media, credit cards, keys and all other property belonging to or relating to the business of the organisation which is in your possession or under your power or control and you must not retain any

copies of the above. Failure to return such items will result in the cost of the items being deducted from any monies outstanding to you.

Restrictive covenants

BTAC will inform the employee of the presence and parameters of any restrictive covenants contained in their Contract of Employment, if applicable. If the restrictive covenant is breached, and a resolution cannot be found informally, BTAC will consider applying for a temporary injunction to prevent the employee engaging in the restricted activity, prior to obtaining a permanent injunction.

Leaving without working the notice period

An employee should try to reach agreement with BTAC, if they need to leave without working some or all of their notice.

If someone leaves without agreeing it with BTAC first, they:

- normally only get paid the part of the notice they did work.
- could have a court claim made against them for damages, if they are in breach of contract.

If the employee does leave, they are still entitled to payment for work they have done up to that point, including any money owed for untaken holiday, unless their contract of employment contains a clear written contract term that allows this.

Retirement

BTAC does not operate a compulsory retirement age for its employees. BTAC is committed to equal opportunities for all its employees and recognises the contributions of a diverse workforce, including the skills and experience of older employees. It believes that employees should, wherever possible, be permitted to continue working for as long as they wish to do so. BTAC operate a flexible retirement policy and employees may voluntarily retire at a time of their choosing.

If you decide that you wish to retire, you should notify the Business Manager in writing as far in advance as possible and, in any event, in accordance with your notice period as set out in your Contract of Employment. This will assist the organisation with its succession planning. BTAC will write to you acknowledging your notice to retire.

BTAC will then arrange a meeting with you to discuss arrangements for retirement, including the intended retirement date, succession and handover plans, pension details and phased retirement, if applicable.

Compulsory retirement is possible if an employee is no longer able to carry out their role effectively. For example, if an employee is no longer capable of working due to ill health then a possible outcome may be compulsory retirement on medical grounds.

You should consider your pension provision and take independent financial advice before making any decision in relation to retirement.

Redundancy Policy

Due to changes in the economic or technological environment or, alternatively, business related reasons, BTAC may need to reduce the number of its employees.

In these unfortunate circumstances there may be a requirement for employee redundancies and changes to the organisational structure.

In the event that redundancies are considered unavoidable, BTAC will first ensure it explores all other alternatives, including redeployment. The organisation will endeavour to support all employees throughout this process.

BTAC will always aim to avoid redundancies in the first instance. However, where they are unavoidable, it is the aim of the organisation to keep the impact of such change to a minimum.

BTAC is committed to keeping employees consulted throughout any redundancy process and to provide support through what can be a distressing time. The organisation is aware of the statutory obligations in respect of redundancies provided for by the following pieces of legislation:

- Equality Act 2010
- Employment Rights Act 1996
- Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002 and
- Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000.

This policy applies to all BTAC employees. This policy does not make up part of an employee's contractual terms and conditions.

Prior to confirming any redundancies, the organisation will take steps to explore all other alternatives that are suitable to maintain the needs of the business.

12. Appendix 1

Maternity Policy

BTAC endeavours to ensure all women are given support and encouragement before, during, and on their return to work from maternity leave.

We aim to ensure that the employee's duties are adequately covered during maternity leave and that an effective dialogue is implemented at all stages so that employees feel fully informed about their entitlements and the process to follow.

All employees taking maternity leave are covered by this policy, including those on part-time contracts.

The following terms are used in this policy:

- **EWC:** The Expected Week of Childbirth is the week, beginning on the Sunday, during which the baby's birth is expected.
- **MATB1:** The Maternity Certificate, or form, which is provided to confirm a pregnancy and confirm the expected week of childbirth
- **Qualifying week:** The 15th week before the expected week of childbirth 'Qualifying week' means the 15th week before the expected week of childbirth.

Notification requirements

Please notify us as soon as possible of your pregnancy to enable us to ensure that, where appropriate, any reasonable steps are taken to safeguard the safety of yourself and your unborn child and that you are not subject to any unnecessary risks at work.

To qualify for maternity leave we require that you provide us with written notification by the qualifying week, or as soon as reasonably practicable after this, of the following information:

- your pregnancy
- your EWC, and
- the date you wish to start your ordinary maternity leave period, which can be any time from the 11th week before the EWC.

There is a form you can use to provide this information which is available from the Business Manager. You should also give your MATB1 to the Business Manager. You will normally be provided with this at around the 20-week stage.

Once you have notified BTAC of your intended start date of ordinary maternity leave, we will confirm, in writing, the date that we expect you to return to work after additional maternity leave has ended. This confirmation will be sent to you within 28 days of your notification. An informal meeting will then be arranged with the Business Manager to discuss your entitlements and the organisational processes involved. The meeting will include discussions on the following points:

- the amount of leave you can take and the payment arrangements
- the information that we will need from you to process your maternity leave
- time off for ante-natal appointments

- risk assessments to ensure your role does not pose a risk to your, or your baby's, health and safety
- your right to return after maternity leave to the same or a similar role
- the opportunity to request flexible working and how a request should be made.

In order to ensure good communication and a smooth transition in the time leading up to maternity leave, and during the leave itself, you will be informed of the arrangements for covering your work and also for remaining in contact whilst you are on leave. We will also consult you on how to cover your workload during your leave and whether any temporary reporting arrangements need putting in place.

We would like to keep you fully informed of any news or developments at work during your leave and we will continue to send you BTAC newsletters and information on social events etc. We will also keep you informed of any recruitment exercises undertaken during your absence.

Health and safety

So that we may assess any potential risk that your role poses to your health and safety, and the health and safety of your baby, you must notify BTAC as soon as you are aware that you are pregnant. A Health and Safety Risk Assessment will be undertaken, and action taken to eliminate any risk.

This may include making adjustments to your role or, if no adjustments can be identified that will reduce or remove the risk, you will be offered a suitable alternative role for the duration of your pregnancy. In the event that alternative work cannot be found, we reserve the right to place you on suspension on full pay until you are no longer at risk. If necessary where a risk remains, these arrangements will continue for a period of six months after the birth of your child.

Please speak with the Business Manager immediately if you are worried about your own health and safety at any time.

Time off for ante-natal care

You are entitled to paid time off during normal working hours to receive ante-natal care. Ante-natal care can include medical examinations, relaxation classes and parent-craft classes as advised by a medical practitioner. Time off will be provided for any time spent travelling to and from these appointments, including any waiting time.

Other than for the first appointment, you may be asked to provide an appointment card to the Business Manager to confirm the details of the appointment.

You will receive full pay for the time taken to attend these appointments.

Length of maternity leave

Subject to meeting the notification requirements set out above, you are entitled to 52 weeks' maternity leave in total, broken down as follows:

- 26 weeks' Ordinary Maternity Leave (OML), including a 2-week period of compulsory maternity leave (or 4 weeks for factory workers)

- 26 weeks' Additional Maternity Leave (AML) that starts immediately after OML.

Unless you notify us that you wish to take a shorter period, BTAC will automatically assume you are taking your full entitlement to 52 weeks, and will write to you to confirm your expected return date.

During periods of OML and AML, you remain entitled to receive your normal contractual terms and conditions of employment that you would have received had you not taken this leave, with the exception of remuneration. This will include contractual benefits, subject to the terms of these benefits.

Commencing maternity leave

You can start maternity leave at any time from the beginning of the 11th week before the EWC until the date of birth. You are required to inform us of the date you intend to start leave however you may change this date so long as you provide at least 28 days' notice of this change. Any application for a date change should be made in writing to the Business Manager and there is a form to notify us of this variation. Please ask the Business Manager if you require a copy of this form.

Compulsory maternity leave commences on the day after the childbirth occurs. Its purpose is to ensure that you have at least a two-week period of leave (or four weeks for factory workers) after the birth of your baby.

There are two incidences in which the maternity leave period is triggered automatically:

- Where childbirth occurs before the OML would otherwise commence. If this occurs, please notify us, in writing as soon as is reasonably practicable after the birth, of the date on which you gave birth. Your maternity leave period will begin automatically on the day following the date of the birth.
- Where you are absent from work, wholly or partly due to your pregnancy, after the beginning of the fourth week before the EWC. If this occurs, please notify us, in writing as soon as is reasonably practicable, that your absence from work is wholly or partly due to your pregnancy and the start date of this absence. In these circumstances, BTAC may require that your maternity leave period begins on the day following the first day of such absence.

Once you have notified BTAC that your OML period has been triggered due to premature absence or premature childbirth, we will confirm, in writing, the date that we expect you to return to work after the AML period has ended. This confirmation will be sent to you within 28 days of your notification.

Shared Parental Leave

You may be entitled to take shared parental leave and you should refer to our shared parental leave policy for further information on entitlements, eligibility and notice requirements.

Maternity pay

Dependent upon your length of service, you may be entitled to receive Statutory Maternity Pay. If you do not qualify for such a payment, you may, dependent upon your circumstances, be eligible to receive state Maternity Allowance. In these circumstances, we will provide you with the form SMP1 within seven days of determining that you do not qualify.

You will qualify for Statutory Maternity Pay (SMP) if you meet the following criteria:

- you have been continuously employed with us for at least 26 weeks by the qualifying week
- your average weekly earnings are not less than the lower earnings limit relevant for National Insurance purposes
- you are still pregnant at the 11th week before the EWC or have given birth by that time and
- you have complied with the relevant notification requirements

The period for which SMP may be paid is called the maternity pay period. The maternity pay period may start at any time from the start of the 11th week before the EWC and can continue for up to 39 weeks, even if you do not intend to return to work.

Payment will be made at the rate of 90 per cent of your average earnings for the first six weeks of leave and then up to 33 weeks at the Standard Rate of SMP or 90 per cent of your average weekly earnings (whichever is lower).

Your normal weekly earnings are calculated based on an average of your gross earnings for National Insurance during the 'relevant period'. This will include, for example, any payments relating to overtime, commission, and bonuses. The 'relevant period' is the period ending on the last normal pay day before the qualifying week and starting with the normal pay day which is at least eight weeks earlier. The exact calculation of weekly earnings will depend on whether you are paid monthly, weekly or at other intervals. Further advice on how your normal weekly earnings will be calculated can be obtained from our Payroll department.

Where your gross earnings are increased by a pay rise, and this increase takes effect from the start of the relevant period and before the end of the AML period, this increase will result in a recalculation of your SMP. As a result of this recalculation, you may be entitled to a retrospective increase or may subsequently qualify to receive SMP.

Keeping in touch (KIT) days

You may, by mutual agreement, work for up to 10 days during your maternity leave period (but not during the compulsory maternity leave period) without losing statutory payments for that week, or ending your entitlement to leave. Payment for KIT days will be discussed and agreed in advance of these being worked. For this purpose,

any work carried out on any day, even just an hour's work, is deemed to constitute "a day's work". Any days' work done under this provision will not have the effect of extending the total duration of the maternity leave period.

Stillbirth and miscarriage

If you experience a miscarriage before 24 weeks of pregnancy, you will no longer be entitled to take maternity leave. It is anticipated that an employee may need some time off work in these circumstances and this will usually be taken as sick leave, during which the organisation's sickness absence policy will apply.

If you suffer a stillbirth after 24 weeks of pregnancy, your entitlement to maternity leave and pay will not be affected and you will still be able to take the time off, and receive pay, as planned.

Holidays

You will continue to accrue holidays whilst you are on maternity leave. As these holidays cannot be taken whilst you are on maternity leave, it is important for us to discuss and agree the arrangements for the taking of these holidays.

Returning to work

If you return to work at the end of your OML period, you are entitled to return to the same job, with the same terms and conditions, in which you were employed before your absence.

If you return to work after a period of AML, you are entitled to return to the same job in which you were employed before your absence. Where this is not reasonably practicable, you will be entitled to return to a suitable and appropriate job on terms that are no less favourable.

If you are made redundant during maternity leave, you will be offered a suitable alternative role.

Unless you state otherwise, it will be automatically assumed that you will return to work at the end of your full 52 week leave period. So that we may make effective plans for your return, we would be grateful if you would contact us shortly before your return. However, there is no obligation on you to do so unless you wish to change the date of your return, in which case you must give us eight weeks' notice.

If you qualify for shared parental leave and wish to return early from maternity leave for this purpose, you must also give us eight weeks' notice. You can find more information on this in our shared parental leave policy.

You may be invited to attend an informal meeting with the Business Manager in order to discuss any arrangements regarding your return to work. This is likely to take place approximately two weeks before your return. The following points will be discussed at this meeting: any developments that have taken place at work; any appropriate training to take place; any flexible working arrangements which have been agreed.

If you decide that you do not wish to return to work after your maternity leave, you are required to give us notice of your resignation. Your notice period to resign is set out in your contract of employment. Where you choose to resign without returning to work, BTAC will require repayment of any contractual maternity pay in excess of

your statutory entitlement that you have received during maternity leave. If you are unable to return on the agreed date due to sickness, please inform the Business Manager immediately.

Flexible working

We recognise that women returning from maternity leave may wish to reduce their working hours or undertake homeworking. We will make every effort to accommodate requests for part time working, provided that your duties can still be effectively carried out on such a basis. However, we must also consider the needs of the business when assessing and granting any requests. Any flexible working request should be made in line with the process set out in the flexible working policy.

