Introduction and Welcome

This handbook is intended to tell you about the organisation and structure of Churchill College. It will also explain how we meet our collective and individual responsibilities, and acts as a guide to our HR policies and practices.

Unless specified otherwise this handbook only applies to non-academic employees and also Fellows under Title G.

Inevitably, changes relating to policy and practice will need to be made from time to time. You will be notified of any changes and they will be published when they are made. You will be fully consulted about any contractual changes.

The Staff Regulations at the front of this handbook have been approved by Churchill College Council (“the College Council”). The following Staff Regulations form part of your contractual terms and conditions of employment and can only be varied with your consent: 1.6 - 1.14, 15.1 – 15.2, 29.8 – 29.9, 30, 33.7 – 33.8, 36.7 – 36.8, 37.11- 37.12, 45 and 54.

All other Staff Regulations are non-contractual. However, amendment of any Staff Regulation requires the approval of the College Council.

This Handbook has been written to assist all staff, both full and part-time. Some procedures may differ for other members of staff, so please speak to your Head of Department for details specific to your role.

This Handbook is available electronically on O:\Shared\Staff\Staff Handbook. For those who do not have access to computers at work, paper copies are available in each Department. A Pocket Guide to the Staff Handbook is also now available and can be accessed electronically on O:\Shared\Staff\Staff Handbook (Pocket Guide). Paper copies are available from Heads of Departments.

Tamsin James          Katherine Shirley
Bursar                Human Resources Manager
<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>ABSENCE (SICKNESS)</td>
<td>1</td>
</tr>
<tr>
<td>2.</td>
<td>ABSENCE (UNAUTHORISED)</td>
<td>4</td>
</tr>
<tr>
<td>3.</td>
<td>ALCOHOL AND DRUGS</td>
<td>4</td>
</tr>
<tr>
<td>4.</td>
<td>BREAK TIMES</td>
<td>4</td>
</tr>
<tr>
<td>5.</td>
<td>CAPABILITY POLICY (ILL-HEALTH)</td>
<td>5</td>
</tr>
<tr>
<td>6.</td>
<td>CAPABILITY POLICY (PERFORMANCE MANAGEMENT)</td>
<td>5</td>
</tr>
<tr>
<td>7.</td>
<td>CHANGE OF ADDRESS AND PERSONAL INFORMATION</td>
<td>6</td>
</tr>
<tr>
<td>8.</td>
<td>CHILDREN, YOUNG PERSONS AND VULNERABLE ADULTS PROTECTION POLICY</td>
<td>6</td>
</tr>
<tr>
<td>9.</td>
<td>CONFIDENTIALITY</td>
<td>9</td>
</tr>
<tr>
<td>10.</td>
<td>CORPORATE SOCIAL RESPONSIBILITY POLICY</td>
<td>9</td>
</tr>
<tr>
<td>11.</td>
<td>DATA PROTECTION</td>
<td>11</td>
</tr>
<tr>
<td>12.</td>
<td>DISCIPLINARY POLICY</td>
<td>13</td>
</tr>
<tr>
<td>13.</td>
<td>ELECTRONIC MAIL, COMPUTING FACILITIES AND THE INTERNET</td>
<td>13</td>
</tr>
<tr>
<td>14.</td>
<td>ELECTRONIC SOCIAL NETWORKING POLICY</td>
<td>15</td>
</tr>
<tr>
<td>15.</td>
<td>EMPLOYMENT EXPENSES</td>
<td>16</td>
</tr>
<tr>
<td>16.</td>
<td>ENERGY MANAGEMENT POLICY</td>
<td>18</td>
</tr>
<tr>
<td>17.</td>
<td>ENVIRONMENTAL POLICY</td>
<td>19</td>
</tr>
<tr>
<td>18.</td>
<td>EQUAL OPPORTUNITIES</td>
<td>20</td>
</tr>
<tr>
<td>19.</td>
<td>EQUAL PAY</td>
<td>21</td>
</tr>
<tr>
<td>20.</td>
<td>FIRE EVACUATION</td>
<td>22</td>
</tr>
<tr>
<td>21.</td>
<td>FLEXIBLE WORKING</td>
<td>22</td>
</tr>
<tr>
<td>22.</td>
<td>FREEDOM OF INFORMATION</td>
<td>23</td>
</tr>
<tr>
<td>23.</td>
<td>GIFTS TO INDIVIDUALS OR DEPARTMENTS AND THE BRIBERY ACT</td>
<td>25</td>
</tr>
<tr>
<td>24.</td>
<td>GRIEVANCE POLICY</td>
<td>25</td>
</tr>
<tr>
<td>25.</td>
<td>HARASSMENT AND BULLYING</td>
<td>26</td>
</tr>
<tr>
<td>26.</td>
<td>HEALTH &amp; SAFETY STATEMENT</td>
<td>28</td>
</tr>
<tr>
<td>27.</td>
<td>INCREMENTAL PROGRESSION AND SATISFACTORY PERFORMANCE</td>
<td>29</td>
</tr>
<tr>
<td>28.</td>
<td>INDUCTION POLICY</td>
<td>29</td>
</tr>
<tr>
<td>29.</td>
<td>LEAVE: (ADOPTION)</td>
<td>30</td>
</tr>
<tr>
<td>30.</td>
<td>LEAVE (ANNUAL)</td>
<td>34</td>
</tr>
</tbody>
</table>
31. LEAVE (ANTE-NATAL: PARTNERS) .............................................................. 35
32. LEAVE (COMPASSIONATE) ....................................................................... 35
33. LEAVE (MATERNITY) ................................................................................ 36
34. LEAVE (OTHER) ........................................................................................ 40
35. LEAVE (PARENTAL) .................................................................................. 40
36. LEAVE (PATERNITY) .................................................................................. 42
37. LEAVE (SHARED PARENTAL) ................................................................. 44
38. LEAVE (STUDY) ........................................................................................ 50
39. LEAVE (TIME OFF FOR DEPENDANTS) ................................................. 50
40. LEAVE (UNPAID) ...................................................................................... 51
41. LONE WORKING POLICY .......................................................................... 51
42. OVERTIME AND TIME OFF IN LIEU ....................................................... 52
43. PARKING ..................................................................................................... 52
44. PART-TIME WORKING .............................................................................. 52
45. PENSIONS .................................................................................................. 53
46. PUBLIC INTEREST DISCLOSURE .............................................................. 53
47. (APPROPRIATE) RELATIONSHIPS BETWEEN EMPLOYEES AND STUDENTS ..................................................................................................... 54
48. RESIGNATION ............................................................................................ 54
49. RETIREMENT .............................................................................................. 55
50. RIGHTS OF REPRESENTATION AND TRADE UNIONS ............................................ 56
51. SALARY ....................................................................................................... 56
52. SMOKING POLICY ..................................................................................... 56
53. STRESS POLICY ........................................................................................ 57
54. TERMINATION OF EMPLOYMENT BY THE COLLEGE ............................. 57
55. TRAINING .................................................................................................... 57
56. WORKING TIME ......................................................................................... 59

