



Pitch and Putt  
Ireland

## **Pitch and Putt Ireland Governance Code**



## **Contents**

- 01 Mission Statement**
- 02 Safety Statement**
- 03 Schedule of Matters**
- 04 Financial Document**
- 05 NEC Officer Induction Pack**
- 06 NEC Officer Code of Conduct**
- 07 Communications**
- 08 Social Media**
- 09 Risk Management**
- 10 Grievance**
- 11 Complaints**
- 12 Disciplinary**
- 13 Conflict of Interest**
- 14 Recruitment**
- 15 Volunteers**
- 16 Whistle-Blowing**
- 17 Remote Board Meetings**
- 18 Governance and Management**

## **01**

### **MISSION, VALUES, and OBJECTIVES**

Pitch and Putt Ireland is the National governing Body (NGB) for pitch and putt activities and is recognised as such by Sport Ireland and the Department of Transport Tourism and Sport.

The Objectives are to

1. To develop, foster and control amateur pitch and putt in Ireland
2. To actively encourage participation in our sport by all sections of society and to oppose any form of discrimination in our sport on the basis of sex, race, ethnicity, national origin, age, religion, social status or any individual characteristics.

Pitch and Putt Ireland will promote the development of the sport through:

- Strong Leadership
- Competent strategic planning
- Effective development initiatives

Pitch and Putt Ireland is composed of Clubs, County/Regional Boards and a National Executive Council. The management of the Union is vested in County/Regional Boards and the National Executive Council.

**02**

**SAFETY STATEMENT OF  
PITCH & PUTT IRELAND  
EXECUTIVE OFFICERS**

## **GENERAL STATEMENT OF POLICY**

### To each committee Member

This document sets out the safety policy of the Officers of the Pitch and Putt Ireland and specifies the means provided to achieve that policy.

Our objectives are to endeavour to provide a safe and healthy environment for all our visitors and to meet our duties to members of the public who may be affected by our operations. The success of the policy will depend on your cooperation. It is therefore important that you read the document carefully and understand your role and the overall arrangements for health and safety.

It is our intention to review this statement in light of experience and developments.

Committee members and others are encouraged to put forward suggestions for improvements to the statement.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

## **Specific Hazards**

Adequate footwear (i.e.) spiked shoes must be worn by all officers and their agents on the course while competition is in progress.

Equipment, i.e. golf balls or clubs may not be retrieved from hazards by Officers or their agents. An appointed club member may do this on behalf of the participants. Cables been strewn across walkways must be covered by an appropriate mat.

It is imperative that plug sockets are not overloaded.

All banners, flags and other equipment must be properly secured.

## **Travelling**

All officers travelling to and from events will do so in accordance with RSA guidelines.

## **Safety Representative**

Pitch and Putt Ireland will appoint and train a safety representative. The Safety Representative may:

- Consult with and make representations to the committee on issues of safety, health and welfare on site.
- Foster safety awareness on site, promote safe working practices and provide information on safety and health to all personnel.
- Investigate accidents and dangerous occurrences to find out the causes and help identify preventative measures but must not interfere with anything at the scene or obstruct any person with statutory obligation.
- Make oral or written representation to inspectors and receive advice and information from inspectors on matters of safety, health and welfare.
- Carry out inspections on the site to identify hazards, investigate potential hazards and any complaints relating to safety, subject to prior agreement with the committee.

Training will be provided for the safety representative and any training must give adequate information to the safety representative to enable him to fulfil his functions and play an informed part in promoting health and safety on site.

## **Checklist to Ensure Safety Systems of Work**

- Ensure a competent person is put in charge.
- Ensure their responsibilities are clear.
- Make sure there is no element overlooked which is not analysed for potential hazards to be eliminated.
- Use any established tried and tested methods of doing the job.
- Use any relevant codes of practice or guidance notes.

- Comply with safe working procedures laid down for the job.
- Ensure protective clothing and equipment is used where necessary.
- Ensure all are instructed in its use and limitations.
- Are personnel aware of emergency procedures and could emergency services get to the site in acceptable time.

### **Course Specific Safety Procedure**

Pitch and Putt Ireland have over 100 affiliated courses and officers and their agents agree to comply with all safety regulations as set out in the clubs Safety Documents. This may be at a Pitch and Putt Ireland organised competition / Championship or during an official course visit.

Pitch and Putt Ireland commit to providing support to all clubs in developing a course specific Safety Statement by providing a Sample Safety Statement and through the Safety Officer, provide support in developing one specifically for the course and its facilities.

Pitch and Putt Ireland commit to ensuring that all clubs / courses that host an organised competition have in place an up to date Safety Statement.

### **Accident Reporting**

Pitch and Putt Ireland have its own Accident Reporting Book to be managed by the Safety Officer.

All accidents are to be reported immediately or without unreasonable delay. All accidents are to be recorded in the Accident Reporting Book, however minor.

In cases of a serious accident occurring, the following procedure should be followed:

- Observe accident location and status injured person.
- If there is a risk of further injury move the person to safety, otherwise do not move them.
- Call for immediate assistance and emergency services if required.
- See that first aid is administered as required by a competent person.
- If emergency services are summoned ensure they are given the exact location and ensure that they can access the premises as near as possible to the injured person.
- Appoint a suitable person to travel with the injured person and establish location of hospital.
- Notify family of injured person and if required arrange for them to be transported to the hospital.



## **First Aid Procedure**

Pitch and Putt Ireland will ensure a First Aid facility is available at each organised competition / championship. Pitch and Putt Ireland through its Safety Officer will ensure that all First Aid boxes / bags etc in ownership of the Pitch and Putt Ireland will be adequately stocked and available at every organised competition / championship. Pitch and Putt Ireland will make arrangements for the Safety Officer and any other relevant personnel to obtain First Aid certification and ensure that all certification is up to date.

Immediate and proper examination and treatment of injuries may save life and is essential to reduce pain and help injured people make a quick recovery. First Aid treatment is given to a casualty to:

- Sustain life
- Prevent his/her condition from becoming worse.
- Promote his/her recovery.

Any person administering first aid needs to:

- Be certified to administer first aid and ensure that any certification held is up to date.
- Assess any situation where they may be required to administer first aid.
- Give immediate and adequate treatment bearing in mind that a casualty may have more than one injury and that some casualties will require more attention than others.
- Arrange without delay for the transport of a casualty according to the seriousness of the condition.
- Ensure that all incidents are recorded in the Accident Reporting Book including details of any first aid provided by the first aider.

## **Manual Handling**

General Hazards:

- Lifting loads which are too heavy
- Lifting awkward loads or items
- Using improper lifting methods
- Not being able to grip properly
- Dropping loads that are too heavy
- Over-reaching
- Handling cylinders
- Loading onto a low platform
- Loading onto a high platform

### Risks:

The primitive method of lifting uses the back to lift and may lead to the following injuries:

- Strained back
- Prolapsed discs
- Industrial deformities
- Hernias
- Fractures where articles are dropped

### *Precautions to Guard against Risks*

The Kinetic method of lifting:

This method reduces the amount of muscular effort required to move objects by making maximum use for the body weight. This is the correct method for lifting and transferring weights and is based on simple rules which will eliminate the risk of back injury or strain. Always follow these rules when lifting regardless of whether the object is heavy or light.

Rules for safe Lifting:

- Get as close as possible to the load, this brings the line of gravity of both the load and body as close together as possible.
- Position your feet approximately the width of your hips apart with one foot slightly in front of the other, this provides good balance during the lift.
- Relax your knees, lower your back and drop down beside the load, inclining your head.
- Grasp the object with a firm grip, test the weight making sure it is not excessive and keep the arms as close as possible to the body.
- Raise your head and look straight forward, this locks the cervical vertebrae and helps to keep the spine straight.
- Keep the load as close as possible to the body with the elbow in and lift with strong leg muscles in a controlled smooth movement, keeping the spine straight.

Other points which must be complied with to prevent the possibility of back injury:

- Use mechanical lifting equipment where possible
- Before attempting to lift any load by any means, know where you are going to set it down and ensure that the route is clear of obstruction.
- When you grasp the load, test the weight to ensure it is within your capabilities. Many accidents occur when a person raises an object a few inches, realise it is too heavy and lets go. The spinal recoil can cause severe injury.
- When lifting always ensure that the heavy side is close to the body.
- If the load is too heavy, then the assistance of one or more people is required but ensure smooth movement with instruction from one designated person.

#### Pulling and Pushing:

Keep the back straight, although not necessarily vertical, bend at the hips and knees using your leg rather than arm or back muscles to move the object.

#### Reaching

Never over-reach, this may strain the back. If you reach overhead, keep your knees slightly bent to absorb any sudden loading. If this is not possible use a stool or steps. Always reduce the weight to be lifted if lifting over waist level.

#### Handling Cylinders

Some difficulty is encountered in handling of cylinders, especially if they are the round bottom type. The running away action can be avoided if the lifter adopts the correct foot position, with shoulders over the valve so that when they lift, the action draws the cylinder to them. As they lift, they walk forward with it transferring one hand from under the valve to behind it.

#### Loading onto a Low Platform

Place one foot between the weight and the platform, with the other in line with the weight to be lifted. If more than one person is involved in the lift decide which person is to give the order to lift to ensure a smooth movement with all lifting together. Use the rules for safe lifting which will ensure a simple rhythmic movement with the weight travelling on the leading foot position and the rear foot following forward.

#### Loading onto a High Platform

A swinging motion is necessary for lifting weights onto a platform above waist level. Here the foot positions are altered, one foot is placed in line with the object, with the other away from the objects and platform. Where more than one person is involved in the lift, decide which person will give the command. Again, using the rules of safe lifting, allowing just enough room for the object to pass, swing the object away from the platform. The arms should reach a full extended position before the return swing of the pendulum motion. As the weight passes the mid line of the handlers on this return swing, the foot furthest away follows through ready to assist the upward and resting action.