Grievances related to maternity rights

BTAC's grievance procedure may be used in the event that you are dissatisfied with any decision made in respect of your maternity rights.

Paternity Leave Policy

BTAC endeavours to provide help and assistance to employees who wish to use their right to take paternity leave. This policy outlines paternity leave entitlements and how employees should arrange this period of leave.

Eligibility

Paternity leave following the birth of a child

You will meet the eligibility criteria for paternity leave if you:

- are the child's father, the mother's husband or partner (whether of the same or different sex) or one partner in a couple who are both entitled to apply for, and propose to apply for, a Parental Order for the child
- have been employed and performed work for your employer for a minimum period of 26 weeks by the end of the 15th week before the expected week of childbirth (EWC)
- will be or expect to be responsible for the child's upbringing, where you are the father, or expect to be mainly responsible for the child's upbringing where you are the mother's husband or partner but not the father of the child
- have given the required notice of your intention to take leave
- have not previously taken shared parental leave for the same child.

Paternity leave following adoption

You will be eligible for paternity leave and pay on the adoption of a child if you:

- will be or expect to be mainly responsible for the child's upbringing
- are married to the child's adopter or the partner of the child's adopter (whether of the same or different sex)
- have been employed and performed work for your employer for a minimum period of 26 weeks by the end of the week the matching notification is given to the child's adopter
- have given the required notice of your intention to take leave and, where requested, have provided evidence
- have not previously taken shared parental leave for the same child.

When does paternity leave start?

Paternity leave lasts for a fixed period of one week or two consecutive weeks. You may not take individual days or separate weeks as paternity leave. Leave can be chosen to start:

- from the birth date or date of adoption (whether this date is sooner or later than anticipated) or
- on a specific day after the birth date or date of adoption (whether this day is sooner or later than anticipated) or
- from a specific date that is after the first day of the EWC (in birth cases and not adoption)
- or on a specific date, arranged in advance, that is after the expected placement date (in adoption cases).

If the child is born earlier than expected before the EWC, paternity leave must be taken:

- within a period of 56 days from that date or
- within a period of 56 days from the child's actual birth date.

If the same pregnancy results in more than one child being born, or more than one child is adopted in the same arrangement, the entitlement to paternity leave does not increase and only one period of leave can be taken.

Notification requirements

Paternity leave following the birth of a child

Unless not reasonably practicable, your intention to utilise a period of paternity leave must be notified to the organisation during or before the 15th week before the EWC. The Business Manager must be informed, in writing, of:

- the anticipated week of birth
- whether you intend to use one- or two-weeks' leave
- the date you wish the leave to begin.

As soon as reasonably practicable after birth, you must notify us of the actual date of birth in writing.

A signed declaration stating you intend to utilise a period of paternity leave to care for a child or provide support to the mother of the child and that you meet the eligibility criteria for the leave may be requested. Where requested, this should be provided to the Business Manager.

If wish to change the date of your paternity leave after giving notice, you must provide an additional written notice requesting a variation to the leave. This notice must be provided at least 28 days in advance of the new start date of the leave period.

Paternity leave following the adoption of a child

Unless not reasonably practicable, your intention to utilise a period of paternity leave must be notified to the organisation within seven days of the date the matching notification is given to the child's adopter. Where this is not reasonably practicable, the notification must be provided to BTAC as soon as possible. The Business Manager must be informed, in writing, of:

- the date the matching notification was given to the child's adopter
- the expected date of placement
- whether you intend to use one- or two-weeks' leave
- the date you wish the leave to begin.

Paternity pay

You may be entitled to receive statutory paternity pay (SPP) from BTAC for the period of paternity leave. SPP is paid at a specific rate set by the government each

tax year, or at 90 per cent of your average weekly income during the relevant period, whichever is lower.

In order to meet the eligibility criteria for SPP, average weekly earnings for the relevant period must be equal to or higher than the specific lower earnings limit set by the government each tax year. The relevant period is:

- the period of eight weeks which ends immediately before the 14th week before the EWC (in birth cases) or
- the period of eight weeks which ends immediately before the week where the matching notification was given to the child's adopter (in adoption cases).

Dependent on your individual circumstances, you may be entitled to receive additional financial support. You should attend your local social security office (Department for Work and Pensions) to receive further information on this.

Contractual benefits

Whilst on paternity leave, you continue to be entitled to receive your normal terms and conditions of employment, other than wages or salary (unless expressly stated otherwise in your employment contract). You may be entitled to receive payment of statutory paternity pay for this period, as set out above.

Your contract of employment continues during paternity leave. As such, any contractual obligations continue to apply during your leave, and you remain bound by these.

Returning to work

Following two weeks' paternity leave, you have the right to come back to the same job role. The act of requesting or taking paternity leave will not cause you to suffer any disadvantage in the workplace.

If you wish to change your working hours following paternity leave, BTAC will consider each request on its individual facts in line with the organisation's Flexible Working Policy. The Business Manager will fully consider your request and aim, wherever possible, to accommodate the change. The business needs will be assessed as part of this consideration and requests may be turned down where this as a business has reason to do so. Requests should be submitted as far in advance as possible to allow the full consideration process to take place as early as possible.

You should discuss with the Business Manager, as early as possible, where you are planning on not returning to work. Resignation should be notified to the Business Manager, in writing, as set out in your employment contract. Following notification of your resignation, BTAC agreement is needed to withdraw this. Any payments of statutory paternity pay will not be altered by your resignation.

Shared Parental Leave

Following paternity leave, you may be entitled to take further periods of leave under the shared parental leave scheme. Once a period of shared parental leave has been taken in respect of a child, paternity leave cannot be taken for the same child.

Shared Parental Leave Policy

This policy sets out BTAC's stance on employee entitlement to take shared parental leave, an explanation of the available entitlements and the procedures employees should follow in order to take leave. Shared parental leave may be taken in the case of both births and adoptions. This policy uses the word 'parent' to describe employees in both birth and adoption circumstances.

Any employee wishing to take shared parental leave should inform the Business Manager at the earliest possible opportunity so that their entitlement can be explained to them. Due to the flexibility of the shared parental leave system, it is essential that employees understand the procedural requirements involved in taking such leave.

The essential features of shared parental leave (SPL) are:

- eligible employees will be able to bring maternity leave to an early end and share the remaining leave entitlement
- eligible employees will have a certain amount of flexibility to decide which parent takes leave and when, including being on leave at the same time
- the maximum amount of leave to be shared is 50 weeks
- leave may be taken in minimum blocks of one week
- eligible employees may make up to three requests for leave, including any changes to previously booked leave
- a request for a continuous period of leave becomes fixed
- a request for discontinuous leave is subject to agreement with BTAC.

Eligibility requirements

In order to take SPL, both the employee and their partner must meet certain eligibility criteria. You must:

- be the mother, father, or main adopter of the child, or the partner of the mother or main adopter
- have 26 weeks' service at the end of the 15th week before the expected week of childbirth
- have a partner who meets the employment and earnings test (see below)
- share the primary responsibility for the child with the other parent at the time of the birth
- have made the required notifications in respect of their entitlement and have provided the necessary declarations and evidence
- be working for BTAC until the week before any leave is taken.

Employment and earnings test

Your partner must have, in the 66 weeks before the EWC, worked for at least 26 weeks and earned on average at least £30 a week in any 13 weeks.

Amount and timing of SPL

Parents cannot take more than 52 weeks of leave in total made up of maternity or adoption leave and shared parental leave, but excluding paternity leave which is a standalone entitlement.

If the mother is entitled to statutory maternity/adoption pay/maternity allowance but not maternity/adoption leave, the maximum number of weeks of shared parental leave to be taken is the remainder of 52 weeks' minus the number of weeks' pay received.

Mothers are not able to share compulsory maternity leave entitlement of two weeks (or four weeks if the mother works in a factory environment). This is a statutory requirement enabling the employee to recover from the birth and is to be taken exclusively by her. Correspondingly, adopters may share a maximum of 50 weeks' leave.

Shared parental leave can only be taken in minimum blocks of one week; it is not possible to take a day's shared parental leave. The minimum amount that can be taken is one week.

Entitlement to Shared Parental Pay

Shared Parental Pay (ShPP) can be paid to both parents for a maximum of 39 weeks in total. This includes any weeks in which statutory maternity or adoption pay was received, and the timing of pay will be decided between the parents.

To be eligible to receive ShPP, you must:

- have been continuously employed for at least 26 weeks up to and including the "qualifying week" (the 15th week prior to the expected week of childbirth or placement for adoption)
- have average earnings not less than the lower earnings limit calculated over the eight weeks prior to the qualifying week
- comply with the notification requirements.

All ShPP is paid at the lower of the standard rate or 90 per cent of the employee's normal weekly earnings.

Notification requirements

Notice of entitlement and intention to take leave and pay

At least eight weeks before any leave is to be taken, the employee must provide the following information on a form which is available from the Business Manager:

- name of employee
- name of partner
- the start and end dates of maternity/adoption leave (or pay if employee was not entitled to leave)
- the total amount of shared parental leave available
- the expected week of childbirth/placement (or the actual date of birth/placement if this has taken place)

- a non-binding indication of how the employee and their partner think they will split and take shared parental leave.

If you are the mother, you must also provide a signed declaration confirming that you meet the eligibility requirements for taking leave and produce a signed declaration from the other parent confirming:

- his/her name and address
- that he/she meets the eligibility requirements
- that he/she consents to the employee taking the amount of leave it has been notified they intend to take
- that he/she permits BTAC to process his/her information and
- that immediate notification will be made if any of the eligibility requirements cease to be met.

Curtailment notice

Maternity/adoption leave must be curtailed (ended early) if shared parental leave is to be taken. The mother/main adopter must inform BTAC that maternity/adoption leave will be brought to an end by providing a curtailment notice at the same time as the notice of entitlement is provided. The curtailment notice will give eight weeks' notice of leave (or pay in the event that the employee is not entitled to leave) being brought to an early end.

A notice of curtailment can only be revoked in the following specific circumstances:

- where it is discovered in the eight weeks following the notice that neither the mother/adopter nor their partner has any entitlement to shared parental leave or pay
- in the event of the death of the partner
- if the notice was given before the birth, and the mother revokes her maternity leave curtailment notice in the six weeks following the birth.

Notice of curtailment must be provided to Jobcentre Plus if the mother is not entitled to maternity pay but instead received maternity allowance.

Notice to take a specific period of SPL and ShPP

Although an indication of leave dates will have been given in previous notices, a period of leave is not fixed (unless stated to the contrary) until a period of leave notice is submitted. A maximum of three period of leave notices are permitted, which will include any notices to amend a period of leave already booked. A period of leave notice gives eight weeks' notice to BTAC that you intend to take leave on the specified dates. The date that leave will start should be given unless the period of leave notice is given before the birth of a child, in which case the start date may be expressed as, for example, 'two weeks' after the birth, to last for 'four weeks'.

You should also indicate in this notice whether you intend to allocate ShPP to the period of leave.

It is important that all of the relevant information is provided according to the set timelines. If it is not, BTAC cannot guarantee that the leave will be granted.

Confirmation of SPL and ShPP

If you request one continuous block of leave in a period of leave notice, you are entitled to take this period of leave and we will confirm the dates to you in writing.

However, if you request more than one period of leave i.e. discontinuous blocks of leave in one period of leave notice, BTAC will make a decision on whether this can be accommodated. The Business Manager will arrange a meeting with you at which the request will be discussed with you.

The outcome of the request will be one of the following:

- agreement to the request
- proposal of alternative leave dates or
- refusal of the request.

If no agreement can be reached within two weeks of the period of leave notice being submitted, the default provisions will apply which means you are able to withdraw the request any time up to the 15th day after it was made.

If the request is not withdrawn, you can take the leave in one continuous block to start on the first date of leave specified in the notice. Alternatively, the leave can be taken in one block on a new date notified by you within 19 days of the original request.

Varying a period of leave

Once a period of leave notice has been submitted, you may change the dates on which leave is to be taken by submitting a request to vary a period of leave giving eight weeks' notice. These notice provisions are waived in the event of an early birth and your leave will start the same length of time after the birth as it would have started had the baby not come early. In this case, notice should be given as soon as reasonably practicable.

In all other cases, the following applies:

- in this case notice to vary the start date should be given as soon as reasonably practicable after the birth of the child
- in order to change the start date of leave, you must give eight weeks' notice counted back from the earlier of either the original date or the new date
- to change the duration of a period of leave, you must give eight weeks' notice of the original start date.

You may also request that a continuous period of leave is separated into a discontinuous period, or that a discontinuous period is consolidated into a continuous period.

Submitting a variation notice will count towards your maximum three notices unless it is made as a result of the child being born earlier or later than the expected week of childbirth.

If you are submitting a variation notice subsequent to a request to do so by BTAC, it will not count as one of the maximum three notices.

Evidence requirements

In order for us to verify the information you have provided, you may be required to produce:

- a copy of the child's birth certificate
- and the name and address of the other parent's employer.

If the other parent is not employed, a declaration must be signed to this effect.