PROCEDURES
ACCIDENT PROCEDURE .................................................................................. 60
DISCIPLINARY PROCEDURE .......................................................................... 60
GRIEVANCE PROCEDURE ............................................................................. 65
HARASSMENT AND BULLYING PROCEDURE ............................................. 68
CAPABILITY PROCEDURE ............................................................................. 70
LEAVE PROCEDURE ...................................................................................... 77
PERFORMANCE MANAGEMENT ................................................................... 78
I. ABSENCE (SICKNESS)

1.1. If an employee is sick and unable to come in to work he or she should contact the Head of Department by 0830 hours (or within one hour of the start of the employee’s shift) on the first morning of absence. If the employee is unable to contact the Head of Department he or she should telephone the HR Manager or the Bursar. Voicemails, email or text messages are not sufficient notice and if unavoidable should be followed up with a telephone call to the Head of Department as soon as possible and at the latest within twelve hours of first reporting sick.

1.2. The employee must keep the Head of Department regularly informed of the likely duration of his or her period of sickness and the anticipated date of his or her return.

1.3. For any period of sickness of seven days or less (inclusive of leave days and weekends) the employee will be asked to complete a Sickness Self-Certification form, unless he or she has reported sick while on annual leave, in which case Regulation 1.5 below applies.

1.4. If the employee’s period of absence is for more than seven days, the employee will need to provide a medical statement from his or her Doctor which covers the entire period of sickness absence (including leave days and weekends).

1.5. If the employee falls ill during annual leave, he or she may choose to convert this absence to sickness absence on provision of medical documentation to cover the entire period of sickness absence (including leave days and weekends). (See Appendix I). The College will reimburse the employee if he or she is charged for the provision of such information. The employee will also need to follow the notification procedures outlined in Regulation 1.1 and 1.2 and is subject to Regulation 1.9. Re-scheduled leave must be taken as prescribed in Regulation 30.8.
Sickness Payment

1.6. After an employee has been in post for six months or more, subject to following the correct procedures outlined above and provided that satisfactory evidence of incapacity for work is provided, within any twelve month period an employee will be entitled to payment in lieu of salary which may be made without the authority of the College Council. This will be:

<table>
<thead>
<tr>
<th>Length of Service</th>
<th>Contractual Sick Pay Entitlement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to six months</td>
<td>Nil</td>
</tr>
<tr>
<td>Six months up to one year</td>
<td>1 week’s full pay + 1 week’s half pay</td>
</tr>
<tr>
<td>One year up to two years</td>
<td>2 weeks’ full pay + 1 week’s half pay</td>
</tr>
<tr>
<td>Two years up to three years</td>
<td>4 weeks’ full pay + 2 weeks’ half pay</td>
</tr>
<tr>
<td>Three up to five years</td>
<td>8 weeks’ full pay + 4 weeks’ half pay</td>
</tr>
<tr>
<td>Five years and over</td>
<td>12 weeks’ full pay + 12 weeks’ half pay</td>
</tr>
</tbody>
</table>

1.7. If sickness exceeds 24 weeks, then a request for continuation of payment in lieu of salary must be made to College Council.