**PRINCIPAL OFFICER PITCH AND PUTT IRELAND**

**President:**

\_\_\_\_\_

**Secretary:**

\_\_\_\_\_

**Treasurer:**

\_\_\_\_\_

**Safety Representative:**

\_\_\_\_\_

**First Aider:**

\_\_\_\_\_

**Insurance Cover By:**

\_\_\_\_\_

**Schedule of matters reserved to the NEC of Pitch and Putt Ireland****1 Pitch and Putt Ireland purpose and strategic focus**

- Changes to its mission
- Approval of its Strategy Statements

**2 Pitch and Putt Ireland Finance**

- Approve the Annual Income and Expenditure Budget
- Approve budgeted expenditure of a single item over €5,000
- Approve non-budgeted expenditure of a single item over €1,000
- Service Contracts where the total value is greater than €2,000
- Annual Audited Accounts are approved by the NEC

**3 Employment**

- Appointment of General Secretary and Salary of the General Secretary
- The NEC must approve any new or additional permanent staff that increases the Pitch and Putt Ireland headcount
- Employment Contracts must be approved by the President and one other member of the NEC

**4 NEC and Governance**

- The NEC may co-opt a member to fill a vacancy if it occurs during the year
- The establishment of Sub-Committees of the NEC and set the Terms of Reference for the Sub-Committee
- Governance Policy and a code of conduct for NEC members

**04**

**FINANCIAL POLICY AND PROCEDURE**

## **Role of the Treasurer.**

The Treasurer has responsibility for the safe-keeping of the funds of Pitch and Putt Ireland.

He/she is responsible for recording all income and expenditure and for reporting on the financial position of Pitch and Putt Ireland to the NEC on an on-going basis. It is important to note that the Treasurer does not have to be an accountant to perform this role. However, he/she must have the ability to record the financial transactions.

The Treasurer must not commit Pitch and Putt Ireland to any expenditure for which prior approval has not been given and should also be in a position to give ample warning to the NEC of Pitch and Putt Ireland should funds be dwindling.

## **Duties of the Treasurer**

- Management of Pitch and Putt Ireland accounts.
- Keeping records
- Preparation of Financial Statements.
- Preparing a financial budget for Pitch and Putt Ireland
- Fundraising in the Club.

## **Management of Club Accounts.**

The Treasurer should receive and pay out money on behalf of Pitch and Putt Ireland.

Club's Affiliation Fees, Member Registration Fee, Championships and Competition entry fees and any other funds are all received in the Office of the Pitch and Putt Ireland and recorded in on a Spreadsheet in the Office and lodged into the Current Account of Pitch and Putt Ireland by the General Secretary.

All cheques drawn must be signed by the Treasurer and co-signed by either the President or General Secretary

Financial transactions in Pitch and Putt Ireland should only take place by cheque or by electronic means where possible.

Payment done by EFT is authorized by the Treasurer and General Secretary

The bank statements should be sent to the Office of Pitch and Putt Ireland other than the signatories of the cheque book account. This helps to ensure proper accountability.

### **Keeping Records.**

It is essential to keep accurate and up to date records of all financial transactions of Pitch and Putt Ireland.

If this is not done, it will be very difficult to prepare the statement of accounts for Pitch and Putt Ireland AGM. In order to keep accurate records, the following points should be considered;

- Make payment by cheque and retain cheque stubs.
- Pay nothing by cash.
- Retain all bank statements and ensure that cheque numbers correspond to those on the bank statement.
- All Bank statements should be forwarded to the office of Pitch and Putt Ireland other than cheque signatories for purpose of accountability.

### **Bank Reconciliations.**

- Bank Reconciliations must be done on a monthly basis.
- Signed by the treasurer and verified by another person and dated.

### **Presentation Financial Statements**

The Treasurer should provide NEC Meetings with regular updates on the financial affairs of Pitch and Putt Ireland.

All meeting should have "Finance" on the Agenda, where current financial position of Pitch and Putt Ireland is outlined and discussed.



## **AGM**

The Treasurer will prepare an Annual Financial Statement and Balance Sheet.

A copy of the financial statement should be forward to NEC Officers, County Boards and Clubs prior to the AGM.

The Annual Accounts should be audited independently

The financial statement should be approved by the Executive Committee and signed by two of three officers – Chairman, Secretary and Treasurer.

The financial report presented to the AGM must include the following:

- Income
- Expenditure
- Bank Balances with Statements reconciled
- List of accruals and payments
- Debts
- Details of Investments and bank loans.

## **Financial Budget for Pitch and Putt Ireland**

The Pitch and Putt Ireland should prepare a budget in order to help plan for the years activities. It is important to note that financial difficulties can occur when least expected. It is the role of the Treasurer to initiate this budget, receiving assistance if required. A budget simply measures performance and assesses if Pitch and Putt Ireland is overspending or raising enough cash. A budget should be co-ordinated i.e between current & capital expenditure and must be realistic.

The following is a list of some pointers in preparing a budget for Pitch and Putt Ireland

- Identify income/trends over previous three years.
- Identify the financial needs of Pitch and Putt Ireland.
- Estimate income/expenditure in those areas during the coming year.
- Make provision for expenditure in new areas.

- Initiate fund-raising schemes.
- Set financial targets for the Club.

### **Purchasing.**

All purchases order should be issued for all items to be ordered. Items to be entered on each order are; date, payee, and purpose of the expense.

Treasurer should file copies of all bills, receipts, statements, invoices etc

### **Purchasing Procedure.**

Items to be orders required the following.

- The General Secretary can purchase items up to the value of €1,000
- Quotation to be got for all items that is required above €1,000
- Quotation to be emailed to the President, Treasurer for approval.
- Orders to be placed on Pitch and Putt Ireland headed paper and with order number and to be signed off by the Treasurer/President/General Secretary
- Orders that do not have an order number will not be paid.

### **Officer's Expenses.**

- Each Officer of Pitch and Putt Ireland will be given Expenses Form.
- On the form the Officer should record the starting location, destination, Description/Notes, Kilometres.
- If there are other expenses – receipt should also be attached.
- Expenses Forms should be handed in every month if possible.

### **Payment of Invoice and other expenses.**

- Payment will either be made by cheque or EFT.
- If it is an EFT payment, a printout of the payment

**NEC Officer Induction Pack**

The Pitch and Putt Ireland Annual Convention is held as per Section 47 of the Constitution, and should any individual be appointed to one of the positions outlined in Section 23 of the Constitution who has not held a position on the NEC before or there has been an absence of 1 year or more from the NEC they will then receive the NEC Officer Induction Pack.

This Induction Pack will include but not be limited to the following documents:

- Pitch and Putt Ireland Constitution
- Rules of Play
- Strategic Plan
- Mission, Values and Objectives Statement
- Letter of Appointment including Role Description
- Minutes of previous years NEC meetings
- Code of Conduct for NEC Officers
- Code of Ethics Policy for Young People in Sport
- Conflicts of Interest and Conflict of Loyalty Policy
- Whistleblowing Policy
- Management Policy
- Health & Safety Policy Statement
- Financial Policy and Procedure
- Executive Schedule of Matters Reserved for the Board
- Expense Sheet
- Grievance Policy
- Volunteer Policy
- Disciplinary Policy
- Safeguarding Statement
- Safeguarding Risk Assessment
- Vetting Policy
- Safeguarding Training Policy
- Governance Code summary documents.

## **Pitch and Putt Ireland Code of Conduct for NEC Officers**

### ***Organisational Values***

As an Officer of the Pitch and Putt Ireland I promise to abide by the fundamental values that underpin all the activities of our organisation.

### ***Accountability***

Everything Pitch and Putt Ireland does will be able to stand the test of scrutiny by members of the public, the media, members, beneficiaries, stakeholders and the regulatory authorities.

### ***Integrity and Honesty***

These will be the hallmarks of all conduct within Pitch and Putt Ireland, particularly when dealing with colleagues (National Executive Council (NEC) and staff) and external individuals and agencies.

### ***Transparency***

Pitch and Putt Ireland will strive to promote an atmosphere of openness throughout the organisation in order to promote confidence to members of the public, staff, beneficiaries and regulators.

In addition to the above I agree to the following:

### ***Law, mission, policies***

In my role as NEC Officer I will not break the law or go against any regulation in force.  
I will support the organisation's mission and actively promote it.  
I will abide by organisational policy and procedure.

### ***Conflicts of Interest***

I will always act in the best interests of the organisation.

I will declare any conflict of interest or any such circumstance as may be viewed by others as conflicting as soon as it arises.  
I will submit to the judgement of the Executive and do as it is required regarding potential conflicts of interest.

### ***Person to Person***

I will not act in disregard of organisational policies in my relationships with fellow NEC Officers, staff, volunteers, beneficiaries or anyone I encounter in my role as NEC Officer.

### ***Guardian of the organisation's reputation***

I will not speak as a NEC Officer to the media or any public forum without the prior knowledge and approval of the President or General Secretary.

When I am asked to represent Pitch and Putt Ireland any comments I make will reflect current policy even if I do not agree with them.  
When speaking as a private citizen I will aim to uphold the reputation of Pitch and Putt Ireland and those who work and volunteer for it.

I will respect organisational, Executive and individual confidentiality.

I will take an active interest in the organisation's public image.

### ***Personal Gain***

I will not personally gain from my role as an NEC Officer nor will I permit others to do so as a result of my actions or negligence.

I will document expenses and seek reimbursement according to agreed procedure.

I will not accept gifts or hospitality without the consent of the Chair.

I will use organisational resources responsibly, when authorised in accordance with procedure.

### ***At NEC level***

I will embody the principles of good governance in all my actions and live up to the trust placed in me by the PPUI.

I will abide by the NEC governance procedures and practice.

I will strive to attend all NEC meetings.

I will strive to absorb agenda items sent to me in good time and be prepared to contribute my opinions during meetings.

I will honour the authority of the Chair.

I will maintain a respectful attitude to the opinions of others.

I will accept a majority vote.

I will maintain confidentiality unless authorised to speak on matters outside board meetings.

### ***Enhancing governance***

I will participate in appropriate induction, training and development board activities.

I will support the General Secretary in his/her executive role and the President in their leadership role.

I recognise that Pitch and Putt Ireland is compliant with The Governance Code for the Community, Voluntary and Charitable Sector in Ireland and I commit to ensuring ongoing Pitch and Putt Ireland compliance.