Within 14 days of our receipt of your notice of entitlement in relation to an adoption, you may be required to produce documents from the adoption agency which show the following:

- the adoption agency's name and address
- the date you were notified of being matched with the child
- the expected date of placement.

Where requested, the information above must be provided within 14 days. Where you are unable to provide a birth certificate because it has not yet been issued, you will be required to sign a declaration to that effect which also includes the date and location of the child's birth.

'SPLIT' days

During shared parental leave, you may work for up to 20 shared parental leave 'in touch' days (SPLIT days) without statutory payments being affected. We recognise the benefit of SPLIT days and encourage you to use them, however, they are optional: you are not obliged to use them, and we are not obliged to permit them.

You will be paid at normal rate for work on a SPLIT day. Any work done on one day will count as one SPLIT day.

Your entitlement to 20 SPLIT days is not affected by your entitlement to 10 KIT days during maternity or adoption leave.

Terms and conditions during SPL

You will continue to receive all contractual benefits (with the exception of salary) during shared parental leave. For clarity, your holiday entitlement will continue to accrue during SPL in the same way as if you were not absent. Prior to taking your leave, a discussion will take place between you and the Business Manager regarding arrangements on taking annual leave around your shared parental leave.

Returning from SPL

Employees who wish to amend the date on which they are to return to work after shared parental leave must give eight weeks' notice of the original end date and the new end date, whichever is earlier.

After SPL, provided the total amount of leave taken by you (including maternity leave) does not exceed 26 weeks, you are entitled to return to the same job on the same terms and conditions of employment as if they had not been absent.

When you are considering your return to work, for reasons related to childcare, you may request a change to your previous working arrangements. Any such request will be considered in line with the operational requirements of the organisation and there is no automatic right to return to work on altered conditions.

Parental Leave Policy

This policy sets out BTAC's stance on providing parental leave to its employees who are both natural parents and adoptive parents. Parental leave is available to eligible employees who wish to take time off work to spend with their child, for example, to accompany the child during a planned stay in hospital, or to go on holiday with the child. Statutory parental leave is unpaid leave.

Entitlement

You must meet certain eligibility criteria in order to take statutory parental leave, as follows:

- you must have at least one year's continuous employment with BTAC counted from the date that parental leave would start
- you have or expect to have parental responsibility for the child
- your child is under 18 years of age
- you take the leave before your child's 18th birthday
- you provide BTAC with evidence of eligibility when requested.

The following evidence may be requested from you in order to assess your eligibility for parental leave:

- that you have or expect to have parental responsibility for the child in relation to whom leave will be taken
- the child's date of birth (in respect of natural parents)
- the date of adoption placement (in respect of adoptive parents)
- the child's entitlement to disability living allowance (if appropriate) to permit you to take leave in blocks of one day rather than one week.

Length of leave

Eligible employees will be entitled to take a total of 18 weeks' leave in relation to each child until the child is 18. No more than four weeks can be taken in relation to each child in one year. A year is defined as a period of 12 months beginning on the date on which the employee first, or more recently, became entitled to take parental leave in respect of the child in question and each successive period of 12 months beginning on the anniversary of that date.

Leave is to be taken in blocks of one week unless the child in relation to whom leave is taken is disabled in which case leave can be taken in blocks of one day.

Save for in relation to a disabled child in which case leave may be taken in blocks of one day, part of a week counts as a week so that if a full time employee takes three days' parental leave and then returns to work, one week is taken away from the 18 weeks.

Procedure

You must give a minimum notice period of 21 days before the leave is due to start and you must give notice of the exact day on which you wish leave to start and end. In the case of fathers who want to take parental leave straight after a baby is born or

prospective adoptive parents who want to take parental leave straight after a child is placed with them for adoption, 21 days' notice of the expected week of childbirth or the expected week of adoption must be given.

When BTAC receives notice of intention to take parental leave, we may ask for evidence of eligibility as set out above.

BTAC reserves the right to postpone a period of parental leave if we believe the operation of the business will be unduly disrupted by the employee's absence. Leave will not be postponed where it is to be taken on the birth of a child or on the placement of a child for adoption. Where leave is to be postponed, we will discuss the reasons for the postponement with you and confirm in writing the newly agreed dates of leave. Leave will not be postponed for a period longer than six months from the start date of the leave originally requested.

Before taking parental leave

Shortly after we have received a notification from you that you wish to take parental leave, a meeting will be arranged between you and the Business Manager. The purpose of this meeting is to discuss:

- your entitlement to parental leave
- the requirements to give appropriate notice
- arrangements to cover your duties in your absence
- your right to return to work
- opportunities for flexible working
- the nature of any appropriate contact during parental leave
- the fact that parental leave is unpaid.

During parental leave

Your normal terms and conditions will apply during parental leave except for in relation to pay. Specifically:

- your implied obligation of good faith
- notice periods for termination of employment
- disclosure of confidential information
- acceptance of gifts
- whether you are participating in any other business
- disciplinary and grievance procedures
- redundancy pay.

We will make arrangements for your duties to be covered for the duration of your leave. We would like to be able to keep you up to date with any developments at work that may affect you or any social events that occur.

Returning to work

Employees returning after an isolated period of parental leave lasting four weeks or less, or after a period of parental leave lasting four weeks or less which consecutively followed another period of statutory leave which did not include any

period of additional maternity leave, or additional adoption leave, are entitled to return to the job in which he/she was employed before the absence.

Employees returning to work after a period of parental leave lasting more than four weeks, or after a period of parental leave lasting four weeks or less, which did consecutively follow a period of additional maternity leave or additional adoption leave, are entitled to return from leave to the job in which he/she was employed before the absence or, if that is not reasonably practicable, to another job which is both suitable and appropriate for him/her in the circumstances.

Return to the same job will mean that seniority, pension rights and similar rights are not affected. Terms and conditions will not be less favourable than those which would have been applied if you had not been absent.

BATON TWIRLING ASSOCIATION CYMRU

9 Ffordd Aneurin, Pontyberem, Llanelli, SA15 5DE



VOLUNTEER HANDBOOK

A guide to policies and procedures

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13. Introduction

Welcome

Welcome to Baton Twirling Association Cymru, hereafter referred to as BTAC. This Volunteers Handbook provides you with a summary of policies and procedures that apply to all volunteers who engage with Baton Twirling Association Cymru, hereafter referred to as BTAC. It should be read in conjunction with the Volunteer Agreement as both documents form the basis of the arrangement between BTAC and you, the volunteer. BTAC wish to assure you of our appreciation of your volunteering with us and our commitment to do the best we can to make your experience with us enjoyable and rewarding.

To respond to the changing needs of BTAC as well as changes in legislation, the policies and procedures may need to be amended from time to time and when this occurs you will be informed of these changes.

BTAC is a Company Limited by Guarantee in Wales (No.12689959).

Overview

In 2017, a committee formed with the common goal of developing Baton Twirling in Wales. Later that year, BTAC was formally accepted into NBTA Europe and in March 2018, BTAC attended the WFNBTB World Championships and fielded our first ever Welsh representatives at a worldwide Baton Twirling competition.

BTAC is affiliated to NBTA Europe, WFNBTB AND WBTF.

Our Aim

BTAC is the National Association for Baton Twirling in Wales. Our aim is to develop our sport throughout Wales and ensure that Wales has representation internationally.

Responsibility

It is the responsibility of the Board of BTAC to review and update the policies referred to in this Handbook on an annual basis. It is the responsibility of the Business Manager to implement the policies across BTAC and it is the responsibility of all employees, volunteers and Board members to understand and adhere to it at all times.

If you have any questions about this Volunteer Handbook, please contact the Business Manager.

14. Volunteering at BTAC

Core Values and Duty of Care

The Objective

BTAC works to bring the community together. We work together to deliver a number of services; the majority of which are run by local people on a voluntary basis. The full realisation of our objectives can only be achieved by a collaborative approach on the part of everyone involved with BTAC and their individual attitudes and behaviour are key to success.

Duty of Care

BTAC is committed to providing an effective duty of care to its employees, volunteers, Board members, customers, suppliers and all visitors affected by its activities.

Duty of care is, essentially, a two-way responsibility wherein everyone has an equivalent responsibility to BTAC.

Everyone is responsible for behaving and acting in a manner consistent with BTAC's objective and values and are expected to behave in ways that assist BTAC's strategy and protect its reputation.

Code of Conduct Policy

This policy statement aims to present our way of working – the culture BTAC wishes to promote amongst its employees, volunteers and Board members. BTAC has very high ethical standards as an organisation regarding the wellbeing of people and a culture that is based on two-way respect.

This policy applies to everyone who is involved with BTAC.

There is a commitment and expectation from everyone involved with BTAC, so far as is reasonably possible, to:

- Have their self-respect and personal dignity respected in every way possible and at all times.
- Be treated, whatever their abilities or frailties as a unique individual.
- Have their existing skills encouraged, developed and complemented.
- Have their privacy respected and confidentiality maintained.
- Be protected in every way possible from undesirable actions by anyone involved with BTAC.

Principles

The welfare of everyone involved with BTAC is the chief consideration of the organisation.

Everyone involved with BTAC shall:

- Operate with integrity and recognise their responsibilities to each other and to society in general. Their actions or advice should not knowingly cause psychological or physical distress or damage to anyone.
- Maintain professional relationships with each other and not exploit such relationships for improper personal, professional or financial gain, nor seek inappropriately to impose their own values on each other.

- Not misrepresent their activities or make unrealistic claims internally or publicly. It should be made clear whenever expressing a personal opinion and speculative theories that they are stated as such.
- Respect the views and independence of others and shall not publicly denigrate their conduct or opinions.
- Not seek to attract business unfairly or unprofessionally or conduct their practice in any way which would discredit the reputation of BTAC.
- Be responsible for continuing their personal and professional development by undertaking further training and study and acquiring knowledge of new theory and practice, through opportunities offered and independently.

Volunteering Principles

This sets out the broad principles for voluntary involvement in BTAC.

It is of relevance to everyone in BTAC, including employees, volunteers, Board members and those elected or appointed to positions of responsibility.

The nominated post holder with overall responsibility for the development of voluntary activities within BTAC is the Business Manager. This person is responsible for the management and welfare of BTAC's volunteers.

Commitment

BTAC recognises the right that people have to participate in the life of their communities through volunteering. It also acknowledges that volunteers contribute in many ways, that their contribution is unique, and that volunteering can benefit employees, local communities and the volunteers themselves. BTAC values the contribution made by volunteers and is committed to involving volunteers in appropriate positions and in ways which are encouraging, supportive and which develop volunteering.

BTAC recognises its responsibility to arrange its volunteering efficiently and sensitively so that the valuable gift of the volunteer's time is best used to the mutual advantage of all concerned.

Definition

Volunteering is an important expression of citizenship as well as an important component of democracy. Volunteers are people who, unpaid and of their own free will, contribute their time, energy and skills to benefit the community.

Statement of values and principles

Volunteering is a legitimate and crucial activity that is supported and encouraged by BTAC and is not intended to be a substitute for paid employment. The role of volunteers complements but does not replace the role of paid employees.

Appropriate steps will be taken to ensure that paid employees are clear about the role of volunteers, and to foster good working relationships between paid employees and volunteers. Volunteers will not be used during times of industrial action to do the work of paid employees.

The volunteer role is a gift relationship, binding only in honour, trust and mutual understanding. No enforceable obligation, contractual or otherwise, can be imposed on volunteers to attend, give or be set a minimum amount of time to carry out the tasks involved in their voluntary activity.

Likewise, BTAC cannot be compelled to provide either regular work or payment or other benefit for any activity undertaken by the volunteer.

Although volunteers offer time freely and willingly without binding obligation, there is a presumption of mutual support and reliability. Reciprocal expectations are acknowledged – both of what BTAC expects of volunteers and what volunteers expect of BTAC.

Volunteer Co-ordination

All volunteers will have a nominated Line Manager/point of contact and/or volunteer to offer guidance and advice to help the volunteer carry out tasks effectively.

Volunteers will be informed of who to contact to receive support and supervision.

'Volunteer co-ordination' will be explicitly referred to in all relevant job descriptions within BTAC.

Recruitment and Selection

BTAC is committed to equal opportunities and believes that volunteering should be open to all. No volunteer shall receive less favourable treatment or consideration during recruitment and selection or will be disadvantaged by any conditions of engagement that cannot be justified as necessary on operational grounds. The acceptance of volunteer assistance for a particular role is made on merit, the sole selection criterion being the individual's suitability to carry out agreed tasks.

Information about the volunteer not relevant to the performance of the volunteering tasks concerned will be disregarded by BTAC in terms of recruitment and selection.

Volunteering opportunities will be widely promoted in ways that makes them accessible to all members of the community. Volunteers who are considered unsuitable for a particular task will either be offered alternative voluntary involvement with BTAC or referred to another suitable organisation or voluntary services provider. All volunteers will be asked to produce two references and will be required to comply with BTAC's Safeguarding Policy. They will also be invited to attend an informal interview.

Volunteers will have a clear and concise task description, which will be subsequently reviewed annually. The task description will be prepared in conjunction with the volunteer and the designated person referred to above.

New volunteers will be properly inducted into BTAC. Volunteers will be properly briefed about the activities to be undertaken and given all the necessary information to enable them to perform with confidence.