1.8. Payments made by the College will be inclusive of any Statutory Sick Pay entitlement.

1.9. Where an employee falls ill during a period of annual leave, has followed the requirements outlined in Regulations 1.1, 12 and 1.5 above, and wishes to convert that leave retrospectively to sickness absence, he or she will receive Statutory Sick Pay only. (Under SSP the first three days of sickness absence are unpaid.)

1.10. Employees given notice of dismissal shall receive payment until the end of the period of notice.

1.11. The College Council has the power (but is not obliged) to extend the periods specified above. In considering applications for extension, the Council will have regard to the probable duration of the illness and the length of service of the employee.

1.12. If absence is caused by an accident in respect of which the employee can properly claim from a third party damages for loss of earnings, any payments awarded on this account will accrue to the College as an offset against payments made under these Regulations in lieu of salary.

1.13. Payment in lieu of salary will also be dependent on the following:

   a) The absence is not attributable to the employee’s own misconduct or to participation in hazardous pursuits for financial reward
   b) The absence is not due to, or arising from complications, relating to, surgery undertaken for non-medical reasons;
   c) The employee takes all reasonable steps towards recovery;
   d) The employee is not within their notice period having resigned from employment.
If the employee is not eligible for payment in lieu of salary he or she may be entitled to Statutory Sick Pay which will be paid through the payroll in the normal way.

1.14. An employee who is sick may be allowed to convert sick leave to annual leave subject to the following conditions:
   a) There is not an automatic entitlement to convert sick leave to annual leave. Requests are considered by, and are made at the discretion of, the Head of Department.
   b) Requests are considered on a case by case basis, and are normally limited to two or three individual absences only.
   c) Sickness paperwork and return to work interviews will be held in the normal way, but the Head of Department will state on the form that it has been agreed that the sickness absence can be converted to annual leave.

**Monitoring of Sickness**

1.15. All sickness absence is monitored, and if the employee has either prolonged sickness absence or frequent short sickness absence, the College will work with the employee to help him or her to recover as quickly as it is medically safe to do so and to consider the most appropriate course of action for him or her.

1.16. An employee who is absent frequently for short periods because of illness, or is absent due to long term illness, may be required by the College to consult his or her Doctor or to undertake an independent medical or occupational health assessment, or both.

1.17. If an employee is absent on sick leave they should expect to be contacted from time to time by their manager in order to discuss their health, the expected length of their absence and of any of their work that requires attention. Such contact is intended to be supportive and will be kept to a reasonable minimum.

1.18. If absence reaches a level which affects the employee’s contribution to their job, Department or the efficient running of the College, the College will investigate the reasons for this. The emphasis throughout this process is to help the employee to return to work. If the employee is found to be abusing the system, however, the College may take disciplinary action.

1.19. The following are examples of absence-related issues which may be dealt with under the Disciplinary Procedure:
   a) Abuse of sickness absence leave provisions or forging of absence forms
   b) Failure to follow the absence notification procedure
   c) Failure to provide the correct forms, for example a Doctor’s certificate.

1.20. If an employee is absent from work on sick leave whilst any Disciplinary or Performance Management Procedure (including any related investigation) is pending, the employee must still take all reasonable steps to participate in such a procedure and shall not be automatically precluded from attending any meetings convened by the College as part of this procedure. If this situation arises, the College shall consider whether a postponement of such a meeting would be appropriate or whether it should proceed as intended or whether alternative arrangements (such as changing the time or the venue of the meeting or the method by which it will take place) should be put in place to enable the employee to participate. The
College will notify the employee of the outcome of such considerations. If the employee consequently fails to participate in such a procedure or to attend any meeting without good reason, this may result in the College having to proceed in the employee’s absence and taking a decision based on the evidence available to the College at that time.

2. ABSENCE (UNAUTHORISED)

2.1. When an employee is absent from work without making prior arrangements in line with the College’s leave procedures or notifying their department that they are sick, or that they have a family emergency, such absence may be deemed unauthorised.

2.2. It is the employee’s own responsibility to report any type of absence in line with the appropriate reporting procedures.

2.3. If an employee fails to follow notification and reporting procedures and the reason for the unauthorised absence is not deemed to be reasonable by the College, the absence will be unpaid. The College may require reasonable evidence of the cause of the absence and/or the reason for the employee’s failure to notify the College of the absence.

2.4. If an employee is absent from work without good cause and/or fails properly and effectively to notify the College of his/her absence, this may be treated as a serious disciplinary offence, potentially constituting gross misconduct.

3. ALCOHOL AND DRUGS

3.1. This Regulation applies to all employees, agency staff, casual workers, contractors, consultants and volunteers.

3.2. Alcohol consumed at lunchtime should not exceed one small glass of wine or half a pint of beer.

3.3. Whether consuming alcohol at home or at work, employees should be mindful of the lasting effects of its consumption when on duty.

3.4. Under no circumstances should any alcohol be consumed during the working day by employees whose duties include the use of knives, handling specialist equipment such as powered machinery or driving College vehicles.