### ***Leaving the NEC***

I understand that any substantial breach of this code may result in a request for my resignation from the NEC.

Should I wish to resign I will inform the President in writing, stating my reasons for resigning from the NEC.

I will participate in an exit interview if necessary.

### ***Review***

This Code of Conduct document will be reviewed every three years and updated as required.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
NEC Officer of Pitch and Putt Ireland

**07**  
**COMMUNICATIONS POLICY.**

## **Purpose and Scope**

Pitch and Putt Ireland is committed to effective dissemination and receipt of information and communication within the organisation and with members and the media.

The purpose of this policy is to provide guidance to Pitch and Putt Ireland in developing and implementing communication strategies. This policy applies to all NEC Officers, staff, volunteers, and members:

Purpose of communications  
Communication tools and mechanisms  
Liaison with the media.

## **Definitions.**

Electronic communication is essential for sharing information to our NEC Officers, County Board Officers and Club Officers and members.

Our communication will be timely, appropriate, and related to Pitch and Putt Ireland business.

## **Principles.**

A range of electronic tools will be used to communicate with our NEC Officers, staff, and members.

Our communication will protect member's privacy, maintain clear boundaries, and ensure that bullying and harassment does not occur.

We will develop a social media Policy to address any particular issues arising from the use of social media.

A Webmaster will be appointed to provide accountability and control over material published on the Pitch and Putt Ireland website and any related discussion groups or social media websites, such as Facebook, YouTube, and Twitter.

## **Website**

- Our website will include current information on Championships/competitions, policies, constitution, rules of play.
- No offensive content or photos will be published.
- If we intend to publish a photo of a child, we will first seek permission from his or her parents and take care not to provide identifying information.
- We will seek feedback from members to improve the information available on the site.

## **SMS and email**



General Secretary of Pitch and Putt Ireland may use SMS and email to provide information to NEC Officers about meeting, championships/competitions and other Pitch and Putt Ireland business.

- SMS messages should be short
- Email communication will be used when more information is required.

### **Social Media Website.**

- We treat all social media postings, blogs, status updates and tweets as public 'comment.'
- Postings (written, photos or videos) will feature positive Pitch and Putt Ireland news and events.
- No statements will be made that are misleading, false, or likely to injure a person's reputation
- No statements will be made that might bring the Pitch and Putt Ireland into disrepute.
- Abusive, discriminatory, intimidating, or offensive statements will not be tolerated. Offending posts will be removed and those responsible will be blocked from the site.

Pitch and Putt Ireland expect the NEC Officer, Staff, County Board Officers, and Club Officers to conduct themselves appropriately when using electronic communication to share information with others or posting material on public websites connected to the Pitch and Putt Ireland, County Board and Club sites.

Electronic communication:

- Should be restricted to Pitch and Putt matters
- Must not offend, intimidate, humiliate, or bully another person.
- Must not be misleading, false or injure the reputation of another person.
- Should respect and maintain the privacy of members.
- Must not bring the Pitch and Putt Ireland into disrepute.

### **Non-compliance**

Members may face disciplinary action for sending inappropriate electronic communication or posting online content or comments that harass, offend, intimidate, or humiliate another member, as outlined in our Code of Conduct.

Under certain circumstances, cyber bullying (e.g., bullying that is conducted through an internet service such as email, a chat room, discussion group, instant messaging, or website) is a criminal offence that can be reported to the police.

In addition, members who publish false or misleading comments about another person in the public domain (e.g., Facebook, YouTube, or Twitter) may be liable for defamation.

**08**

**Social Media Policy.**

## **Scope**

This policy applies to all forms of social media and applies to Members, Employees, Volunteers and any individual representing Pitch and Putt Ireland.

## **Purpose**

This policy aims to ensure that Pitch and Putt Ireland is not exposed to legal and governance risks through the use of social media and that its reputation is not adversely affected. It also aims to ensure Members, Employees, Volunteers and any individual representing Pitch and Putt Ireland understand the guidelines and terms of use of social media sites so as not to breach our confidentiality policy or offend other members, employees, visitors suppliers, associates or freelancers when using social media.

## **Definitions**

For the purpose of this policy, social media is an interactive online media that allows users to communicate instantly with each other or share data in a public forum. It includes social and business networking websites such as Facebook, Twitter, and LinkedIn. Social media also covers video and image sharing websites such as YouTube, Tik Tok and Flickr, as well as writing or commenting on a blog (whether it is your own or the blog of another person), taking part in discussions on web forums or message boards or even taking part in online polls. This is a constantly changing area with new websites being launched on a regular basis and therefore this list is not exhaustive. The absence of, or lack of, explicit reference to a specific website or service does not limit the extent of the application of this policy. Where no policy or guideline exists Members, Employees, Volunteers and any individual representing Pitch and Putt Ireland must use their judgement as to what is and what is not appropriate use or comment on social media websites.

## **Guidelines**

Pitch and Putt Ireland recognises that individuals will make use of social media in a personal capacity. When logging onto and using social media websites and blogs at any time: Members, Employees, Volunteers and any individual representing Pitch and Putt Ireland must not:

- Other than in relation to Pitch and Putt Ireland own social media activities or other than where expressly permitted by Pitch and Putt Ireland on business networking websites such as Facebook, LinkedIn, write recommendations about previous or current employees and they must also ensure that any personal views expressed are clearly stated to be theirs alone and do not represent those of Pitch and Putt Ireland.
- Conduct themselves in a way that is potentially detrimental to Pitch and Putt Ireland or brings Pitch and Putt Ireland or its members, sponsors into disrepute, for example by posting images or video clips that are inappropriate or links to inappropriate websites content.

- Allow their interaction on these websites or blogs to damage the working relationships with or between members, employees, volunteers or sponsors of Pitch and Putt Ireland for example by criticising or arguing with such persons.
- Include personal information or data about Pitch and Putt Ireland members, employees, NEC officers or sponsors without their express consent. Be aware that even if not expressly named, you may be liable if Pitch and Putt Ireland reasonably believes they are identifiable – this could constitute a breach of data protection which is a criminal offence.
- Make any derogatory, offensive, discriminatory, untrue, negative, criminal or defamatory comment about Pitch and Putt Ireland, its members, employees, NEC officers or sponsors.
- Make any comments or post images or video clips about Pitch and Putt Ireland employees or NEC Officers that could constitute unlawful discrimination, harassment, or cyber-bullying contrary to the Equality act.
- Breach copyright or any proprietary interest belonging to Pitch and Putt Ireland for example using images without permission or failing to give acknowledgment where permission has been given to reproduce particular work.

Offending content must be removed immediately if asked to do so by Pitch and Putt Ireland.

Please remember that social media websites are public for a even if they have set their account privacy settings at a restricted access or “friends only” level and you should therefore not assume that your postings on any website will remain private.

**09**

## **RISK REGISTER PITCH AND PUTT IRELAND**

# CONTENTS

## SECTION ONE

### Overview

Introduction .....	2
Category of Risk.....	2
Risk Identification .....	4
Risk Assessment.....	4
Treatment of Risk.....	5

## SECTION TWO

### Risk Register

Listing of Risks .....	6
------------------------	---

## OVERVIEW

### Introduction

A risk management system is defined according to the Code of Practice for the Governance of State Bodies, 2009 as:

*“An effective risk management system identifies and assesses risk, decides on appropriate responses and then provides assurances that the chosen responses are effective”*

**Pitch and Putt Ireland** recognises that an effective risk management framework is a key element of effective governance and internal control within organisation in the voluntary and community sector. Indeed, the need for formal risk management processes have been formalised through best practice codes such as the ‘Code of Practice for Good Governance of Community, Voluntary and Charitable Organisations in Ireland’ and the ‘Code of Practice for the Governance of State Bodies’.

This risk management framework provides management, staff, funders and other stakeholders with assurances that the major organisational risks that threaten Pitch and Putt Ireland are identified and appropriately managed on an ongoing basis.

### Category of Risk

The types of risk that we have identified as threats to Pitch and Putt Ireland include:

#### Managerial

Failure to implement organisational structures and staff development

#### Financial

Failure to maintain effective financial management and accountability; in terms of budgetary and financial resources – reflecting the challenges to meet both pay and non-pay obligations

## **Resources / Personnel**

Relating to the availability of appropriately qualified staff with necessary knowledge and skills

## **Operational**

Failure to implement adequate processes, appropriate staffing, systems

## **Legislative / Regulatory**

Reflecting concerns in relation to non-compliance with statutes and regulations across all areas of activity

## **Business Continuity**

Fire, flood, major utility failure, loss of key personnel

## **Members**

Failure to meet expectations

## **Contractual**

Failure to meet the terms of any contracts entered into

## **Legal**

Claims against Pitch and Putt Ireland

## **Social**

Changes in demographic trends that impact on the ability to deliver quality services



## Physical

Health and Safety of Staff, Volunteers, Members etc. Failure to safeguard physical assets

## Strategic

Failure to develop and implement Strategic and Annual Plans

## External Dependency

Relating to dependence on and involvement of external bodies / institutions, Government Departments and agencies

## Reputational

Relating to the tarnishing of the public reputation, profile and image of Pitch and Putt Ireland with the public at large and with key stakeholders. Misuse of government funding

## Risk Identification

Risks are identified within the different areas of Pitch and Putt Ireland operations; risk identification is delegated to the appropriate persons within these areas.

## Risk Assessment

### Risk is measured in terms of:

**likelihood** or probability  
**consequences** or impact

### Probability / Likelihood of Occurrence

What is the chance that this risk is going to happen  
Measured on a scale from low to high

### Consequences / Impact of Occurrence

- If it does occur, what will be the likely impact on Pitch and Putt Ireland?
- Measured on a scale from low to high

### Ranking of Risk

Consequences / Impact				
		High		
		Medium		
		Low		
		Low	Medium	High
	High			
	Medium			
	Low			

### Probability / Likelihood

#### Consequence / Impact Scoring

Low  
Medium  
High

#### Likelihood / Probability Scoring

Low  
Medium  
High

## Treatment of Risk

Risk is treated according to the four T's as follows:

### Tolerate

- accept the risk (*Risks that are low and require no further action*)

### Treat

- controls to address the problem (*manage and mitigate the risk to an acceptable level*)
- Reduce – likelihood of occurrence
- Reduce – consequences of occurrence

### Transfer

- insure/outsource (transfer the risk to a third party e.g. insurance company)

### Terminate

- withdraw from activity (where the only appropriate way of managing the risk is to terminate it)

## Risk Register

### Introduction

The Risk Register is the primary tool used to support the risk management process. It is used to record risks, to identify current controls, to allocate ownership of the risk and controls to the best placed individual and to identify future actions for the management of risks.