Training and Development

All volunteers will be made aware of and have access to all BTAC's relevant policies, including those relating to volunteering, health and safety, equal opportunities and protection of vulnerable adults. The development of training and support for volunteers is a high priority for BTAC in order to equip them with the necessary information and skills to carry out their tasks.

It will be the responsibility of the Business Manager to see that this training is provided. It is the responsibility of the volunteer to attend relevant training. Training in the management of volunteers will be provided for those managers with direct responsibility for same.

Support, Supervision and Recognition

Volunteers will have a named point of contact to whom they can take their volunteering concerns and seek guidance and support. Volunteers will have access to regular support and supervision. This will enable both the volunteer and their point of contact to identify, monitor and evaluate the volunteer's involvement, recognise achievements and identify individual training needs, including that relevant to their particular volunteering role and to their wider personal development. The frequency, duration and format of these sessions will be negotiated between the volunteer and the designated officer referred to above. Volunteers will be given the opportunity, where relevant, to share their views and opinions with BTAC's wider community, at meetings etc.

Expenses

BTAC's volunteers are able to claim agreed reasonable out of pocket expenses, subject to the production of receipts as evidence of the expenditure. What can be reclaimed from BTAC and the calculation of expenses will be explained to the volunteer before they start any activity likely to give rise to expenses. BTAC has a consistent approach to the reimbursement of expenses which are the same for volunteers and staff and are as approved by the Inland Revenue. It is the responsibility of the Business Manager to make volunteers aware of the procedure for the reimbursement of expenses.

Insurance

BTAC's liability insurance policies include the activities of volunteers and liability towards them. BTAC does not insure the volunteer's personal possessions against loss or damage.

Confidentiality

BTAC will advise the volunteer on its Information Security and Confidentiality policies and procedures, where relevant. This would include those relating to personal information held by BTAC relating to the volunteer.

Settling Differences

BTAC aims to treat all volunteers fairly, objectively and consistently. BTAC seeks to ensure that volunteers' views are heard through supervision. Views are noted and acted upon promptly and aim for a positive and amicable solution based on BTAC's guidelines for settling differences. The designated individual referred to above is responsible for handling problems regarding volunteer complaints or conduct and these should be referred to him/her. In the event of a problem, all relevant facts should be obtained as quickly as possible. Support will be provided by BTAC to the volunteer while it endeavours to resolve the problem in an informal manner. If an informal resolution proves impossible, BTAC's wider Disciplinary or Grievance Policies and Procedures (which include volunteers) will be used to guide further action.

Rights and Responsibilities

BTAC recognises the rights of volunteers to:

- know what is (and what is not) expected of them
- have adequate support in their volunteering
- receive appreciation

- have safe working conditions
- be insured
- know their rights and responsibilities if something goes wrong
- receive relevant out-of-pocket expenses
- receive appropriate training
- be free from discrimination
- be offered the opportunity for personal development

BTAC expects volunteers to:

- be reliable
- be honest
- respect confidentiality
- make the most of training and support opportunities
- carry out tasks in a way that reflects the aims and values of BTAC
- work within agreed guidelines
- respect the work of BTAC and not bring it into disrepute
- comply with BTAC's policies

Engagement of Volunteers Policy

BTAC may accept people on voluntary placements for the purposes of work experience, training, development or as part of volunteering projects run by third parties.

Volunteer status

Volunteers are not employees of BTAC. There will be no legally enforceable contract between the volunteer and BTAC in relation to the placement and therefore there will be no payment by BTAC for any work that the volunteer may undertake during the placement.

The volunteer does not have to accept the offer of a placement and may withdraw at any time, before or after the placement has started. Whilst BTAC is under no obligation to offer the volunteering placement, we welcome those who wish to offer their services and place great value on the contribution they make.

Induction

During the volunteer induction, a volunteer agreement will be signed by the volunteer and BTAC. This document makes it clear that there is a non-contractual relationship between the volunteer and BTAC.

As part of the induction, volunteers will be trained in relation to the requirements of their project or placement. BTAC's Health and Safety policies apply to volunteers. During the induction, volunteers will receive training in the hazards and risks relevant to their project or placement.

BTAC's policies and procedures will apply to the volunteer during their time volunteering. BTAC will arrange access for the volunteer to the relevant policies and procedures for the duration of their volunteering project or placement and ensure the access arrangements are explained during the induction.

A copy of BTAC's Equal Opportunities Policy will be provided to the volunteer. The Company is proud to be an equal opportunity employer and seeks to ensure that the provisions of the policy are upheld at all times.

Volunteer supervision

BTAC will allocate a point of contact for the volunteer who will allocate and supervise the tasks to be done. The point of contact may identify further development needs during the course of the volunteering project or placement and will seek to ensure these needs are met. The volunteer will be encouraged and supported to take full advantage of the placement and efforts will be made to allocate a wide range of tasks on different teams.

Any concerns that the volunteer has about their placement should be directed to the Business Manager.

Insurance

The appropriate level of insurance is provided as part of Company-sponsored volunteering projects which extends to personal injury, professional and public liability insurance if a volunteer does not possess this themselves. BTAC's insurance policies should cover any incidents involving a Company vehicle should it be necessary for the employee to drive as part of their tasks; however, cover does not extend to private vehicles.

Criminal convictions

As part of the recruitment process, applicants are asked to disclose whether they have a criminal conviction. Spent convictions do not need to be disclosed unless the role is covered by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975. Applicants are expected to respond honestly, and any dishonest answers given could lead to an offer of employment being revoked or employment terminated. Factors that will be considered when a conviction is disclosed may include (but are not limited to) the seriousness of and circumstances surrounding the offence, the explanation offered by the convicted person and the relevance of the offence to the proposed role.

All personnel must inform BTAC if they are charged and/or convicted with a criminal offence. Disciplinary action will be taken if an individual is charged or convicted of a criminal offence that in our opinion may affect our reputation or our relationships with our employees, customers or the public, or otherwise affects your suitability to remain as part of our team.

Attendance and Timekeeping Procedure

BTAC is committed to the health, safety and welfare of all of its employees and volunteers whilst recognising their individual value, will seek to achieve and maintain acceptable standards of attendance in a fair and non-discriminatory manner.

This is the outline procedures to be followed and the principles of how time keeping and attendance will be managed. It relates to the management of short term and

intermittent absence due to sickness and other reasons such as poor timekeeping, and the management of longer-term absences caused by ill health or disability.

Employees and volunteers are expected to:

- attend work punctually and in accordance with the hours defined in their agreement or contract of employment.
- ensure that they arrive into the workplace in sufficient time to dress appropriately etc. in order to commence work at the specified time.
- receive prior approval from their Line Manager/point of contact to leave BTAC premises during working hours except during allocated lunch breaks. This will enable BTAC to ensure that everyone can be located in the event of an emergency.
- complete a record of their arrival, break times and departure times.

Sickness Absence

The volunteer is responsible for advising his/her Line Manager/point of contact if s/he is going to be absent from work due to sickness. The individual should contact his/her Line Manager/point of contact within one hour of the usual starting time of the working day and speak to the Line Manager/point of contact directly.

The individual should explain to the Line Manager/point of contact:

- The reason for the absence
- The likely length of the absence

The Business Manager should also be notified if absence is anticipated for hospitalisation and other medical treatment.

Acceptance of Gifts

Employees, volunteers or Board members must not accept directly or indirectly any payment or any other benefit or thing of value of more than nominal value from any supplier or customer or from anyone else with any actual or prospective business relationship with BTAC.

Bribery is a form of corruption which means in the course of business, giving or receiving money, gifts, meals, entertainment or anything else of value as an inducement to a person to do something which is dishonest or illegal.

We realise that the giving and receiving of gifts and hospitality where nothing is expected in return helps form positive relationships with third parties where it is proportionate and properly recorded. This does not constitute bribery.

Friendships may develop between customers and employees, volunteers or Board members. However, any relationship between a customer and an individual involved with BTAC which is likely to jeopardise business relations in BTAC is not acceptable. Everyone must use their common sense to avoid any actual relationships.

If you have any doubt about whether hospitality or a gift should be accepted or offered, you should raise your concern with your line manager/point of contact.

15. Dignity

Equal Opportunities

The purpose of this policy is to emphasise that this BTAC believes in equality for all, and to explain the duties of BTAC and everyone involved in ensuring that this is achieved.

Discrimination is unequal or differential treatment which leads to one person being treated more or less favourably than others are, or would be, treated in the same or similar circumstances on the grounds of:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

These are known as protected characteristics. Discrimination may be direct or indirect.

No employee, volunteer or Board member will be discriminated against on the grounds of their age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; or sexual orientation.

Not only will BTAC not tolerate any discrimination against anyone involved, we will also not tolerate discrimination in relation to potential employees, customers, suppliers, visitors or any other individuals with which BTAC interacts.

Management are to ensure that through their best practice approach that there is no unequal or differential treatment which leads to one person being treated more or less favourably than others.

It is the responsibility of everyone involved with BTAC to understand and adhere to this policy at all times.

Inductions for all employees, volunteers and Board members should always include training in the importance of equality and diversity.

Complaints Procedure

If anyone considers that s/he has been discriminated against s/he should raise the issue with his/her Line Manager/point of contact/

If it would be inappropriate to raise the issue with the Line Manager/point of contact, the individual should discuss the issue with another appropriate manager.

It might be appropriate to raise a complaint in accordance with BTAC's Grievance Procedure.

BTAC will investigate all complaints relating to discrimination and harassment.

Once the investigation has taken place an appropriate manager will meet with the individual on who has raised the complaint to discuss the issue in more detail. At the conclusion of that meeting the manager will explain what action, if any, will be taken.

If the individual is not satisfied with the response to the complaint s/he can appeal against the decision and the complaint will then be reviewed by the President, who will investigate the situation and then meet with the individual to discuss the issue in

more detail. At the conclusion of that meeting the President will explain what action, if any, will be taken. The outcome of this meeting will be the final stage of the complaint and no further appeal may be made.

Confidentiality

The manager investigating any complaints of harassment or discrimination will carry out investigations with sensitivity. Wherever possible, the matter will remain confidential.

Where it is impossible to investigate the matter thoroughly without making people aware of the complaint, the individual who raised the complaint will be made aware, and will be told who will need to know about the complaint.

If the individual has any concerns about this aspect of the investigation these should be discussed with the manager investigating the complaint.

Monitoring

BTAC will monitor data relating to equal opportunities. This will include monitoring data relating to applicants to BTAC, employees and volunteers. BTAC will use this information to try to ensure equality, and to identify any actions that need to be taken to improve current practices.

Training

All employees, volunteers and Board members will be required to attend training relating to equal opportunities and no one should be involved in recruitment interviewing until s/he has attended the appropriate training.

Reasonable Adjustments

BTAC has a duty to make reasonable adjustments to facilitate the engagement of a disabled person, provided such adjustments are within the financial means of BTAC. If an employee or volunteer has a disability and feels that any such adjustments could be made by BTAC, they should contact their Line Manager/ point of contact.

Discrimination

Discrimination may be direct or indirect and it may occur intentionally or unintentionally.

Direct discrimination occurs where someone is treated less favourably because of one or more of the protected characteristics. Direct discrimination may occur even when unintentional. It may also, in some cases, occur by association i.e. where a person is put at a disadvantage due to a characteristic of another person.

Indirect discrimination occurs where someone is disadvantaged by an unjustified provision, criterion or practice that also puts other people with the same protected characteristic at a particular disadvantage, for example, a requirement for GCSE English as a selection criterion. This would have a disparately adverse impact on people educated overseas and may not be justified if all that is needed is to demonstrate a reasonable level of literacy.

Harassment related to any of the protected characteristics is also prohibited.

Victimisation is also prohibited. This is less favourable treatment of someone who has complained or given information about discrimination or harassment or supported someone else's complaint.

Equal Opportunities apply to all stages of the recruitment and selection process, as well as throughout individuals' employment and engagement. If you feel the letter or general intent of the policy is breached, please report it to a Manager. If the matter is not resolved satisfactorily you may raise a grievance through BTAC's grievance procedures.

Equality and Diversity

The success of a business depends on people. Capitalising on what is unique about individuals and drawing on their different perspectives and experiences will add value to the way we do business. By accessing, recruiting and developing talent from the widest possible talent pool, we can gain an insight into different markets and generate greater creativity in anticipating customer needs.

We will constantly strive to create a productive environment, representative of and responsive to different cultures and groups, where everyone has an equal chance to succeed.

BTAC all have a responsibility to embrace and support this vision and must continue to challenge behaviour and attitudes that prevent us from achieving this.

Using fair, objective and innovative engagement practices, our aim is to ensure that:

- All volunteers are treated fairly and with respect at all stages of their engagement.
- All volunteers have the right to be free from harassment and bullying of any description, or any other form of unwanted behaviour, whether based on sex, transgender status, marital status, civil partnership status, pregnancy, race, disability, age, political or religious belief or sexuality.
- All volunteers have an equal chance to contribute and to achieve their potential, irrespective of any defining feature that may give rise to unfair discrimination.