3.5. Anyone abusing these rules will be subject to disciplinary action.

3.6. An employee may be required to undergo alcohol and drug testing if he or she is involved in a serious accident or incident at work, or appears to be unfit through alcohol or drugs.

3.7. Illegal possession of or dealing in drugs at work will be reported immediately to the Police. An employee who is found to be a user of illegal drugs is likely to face disciplinary action up to and including dismissal.

4. BREAK TIMES

4.1. Unless an employee is required to eat at their desk or at their post, payment is not made for the lunch period.
4.2. Employees must take at least 20 minutes’ break in any working day lasting more than six hours. Other breaks may be taken in accordance with departmental practice.

5. CAPABILITY POLICY (ILL-HEALTH)

5.1. The Capability Procedure (Ill-Health) will be followed where performance is affected by ill health, or where ill-health prevents an employee from attending work. Employees have a contractual responsibility to achieve good levels of attendance so that they can perform their roles satisfactorily and so that undue additional burden does not fall on their colleagues. (See Appendix 2). They will be supported and encouraged by the College to reach those levels through the making of adjustments and setting of targets that are specific, measurable, achievable, relevant and time-bound. The College’s Capability Procedure is set out in the Procedures section of this handbook. This Procedure does not apply to employees in their probationary period.

6. CAPABILITY POLICY (PERFORMANCE MANAGEMENT)

6.1. The Performance Management Procedure will be followed where unsatisfactory performance is due to a failure to achieve or maintain acceptable standards of work. (See Appendix 2). Employees have a contractual responsibility to achieve such standards and they will be supported and encouraged by the College to reach those levels through the setting of targets and objectives that are specific, measurable, achievable, relevant and time-bound. The College’s Performance Management Procedure is set out in the Procedures section of this handbook. This procedure does not apply to employees during their probationary periods. An employee’s probationary period will be specified in their contract of employment.

Probationary Staff

6.2. New employees will be given appropriate targets and support training on a short time scale, such that managers and employees alike can be satisfied that adequate progress is being made towards the expected performance levels. Probationary Reviews will normally be held on a monthly basis to ensure that the employee is given clear and regular feedback regarding his or her progress.

6.3. Poor performance will be raised with the employee as soon as it is identified. In such cases the employee will be given a full explanation of the perceived weaknesses or deficiencies in performance. Additional guidance, training and support will be provided to help the employee to achieve the required level of performance. Performance and progress are recorded on the probationary review form.

6.4. If poor performance persists, the employee will be notified that failure to reach the level of performance required could result in the termination of his or her employment with the College.

6.5. If, during the probationary period, and after additional guidance, training and support have been provided, the Head of Department takes the view that there is no likelihood of improvement, and has evidence to support this; there is no requirement to wait until the end of the probationary period to terminate the employment.
6.6. If the decision is taken to terminate the employment, the Head of Department will call the employee to a meeting where the reasons for the termination will be explained. This will be recorded in writing.

6.7. There is no right of Appeal against dismissal during the probationary period.

7. CHANGE OF ADDRESS AND PERSONAL INFORMATION

7.1. Information provided by employees on the New Employee Details Form is retained in a file in the HR Manager’s office and on computer. The College needs to keep employee records up-to-date. Employees must notify their Head of Department immediately of any change of address, emergency contact, bank account number, etc.

8. CHILDREN, YOUNG PERSONS AND VULNERABLE ADULTS PROTECTION POLICY

8.1. This Regulation applies to all employees, agency staff, casual workers, contractors, consultants and volunteers.

8.2. The College aims to adopt the highest standards and take all reasonable steps in relation to the safety and welfare of children/young persons and vulnerable adults. The College encounters children and some vulnerable adults through its teaching and research activities as well as through its recruitment and outreach programmes.

8.3. This policy does not discourage such activities in any way. Instead, it seeks to support them and to offer assurances to both employees and visitors that, through its implementation, the College seeks to protect children and vulnerable adults and keep them safe from harm when in contact with the College’s employees, Fellows, volunteers or representatives (whether acting in a paid or unpaid capacity, and referred to as "staff" throughout the rest of this document).

8.4. No high-risk activities are anticipated. In the unlikely event that any such activity is planned for an under-18, a thorough risk assessment will be undertaken and parental/guardian written permission will be sought.

8.5. Children are those under the age of 18 years.

8.6. Vulnerable adults might include individuals with one or more of the following: (a) a learning or physical disability; (b) a physical or mental illness, chronic or otherwise, including an addiction to alcohol or drugs; (c) a reduction in physical or mental capability.

8.7. All staff who might have contact with children on a sustained one-to-one basis will have obtained a certificate of enhanced disclosure from the Disclosure and Barring Service (DBS). This will include the Porters, the College Nurse, the Counsellor and one or more Tutors to whom under-age students will be assigned.

8.8. The College is willing to provide appropriate support, should this be requested, to any young person or vulnerable adult with whom it is dealing who has disclosed that they are affected by abuse, and will co-operate fully with any official investigation by external agencies.