The Risk Register captures the following:

- Risk Number
- Risk Category
- Risk Description
- Controls
- Likelihood Score
- Impact Score

- Risk Owner
- Mitigation Action

## Review

The Risk Management Process and the Risk Register are subject to at least an annual review by the board.

				Level of Risk							
Risk No	Risk Category	Description of Risk	Controls	Likelihood			Impact			Risk Owner Responsibility for mitigation	Mitigation Actions (preventive or contingency)
				H	M	L	H	M	L		
1	Financial Operational	Mismanagement of funds	Management Accounts system of control authorisation of expenditure	Low			Medium			Board/Management	Review/amend as necessary system of control for authorisation of expenditure every 6 months
2	Financial Credit	Bank Overdraft charges creditor payment delays	Forecasting, monthly bank rec & cash monitoring	Low			Medium			Treasurer	Diary important dates for Board and Management to review
3	Financial Liquidity	Inability to access funding in good time	Financial Reporting drawdown procedures	Medium			High			Management/Treasurer	Review system annually to ensure it is “fit for purpose” & review cash flow & drawdown requests at every Board meeting
4	Annual Grant Allocations	Failure to forecast pay and non-pay costs in advance	Preparation of a draft Budget based on information to hand – to be reviewed and amended monthly by the Board	Medium			High			Board/Treasurer	Advance preparation and planning – make adjustments as necessary
5	Strategic	Standards are not maintained that ensure appropriate levels of governance is achieved	Coach education training in place to train and develop panel of rule officials	Low			High			Board/Management	Ensure Coach Training is funded and is utilised at all times with careful monitoring & Plan is updated to reflect all areas of future training needs
6	Legal	Litigation from a third party due to inadequate insurance cover	Suitable policy reduces the consequences resulting from a successful prosecution or claim	Medium			High			Board & Management	Ensure appropriate insurance policies are in place – reviewed and paid up to date
7	Reputational	Failure to provide safety to the players and other club players and members and	Suitable Health & Safety Policy in place	High			Medium			Board & Team Leader	Ensure all players are aware of consequences of foal play

8	Operational	Fit for purpose Membership Database	Preparation of members details is on a Standardised Data Base	High	Medium	Board & Management	Ensure new GDPR regulations are managed to update security of member database

**10**

**GRIEVANCE POLICY.**

## **Introduction**

It is in the mutual interest of both employer and employee to establish a clear procedure for the resolution of all issues arising between them. Grievances will occur in the normal course of interaction in any organisation or workplace.

It is accepted that failure to provide a procedure to deal adequately with these grievances, as they arise, will inevitably lead to disputes affecting not only the aggrieved party but also all those employed in the organisation/work place.

Full recognition is to be given to the significance of personal grievances and all grievances and disputes will be dealt with without undue delay and at the earliest possible stage of this procedure.

### **Purpose of Grievance Policy.**

- To ensure that all employees of Pitch and Putt Ireland are treated in a fair and equitable manner for all grievance matters.
- To enable employees to raise any complaints concerning work related matters so that the issue may be addressed promptly and as close as possible to the point of origin without disruption to their work.
- To outline the points of contact for pursuing a grievance.

### **Procedural Information.**

- The President/General Secretary to whom a grievance is reported must investigate the fact in detail; this may require interviews with the employee bringing the grievance and with others.
- Throughout the above procedure, an employee has the right at all stages to be accompanied by a fellow employee of his/her choice or representative of his/her trade union.
- Every attempt will be made to handle an employee's grievance as speedily as possible and the employee will be informed of the progress made. Whenever possible any grievance raised will be heard within the time frame for the particular stage and unless there is a satisfactory outcome, from the employee's point of view, the employee has the right to advance to the next stage of the procedure.
- The time limits within this procedure may be extended by mutual agreement. Otherwise the procedure should be followed within the time frame.
- All grievances should be put in writing. Where an employee chooses to make a verbal complaint it will be recorded, in writing, by the person to whom the grievance is made and a copy given to the employee. The employee will have an opportunity to consider and make changes to the written copy, within an agreed timeframe.



## **Informal Discussion.**

Employees are encouraged to approach their immediate supervisor in the first instance to discuss issues and attempt to resolve them. If the employee is dissatisfied with the response, he/she may utilise Stage 1 of the procedure.

For some employees, stage 1 and possibly stage 2 will not apply, other stages may be the first. There can occasionally occur a situation when an employee has a grievance which he/she cannot discuss with his/her immediate supervisor or may consider his/her immediate supervisor to be part of the problem. In such instances, he/she should discuss the matter with the next level of management.

## **Formal Procedure.**

### **Stage 1.**

At Stage 1, the matter in dispute will be discussed by the employee concerned with his/her immediate supervisor.

### **Stage 2.**

Failing settlement, the matter will be discussed between the employee, his/her representative, employee's General Secretary and next highest authority, and a decision given within five working days.

### **Stage 3.**

Should the parties fail to agree, the matter will be referred to the NEC of Pitch & Putt Ireland. A meeting will be arranged with the employee and his/her representative to discuss the matter where possible within five working days but not later than ten working days. The NEC of Pitch and Putt Ireland should respond after the meeting, in writing, as soon as possible after the meeting.

### **Stage 4.**

Should the matter remain unresolved internally, the matter may be referred through normal industrial relations procedures. The procedures referred to include a Rights Commissioner, the Labour Relations Commission, the Labour Court, the Employment Appeals Tribunal or Equality Officer as appropriate.

During the period in which the above procedure is being followed no strike, lock-out, walk-out, sit-in, go-slow, or any other form of industrial action designed to bring pressure to bear on either party will take place, until all avenues as prescribed have been followed by

other parties and at least 14 days have elapsed following the issues of a Labour Court Recommendation or a determination of the Employment appeals Tribunal. Any industrial action will require that two weeks' written notice be given by either party.

In the event of any issues arising which cannot immediately be disposed of and which are being processed in accordance with the above disputes procedure, normal working-under protest if necessary-will continue, pending settlement.

### **General Secretary Grievance.**

If the General Secretary has a grievance related to his/her employment, he/she should raise the matter initially with the President of Pitch and Putt Ireland.

If the matter is not resolved, he/she may refer it to the NEC of Pitch and Putt Ireland who will provide him/her with an opportunity of being heard by the NEC and will give a final decision.

In the event of the matter not being resolved internally, the matter may be referred externally through normal industrial relations procedures.

### **Review.**

This policy may be reviewed by the NEC of Pitch and Putt Ireland on an annual basis.

**11**

**COMPLAINTS POLICY AND PROCEDURES**

## **Introduction and Scope.**

Pitch and Putt Ireland is committed to providing all its members with a high-quality service. While we work hard to achieve this, we are aware that on occasion, complaints will arise. As a result, and in keeping with our commitment to excellence in customer service, we have introduced a Complaints Policy and Procedure.

This document may be amended from time to time by the NEC Officers of Pitch and Putt Ireland.

Pitch and Putt Ireland will follow up all complaints, including those that are raised anonymously. In some cases, without an identified complainant, Pitch and Putt Ireland is unlikely to be able to proceed with the complaint process, but in all cases, an initial assessment will be made to consider whether there is sufficient substance in the complaint to warrant some initial enquiries or risk assessment.

## **Principles**

Pitch and Putt Ireland where possible will seek to resolve complaints informally at NEC level.

We will treat all complaints properly, fairly, and impartially.

Making a complaint will have no implications for the complainant's future dealing with Pitch and Putt Ireland.

Where complaints cannot be resolved informally, a standardised, transparent, and fair complaints procedure will be invoked.

A formal complaint should be made in writing to the General Secretary of Pitch and Putt Ireland where a complaint has not been resolved informally or where the matter is of serious nature.

Pitch and Putt Ireland will keep all complaints confidential and will only involve as many personnel as necessary. If you make a complaint, we will treat you with respect, and we expect you to treat the NEC Officers of Pitch and Putt Ireland in the same way.

## **What does our Complaints Procedure Cover?**

A complaint is an expression of dissatisfaction with the conduct of the organisation, Officers, sub committees, volunteers, players, or with alleged unfair practice in connection with the sport. Grounds for a complaint shall include but shall not be limited to the following:

We have not treated you politely.

We have discriminated against you, or not treated you fairly.

If the conduct of any individual, brings or is likely to bring the sport into disrepute.

A breach of any of the Rules or Codes of Conduct applicable from time to time to Pitch and Putt Ireland activities.

### **How do I Complain?**

**Stage 1:** If you are dissatisfied by some aspect of our game and you feel able to, please express this to the person with whom you are dealing who will try to resolve the complaint.

**Stage 2:** If you prefer, please ask to speak to the President of Pitch and Putt Ireland who will try to help as we aim to resolve all difficulties where possible.

**Stage 3:** If you remain dissatisfied and wish to make a complaint, you can contact our General Secretary, who will arrange for your complaint to be formally investigated. Our General Secretary can be contacted in writing or by email [office@ppui.ie](mailto:office@ppui.ie)

### **What information do I need to provide when making a complaint?**

- By providing the following information, you can help to speed up the investigation of your complaint:
- Your name, address, email, and contact number.
- Exactly what it is you are dissatisfied with
- The name of member that the complaint relates to
- Remember also to forward us copies of any relevant documentation/correspondence you may have.

### **Complaints Procedure**

A Complaints Committee other than those originally involved in the initial issue, will examine your complaint.

On receiving the complaint, it will be examined and review your complaint, and a reply will be sent in within 10 days or as soon as possible following receipt of your complaint. Where it is not possible to meet this target, we will inform you and continue to so until the matter is resolved.