Welsh Language Statement

BTAC acknowledges the Welsh Language (Wales) Measure 2011 which gives the Welsh Language official status in Wales. The Welsh language's official status has a legal effect, which means that Welsh should be treated no less favourably than the English language in Wales. The presence of both languages can be seen and heard in Wales, and people in Wales should be able to live their lives through the medium of Welsh or English.

BTAC's Welsh Language Policy seeks to understand and acknowledge the bilingual nature of Wales and the organisation acknowledges that to provide wider accessibility to its services, there should be no barriers to using the Welsh language.

BTAC can produce, promote and present work in English, Welsh and bilingually by request, in the language of choice of clients with whom we work. This ensures a consistent service to our Welsh-speaking audience, in the language of their choice. BTAC sees this policy as forming part of a progressive and forward-looking commitment to promote a bilingual Wales.

Anti-Harassment and Bullying Policy

The purpose of this policy is to ensure that all employees, volunteers and Board members of BTAC are respectful of both their colleagues and work environment and adopt appropriate behaviour towards others at all times.

This policy applies to everyone who is involved with BTAC.

Harassment

Harassment is difficult to define in terms of what is acceptable or unacceptable behaviour. Any form of harassment may consist of behaviour taking place over a period of time or a single incident. Harassment or victimisation on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation is unacceptable.

Personal harassment takes many forms ranging from tasteless jokes and abusive remarks to pestering for sexual favours, threatening behaviour and actual physical abuse. For the purposes of this policy, it also includes bullying. Whatever form it takes, personal harassment is always taken seriously and is totally unacceptable.

We recognise that personal harassment can exist in the workplace, as well as outside, and that this can seriously affect people's working lives by interfering with their performance or by creating a stressful, intimidating and unpleasant working environment.

We deplore all forms of personal harassment and seek to ensure that the working environment is sympathetic to all stakeholders.

Examples of personal harassment

Personal harassment takes many forms and you may not always realise that someone's behaviour constitutes harassment. Personal harassment is unwanted behaviour by one person towards another.

Examples of harassment include:

- insensitive jokes and pranks
- lewd or abusive comments
- deliberate exclusion from conversations
- displaying abusive or offensive writing or material
- abusive, threatening or insulting words or behaviour
- name-calling
- picking on someone or setting them up to fail
- exclusion or victimisation
- undermining their contribution/position
- demanding a greater work output than is reasonably feasible
- blocking promotion or other development/advancement.

Harassment or victimisation on the grounds of mental health and mental health conditions is also unacceptable.

These examples are not exhaustive and disciplinary action at the appropriate level will be taken against those committing any form of personal harassment.

Examples of sexual harassment

Sexual harassment can take place in many forms within the workplace and can go undetected for a period of time, where someone does not understand that particular behaviour is classed as sexual harassment.

Sexual harassment is unwanted behaviour related to sex, or of a sexual nature, by one person towards another and examples of sexual harassment include:

- lewd or abusive comments of a sexual nature such as regarding an individual's appearance or body
- unwelcome touching of a sexual nature
- displaying sexually suggestive or sexually offensive writing or material
- asking questions of a sexual nature
- sexual propositions or advances, whether made in writing or verbally.

Sexual harassment can also take place where someone is treated less favourably because they have rejected, or submitted to, the unwanted conduct that is related to sex or is of a sexual nature. Whether less favourable treatment occurs as a result will be examined broadly and includes areas such as blocking promotion and refusal of training opportunities or other development opportunities.

Bullying

Bullying is a form of psychological harassment; it is intimidation, which serves to undermine the self-esteem, confidence, competence, effectiveness and integrity of the bully's target. Bullying behaviour may include continual, undeserved criticism, belittling remarks, shouting, swearing and offensive language, constant interruption in discussion, and the display of overbearing or intrusive behaviour. Bullying behaviour may also maybe manifested by electronic means of communication such as email. Bullying is behaviour, which may take place between those of different status or those of same status. Bullying when reinforced by power within a relationship is particularly reprehensible.

Behaviour which makes the recipient feel threatened, humiliated or patronised and which undermines his or her self-confidence or self-esteem is unacceptable, whatever the context. The defining features of bullying are that the behaviour is unacceptable to the recipient, is unwanted by the recipient, and would be regarded as bullying by reasonable people.

If you feel you are the victim of any form of harassment or bullying, then you must discuss this with your immediate Line Manager/point of contact or a senior manager. It may then be appropriate to raise a grievance through the Grievance Procedure.

16. Disciplinary and Grievance

Disciplinary Policy and Procedure

The purpose of this policy is to set out the procedures that will be used within BTAC to address any disciplinary issues. This policy applies to all individuals involved with BTAC

The procedure is designed to establish the facts quickly and to deal with disciplinary issues consistently. No disciplinary action will be taken until the matter has been fully investigated. The individual concerned will be advised in writing of the nature of the complaint against him or her and the arrangements for the hearing.

Individuals will have the opportunity to state their case at every stage at a disciplinary hearing and be represented or accompanied, if they wish, by a colleague.

Individuals have the right to appeal against any disciplinary penalty. An appeal meeting will be arranged as soon as possible and will be conducted by the President

Informal pre-disciplinary discussion

Where appropriate, prior to using the formal aspects of the organisation's disciplinary procedure, a pre-disciplinary discussion will be held. Minor misconduct, poor performance or minor breaches of rules will normally result in an informal warning being given by the immediate Manager. This will not be recorded in writing. If that approach is not successful, BTAC is likely to escalate it to the formal disciplinary procedure.

Procedure

At the conclusion of the disciplinary hearing, any of the following actions may be deemed to be appropriate.

First Written Warning (step one)

If conduct or performance is unsatisfactory, the individual will be given a formal disciplinary warning. Such warnings will be recorded but disregarded after six months of satisfactory service.

Final Written Warning (step two)

If the offence is serious, or there is no improvement in standards, or if a further offence of a similar kind occurs, a final written warning will be given. This will include the reason for the warning and a note that if no improvement results within twelve months, action at Step 3 will be taken.

Dismissal or Action Short of Dismissal (step three)

If the conduct or performance has failed to improve, the individual may suffer demotion, disciplinary transfer, and loss of seniority or dismissal.

Gross Misconduct

If an individual has committed an offence of the following nature (this list is not exhaustive), the normal consequence will be immediate dismissal:

- theft or fraud

- intentional sexual harassment, harassment, bullying or violent, dangerous or intimidatory conduct
- serious breach of rules, policies or procedures, especially those designed to ensure safe operation
- unauthorised use of the organisation's assets and equipment
- insubordination e.g. refusal to carry out duties or obey reasonable instructions, except where employee safety may reasonably be in jeopardy
- divulging or misusing confidential information
- possession or consumption of alcohol or drugs, or intoxication by reason of alcohol or drugs, which could affect work performance in any way or have an impact on other employees
- unauthorised or inappropriate use of email, internet and/or computer systems
- falsification of any BTAC records including reports, accounts, expenses claims or self-certification forms
- bringing unauthorised person(s) onto BTAC premises.

Any decision to dismiss will be taken by BTAC after full investigation. When this investigation has been completed the individual will be invited to attend a disciplinary meeting (at which s/he will be entitled to representation) to respond to the allegations.

Appeals

An individual who wishes to appeal against any disciplinary decision must do so within 5 working days. BTAC will hear the appeal and decide the case as impartially as possible. Any disciplinary penalty imposed will be reviewed at the appeal and the result will be confirmed in writing.

Grievances

BTAC wishes to ensure that all of its team is treated fairly. If you have problems or concerns about your involvement, work, working environment or working relationships, BTAC wishes to see these problems resolved before they develop into more serious situations.

If a volunteer has a grievance, they should report this in the first instance to their line manager/point of contact. If the matter is not resolved, they should report it to the Business Manager or the President.

All grievances should be recorded in writing.

Whistle Blowing Procedure

The purpose of this policy is to explain how any individual involved with BTAC should address a situation where they suspect that something unlawful or unsatisfactory is happening in BTAC.

This policy applies to all individuals involved with BTAC.

If any individual has a concern relating to confidential information s/he should raise this with his/her Line Manager. If this is not possible or relevant, a more senior manager should be contacted.

Confidential Information

Individuals involved with BTAC may have access to, or come into contact with, information of a confidential nature.

Disclosing information

Regardless of the requirement to keep confidential information private, there might be occasions where an individual becomes aware of information which s/he reasonably believes to show one or more of the following:

- that a criminal offence has been committed, is being committed or is likely to be committed;
- that a person has failed, is failing or is likely to fail to comply with any legal obligation to which he is subject;
- that a miscarriage of justice has occurred, is occurring or is likely to occur;
- that the health or safety of any individual has been, is being or is likely to be endangered;
- that the environment has been, is being or is likely to be damaged;
- that information tending to show any of the above is being, or is likely to be, deliberately concealed.

In such situations the individual should following the Disclosure Procedure.

Disclosure Procedure

In the first instance, any information which an individual reasonably believes tends to show one or more of the above should promptly be disclosed to his/her Line Manager/point of contact so that any appropriate action can be taken. If it is inappropriate to make such a disclosure to the line manager/point of contact, the individual should speak to the Business Manager.

If an individual does not believe that an acceptable response has been made to the information that has been revealed s/he will be protected if a disclosure is made to an appropriate regulatory body. However, BTAC will always endeavour to address any issues that are raised without involvement of outside bodies.

Protection of Individuals

Individuals will suffer no detriment for making a disclosure in accordance with this procedure.

Not Following the Procedure

If an individual does not follow the appropriate procedure, then the protection against detriment does not apply. For example, if an individual reports information to the press rather than a regulatory body, this is unlikely to be a protected disclosure. Failure by individuals to comply with any part of this procedure may result in the use of the Disciplinary Procedure, which may result in disciplinary action.

17. Information Security and Confidentiality

To ensure confidential information is kept secure, all personnel should make themselves aware of BTAC's policies under the General Data Protection Regulation and the Data Protection Act in force.

If you are in any doubt as to whether information is confidential or not, you should contact a Manager to seek clarification.

Data Protection Policy

This policy applies to the processing of personal data in manual and electronic records kept by BTAC, in connection with its human resources function. It also covers the organisation's response to any data breach and other rights under the General Data Protection Regulation and current Data Protection Act.

This policy applies to the personal data of job applicants, existing and former employees, apprentices, volunteers, placement students, workers and self-employed contractors. These are referred to in this policy as relevant individuals.

- **Personal data** is information that relates to an identifiable person who can be directly or indirectly identified from that information, for example, a person's name, identification number, location, online identifier. It can also include pseudonymised data.
- **Special categories of personal data** is data which relates to an individual's health, sex life, sexual orientation, race, ethnic origin, political opinion, religion, and trade union membership. It also includes genetic and biometric data (where used for ID purposes).
- **Criminal offence data** is data which relates to an individual's criminal convictions and offences.
- **Data processing** is any operation or set of operations which is performed on personal data or on sets of personal data, whether or not by automated means, such as collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction.

BTAC makes a commitment to ensuring that personal data, including special categories of personal data and criminal offence data (where appropriate) is processed in line with GDPR and domestic laws and all its employees conduct themselves in line with this, and other related, policies.

Where third parties process data on behalf of BTAC, the organisation will ensure that the third party takes such measures in order to maintain BTAC's commitment to protecting data. In line with current data protection legislation, BTAC understands that it will be accountable for the processing, management and regulation, and storage and retention of all personal data held in the form of manual records and on computers.

All personnel are made aware of basic information about confidentiality, data protection and the actions to take upon identifying a potential data breach. All personnel who need to use the computer system are made aware of how to protect

individuals' private data, to ensure data security, and to understand the consequences to them as individuals and BTAC of any potential lapses and breaches of the organisation's policies and procedures.

Types of data held

Personal data is kept in personnel files.

The following types of data may be held by BTAC, as appropriate, on relevant individuals:

- name, address, phone numbers - for individual and next of kin
- CVs and other information gathered during recruitment
- references from former employers
- National Insurance numbers
- job title, job descriptions and pay grades
- conduct issues such as letters of concern, disciplinary proceedings
- holiday records
- internal performance information
- medical or health information
- sickness absence records
- tax codes
- terms and conditions of employment
- training details.

Relevant individuals should refer to the organisation's privacy notice for more information on the reasons for its processing activities, the lawful bases it relies on for the processing and data retention periods.

Data protection principles

All personal data obtained and held by BTAC will:

- be processed fairly, lawfully and in a transparent manner
- be collected for specific, explicit, and legitimate purposes
- be adequate, relevant and limited to what is necessary for the purposes of processing
- be kept accurate and up to date. Every reasonable effort will be made to ensure that inaccurate data is rectified or erased without delay
- not be kept for longer than is necessary for its given purpose
- be processed in a manner that ensures appropriate security of personal data including protection against unauthorised or unlawful processing, accidental loss, destruction or damage by using appropriate technical or organisation measures
- comply with the relevant data protection procedures for international transferring of personal data.

In addition, personal data will be processed in recognition of an individuals' data protection rights, as follows:

- the right to be informed
- the right of access
- the right for any inaccuracies to be corrected (rectification)
- the right to have information deleted (erasure)
- the right to restrict the processing of the data

- the right to portability
- the right to object to the inclusion of any information
- the right to regulate any automated decision-making and profiling of personal data.