Code of Practice with Children (under 18 years)

8.9. Staff coming into contact with young people through their work should:
a) Report through the appropriate channels any concerns or suspicions about individuals or practices regarding child abuse. The Child Protection Officer (the HR Manager) is the person employees should approach about any such concerns in the first instance. Employees should also contact their Department Manager with an initial verbal account.

b) With the College’s assistance, keep up-to-date with child protection issues and adhere to best practice.

8.10. The following code of practice applies to all College staff whether acting in a paid or unpaid capacity:

a) Plan work to avoid or minimise the length of time they spend with a child in a one-to-one situation. Where such a situation is unavoidable, the member of staff should inform another member of staff of the location of the meeting.

b) Be watchful of one another.

c) Avoid unnecessary physical contact.

d) Do not make suggestive or inappropriate remarks to or about a child, even in fun.

e) Good practice includes valuing and respecting children as individuals, and providing a model of appropriate conduct which would exclude bullying, aggressive behaviour, racism, sectarianism or sexism.

8.11. If a child/young person discloses possible abuse to a member of staff, the member of staff should:

a) Listen carefully to the child/young person.

b) Stay calm.

c) Be reassuring and not make immediate decisions or condemn anyone.

d) Not make promises about the situation that may not be able to be kept.

e) Not make assumptions about how the child/young person feels.

f) Inform the child that the abuse is not their fault.

g) Make sure that the child/young person understands that the abuse cannot be kept a secret and that the appropriate people must be told.

h) In a case where the alleged abuser is someone with whom the child lives, not send the child home.

i) Not contact the alleged abuser.

8.12. The member of staff must then:

a) Inform the College Child Protection Officer. This is the HR Manager.

b) The Child Protection Officer will take responsibility for notifying the police or social services.

c) Employees must be sure to let their Head of Department know as soon as possible (even using their home number if the disclosure is after hours).
d) After the allegation has been made, employees must ensure that they keep notes of all conversations held between them and a) the child/young person, and b) any organisations or official persons involved (i.e. social services etc.).

**Code of Practice with Vulnerable Adults (over 18 years)**

8.13. Staff coming into contact with vulnerable adults through their work should:
   a) Report through the appropriate channels any concerns about the vulnerable adult, particularly if these involve suspicions about individuals or practices which could adversely affect the vulnerable adult. The department manager is the person who should be told in the first instance and, in their absence or if concerns remain, the HR Manager.
   b) With the College's assistance, keep up-to-date with “dignity at work” guidelines and training.

8.14. The following code of practice applies to all College staff whether acting in a paid or unpaid capacity:
   a) Plan work to avoid or minimise the length of time a member of staff spends with a vulnerable adult in a one-to-one situation.
   b) Do not make suggestive or inappropriate remarks to or about a vulnerable adult, even in fun.
   c) Good practice includes valuing and respecting all adults as individuals and behaving appropriately around them; this excludes bullying, aggressive behaviour, racism, sectarianism or sexism.

8.15. If a vulnerable adult discloses possible abuse to an employee, they should:
   a) Listen carefully to them.
   b) Be reassuring and not make immediate decisions or condemn anyone.
   c) Not make promises about the situation that may not be able to be kept.
   d) Not make assumptions about how the person feels.
   e) Make sure that the vulnerable adult understands that the alleged abuse cannot be kept a secret and the appropriate people must be told.
   f) Not contact the alleged abuser.

8.16. The member of staff concerned must then:
   a) Inform their Head of Department or, in their absence, the HR Manager, as soon as possible (even using their home number if the disclosure is after hours).
   b) After the allegation has been made, keep notes of all relevant conversations held between them and the vulnerable adult.

**Taking a Written Record of an accusation of Abuse**

8.17. It is essential that staff who hear a complaint from a child or vulnerable adult about abuse should promptly make a written record of the allegation of abuse. Help, if required, can be provided by the Department Manager, the HR Manager or her assistant. The record should include:
   a) The date and time the disclosure was made.
b) The name and address (if known) of the alleged perpetrator.

c) Details of what was said using, as far as possible, the words used by the person making the disclosure.

d) Details of what action was taken as a direct result of the disclosure being made.

e) A signature of the note-taker and the date.

**Definition of Abuse**

8.18. Child abuse is often defined in six different categories, some of which overlap. Few abused children fit neatly into one or other category. The broad categories are:

- Neglect
- Physical Abuse
- Sexual Abuse
- Emotional Abuse
- Organised Abuse
- Multiple Abuse

These headings could also apply to vulnerable adults, although in such cases the most likely form of abuse is emotional abuse or harassment.

8.19. It is important to remember that those who abuse children and vulnerable adults can be of any age, gender, ethnic background or class. They can even be other children and vulnerable adults. Personal views or opinions about people should under no circumstances prevent appropriate action in the face of abuse from taking place.

**9. CONFIDENTIALITY**

9.1. During the course of their employment an employee may have access to confidential information concerning Churchill College, College members or its clients. Unauthorised use or disclosure of such information is viewed as a serious disciplinary offence and can result in legal action.

9.2. No information concerning members of the College or general College business is to be divulged to outside persons except as required by law, during or after employment.