It is intended that complaints procedures should be easily accessible, that all complaints are fully and fairly investigated, and that the complaints process should provide an effective response and appropriate redress.

If you are not satisfied with the with the response to your complaint, you may request further information or appeal the outcome of your complaint to the General Secretary of Pitch and Putt Ireland.

**12**

**DISCIPLINARY PROCEDURES**

<b>Contents</b>	<b>Page No.</b>
Policy Objective	3
Formal Disciplinary Procedure	4
Misconduct and Gross Misconduct	5
Right of Appeal	6
Appendix	7



## **Policy Objective.**

The primary objective of the disciplinary procedure are;

- Assisting the employee whose conduct or performance falls below the requirements of Pitch & Putt Ireland, where the necessary improvement has not been achieved.
- Ensuring the maintenance of satisfactory conduct or performance.
- Ensuring that employees are treated fairly and consistently and any disciplinary action is effected for a fair reason and in accordance with fair procedures.
- Ensuring that the disciplinary procedure is based on the philosophy of discouraging and correcting unacceptable conduct, unsatisfactory performance, or breach of rules or regulations at the earliest stage, and actively involving the employee in this process.

Where employees do not meet the required standards, every effort will be made by their immediate supervisor/manager to address shortcomings in work standards, conduct or attendance through informal counselling without invoking the disciplinary procedure.

## **Formal Disciplinary Procedure.**

The following disciplinary procedure applies if Pitch & Putt Ireland, as employer, has complaints about the conduct, attendance, time keeping or job performance of the employee:

1. Investigations into such complaints will be made fully but as quickly as possible.
2. The employee concerned should receive a short summary of the main areas of complaint before a meeting to consider the matter, unless the employer considers the matter so urgent that such a statement cannot reasonable be provided before the meeting. In such circumstances, the employee will be informed at the beginning of the meeting of the main areas of complaint.
3. The employee has the right to present his/her response to the complaint and to be represented by a fellow employee of his/her choice or a representative of his/her trade union.
4. The meeting will be adjourned to decide what course of action will be taken, the employee and their representative will then be recalled and told of the decision.
5. A written record of the meeting will be kept.

There are four stages in the Disciplinary Procedure. Where the complaint is found to be justified but not constitute gross misconduct, the procedure will be as follows;

**First Stage; Verbal Warning.**

The employee will be told what to do about the situation. A letter confirming this meeting should be held on file for 12 months. The warning will lapse after 6 months.

**Second Stage; Written Warning.**

If the complaint persists within the currency of the previous warning, the procedure will be repeated but with a written warning. This warning will lapse after 12 months.

**Third Stage; Final Written Warning.**

If the complaint persists the employee will be warned in writing and verbally that a further breach of discipline will lead to dismissal. This warning will lapse after 12 months.

**Fourth State; Dismissal/Demotion.**

If there is a further breach of discipline after the third stage or if an incident is so serious that it cannot reasonable be dealt with at stages 2 or 3, the employer may decide to dismiss or demote the employee.

A template for each from is included in the Appendix to this policy.

Warnings lapse after fixed period of time at each stage. A first disciplinary complaint shall be treated using the first stage (verbal warning) procedure, except in a case of alleged serious or gross misconduct when an investigation at the third or fourth stages may be initiated. There is no dismissal for the first offences, except in the case of serious or gross misconduct such as theft, assault or being under the influence of alcohol while on the employer's or other authorised premises, whether on or off duty. This list is not exhaustive.

In the case of alleged serious or gross misconduct the employee may be suspended whilst the complaint is investigated or after the issue of a Termination Notice.

The following procedure will be carried out by the General Secretary/NEC of Pitch & Putt Ireland;

- The employee may be suspended with pay pending the investigation.

- The employee will be informed of the reasons for the proposed disciplinary action and will have the right to state his/her case and, if desired, may be accompanied by a fellow employee or a representative of his/her trade union.
- An appeal may be made to the NEC of Pitch & Putt Ireland if a decision to take disciplinary action is taken under the above procedure.
- Certain serious breaches of Pitch & Putt Ireland Constitution, custom or practice may result in dismissal without notice or pay in lieu thereof.

### **Misconduct and Gross Misconduct.**

To illustrate the range of complaints or offences which can be classed as misconduct, a set of examples of misconduct and gross misconduct have been produced. Although all would be regarded as serious, what counts as gross misconduct often depends on the specific context or circumstances.

### **Misconduct.**

#### **Conduct.**

- Failure to comply with a reasonable request.
- Abusive, objectionable or insulting behaviour and/or language.
- Disorderly conduct.
- Sleeping on the premises.
- Failure to comply with written instructions.

### **General Conduct at Work.**

- Unauthorised distribution of written material
- Unauthorised collection of money
- Failure to maintain the required standard of dress or presentation
- Unauthorised absence from place of work.
- Failure to ensure that reporting staff are instructed to comply with any legislation, regulations, Codes of Practice or Codes of Conduct relating to the employment.
- Failure to conduct administrative duties in a satisfactory manner.

## **Performance**

- Neglect of duties (not attributable to lack of training)
- Negligent performance
- Persistent failure to meet job requirements
- Failure to maintain a satisfactory level of performance

## **Absence.**

- Absent without authorisation
- Persistent and unacceptable absence levels
- Failure to follow absence reporting procedures.
- Giving false evidence of incapacity to work.

## **Time Keeping.**

- Regularly or persistently late for work or leaving early without authorisation.

## **Right to Appeal**

An employee has a right to appeal at any stage of the disciplinary procedures. The application indicating a wish to appeal the decision must be lodged, in writing, within seven working days of the employee being informed of the proposed action to be taken against them.

The appeal should be directed to the next higher level General Secretary. The relevant General Secretary to whom the appeal is made should meet the parties concerned to consider all relevant evidence within seven working days of receipt of the appeal letter and give their decision to the employee within five working days after the meeting to consider the appeal.

Where an appeal against dismissal fails, the effective date of termination or demotion shall be the date on which the employee was originally dismissed.

## **Review.**

This policy may be reviewed annually by the NEC of Pitch & Putt Ireland.

## Record of Verbal Warning

**EMPLOYEE NAME:** .....

**DEPARTMENT:** .....

**I have reason to issue a verbal warning to the above employee in respect of:**

**SIGNED:** ..... **DATE:** .....

**NAME:** ..... **POSITION:** .....

**To be retained on the employee's personal record file for six months**

**I confirm that I have received a copy of this written warning**

**SIGNED:** ..... **DATE:** .....  
**(Employee)**

## Record of First Written Warning

**EMPLOYEE NAME:** .....

DEPARTMENT: .....

**Further to your interview on....., regarding the following offence,  
I have cause to issue a first written warning.**

### DETAILS:

--

**In the event of a recurrence or continuance of the above, or any other breach of discipline within twelve months, further action will be taken under the disciplinary procedure, up to and including dismissal.**

**SIGNED:** ..... **DATE:** .....

**NAME:** ..... **Position:** .....

**To be retained on the employee's personal record file for twelve months  
I confirm that I have received a copy of this written warning**

**SIGNED:** ..... **DATE:** .....  
(Employee)

## Record of Final Written Warning

**EMPLOYEE NAME:** .....

DEPARTMENT: .....

**Further to your interview on....., regarding the following offence, I have cause to issue a final written warning.**

### DETAILS:

[illegible]

**In the event of a recurrence or continuance of the above, or any other breach of discipline within twelve months, further action will be taken under the disciplinary procedure, up to and including dismissal.**

**SIGNED:** ..... **DATE:** .....

**NAME:** ..... **Position:** .....

**To be retained on the employee's personal record file for eighteen months  
I confirm that I have received a copy of this written warning**

**SIGNED: .....** **DATE: .....**  
(Employee)

## Statement of Disciplinary Action

**EMPLOYEE NAME:** .....

DEPARTMENT: .....

**Further to your interview on....., it has been decided that the following disciplinary action will be taken (delete as appropriate):**

- ☐ Dismissal with..... weeks' notice.
- ☐ Demotion with..... weeks' notice.
- ☐ Summary dismissal for gross misconduct.

### DETAILS:

(Continue on another sheet if necessary)

**If you wish to appeal against this disciplinary action you have a right to do so in accordance with the Disciplinary Procedure.**

**SIGNED:** ..... **DATE:** .....

**NAME:** ..... **Position:** .....

**TO BE SIGNED BY THE EMPLOYEE**

## Right of Appeal

**I acknowledge that I have received a copy of this statement. I understand that I have the right of appeal against this disciplinary action which \*I do / do not wish to take up; any appeal must be made within 5 working days of the date of dismissal.**

**SIGNED:** ..... **DATE:** .....



## Record of Suspension

**EMPLOYEE NAME:** .....

**DEPARTMENT:** .....

**This is to confirm that you have been suspended from work with full pay because:**

**You will be required to return to work on..... (day & date) at .....(time) to meet with .....**

**SIGNED:** ..... **DATE:** .....

**NAME:** ..... **Position:** .....

**SIGNED:** ..... **DATE:** .....  
(Employee)

**Copy to be retained on employee's personal record file.**

**I confirm that I have received a copy of this written warning**

**SIGNED:** ..... **DATE:** .....

## **Conflict of Interest and Conflict of Loyalty Policy**

### **Introduction**

This document explains Pitch and Putt Ireland Conflict of Interest and Conflict of Loyalty Policy and the steps that must be taken when an interest is declared or discovered. Each National Executive Council (NEC) Officer and employee must adhere to this policy.

Pitch and Putt Ireland aims to embrace a philosophy of disclosure and foster an attitude of openness and integrity. This document explains the Conflict-of-Interest Policy and attempts to deal with the issue in ways that are fair to NEC Officers and employees and enable the organisation to function while protecting integrity and providing unbiased advice.

### **Definitions**

The following provides a definition of words used throughout the document:

***Conflict of Interest:*** A conflict of interest arises when your private interests compete with your professional duties. A Conflict of Interest would include, but not be limited to, direct or indirect interests of a NEC Officer or employee in:

- A company, service or product that could be affected by a decision of the NEC, Select Committees, or other body.
- A company or product that is in competition with a company, service or product that could be affected by a decision of a committee or other body.
- Acceptance of any gift, entertainment, services, loans, or promises of future benefits from any person or organisation that might benefit because of the individual's connection with the Pitch and Putt Ireland; and
- Compensation in the form of fees or salaries if such payment results directly or indirectly from the NEC Officer or employee's work with Pitch and Putt Ireland.