Procedures

BTAC has taken the following steps to protect the personal data of relevant individuals, which it holds or to which it has access:

- it appoints or employs employees with specific responsibilities for:
 - d. the processing and controlling of data
 - e. the comprehensive reviewing and auditing of its data protection systems and procedures
 - f. overseeing the effectiveness and integrity of all the data that must be protected.

There are clear lines of responsibility and accountability for these different roles.

- it provides information to its employees on their data protection rights, how it uses their personal data, and how it protects it. The information includes the actions relevant individuals can take if they think that their data has been compromised in any way
- it provides its employees with information and training to make them aware of the importance of protecting personal data, to teach them how to do this, and to understand how to treat information confidentially
- it can account for all personal data it holds, where it comes from, who it is shared with and also who it might be shared with
- it carries out risk assessments as part of its reviewing activities to identify any vulnerabilities in its personal data handling and processing, and to take measures to reduce the risks of mishandling and potential breaches of data security. The procedure includes an assessment of the impact of both use and potential misuse of personal data in and by BTAC.
- it recognises the importance of seeking individuals' consent for obtaining, recording, using, sharing, storing and retaining their personal data, and regularly reviews its procedures for doing so, including the audit trails that are needed and are followed for all consent decisions. BTAC understands that consent must be freely given, specific, informed and unambiguous. BTAC will seek consent on a specific and individual basis where appropriate. Full information will be given regarding the activities about which consent is sought. Relevant individuals have the absolute and unimpeded right to withdraw that consent at any time.
- it has the appropriate mechanisms for detecting, reporting and investigating suspected or actual personal data breaches, including security breaches. It is aware of its duty to report significant breaches that cause significant harm to the affected individuals to the Information Commissioner, and is aware of the possible consequences
- it is aware of the implications international transfer of personal data internationally.

Access to data

Relevant individuals have a right to be informed whether BTAC processes personal data relating to them and to access the data that the organisation holds about them.

Requests for access to this data will be dealt with under the following summary guidelines:

- a form on which to make a subject access request is available from the Business Manager.
- BTAC will not charge for the supply of data unless the request is manifestly unfounded, excessive or repetitive, or unless a request is made for duplicate copies to be provided to parties other than the employee making the request
- BTAC will respond to a request without delay. Access to data will be provided, subject to legally permitted exemptions, within one month as a maximum. This may be extended by a further two months where requests are complex or numerous.

Relevant individuals must inform BTAC immediately if they believe that the data is inaccurate, either as a result of a subject access request or otherwise. BTAC will take immediate steps to rectify the information.

To make a subject access request, please ask the Business Manager for further information.

Data disclosures

BTAC may be required to disclose certain data/information to any person. The circumstances leading to such disclosures include:

- any employee benefits operated by third parties
- disabled individuals - whether any reasonable adjustments are required to assist them at work
- individuals' health data - to comply with health and safety or occupational health obligations towards the employee
- for Statutory Sick Pay purposes
- HR management and administration - to consider how an individual's health affects his or her ability to do their job
- the smooth operation of any employee insurance policies or pension plans.

These kinds of disclosures will only be made when strictly necessary for the purpose.

Data security

BTAC adopts procedures designed to maintain the security of data when it is stored and transported.

In addition, employees must:

- ensure that all files or written information of a confidential nature are stored in a secure manner and are only accessed by people who have a need and a right to access them
- ensure that all files or written information of a confidential nature are not left where they can be read by unauthorised people
- refrain from sending emails containing sensitive work-related information to their personal email address
- check regularly on the accuracy of data being entered into computers

- always use the passwords provided to access the computer system and not abuse them by passing them on to people who should not have them
- use computer screen blanking to ensure that personal data is not left on screen when not in use.

Personal data relating to employees should not be kept or transported on laptops, USB sticks, or similar devices, unless authorised by the Business Manager. Where personal data is recorded on any such device it should be protected by:

- ensuring that data is recorded on such devices only where absolutely necessary
- using an encrypted system — a folder should be created to store the files that need extra protection and all files created or moved to this folder should be automatically encrypted
- ensuring that laptops or USB drives are not left lying around where they can be stolen.

Failure to follow BTAC's rules on data security may be dealt with via the organisation's disciplinary procedure. Appropriate sanctions include dismissal with or without notice dependent on the severity of the failure.

International data transfers

BTAC may be required to transfer personal data to a country/countries outside of the EEA. Where this occurs, appropriate safeguards will be adopted.

Breach notification

Where a data breach is likely to result in a risk to the rights and freedoms of individuals, it will be reported to the Information Commissioner within 72 hours of BTAC becoming aware of it and may be reported in more than one instalment.

Individuals will be informed directly in the event that the breach is likely to result in a high risk to the rights and freedoms of that individual.

If the breach is sufficient to warrant notification to the public, BTAC will do so without undue delay.

Records

BTAC keeps records of its processing activities including the purpose for the processing and retention periods in its HR data record. These records will be kept up to date so that they reflect current processing activities.

Data Protection Officer

BTAC has a Data Protection Officer, trained appropriately in their roles under data protection legislation. Please ask the Business Manager for further details.

Conflicts of Interest

You should not allow your private interests to conflict with, or appear to be in conflict with, the interests of BTAC. In the course of your work, you may be requested to serve or act as a member of a stakeholder's group, other bodies or committees. Before accepting any such invitation, you must first inform a Manager who, after discussing the matter with the Business Manager, will decide whether it would be in the best interest of BTAC for you to become a member, or that you would better serve the organisation by refusing the request.

Speaking on Behalf of BTAC

If a representative of the media contacts you, you are not authorised to speak on behalf of BTAC unless you have express permission from the Business Manager.

Use of telephones and computers

Company phones are primarily for work purposes and for calls of a business nature. Permission to make personal calls during working time can be obtained from the employee's Line Manager/point of contact. Personal calls should be brief and made on a one-off basis.

To secure the effective use of BTAC's telephony infrastructure and to ensure there is no unauthorised or excessive usage of BTAC phones for personal calls, the organisation reserves the right to regularly monitor and report on the usage of the organisation's phone system. This may lead to monitoring of an individual's usage of BTAC's telephony infrastructure, if excessive use is detected. All data processing undertaken by monitoring in this way will be done in accordance with the General Data Protection Regulation and Data Protection Act.

Limited and responsible use of mobile phones is tolerated, providing it does not interfere with you carrying out your duties. Photos, videos or other content which includes personal data relating to BTAC or our clients should not be posted online. If you use the internet you must not do so in a manner that could expose BTAC to expense, criminal liability or be in conflict with our policies and principles.

Video Conferencing Security Guidance

BTAC personnel working remotely, may regularly engage with video conferencing, such as Zoom and Skype. BTAC will follow security advice and guidance to select, configure and safely implement video conferencing services.

Video conferencing enables users to see and hear each other between different locations. This real-time interactive technology is used at BTAC for training purposes. This service is available to staff and students of BTAC. Video conferencing should be supervised appropriately for the students' age and parents and carers should agree, in advance, for their children to take part in video conferences.

BTAC's video conference services must not be used for personal calls.

Unique log on and password details for BTAC's video conferencing services should only be issued to members of staff and kept secure.

Further details are available from the Business Manager.

18. Health and Safety

Health and Safety Policy

BTAC is committed to the health and safety of its volunteers and aims to identify and make them aware of any health and safety issues.

- Never do anything that could endanger yourself, a member of the public or a client.
- Be aware of your own limits and please explain to your Line Manager/point of contact if you cannot undertake a task.
- Ensure that you are aware of and follow all the health and safety procedures for the premises that you work at.

Responsibilities of BTAC

BTAC has a duty of care to provide a safe environment for everyone involved. In particular, BTAC will:

- **Provide a safe environment**
 - BTAC will ensure that the environment is secure and safe, and will address any incidents that occur which might compromise that safety.
- **Provide safe equipment**
 - BTAC will ensure that all equipment that is provided is safe and is correctly maintained. BTAC will ensure that appropriate equipment is available for all work that is required to be completed.
- **Provide safe systems of work**
 - BTAC will ensure that the systems of work are safe, and appropriate to the job that is to be completed.
- **Ensure competent colleagues**
 - BTAC will ensure that all colleagues are appropriately trained, to minimise the risk of an accident occurring due to inappropriate activities.

Responsibilities of everyone involved with BTAC

The employee, volunteer or Board member, has a duty to act safely at all times and not to do anything that might compromise the health and safety of him/her or others. In particular, they will:

- Conform to rules, procedures and training regarding safe working.
- Use the correct methods of work and not improvise by using methods, tools or equipment which entail unnecessary risks.
- When there is a legal requirement to, or where the nature of the work requires it, wear the protective clothing and equipment specified.
- Report unsafe plant, tools and equipment and unsafe practices or methods of work.
- Report any potential health and safety hazard including infectious or other diseases, accidents, injuries or concerns associated with the workplace.
- Assist in the maintenance of good housekeeping standards.
- Cooperate with us to enable all statutory duties to be complied with.
- Assist where necessary in the investigation of any accidents that occur.

A copy of the Health and Safety Procedure is available from the Business Manager. Failure by anyone to comply with any part of this policy may result in the use of the disciplinary procedure, which may result in disciplinary action.

Training

All individuals will participate in all training that is provided. No one will not attempt to use any equipment, or carry out any process, for which s/he has not been appropriately trained.

Systems

All individuals will follow all systems of work as they have been set out and will not alter any systems of work in a manner which could compromise the health and safety of him/herself or others.

Personal Protective Equipment

BTAC is responsible for providing appropriate Personal Protective Equipment (PPE). Where required, all relevant individuals are expected to wear any PPE/uniform that is provided, and to inform his/her line manager/point of contact if it becomes worn or ineffective in any way.

Personal Protective Equipment (PPE) issued must be worn at all relevant times. All PPE/uniform must be clean, in good condition and worn in a presentable fashion. No item of PPE/uniform may be altered without the prior approval of management.

If anyone invites a visitor to BTAC, they are responsible for ensuring that the visitor wears the appropriate PPE.

All PPE should be returned to BTAC when required.

Manual Handling

Training will be provided to all relevant individuals on the appropriate way to lift and move heavy items. This training will be repeated every two years. All relevant individuals are expected to use any equipment provided to move heavy loads.

Risk Assessments

Management will carry out risk assessments on all operations within their area of responsibility. If any potential hazards are identified these will be brought to the attention of all individuals involved. Serious attempts will be made to reduce or eliminate all risks. However, if it is not possible to reduce or eliminate a risk appropriate training and equipment will be provided to assist the relevant individuals in managing this aspect of their role.

Chemicals and other Hazardous Solutions

All chemicals and other hazardous items will have COSHH (Control of Substances Hazardous to Health) labels on them. These items should be stored, used and disposed of in accordance with the COSHH labelling.

If there are any spillages or other accidents involving substances that are hazardous, the relevant manager must be informed immediately.

Accidents

An Accident Book is available from your Line Manager/point of contact and it is the responsibility of each individual employee to report and record any accident involving personal injury.

Any accident or near miss occurrence (i.e. no one was injured but the incident had the potential to injure or kill) at work should be reported immediately to your Line Manager.

BTAC believes that best practice is to ensure staff has access to a trained First Aider or Appointed Person (someone who can take charge in the event of an accident).

Details of these trained staff are available from your Line Manager.

If any of the following occur, they must be reported to the Health and Safety Executive under the RIDDOR procedures (see www.riddor.gov.uk):

- Fatal accidents
- Major injuries
- Accidents resulting in a period of absence of more than 3 days
- Injuries to the public where they have to be taken to hospital.

In addition, some work-related diseases and dangerous occurrences must be reported to the Health and Safety Executive.

All accidents will be investigated by the manager responsible for health and safety within BTAC, and an attempt will be made to ensure that the same situation does not occur again in the future.

No Smoking

BTAC is committed to the protection of your health, safety and welfare and that of all those who work for us by providing a safe place of work and protecting all staff, volunteers, customers, clients, and visitors from exposure to smoke.

Smoking is not permitted on our premises or in any of our training facilities. The ban applies to anything that can be smoked.

You may only smoke outside in the designated smoking area and you should only do so during your allocated breaks. When smoking outside, you should ensure that you dispose of cigarette butts and other litter appropriately and considerately.

Smoking is not permitted in any BTAC owned, hired or leased vehicle.

This policy applies to everyone who is involved with BTAC.

Failure by any individual to comply with any part of this no smoking policy may result in the use of the disciplinary procedure, which may result in disciplinary action.

Fire Safety

You have a duty to conduct your work operations in such a way as to minimise the risk of fire and you are under a duty to report immediately any fire, smoke or potential fire hazards, such as faulty electric cable or loose connections.

You should ensure that you are familiar with the position of the nearest firefighting equipment, alarms and emergency exits. Keep fire exits, passageways and doorways clear from obstructions, boxes and rubbish at all times. Only smoke in designated areas.

Should a fire break out in your work area, the following procedure should be followed:

- Sound the nearest fire alarm
- Remain calm
- Inform all staff and personnel in the immediate vicinity
- Evacuate the building
- Alert the emergency services
- Meet at the designated assembly point

Alcohol and Drugs

No employee or volunteer should be under the influence of drugs or alcohol when working. If an employee or volunteer is involved in the illegal use of drugs and criminal action is taken against the individual, BTAC will review the situation. If the actions of the individual have brought BTAC into disrepute in any way BTAC may use the Disciplinary Procedure which may result in disciplinary action. Further policy details are available from the Business Manager.