9.3. All employees are required to sign a Confidentiality Statement.

**10. CORPORATE SOCIAL RESPONSIBILITY POLICY**

10.1. Corporate social responsibility is about how the College aligns its activities with the expectations of people who may be affected in relation to its economic, social and environmental impacts and in accordance with its charitable status. These people and organisations include the University and its colleges, as well as College members and employees, visitors, suppliers, and society as a whole.

10.2. To this end the College has set itself the following objectives:

**Operations**

a) To meet, and where possible, exceed all relevant legal requirements.

b) To behave with honesty and integrity in all its activities and relationships with others.
c) To act ethically and fairly at all times in its dealings.
d) To maintain internal controls adequate to ensure standards are met.
e) To investigate and respond to complaints as soon as possible.

**Academic**
f) To foster academic excellence in the arts as well as in science and technology.
g) To be leaders in seeking to broaden access for UK undergraduate students, postgraduates and international students.
h) To provide an environment that fosters good relations between College members of all backgrounds, race, religion, gender, age, culture and disabilities.
i) To maintain a caring and supportive academic environment for all students and Fellows.

**Environmental and Sustainability**
j) To endeavour to improve environmental performance wherever practicable.
k) To make the most efficient and effective use of all resources, encouraging all employees to develop a sustainable approach to their work.
l) To uphold the College’s environmental policy and its objectives to reduce the carbon footprint, reduce waste and encourage sustainability.
m) To invest in the College’s physical infrastructure to lessen its impact on the environment.
n) To encourage students, Fellows and employees to adopt environmentally sustainable behaviours in their daily lives in College.
o) To implement the College’s access plan for its buildings.

**Employees**
p) To encourage mutual respect and dignity and treat employees fairly and without discrimination.
q) To promote the health and well-being of all employees.
r) To encourage team working and the sharing of knowledge throughout the College community.
s) To provide a safe working environment and rewarding career for all employees.
t) To offer employees clear and fair terms of employment and provide resources to enable their continual development.

**In the community**

u) To make the College’s facilities available to the local community whenever possible and to support thereby local community, academic and charitable initiatives.
v) To communicate with our neighbours and welcome them to the College, whenever appropriate.
w) To enable employees and students to undertake voluntary activities, whenever possible.

x) To encourage employees and students to support at least one charitable organisation every year through voluntary fundraising activities.

Monitoring and Review

10.3. The College takes seriously all feedback that it receives and where possible, maintains open dialogue to ensure that it fulfils the requirements outlined within this policy.

10.4. The College will review responses to what it does on an ongoing basis in order to improve it.

11. DATA PROTECTION

The College's Data Protection Officer is the Bursar, Mrs Tamsin James, who can be contacted on (01223) 336112, or by email: Bursar@chu.cam.ac.uk.

11.1. The College is committed to all aspects of data protection and takes seriously its duties, and the duties of its employees, under the Data Protection Act 1998. This Regulation sets out how the organisation deals with personal data, including personnel files and data subject access requests, and employees' obligations in relation to personal data.

11.2. The Data Protection Act 1998 applies only to information that constitutes "personal data". Information is "personal data" if it:

• identifies a person, whether by itself, or together with other information in the organisation's possession, or is likely to come into its possession; and

• is about a living person and affects that person's privacy (whether in his/her personal or family life, business or professional capacity) in the sense that the information has the person as its focus or is otherwise biographical in nature.

Consequently, automated and computerised personal information about employees or any other individuals held by employers is covered by the Act. Personal information stored physically (for example, on paper) and held in any "relevant filing system" is also covered. In addition, information recorded with the intention that it will be stored in a relevant filing system or held on computer is covered.

11.3. Processing means obtaining, recording or holding information on data or carrying out any operation on it. Operations can include: organisation, adaptation or alteration of the data; retrieval, consultation or use of the data; onward transmission of the data; combination, blocking or destruction of the data.

11.4. Data must be processed in accordance with the eight data protection principles. Personal data must:

• be fairly and lawfully processed;

• be processed for limited purposes and not in any manner incompatible with those purposes;
• be adequate, relevant and not excessive;
• be accurate;
• not be kept longer than is necessary;
• be processed in accordance with individuals' rights;
• be secure; and
• not be transferred to countries without adequate protection.

11.5. The College needs to keep data on its employees in order to pursue its role as an employer. By accepting employment with the College the employee consents to the College keeping and processing data about them. It is legitimate for the College to keep records on recruitment; recording of working time; administration and payment of wages; employee assessment and training; negotiation or communication with employees; manpower and career planning; compliance with company policy and/or legislation in relation to health, safety and other employment matters; analysis for management purposes and statutory returns. This list is purely illustrative, however. The College will process sensitive personal data, including sickness and injury records, in accordance with the eight data protection principles. The College may collect relevant sensitive personal information from employees for equal opportunities monitoring purposes. Where such information is collected, it will be anonymised unless the purpose to which the information is put requires the full use of the individual's personal information.