***Conflict of Loyalty:*** A conflict of loyalty arises where a board member may be involved in executive decisions and may be (or perceived to be) potentially influenced by considerations other than the best interests of the organisation. This might happen when the board member has come to the executive as a nominee of a particular group e.g., members in a particular county, funding body, beneficiaries, or staff. This situation may possibly cause the board member to think that they should act in the interests of the grouping which nominated them. However, in all cases, regardless of their route to the executive, all board members should act in the interests solely of the organisation, rather than acting in the interests of the grouping which nominated them. Conflicts of loyalty may be sufficiently serious to amount to conflicts of interest.

***Connected Person*** relates to significant others that may have an influence. It may include the following:

- Parents.
- Spouse or partner.
- Children and their spouse/partner.

- Grandchildren and their spouse/partner.
- Grandparents.
- Brothers and their spouse/partner; and
- Sisters and their spouse/partner.

### **Pitch and Putt Ireland Policy**

It is the policy of Pitch and Putt Ireland that no NEC Officer/employee will take personal advantage of his or her role by allowing a situation to exist that may be construed as a conflict of interest or conflict of loyalty. This includes while serving as an Officer, Committee Chair, Committee Vice Chair, Committee Member, Instructor or in another type of leadership capacity.

In addition, Pitch and Putt Ireland intends to ensure with reasonable prudence that no NEC Officer or employee creates the appearance of realizing financial gain of any nature or amount from its actions.

It is also the intent to carry on activities in accordance with the highest ethical standards. Adoption of this Policy is, therefore, a reaffirmation of intent that those holding appointed leadership positions practice the highest ethical standards and give commitment to the organisation and its goals. Any activities which do not serve Pitch and Putt Ireland's best interest, or which favour the personal advantage of another person or corporation are inconsistent with the duties and responsibilities owed to it.

Pitch and Putt Ireland is committed to maintaining an honest, open, and well-intentioned atmosphere within the organisation. It is therefore also committed to the elimination of any fraud and to the rigorous investigation of any such cases. NEC Officers and employees should therefore not engage in any conduct or activity that might reasonably be interpreted by the general public as tending to adversely affect the performance of their duties.

### **Relevant Interest**

An interest should be declared if an individual considers it relevant to their duties and that there is therefore a risk of it being reasonably perceived as biasing their decisions while conducting their duties. The test is whether 'an external observer, knowing the facts of the situation, would reasonably think that the person might be influenced by the interest'.

It is not possible to provide a comprehensive definition of circumstances which necessarily give rise to a conflict of interest, but the following are examples of situations giving rise to perceived conflict of interest. The list is not exhaustive, and in any situation where an individual is uncertain as to the propriety of a given arrangement, advice may be sought from the Chair.

### ***General Examples***

- A financial interest held by an individual (or by his or her immediate relative/s or household member/s) in an organisation; examples of such interests are paid consultancies, paid service on a board of directors or advisory board, equity holdings in or royalty income from an enterprise from which Pitch and Putt Ireland buys a service. The existence of such an interest does not necessarily imply conflict, but is likely to give an appearance of conflict, and should be declared.
- Any relationship with a named organisation with which Pitch and Putt Ireland might do business. Such interests would include:

- Ownership or part ownership.
- Shareholdings.
- Directorships.
- Serving on a decision making local or national body.
- Paid employment or previous employment with an organisation.
- Trusteeship or governorship of or employment with an organisation.
- Memberships: membership of professional bodies, trade or other association, or external bodies; or
- Family: specified close family interest in any of the above.

In all the above, individuals are not expected to quantify the extent of a financial interest, merely the fact that one exists. The presumption is always in favour of declaring an interest. If a person is in doubt whether to register an interest, they should declare it or consult with the President.

### **Register of Interests**

The aim of creating a register is to identify those activities and interests, which individuals consider as carrying a risk of bias in the conduct of their duties.

On joining Pitch and Putt Ireland the following individuals are required to complete a Declaration of Interest form (Appendix A) and submit the original to the General Secretary:

- All NEC Members
- Staff members (full and part-time).

Forms must be completed on an annual basis. In addition, as circumstances change, individuals must update their statements by informing the staff member responsible for managing the register within 28 days of becoming aware of the change.

### **Actions Prohibited**

No NEC Officer or employee shall:

- Participate in the discussion, selection, or award, or influence a decision or vote, regarding grants/contracts in which the NEC Officer/employee is known to have a conflict of interest.
- Accept anything of value (e.g., money, service, gift, travel, entertainment, promise) from an awardee or a prospective awardee.
- Use the organisation to sell goods or services.
- Hire family members.
- Represent his or her personal opinion as that of the organisation.
- Use the organisation for purposes related to their election to public office.

### **Exceptions**

Agencies with which NEC Officers are associated are not prohibited from presenting Pitch and Putt Ireland, or applying for contracts from the organisation, so long as NEC Officers do not share in the profits or receive compensation from those agencies.

- If a NEC Officer discloses a conflict of interest, but the organisation believes the services rendered are of such benefit to, and in the general interest of, the public, an exception may be granted by a majority vote of the Board.
- A NEC Officer or employee who has a developmental disability or who has a relationship or association with someone with a developmental disability shall not be construed as having a conflict of interest because of that disability, relationship, or association.

### **Meetings**

The Chairperson of the meeting will be identified as a facilitator for conflict issues. It shall be his or her responsibility for conducting the process detailed below. The Vice Chair will be identified as the alternate facilitator to act when the facilitator is unavailable or in a position of conflict his or herself.

At the beginning of every meeting, the facilitator will ask whether any individuals present perceive a possible conflict of interest on any of the agenda items for themselves or for any other individuals. They will also ask if any individuals present believe they have a conflict of loyalty on a matter to be decided at that meeting. In most cases the executive will decide that the conflict of loyalty does not require the persons exclusion from the meeting while discussing the agenda item, however, if the executive decides that the conflict of loyalty is serious enough to be considered a conflict of interest then it should be addressed as per the policy for a conflict of interest which is outlined in this document.

The facilitator will use his or her judgement and decide if the declaration constitutes an interest in the planned business of the meeting.

If viewed by the facilitator that a conflict exists, the individual will be precluded from participation in any discussion of the issue (whether oral or written) and in decision-making. The individual will be excluded from the portion of the meeting for which there is conflict by being asked to leave the meeting when the item may then be discussed.

The facilitator should ensure all details of conflict raised are recorded in the minutes of the meeting.

### **Undeclared Conflicts of Interest**

Any failure to declare a relevant interest will be investigated by the President and General Secretary.

### **Confidentiality**

NEC Officers and employees are always free to declare a conflict, withdraw from a discussion of an issue, or decline from being involved in decision-making when they feel a conflict exists or could be perceived to exist.

Personal information disclosed in the context of the management of conflicts of interest, will be kept confidential.

## **Appendix A –**

# **Pitch and Putt Ireland Declaration of Interests Document**

This form is to be completed by all NEC Officers and employees of Pitch and Putt Ireland and returned to the General Secretary. Where no interests are to be disclosed, please state “Not Applicable”.

Full Name: \_\_\_\_\_

Position Held: \_\_\_\_\_

Section A relates solely to interests of the above-named person. For their partners or close relatives, where the interest is deemed to be relevant, please complete Section B below.

*Note: Individuals are not expected to quantify the extent of a financial interest, merely the fact that one exists. The presumption is always in favour of declaring an interest.*

### **Section A – Memberships**

	Name and address of Club	Type of Membership	Position Held (if any)	Dates
Dates Details of memberships held (i.e., club membership) which may be significant to, or relevant to, or bear upon the activities of Pitch and Putt Ireland				

### **Section B - Persons Connected**

	Name and address of Business	Nature of Business	Position Held	Dates
Details of memberships, employment and/or self-employment held which may be significant to, or relevant to, or bear upon the activities of Pitch and Putt Ireland				

### **General Declaration of Interests**

Do you, or persons connected with you have any other interests that you should report e.g., a significant financial interest in or a contract with any company providing services to Pitch and Putt Ireland or in a field relevant to your discipline?  
(In cases of doubt as to whether you have a disclosable interest, please make the disclosure).

Yes: \_\_\_\_\_ No: \_\_\_\_\_

If yes, please give details below:

--

***DECLARATION***

I declare that, to the best of my knowledge and belief, the information I have given in this form is truthful, accurate and complete. I undertake to notify the General Secretary in writing of any changes to this information within 28 days of any such change.

I undertake to ensure that, subject to approval of this Declaration, the interests that I have disclosed will not detrimentally affect my ability to carry out my duties as NEC Officer/employee.

In making this declaration I consent to the information contained in it being available for inspection in the Register of Interests, as required by Pitch and Putt Ireland's business activities.

Print Name .....

Signed .....

Date .....

**14**

**Recruitment and Selection Policy.**



## **Recruitment and Selection Policy**

The Recruitment and Selection Policy & Procedures are in place to ensure that the Pitch and Putt Ireland employs quality employees in a fair and consistent manner, in line with current employment legislation and best HR practice. The same procedures should be followed in the event of promotions within Pitch & Putt Ireland. We aim to recruit the right people in the right place at the right time. This means that we recruit and select the best person for the job in terms of their ability, qualifications, experience and “fit” with Pitch & Putt Ireland operating principles. Pitch & Putt Ireland is committed to a policy of treating all its employees and job applicants equally and to recruit the best person for each vacancy.

Pitch & Putt Ireland aim to ensure that the procedures and practices used in the recruitment and selection of employees are fair, consistent, and effective in compliance with current employment legislation and best HR practice. In this regard, Pitch & Putt Ireland is committed to ensuring that there is no discrimination on the grounds of gender, civil status, family status, sexual orientation, religious belief, age, disability, race, or membership of the traveller community at any stage of the recruitment process or in the terms and conditions offered.

### **Review of Post.**

Before starting the recruitment process, the following must be considered.

Why has the vacancy occurred?