Driving on BTAC Business

Anyone who is required to drive on company business (whether using a company vehicle or their own vehicle) is expected to drive within the legal alcohol limits. Anyone who is tested by the police and found to be over the limit, may result in the use of the Disciplinary Procedure, which may result in disciplinary action.

Safeguarding Policy

BTAC's policy on safeguarding applies to all employees at all levels of the business, as well as agency workers, contractors and volunteers. Its purpose is to protect children and service users from harm and to provide all employees, workers and volunteers with information about the safeguarding procedures adopted by BTAC.

The policy is particularly important in any regulated activity/work that BTAC does with children and service users. In England and Wales this is referred to as regulated activity and in Scotland this is referred to as regulated work. In this policy this will be referred to as regulated activity/work.

BTAC has a responsibility to promote the welfare of children and service users and to keep them safe. The organisation complies with all the legal obligations placed upon it by the Safeguarding Vulnerable Groups Act 2006 (England and Wales) and the Protection of Vulnerable Groups (Scotland) Act 2007 (Scotland).

The policy covers the arrangements for safeguarding during the recruitment and selection process and safeguarding issues that arise during employment in circumstances where children or service users are placed at risk, or where they could have been placed at risk. It also sets out the reporting obligations for all employees and the procedure that should be followed to report abuse if this occurs to one of BTAC's service users.

Recruitment process

Advertisements for job roles at BTAC will specify clearly whether the work involves regulated activity/work together with the basis of that work.

Offers of employment will be made conditional on the receipt of a satisfactory disclosure checks. These will be conducted by the Disclosure and Barring Service in England and Wales and Disclosure Scotland in Scotland.

The check will confirm that the applicant is suitable to carry out the role and has not been barred from performing this work.

If the background check reveals that an applicant is not suitable, the offer of employment will be withdrawn by BTAC and the applicant will not be employed.

Existing employees

Existing employees may be required to provide a satisfactory disclosure check where their work becomes a regulated activity/work, or BTAC requires them to start carrying out regulated activity/work. Existing employees cannot conduct any regulated activity/work until they have undertaken a satisfactory disclosure check.

If employees are unable to provide a satisfactory disclosure check, or refuse to undertake a disclosure check, BTAC will consider the options for redeployment into any available job roles that do not involve regulated activity/work.

If existing employees become added to the children and adults barred lists by either disclosure body, BTAC will consider the options for redeployment into any available job roles that do not involve regulated activity/work.

All employees who are added to the barred lists are required to inform the Business Manager of their inclusion on the list at the earliest opportunity. A failure to do so may be deemed a disciplinary matter to be dealt with under the disciplinary procedure.

In both cases, if this is not possible, BTAC may need to consider dismissal of the employee on the basis of the statutory ban imposed by the disclosure. The organisation may be unable to continue to employ the employee in any capacity if the continued association with the employee cannot be maintained, causes reputational damage to the employer or other reasons that harm its position in the marketplace.

All employees are required to be alert at all times to the possibility of abuse towards children or service users. The abuse may come from employees, personal assistants, service users, relatives, neighbours, social workers, providers of support services etc.

Reporting and investigating abuse

BTAC will treat all complaints, allegations or suspicions of abuse with the utmost seriousness. Training will be provided, as appropriate, to ensure that staff are aware of the warning signs of abuse and the correct reporting procedure to follow if they suspect abuse is, or has, taken place.

Employees that suspect abuse is occurring should refer the matter to the Business Manager immediately, with as much detail as possible.

Employees may be asked to refrain from discussing alleged abuse with fellow colleagues, other than those specified by the Business Manager, to avoid the spread of potentially harmful misinformation and to protect the validity of any investigation.

The allegations will be investigated fully, and all such reports are taken seriously. The investigation will be conducted in a discrete and timely manner and will involve the collation of evidence typically derived from witness statements and surveillance footage where possible.

If it is suspected that a criminal act may have been committed, BTAC will report the situation to the police.

Employees suspected of abuse will be suspended on full pay pending a full investigation of the complaints. It should be noted that this suspension is not an indication of the employee's guilt, but rather a necessity given the circumstances. BTAC appreciates the impact prolonged suspension can have on an employee's reputation, even when allegations are later found to be incorrect, and does not take the decision to suspend lightly.

BTAC may be under a duty to disclose allegations of abuse to the Disclosure and Barring Service or Disclosure Scotland as appropriate. The organisation may also consider it necessary to inform the police of allegations under investigation.

Maintaining records

BTAC will ensure that all details associated with allegation of abuse are recorded clearly and accurately. The records will be maintained securely in line with the organisation's confidential record keeping procedure.

Disciplinary action

If the investigation reveals that abuse has happened, or is happening, BTAC will set up a disciplinary hearing for the employee concerned. Abuse of service users is regarded by the organisation as an act of gross misconduct and the allegation could result in summary dismissal, in line with BTAC's disciplinary procedure.

Employees will have the chance to appeal any disciplinary action that is taken against them.

Duty of disclosure

BTAC is legally required to send information to the Disclosure and Barring Service or Disclosure Scotland if a decision is taken to dismiss an employee or remove them from working in regulated activity/work.

BTAC may also be required to inform the Disclosure and Barring Service or Disclosure Scotland if the organisation suspends an employee, or an employee resigns in suspicious circumstances, as the referral duty criteria may already be met at that stage.

TITLE

BTAC

Sustainable Development and Environmental Management – Policy Statement and Actions
14th July 2020

INTENDED AUDIENCE

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Sustainability and Environmental Policy Statement

About BTAC

Baton Twirling Association Cymru (“BTAC”) is the national governing body for Baton Twirling in Wales, its goal is to ensure that Wales has representation Internationally, but also to develop the sport around Wales.

BTAC was founded following the formation of a committee in 2017 which sought to promote the goal of developing Baton Twirling in Wales. BTAC was formally accepted into NBTA Europe in October 2017 and Wales was first represented at the March 2018 WFNbta World Championships. BTAC was constituted in its current form in August 2019.

More recently BTAC has applied to be incorporated as a company limited by guarantee and intends then to apply for charitable status.

[BTAC to insert company and charity numbers when it receives these from companies house and the Charity Commission]

The Baton Twirling Association Cymru (“BTAC”), company number 00000000, is a company limited by guarantee founded in 2020 and is [in the process of applying for charitable status] which will assist it in accessing funds targeted at charitable organisations.

BTAC’s Control over Sustainability and Environmental Policy

Team Members undertake BTAC administrative and office work at home using their own home office facilities. The ability to mandate sustainability practice in BTAC administration is, therefore limited, but BTAC feels that its team members are environmentally aware and motivated and wish to behave sustainably and policies that encourage good sourcing, use and disposal of office materials, promote energy reduction and water use will be adopted by team members in undertaking work for BTAC.

The BTAC Board are keen to ensure BTAC develops as an environmentally sustainable organisation, delivering opportunity to children and young people across Wales to participate in organised physical activity. While sustainability will factor high in BTACs decision making about how to run its organisation, this will be in conjunction with other considerations, not least of which is safeguarding.

BTAC minimises printing and uses ICT systems to reduce printing requirements and to increase organisational efficiency. BTAC has, for example, recently implemented tablet based systems for scoring at events, reducing the need to prepare paper scoring packs for competitions. BTAC is also implementing replacement of all international coaching travel with online coaching due to its effectiveness (proven during the recent Covid-19 crisis), lower costs and reduced environmental impact.

Other key environmental impacts arise from its development of a trading company that will be involved in shipping baton twirling goods to members. BTAC uses Royal Mail services and is confident that it will be able to use packaging that is made from recycled material and that can be reused or recycled.

About this Sustainability and Environmental Management Policy

This Sustainability and Environmental Management Policy for BTAC builds upon BTAC's aim to develop a wholly sustainable organisation delivering services to members and sporting opportunity and excellence to all, a range of community benefits and minimising environmental impact.

This Sustainability and Environmental Management Policy for BTAC will be informed by its new business plan, presently in development. This policy may need to be updated to reflect any changes in the business plan once that has been completed.

Objectives, Commitments and Policy Goals

BTAC believes that organisations are responsible for achieving good environmental practice and operating in a sustainable manner. BTAC recognises and accepts responsibility for the harmful effects its operations may have on both the local and global environment and is committed to reducing them. An organisation that actively seeks opportunities to implement environmentally responsible and sustainable practices can also decrease costs and increase environmental and financial sustainability. Adopting this policy is an important part of protecting our environment for future generations. BTAC will measure its impact on the environment and set targets for ongoing improvement. Management of (i) inputs, e.g. products, services, energy and resources purchased, (ii) in house processes and (iii) outputs, i.e. waste materials and emissions (heat, light etc.) will allow us to control our impact on the environment.

Our policy goals are to:

- ➡ Minimise environmental impact and maximise savings
- ➡ Maintain health and safety standards
- ➡ Maintain an acceptable comfort level for volunteers and members

In the remainder of this document, we will use the words “volunteers and members” to refer to directors, managers, staff, volunteers, members and customers as appropriate.

We will achieve our policy goals by adopting four commitments:

1. BTAC is committed to reducing its environmental impact and to continually improving its environmental performance as an integral and fundamental part of our organisation's strategy and operating methods. We will seek opportunities to implement environmentally responsible and sustainable opportunities through investments in our organisation and when purchasing new products and services, in

considering how we deliver our services and when reviewing plans to change or develop what we deliver and in the development of our facilities.

2. BTAC is aware of and seeks to adhere to all the requirements of the ISO14001:2015 environmental management standard and its Plan, Do, Check, Act and continual improvement methodology, its focus on supply chain and the need for measurement and evaluation of performance and improvement. We will continue to improve our performance judged against this standard and we will continue to review the opportunity to achieve official recognition of our sustainability performance. Depending on our organisation's performance and on the opportunities available from certification, we may decide to seek formal accreditation in the future.
 3. BTAC works with and encourages volunteers and members and all of our business associates to operate in an environmentally responsible and sustainable manner and, where appropriate to achieve similar accredited environmental performance standards. We will put environmental considerations "front and centre" when making decisions about investments in our organisation and when selecting products and services and we will encourage volunteers and members to adopt environmentally responsible and sustainable behaviours.
 4. BTAC advocates the adoption of environmental responsibility and sustainability by volunteers, members and business associates. BTAC will seek practical ways of improving its environmental performance and will work with volunteers and members to encourage the adoption of these ways of operating our facilities – this will include provision of information, training and education appropriate to volunteers and members. We will encourage volunteers and members to become informed about the environmental issues that affect their work.
- ➡ **Responsibility:** All BTAC volunteers and members are responsible for implementing this policy and for ensuring our volunteers and members are encouraged to adhere to our environmental policies. Some volunteers will have greater responsibilities due to their specific job roles. Overall ownership and responsibility for implementing this policy lies with **Jessica Shore**.

Our Sustainability and Environmental Policies

General Policies

Given its limited control over the operation of the facilities it uses (e.g. team members' home offices and hired venues), the following policies should be read as either commitments by BTAC, or commitments to work with or influence owners of the facilities BTAC uses, to achieve the policy goals stated in this document.

BTAC has adopted the following general Sustainability and Environmental Policies in its operation:

- BTAC will wholly support and comply with or seek to exceed the requirements of current environmental legislation.
We will regularly (annually or more frequently if needed) review new legislation and amendments to existing legislation in Wales, in the UK and internationally to ensure that we remain compliant and that we implement best practice. BTAC reviews available online sources including:
<http://www.gov.uk>;
<https://www.legalcompliancemanager.org/>
etc.;
- BTAC maintains a list of legislation that applies to it as an organisation.
- BTAC will seek and adopt the practices required by established codes of environmental practice such as ISO 14001:2015 and, when and where appropriate, may seek formal accreditation under these standards.
- BTAC will review examples of best practice among suppliers, business associates and competitors (including operators of similar organisations) and will adopt examples of best practice behaviour relevant to BTAC's organisation.
- BTAC will encourage volunteers and members to, in order of preference, (i) minimise waste, (ii) increase re-use and (iii) increase recycling of unavoidable waste. BTAC will monitor waste outputs from its events and operations and aims to become a zero-waste (to landfill) organisation.
We will record and monitor annual totals for waste reused, recycled and sent to landfill.
We will work to match or exceed Welsh national targets of being a high reuse/recycling nation by 2025 (70% of waste eliminated, reused or sent to be processed for reuse/recycling) and a zero-waste nation by 2050 (all waste eliminated, reused or sent to be processed for reuse/recycling).
To achieve these goals, we will ensure that we offer volunteers and members practical and usable options for reducing waste and for disposal of waste through reuse and recycling channels.
- In developing our facilities, we will implement and maintain working practices that minimise energy use, water, raw materials and other resource usage at our events,

vehicles and business processes in order to conserve supplies, and minimise our consumption of natural resources, especially where they are non-renewable.