11.6. Some Heads of Departments retain personnel files on employees within their departments. Central personnel files are held in the HR Manager's office, while the Finance Manager and Payroll Manager hold records of salaries and other personal information. All files and records should be kept securely. Personal data, including contact details, are stored on the employee database to which there is restricted access. Car registration numbers are recorded in the Porters' Lodge. Some records are also held in the College Archives.

11.7. Under the provisions of the Act an employee has the right of access on written request, to data that is held about them and which falls within the scope of the legislation. They do not, however, have automatic right of access to confidential references relating to training or employment.

11.8. The Data Protection Officer is responsible for dealing with data subject access requests.

11.9. The College will respond to any data subject access request within 40 calendar days.

11.10. The College will allow the employee access to hard copies of any personal information. However, if this involves a disproportionate effort on the part of the organisation, the employee shall be invited to view the information on-screen or inspect the original documentation at a place and time to be agreed by the organisation.

11.11. The College may reserve its right to withhold the employee's right to access data where any statutory exemptions apply.
Employees' obligations regarding personal information

11.12. If an employee acquires personal data regarding any living individual (e.g. employee, fellow, student, customer, supplier, live individuals named within records held by the Archives centre etc.) in the course of their duties, they must ensure that

- the information is accurate and up to date, insofar as it is practicable to do so;
- the use of the information is necessary for a relevant purpose and that it is not kept longer than necessary. (Guidance on retention of data is given in the College’s Records Management Policy); and
- the information is held securely

11.13. Where an employee is required to disclose personal data to any other country, they must ensure first that there are adequate safeguards for the protection of data in the host country. For further guidance on the transfer of personal data outside the UK, please contact the Data Protection Officer.

11.14. An employee must not take any personal data (e.g. employee, student or customer records) away from the College’s premises save in circumstances where they have obtained the prior consent of their Head of Department to do so.

11.15. Any employee taking records off site must ensure that they do not leave their laptop, other device or any hard copies of records on the train, in the car or any other public place. They must also take care when observing the information in hard copy or on-screen that such information is not viewed by anyone who is not legitimately privy to that information.

11.16. If an employee is in any doubt about what they may or may not do with personal information, they should seek advice from their line manager or the Data Protection Officer. If they cannot obtain such advice they should not disclose the information concerned.

12. DISCIPLINARY POLICY

12.1. Managers are encouraged to raise issues or points of concern with employees at an early stage so that these may be resolved informally where appropriate. However, if this is not appropriate the Head of Department will follow the formal disciplinary procedure. The College’s Disciplinary Procedure is set out in the Procedures section of this handbook. This procedure does not apply to employees during their probationary period.

12.2. The Disciplinary Procedure is designed to help maintain and improve standards of conduct and to ensure fairness and consistency when dealing with allegations of misconduct.

13. ELECTRONIC MAIL, COMPUTING FACILITIES AND THE INTERNET

13.1. This policy applies to all users of the College’s electronic mail and computer systems.
13.2. Although Internet and electronic mail provide numerous benefits, there are potential risks and problems, and there are therefore College rules that must be followed. If an employee does not comply with these rules disciplinary action may be taken or he or she may be liable to prosecution. To minimise the risk to the College, use of electronic mail and the internet, and compliance with this policy, is monitored.

13.3. Employees should always think very carefully about what they write, about the tone of their email and even how they address their colleagues or external customers. Employees must never write any defamatory statements or anything that is abusive, sexist or racist. When writing emails, employees should always write them as if they will be read by others. Employees should remember that if an individual makes a Subject Access request under the Data Protection Act, anything an employee has written concerning an individual will have to be revealed. Employees could face disciplinary action if they have written anything inappropriate.

13.4. Computing facilities are provided for Academic use (Fellows and students), for Administrative use (employees) and for very limited Conference use. In general, separate facilities are provided for each of the three categories of user above, and users in one category may not use facilities designated for use by users in another category without explicit permission from the Bursar.

13.5. The use of computing facilities by Academic users and by Conference users, is governed by separate sets of Rules issued by the College Computer Office, and further by all relevant rules issued by the University IT Syndicate and the University Computing Service. The use of computing facilities by College employees is governed by College Regulations, and further by all relevant rules issued by the University IT Syndicate and the Bursar.

13.6. The use of administrative computing facilities is restricted to those who have been given explicit permission by the College Computer Office.

13.7. The administrative computer facilities are provided to expedite College business, and as such must not be used for spreading gossip, for personal gain or in breach of any of the College’s standard employment policies.

13.8. All users of the administrative computer facilities will be provided with a personal UserID and a personal password. For reasons of security, Data Protection and personal privacy, this password must not be divulged to anyone else, and no member of the College has the authority, in any capacity, to insist that a user must divulge their personal password. If one user requires access to data held in another user’s account, advice must be sought from both the College Computer Office and the Data Protection Officer. Facilities are provided to enable users to share information co-operatively without the need to know additional passwords.

13.9. No user of the administrative computer facilities may make use of a computer which is logged on in the name of another user, except where permission has been obtained from the latter user.

13.10. The College retains the right to access any electronic files held on equipment owned by the College and provided for business purposes. This will be authorised by the Data Protection Officer or deputy.