- Is this a newly created post?
- Is the job still relevant to Pitch & Putt Ireland?
- Can the vacancy be used to assist redeployment?
- Can the vacancy be used to improve the diversity and service of the section?
- How will the job evolve in the future?

### **Authorisation to Advertise**

Once a vacancy has been established Pitch & Putt Ireland must give authorisation to proceed with the recruitment and selection process. The NEC of Pitch & Putt Ireland will confirm the scale/salary region for the post being advertised.

### **Person Specification**

No recruitment process should begin without having a clear understanding of the role to be filled and the key criteria which the ideal candidate should offer. The Person Specification must be completed before any recruitment process should commence.

## **Job Description.**

A job description must be drawn up for each position within Pitch & Putt Ireland. When specifying requirements, qualifications, or experience for any position, only characteristics essential to the performance of the job will be used. No position will be classified by reference to gender, civil status or family status, sexual orientation, religious belief, age, disability, race, or membership of the traveller community.

All job descriptions must be written and signed off before the recruitment process proceeds.

## **Due diligence on recruitment.**

Poor standards of recruitment frequently lead to employment relationships which fail to meet the aspirations of either or both parties, resulting in strife. Pitch & Putt Ireland will ensure that its due diligence on recruitment includes:

- the interview processes
- verification of key milestones on the candidate's C.V.
- seeking verbal as well as written references
- meets best practice standards
- Pitch & Putt Ireland provides detailed guidance on the recruitment process which must be followed.

## **Probationary period.**

A probationary period will apply to all contracts of employment, covering permanent full-time, permanent part-time and those on fixed term and temporary contracts. The length of the probationary period may vary depending upon the nature of the job and is normally set out in each individual's contract of employment. In general, the probationary period should last 6 months and may be extended at the NEC, Pitch & Putt Ireland discretion, but may not exceed 11 months.

The probationary period should ensure that there is a chance for Pitch & Putt Ireland to assess the performance of an employee in the job and his/her capability to do the job.

The employee to fully understand his/her role and responsibilities.

During this period, the employee and his/her supervisor/manager/or where appropriate the NEC should meet at agreed intervals to discuss the requirements of the job.

On successful completion of the probationary period, the employee should receive written confirmation of their appointment.

### **Recruitment & Selection process.**

Once the advertisement is placed an appropriately qualified team will review the applications, shortlist suitable candidates and interview those most suitable.

Interviews will be conducted by more than one person and the interview panel where practicable, should be made up of different genders. Interviewers must be instructed in interviewing techniques and care must be taken to ensure that irrelevant, prejudicial, or other inappropriate factors do not enter the selection process. The experience will be bought in if not voluntarily available.

All candidates should be asked the same core questions, all of which should relate specifically to the requirements of the job. Interview Notes will be taken, and Interview Evaluation Sheets completed and retained for a period of one year. In addition, the panel should be aware that the candidate may request interview notes afterwards if requested in an Access Request made under the Data Protection Laws.

### **Eligibility to work here.**

We are legally required under the Employment Permits Act 2003 – 2006 to ensure that employees are entitled to work in Ireland. We take reasonable steps to check the documentation of potential employees before they commence working with us.

### **References.**

An offer of employment is conditional on the receipt of references that are satisfactory to Pitch & Putt Ireland. In the event that references are received that are not satisfactory we reserve the right to withdraw an offer of employment and if an individual has already started work their employment may be terminated.

Once the reference checks are complete, the selected candidate will be offered a written contract, a comprehensive job description and a copy of all associated terms and conditions of employment.

## **Pitch and Putt Ireland Volunteer Policy**

### **Background & Scope**

A volunteer contributes time and service to assist the Pitch and Putt Ireland in achieving its goals. Their role is beneficial to others as well as being satisfying to themselves. In return they are encouraged and supported in the volunteer activity they have chosen.

Pitch and Putt Ireland is dependent on the number and quality of volunteers at all levels of the sport. It is recognised that volunteers provide work of immense value across the organisation in varying roles.

Pitch and Putt Ireland recognises several roles for volunteers which extend the work of the organisation and continues to encourage the involvement of volunteers at all levels.

Pitch and Putt Ireland is bound by the Constitution and Rules of Play and recognise that several volunteer roles are covered by these documents especially elected officials.

### **Values**

Pitch and Putt Ireland respects each and every volunteer and volunteering is recognised as central to the operation of the sport of Pitch and Putt. all policies, procedures and decisions taken by Pitch and Putt Ireland are to be cognisant of the dependency on volunteers and the need to encourage, protect and reward volunteers.

All members of Clubs, including volunteers, are subject to Pitch and Putt Ireland rules and regulations. Pitch and Putt Ireland strives to create a diverse and inclusive organisation within a diverse and inclusive community. Therefore, we are committed to ensuring equality of access to high quality volunteer opportunities and equality of treatment for our volunteers in all our policies and practises.

Insofar as the Pitch and Putt Ireland benefits from the skills, experience, and enthusiasm of volunteers, we believe that volunteers should feel valued and be able to gain personal benefits from that experience too. We are committed to managing volunteers in a way that ensures that the needs of both parties are met.

### **Recruitment & Retention**

On an annual basis Pitch and Putt Ireland will review the need for certain volunteer roles and how best to meet any deficiencies identified such as a lack of volunteers, lack of training courses or material etc. Volunteers engaged at a regional or national level on a regular, ongoing basis will be issued with a brief outlining the nature of the role, areas of responsibility, duties required, duration of role, reporting

line and any other relevant information. Pitch and Putt Ireland implements a fair, effective and open system in the recruitment and selection of some potential volunteers will go through a recruitment and selection process that is appropriate to the role offered.

Examples of volunteer roles include but are not limited to the following:

- NEC, County/Regional Board & Club Officers
- Sub-committee members
- National & Provincial Championship support roles
- Coaches
- Rules Officials
- Volunteers in areas of Child Welfare/Safeguarding
- Volunteers in areas of Anti-Doping

### **Training & Development**

Pitch and Putt Ireland endeavours to provide adequate and appropriate facilities, equipment, and resources to enable volunteers to fulfil their roles. Pitch and Putt Ireland will provide volunteers documents detailing their roles and responsibilities and were required provide training.

Pitch and Putt Ireland recognise that some roles require additional measures depending on the nature of the volunteer role. Pitch and Putt Ireland, through its Safeguarding Training Policy and Vetting Policy documents have highlighted specific roles that require either Safeguarding Training to be completed or vetting to be carried out. Pitch and Putt Ireland through its Safeguarding Tutor and Vetting Liaison commit to providing support where necessary.

### **Confidentiality**

In the course of their activities, volunteers may have access to information that is not intended for dissemination publicly and volunteers are required to keep this information confidential. In turn Pitch and Putt Ireland respects a volunteer's right to privacy and confidentiality and any personal information is dealt with in accordance with the Pitch and Putt Ireland Privacy Policy.

### **Rights & Responsibilities**

Pitch and Putt Ireland is committed to involving its volunteers in facilitating and improving the sport of pitch and putt. in this undertaking both Pitch and Putt Ireland and its volunteers have rights and responsibilities:

A volunteer for Pitch and Putt Ireland will have the right:

- To perform a role that is meaningful and satisfying

- To be assigned to a role that fits your interests and needs
- To receive the induction, training, and supervision necessary to fulfill your role
- To receive feedback on the tasks you perform
- To be treated with respect and as an equal partner in our organisation
- To be trusted with confidential information necessary to carry out your role
- To be kept informed on relevant matters with pitch and putt
- To expect that your time will not be wasted by poor planning or coordination
- To work in a safe and healthy environment and be given health and safety information relevant to your role
- To be given a copy of the Pitch and Putt Ireland Volunteer Policy and other policies and procedure that affect your role.

A volunteer for Pitch and Putt Ireland has the responsibility:

- To be honest about your expectations and abilities
- To not take on more responsibility than you can manage
- To take part in induction and/or training processes
- To be reliable, accountable and perform your role to the best of your ability or ask for help when you need it
- To follow organisational policies and procedures
- To respect those confidences entrusted to you
- To voice your opinion and have input on ways in which your role might be performed better
- To be open minded and respectful of other opinions
- To represent pitch and putt accurately and positively to others

Pitch and Putt Ireland will make every effort to ensure that volunteers are advised of their rights and responsibilities.

### **Managing Difficulties**

Pitch and Putt Ireland recognises that difficulties may arise between volunteers and the organisation from time to time. Pitch and Putt Ireland aims to treat all volunteers fairly, objectively, and consistently. Whenever possible, any difficulties that may arise will be dealt with informally and in a timely fashion.

In the event of a volunteer needing to make a complaint about a staff member or another volunteer or have a grievance they wish to discuss they should refer to the Pitch and Putt Ireland Grievance Policy which sets out the manner in which their grievance will be processed.

Volunteers who do not adhere to Pitch and Putt Ireland policies and procedures or who fail to perform their volunteer tasks satisfactorily may be asked to leave. This refers to volunteer positions that are not constitutionally appointed. Grounds for terminating a volunteer's involvement include, but are not limited to the following:

- Gross misconduct
- Being under the influence of drugs, including alcohol
- Theft, or misuse of equipment or materials
- Abuse or mistreatment of others including young people, volunteers, or staff
- Breaches of confidentiality
- Failure to abide by Pitch and Putt Ireland policies and procedures
- Failure to complete duties to a satisfactory standard

### **Policy Review**

Pitch and Putt Ireland will review and update this document where required and ensure that it meets the needs of the volunteers and Pitch and Putt Ireland.

**16**

**WHISTLE-BLOWERS POLICY.**



## **Introduction.**

Whistleblowing occurs when an employee or volunteer provides certain types of information to their governing body which has come to their attention. By information the relevant people, the whistle-blower is making a disclosure in the public interest.

To ensure accountability and transparency it is important to have a mechanism that enables all individuals to voice concerns internally in a responsible and effective manner when they discover information which they believe shows serious malpractice. Our whistleblowing policy provides a method of properly addressing bona fide concerns that individuals within the Union might have, while also offering whistle-blower's protection from victimisation, harassment, or disciplinary proceedings.