- ➡ Use of vehicles is a necessary part of our work. If BTAC decides to operate a vehicle, i.e. a mini-bus, we will source, operate and maintain it in as sustainable a manner as is practically achievable. At the end of its useful life to BTAC, we will dispose of it in an environmentally responsible and sustainable manner.
- ➡ We will encourage and facilitate the use of alternative means of transport, including cycling, public transport and car sharing, as appropriate.
- ➡ BTAC will develop strong sustainable procurement policies for the selection and purchase of products and services. We will seek opportunities to purchase recycled, recyclable, or re-furnished products and materials where these alternatives are available, economical, and suitable. We will also encourage others including our volunteers, members and business associates to do the same.
- ➡ BTAC will develop and apply methods to assess the environmental impact of any new processes, products or services we intend to introduce in advance. We will ensure that environmental impact is considered, assessed and included in the designs and plans for the further development of our facilities and that, where required (i.e. where the scale and cost of the proposed investment warrant it), formal environmental impact reports by development partners form part of plans for significant developments of our facilities and guide our decisions and investments in the development of our facilities.
- ➡ BTAC will regularly review, at least annually, its performance against its environmental objectives and policies and will benchmark performance against other similar organisations and projects to ensure BTAC continues to develop its environmental and sustainability policy through adoption of best practice. This Sustainability and Environmental Management Policy will be reviewed and re-adopted annually by the BTAC senior management team and Board.
- ➡ BTAC will apply the principles of continuous improvement in the development of its Sustainability and Environmental Management Policies. Policies will be reviewed annually and will be considered when reviewing current and planned future activities. We will target reductions in any negative impacts from our operations on the environment and on the local community. The updated policy will be referenced in each annual report.

Practical Application of the General Policies in our Facilities

- ➡ BTAC will work to reduce waste generated at our events and in our administrative work, aiming to (i) minimise waste, (ii) increase re-use and (iii) increase recycling of unavoidable waste.

Where materials are not suitable for re-use, we will work to ensure volunteers and members properly segregate items so that they can be recycled. We will work with waste services providers or with municipal waste collection services to ensure that we know the local rules for sorting and segregation of business waste and to ensure that we comply with local waste disposal best practice. Only categories of waste identified by our waste services providers as “non-recyclable” will be disposed of in our waste-to-landfill bins (which we will label “waste-to-landfill” to reinforce the recycling message). We will educate and inform volunteers and members on how different types of waste should be segregated and on the importance of not contaminating waste streams with the wrong materials types. We will ensure that our recycling and waste bins are clearly signposted and labelled with the items that can and cannot be put into them.

- ➡ If BTAC does take on its own business premises it will instigate a policy of continuous review of energy use. Electricity, Gas and water meters will be read and be monitored against expected usage. Deviation from expected energy use patterns are investigated and corrective action taken to return the facility to expected usage levels. Abnormal consumption will be investigated and corrective action taken. Realistic energy use reduction targets will be set, agreed and monitored. BTAC will regularly review its supply contracts for water and energy and will seek to balance the environmental performance of its suppliers and the affordability of supply, favouring sustainable generation.
- ➡ When purchasing replacement lighting, heating or other energy consuming equipment, BTAC will consider its sustainability features and select equipment that reduces environmental impact and cost.
- ➡ BTAC will adopt a universal approach involving volunteers and members. Regular awareness initiatives for volunteers and members will emphasise the cost and sustainability / environmental benefits of saving energy and water and how to avoid waste.

Practical Actions for BTAC Volunteers & Members

BTAC recognises its activities have an impact, however small, on our environment and that volunteers and members should take steps to minimise unnecessary environmental degradation as a result of their activities.

Introduction

BTAC volunteers and members use energy in four main ways:

- 1) To light and heat the spaces in which we work.
- 2) To provide power for computer, networking and other electrical equipment.
- 3) To power vehicles or otherwise in travel by volunteers and members.
- 4) Energy and materials are used in delivering projects managed by BTAC volunteers and members.

BTAC has developed and implemented the policies detailed below.

Policy Action 1: Core Business Processes

BTAC will consider environmental and sustainability criteria in the design of products and business processes.

Policy Action 2: Lighting and Heating

BTAC will identify opportunities to implement lighting, heating and other systems that make sustainable use of resources, that take advantage of renewable energy sources and which reduce energy costs. These will also be considered if BTAC does take on its own business premises and in facilities BTAC is involved in developing through projects it manages.

Replacement of systems is justified as older systems break down, when efficiency savings outweigh costs or as legislation or BTAC's own policies require improvement. Due to already invested resource in their original manufacture, replacement will not usually be considered until necessary.

Possible investments include, for example, renewed energy efficient lighting or systems that automatically turn off lights in unoccupied rooms. Any outdoor lighting systems will be selected that reduce unnecessary energy use and light pollution. Use of timers to reduce the hours during which any unattended lighting is switched on (inside and outside buildings) will also be considered.

BTAC volunteers and members are asked to use energy using systems in a way that ensures our environmental performance and sustainability goals in installing these systems are met.

Actions include ensuring:

- 1) All lights in rooms are switched off when facilities are closed.
- 2) Lights are switched off in any room that is not occupied.
- 3) Other equipment is turned off when it is not in use. Computers, Monitors, Projectors, TVs, Audio equipment and other electrical items should be turned off at the switch when they are not in use and when users leave.

- 4) Room heating is managed so that rooms are not unnecessarily heated and so that energy use is reduced when facilities are unoccupied. If rooms are too hot, then the heating should be turned down.
- 5) Low energy consumption equipment is sourced when equipment (e.g. light bulbs) needs to be renewed.
- 6) BTAC will, in any future offices and when undertaking necessary maintenance, consider installation of improved and more effective insulation or renewable energy systems (e.g. solar PV, small scale wind, solar heating, heat exchanger or geothermal heating where these are feasible) and other energy saving measures, including, where necessary, improving user control over heating systems to prevent overheating.
- 7) BTAC volunteers and members should ensure that doors and windows are closed in cold weather to prevent heat loss from buildings.
- 8) BTAC will consider green energy options when sourcing electricity and, if economically and practically possible, will source electricity supplies from suppliers using renewable sources.
- 9) If BTAC does take on its own business premises this would represent an opportunity to seek space that delivers good environmental performance. Consideration would be given to environmental performance and the ability, as tenants, for us to control energy and other resource use in our offices. Subject to economic feasibility, preference would be given to offices featuring energy efficient, controllable systems that should also allow us to reduce heating and lighting costs.

Policy Action 3: ICT and Other Electrical Equipment Energy Usage

Equipment is selected that is energy efficient in use and that can be turned off when not in use. Some equipment can be sourced from re-use partners and, therefore, represents reduced energy use and carbon footprint from manufacture and transport. BTAC volunteers and members contribute to ensuring electrical equipment is energy efficient by ensuring:

- 1) Equipment is switched on only during use.
- 2) All electrical equipment except for computer networking equipment and other items that need to operate continuously are switched off each night. It may be useful to distinguish between continuously operating equipment and other items by having a coloured plug fitted to indicate critical equipment or by having a notice next to the socket for items that should be left on.
- 3) The number of continuously operating devices is minimised
- 4) Computers are (in the main) laptops or desktop workstations which have energy saving features.

Policy Action 4: Travel

BTAC volunteers and members are asked to consider if journeys are necessary to complete their required activities. We recognise that work undertaken by volunteers and members may require travel but users should seek to minimise the impact of travel on the environment and the local community.

- 1) BTAC volunteers and members should consider whether there is a good reason for each trip and what is the most cost/time efficient way of travelling. This should also take into account the environmental impact of travel arrangements.
- 2) BTAC supports the use of public transport by all staff, participants, volunteers and visitors and will work with local public transport companies to inform staff, participants, volunteers and visitors about services.
- 3) BTAC volunteers and members who travel are encouraged to do so together (not in separate cars) to cut down on fuel costs and environmental impact. BTAC arranges collective transport to events and volunteers and members are encouraged to use this.
- 4) BTAC encourages car sharing through online car sharing schemes including: <https://liftshare.com/uk>
- 5) BTAC will consider home working whenever this is practical and where it does not interfere with service provision.
- 6) Flights are discouraged, except where this represents the only practical way of attending a necessary event. Rail transport is encouraged where this can practically replace air and road use.
- 7) Alternatives such as ICT-supported telephone conferencing (e.g. Teams, Zoom or Skype) and video conferencing are encouraged where these are acceptable to staff, participants, volunteers and customers and deliver a satisfactory level of engagement. BTAC has the necessary equipment to encourage this alternative and individual telephones also offer conferencing options.
- 8) The use of bicycles for local travel is encouraged – BTAC is a member of a “Ride2Work” scheme [or other similar scheme? Your accountant may be able to advise] which offers staff discounts through a lease purchase scheme on bicycle purchases via savings in income tax, VAT and NI by salary deductions before tax. Staff repayments for bicycle purchases made by BTAC can be spread over 1 year. BTAC can also assist BTAC volunteers and members in sourcing re-used bicycles at low cost.

Policy Action 5: Paper Use and Disposal

- 1) BTAC encourages computer use and use of cloud services to ensure that documents, reports and letters are reviewed without the need for printing hard copies.

- 2) BTAC used ICT networks (Wi-Fi access etc.) to allow access to reports and other documents. This minimises the requirement for the production of documents on paper (to support meetings etc.). BTAC may consider introducing the use of improved computerised document management to improve on this capability.
- 3) When necessary, BTAC uses paper with a high recycled content other than for production of the highest quality documents in which case paper produced using methods that have a minimal environmental impact is used (wood pulp from sustainable forests). Consideration is given to the methods used in paper production (e.g. bleaching) and their impact on the environment when making purchasing decisions.
- 4) Single-sided printed-papers are re-used (e.g. for note taking) other than when they contain confidential information. Confidential papers are securely shredded and then recycled. Double-sided non-confidential papers are recycled when they are disposed of.
- 5) All used paper, cardboard and other boxes are sent to be recycled via municipal waste management service. Some waste paper may be shipped to a confidential shredding and recycling partner.
- 6) Disposal of other “waste” items is also undertaken by team members in accordance with waste disposal directives and other relevant legislation. BTAC operates a policy of minimising waste, encouraging re-use and recycling and reducing waste sent to landfill. BTAC either uses the municipal business waste management service or partners with organisations able to offer re-use and recycling services. BTAC staff, participants, volunteers and visitors should, if uncertain, ask BTAC for advice on disposing of “waste.”

Policy Action 6: Environmental Considerations in Sourcing & Disposal

- 1) Consideration is given to reuse of packaging materials we receive and to sourcing packaging materials with high recycled content, especially in our trading business.
- 2) Where alternatives exist, BTAC sources materials that require minimal energy use and have minimal environmental impact in manufacturing, in use and when they are disposed of. We will purchase reused and recycled products whenever possible.
- 3) BTAC, when disposing of older computing and other equipment, seeks individuals (including volunteers and members) and not-for-profit organisations that can make use of that equipment (following secure erasure of confidential information) in preference to recycling of components and in preference to landfill or other environmentally damaging disposal options.

- 4) BTAC takes necessary steps to destroy confidential information before disposal of IT equipment.
- 5) BTAC will favour purchases of items with minimal packaging. Consideration is also given to the packaging of the products we produce.
- 6) Compostable waste will be collected separately in kitchen and refreshment areas and composted through municipal composting schemes.
- 7) BTAC will work to achieve Level 3 of the Sustainable Procurement Assessment Framework (SPA) overall and Level 5 in at least one area within the next 3 years in relation to procurement involved in its business operations or project work.
- 8) BTAC will seek to deliver environmental benefit by sourcing furniture and equipment from re-use processing specialists. BTAC will source furniture and equipment from re-processors in order to deliver socio-economic and environmental value while sourcing high quality professionally reprocessed equipment at lower cost than new items.

Policy Action 7: Water Use

We will seek opportunities to save water either by giving preference to facilities that offer water saving features or by seeking to implement them ourselves in collaboration with facilities managers.

- [1] BTAC staff, participants, volunteers and visitors should ensure that taps are turned off when not in use.
- [2] BTAC will, working with team members and facility managers, consider, when designing projects and in our home office working environments, installation of water conservation measures such as time limited taps, 'grey water' recycling systems, dual flush toilets, water aerators on all sink taps and water saving devices in toilet cisterns (see <https://www.savewatersavemoney.co.uk>).

Policy Action 8: Communications

These policies are included in BTAC staff induction training and are explained to BTAC staff on the adoption of each revision by the BTAC management team.

Policy Action 9: Carbon Offsetting

Many BTAC projects are carbon negative and mean that through our work we are already offsetting the carbon impact of our day to day working activities.

BTAC has considered a policy of purchasing Carbon Offsets to mitigate the effects of carbon emissions but has determined that this is not currently financially feasible or sustainable for the organisation.

Carbon Offsets could be purchased from CO2Balance.com who were selected for their range of projects and for their support of best practice initiatives. This organisation has been recommended by National Geographic, the BBC and Google as a provider of Carbon Offsetting services.

BTAC may reconsider the affordability of carbon offsetting and may consider adopting this policy in the future.

Policy Adoption and Signoff

This Sustainability and Environmental Policy was adopted in this revised form on 30th November 2018

Signed: Ms. Jessica Shore

Date: 20th June 2020

Ms. Jessica Shore, President