This policy has been designed in line with the terms of the Protected Disclosures Act 2014 (the "Act"), which sets out the framework for whistleblowing in Ireland. Further details of Protected Disclosures is found at Appendix 1 of Whistleblowing Policy.

## **Who does this policy apply to?**

The policy applies to all NEC Officers, Staff and all Members of the Pitch and Putt Ireland.

## **What types of concerns are covered under this policy?**

Whistleblowing is the confidential disclosure by an individual of any concern encountered in the workplace relating to a perceived risk, malpractice, or wrongdoing. The Pitch and Putt Ireland considers examples of such wrongdoing or malpractice to include.

- General malpractice – such as immoral, illegal, or unethical conduct.
- Danger to health and safety
- Danger to the environment
- Breach of a legal obligation
- Negligence on the part of the Pitch and Putt Ireland.
- Financial misconduct of the Pitch and Putt Ireland or any of its employees.
- Bribery and corruption.
- Potential infractions of audit (or other applicable) regulations; and
- Potential infractions of the codes of conduct of all relevant professional institutions.

A Whistle-blower making a "protected disclosure" under the Protected Disclosures Act 2014 is given statutory protection (see appendix 1 – What is the Protected Disclosure Act 2014?).

However, protection for whistle-blowers under the Act does not cover all incidences of wrongdoing you may be concerned with (see appendix 1 – What is a relevant wrongdoing?).

This policy does not cover concerns or complaints about your own personal employment position. These concerns should be raised through the Pitch and Putt Ireland grievance procedure.

### **Protections under this policy.**

All Pitch and Putt Ireland NEC Officers, Staff and members are protected from victimisation, harassment, or disciplinary action as a result of any disclosure, where the disclosure is made in good faith and is not made maliciously or for personal gain. Where disclosures are made in the public interest, all members of the Pitch and Putt Ireland will have statutory protection in Ireland under the Protected Disclosures Act 2014 (see Appendix 1).

- Any disclosure will be investigated fully including interviews with all the witness and other parties involved.
- The identity of the whistleblower will be protected at all stages in any internal matter. While the Pitch and Putt Ireland can provide internal anonymity, it cannot guarantee this will be retained if external legal action flows from the disclosure. Pitch and Putt Ireland is not accountable for maintaining anonymity where the whistleblower has told others of the alleged misdemeanor.
- Whilst Pitch and Putt Ireland encourages whistleblowers to identify themselves, anonymous call will nevertheless be taken seriously and investigated fully. However, the effectiveness of any whistleblower enquiry may be limited where an individual chooses not to be identified.

### **Process for dealing with whistleblowing disclosures Internal Channels.**

Individuals may raise a concern through various channels.

- The partner in charge of their service line
- The partner in charge of their office or region.
- Concerns relating to an employment issue may be directed to the President.

If these contacts are unavailable, or if the whistle-blower is concerned about making a disclosure to any of the above, they may make a disclosure to.

The President of Pitch & Putt Ireland.

All whistleblowing disclosures made to the parties above will be treated as confidential and will be reported to the President.

The whistle-blower should make it clear that they are making their disclosure within the term of Pitch & Putt Ireland whistleblowing policy. This will ensure the recipient of the disclosure realizes this and takes the necessary action to investigate the disclosure and to protect the whistle-blower's identity.

### **By Mail.**

The Whistle-blower can also make report by mail. Postal reports (named or anonymous) should be sent to Pitch & Putt Ireland. Reports should be marked Private and Confidential, with the reference "Whistleblowing."

### **Possible outcomes after reporting a concern.**

There will be no adverse consequences for anyone who reports a whistleblowing concern.

The following actions may be taken after investigation of the concern.

- Disciplinary action (up to and including dismissal) against the wrongdoer dependent on the result of the investigation; or
- No action if the allegation proves unfounded.

The whistle-blower will be kept informed of progress and the outcome of the investigation, within the constraints of maintaining confidentiality or observing legal restrictions generally, including who is handling the matter, if internal, how they can contact them and if further assistance required.

If the whistle-blower feels that having exhausted all channels and that the matter still has not been properly investigated by the sporting body, there are various prescribed bodies with whom they can raise their concerns.

Examples of these organisations are.

### **Record Keeping.**

A central record of all whistleblowing allegations will be held by the General Secretary of the Pitch & Putt Ireland who will report on the outcome of investigations to the National Executive.

**17**

**Guidance on Remote Board Meetings.**

## **Remote Meetings**

As the Country is in lockdown, NEC of Pitch and Putt Ireland have had to adapt to a new way of doing things. Due to the clear message from the governments regarding social distancing, this has meant on-site meetings could not be held, so Pitch and Putt Ireland have been resorting to remote/virtual meetings.

## **Frequently Asked Questions**

### **1. How does Pitch and Putt Ireland ensure that matters discussed during NEC Officers meetings are kept confidential and that personal data is protected?**

Due to the fact that an external web conferencing company is facilitating virtual meeting, there is a greater responsibility on Pitch and Putt Ireland to ensure data security measures are in place. Once secured measures are put in place the NEC Officers of Pitch and Putt Ireland can ensure that personal data is protected while performing their duties. Furthermore, owing to the fact that the web conferencing company is processing data during the call, they therefore have duties to ensure the processing is compliant with GDPR.

### **2. Composition of a meeting.**

As is the case with traditional meetings, virtual meeting must still be quorate in order to be valid, and the President must be satisfied that all NEC Officers are in a position to contribute to the meeting in the usual manner. The President might check that each participant's audio is working before advancing the meeting so that all "speak through the chair" so that there is an opportunity for everyone to contribute and the President can ensure there is a structure to the meeting.

### **3. Can we record the virtual meeting?**

While there is no legislative provision to prevent the recording of meetings, there are key factors to consider before moving to record the meeting. The ability to hold meetings virtually has been of great assistance in getting the business of Pitch and Putt Ireland done during Covid 19 crisis, but as mentioned above, holding virtual meetings can have privacy implications, particularly when those meetings are recorded. Here are some points to consider during and subsequent to the pandemic.

### **Data Protection Considerations.**

Recording the minutes may have data protection implications as a person's participation in the meeting is their personal data and so Pitch and Putt Ireland should consider the legal basis for recording the meeting in the first instance. If relying on the consent of the participants attending, please note that a person can remove their consent, which could cause complications for Pitch and Putt Ireland. If the meeting is recorded, then how will the recording be stored and how long for? If the recordings were to be deleted subsequent to the circulating of the minutes, this would allay any participants' concerns? One last point is that in accordance with the principle of transparency, all participants in a virtual meeting should be advised of the recording at the beginning of the meeting before recording begins.

### **Data Security.**

The Pitch and Putt Ireland must consider what virtual meeting software is being used and whether it can ensure the technical security and privacy of the data collected during the recording of the meeting. A feature of Zoom, for example, is that the host (organiser of the call) can record the meeting without the knowledge of the other participants. It is essential therefore that the host is not recording the call without the knowledge and consent of the other participants. To prevent a third party from entering the call (known as 'Zoom Bombing') the host can create a password for the call and can then "lock the room" once everybody has joined the meeting. These security measures can help protect the confidentiality of the call and the sensitive matters being discussed. If available, it is a good idea to turn off any "join before host" option, so that participants (or potential intruders) cannot join the meeting before you do. You should ensure that the application software is update to date. If accessed via a web browser, then make sure browser is kept up to date.

You should also be conscious of confidentiality and commercial sensitivity of the information being discussed and others hearing the conversation, not forgetting that smart speakers and devices may also be recording information. You should also be aware of your background and whether there is any confidential or commercially sensitive information in the background for example on a bookshelf.

### **Third Party Alternative.**

If the purpose of recording the meeting is to assist the secretary in taking notes throughout the meeting, then perhaps an alternative would be to seek a third party to take notes? This arrangement would enable the secretary to participate in the meeting and then have notes to base the minutes upon.

### **Meeting to facilitate minute-taking**

Another factor to consider is that the minutes of a meeting should be limited to factual information such as the date, time, and venue of the meeting, who attended (noting a quorum in attendance), the agenda of the meeting and what decisions were made in relation to each agenda item, plus a brief outline of discussion where relevant. The minutes should then list the action items until the next meeting, as well as the date of the next meeting.

**18**

**Governance and Management Roles and Responsibilities**



The Board concerns are with the longer-term strategic issues; setting overall aims; establishing broad policies, and working with the General Secretary on strategic plans, objectives and targets.

Staff-members under the General Secretary have responsibility for short-term, day-to-day operations – carrying out administrative work.

### **Difference between Board and Manager**

#### **Board**

- Is Focussed on organisation's stated goals.
- Creates a vision for the future.
- Makes strategic and tactical decisions.
- Monitors the performance of the Manager.
- Develops organisational policies.
- Makes major decisions about financial resources.
- Has ultimate legal responsibility for all aspects of the organisation's affairs.

#### **Manager**

- Is focussed on operations activities.
- Acts to make the Board's vision a reality.
- Make operational decisions.
- Implements organisational policies.
- Has delegated responsibility for some of the organisation's affairs.

#### **Board Responsibilities.**

- Setting long term goals.
- Having the final say when determining yearly objectives.
- Ensuring the mission of the organisation is adhered to.
- Approving the annual budgets, and any changes or additions outside the budget.
- Taking responsibility for the organisation's financial records.
- Evaluating Board and its performance.
- Selecting Sub-committee members and managing committees.
- Taking responsibility for all legal matters.
- Taking responsibility for compliance with regulatory requirements (e.g. annual general meeting, annual returns, audit, insurances etc.)

- Maintaining and building the organisation's public profile.

### **Staff Responsibilities**

Staff members have contact with the Board through management channels. In most cases, formal responsibility for staff functions will rest with the manager – the Staff are responsible to the Manager, who is in turn responsible to the Board. The following are generally staff members' responsibilities (in relation to Governance).

- Providing information to the Board.
- Supporting the Board's planning function.
- Implementing Board decisions.
- Conducting day-to-day financial operations.
- Monitoring and managing daily operations.

### **Joint responsibilities.**

- Discussing ideas and forming long-term goals.
- Planning organisation strategies.
- Ensuring risk management programs are implemented.
- Promoting the organisation.