13.11. Users of the administrative computer facilities may not install any software on the computers provided for their use, without explicit permission from the College Computer Office.
13.12. For security reasons, no user should visit a web site if there is any reason for suspicion about its content. (For example, many virus-generated emails and “spam” emails encourage their readers to visit specific websites either without reasonable justification or with clearly false justification. Web sites advertised in this way must be avoided.)

13.13. Use of the Internet or electronic mail for personal purposes is not permitted during working hours. However, such use may be made of the facilities outside working hours so long as there are legitimate reasons for doing so. Personal files, photographs and documents should not be stored on the College’s systems and where possible, documents, including working documents, should be stored on departmental shared folders.

13.14. The internet must not be used to access offensive or illegal material, such as pornographic material, or material that promotes racism or other forms of hatred, or terrorist, or extremist materials.

13.15. Staff should not consider their College email inboxes to be private and the College may when necessary access any inbox or auto-forward emails to an alternative inbox.

13.16. The computers available to employees are set up to access the web in such a way as to minimise the cost to the University and to the College. This configuration must not be altered, except by the College Computer Office.

13.17. Employees must take great care not to record any defamatory comments about other organisations or individuals on electronic mail. This can be used as evidence if a libel case comes to court. The same applies to messages that are abusive, sexist, racist or defamatory. It is safest to assume that electronic mail messages may be read by others.

13.18. Messages of a strictly confidential nature must not be sent out of the College by electronic mail for security reasons.

13.19. Subject to the constraints laid down by the Regulation of Investigatory Powers Act, the College may monitor web pages accessed by an individual, email messages sent and received by an individual and any other activities of an individual on the network.

13.20. All users of the administrative computer facilities shall be expected to treat as privileged any information which may become available to them through the use of these facilities, and which is obviously not intended for unrestricted dissemination.

14. ELECTRONIC SOCIAL NETWORKING POLICY

Churchill College believes in the importance of learning and open exchange. It recognises that employees use social media such as Facebook, Twitter, LinkedIn and blogs to talk about their lives and interests, and it supports the responsible use of this technology.

However, it is important that employees realise that even the most casual comment about the College can affect how the College is perceived by others. The following principles have therefore been developed to enable employees to join in online conversations and represent the College in the same way as they would in other media and face-to-face in their working lives.
14.1. This policy applies to employees both within and outside of normal working hours.

14.2. With the exception of those employees who are expected to participate in social networking for professional reasons, such as contacting alumni for example, employees should not normally access such sites during working hours.

14.3. Employees should be careful when mixing their work and personal life. The normal rules about confidentiality apply. Bear in mind that external sites are public and that customers and colleagues can see what is posted. Remember that information intended for friends and family can be forwarded, and that employees will not be able to control who sees it.

14.4. Follow the College's Confidentiality Policy:
   a) never reveal any confidential or personal information about the College, its members or its customers;
   b) never join in a conversation that may harm the College's reputation or the reputation of its members;
   c) never claim that opinions or beliefs are the opinions or beliefs of the College;
   d) never use the College logo without authorisation.

14.5. Employees should remember that they are responsible for what they say. Anything they post will ultimately be their responsibility, so they should use common sense. Once an employee posts something online it becomes part of a permanent record, even if the employee deletes it later or tries to make it anonymous. If an employee feels even slightly uncomfortable about what they are going to post, they should not post it.

14.6. Even casual comments about the College can affect how the College is perceived by others. Employees should be careful when mixing their work and personal life as the normal rules about confidentiality apply. Employees should bear in mind that external sites are public and that customers and colleagues can see what they post.

14.7. If an employee posts something that their manager considers to be inappropriate they will be asked to take it down immediately and they may face disciplinary action. Comments which may be considered offensive or hostile to colleagues will be treated as bullying or harassment and may result in disciplinary action.

14.8. Help the College by watching out for both compliments and criticism. If an employee comes across remarks that they think are important, share them by forwarding them to the HR Manager.

14.9. If an employee comes across any negative posts, or sees other people trying to start negative conversations, it is best to avoid the temptation to post a reply. The employee should pass the post(s) to the HR Manager.

14.10. A breach of this policy and/or a failure to act in a responsible way may result in disciplinary action.

15. EMPLOYMENT EXPENSES

15.1. Employment expenses may only be incurred with the express permission of the employee's Head of Department and with the approval of the Bursar. A formal claim will need to be submitted.
15.2. Necessary expenses reasonably incurred by the employee personally in the course of his or her work may be reimbursed by the College, provided that:
   a) Authorisation is obtained from the Head of Department in advance of expenditure;
   b) Expenditure is within College guidelines;
   c) Receipts and a claim form are completed for all expenditure and authorised by the Head of Department.

**Uniform**

15.3. Some employees may be provided with uniforms to wear on duty. They will be asked to sign for these as part of the induction procedure and will be required to return them when leaving employment.

**Travel and Conferences**

15.4. Travel expenses will be paid if an employee needs to travel to perform his or her job effectively. This does not include travelling to and from work. The College will refund Second Class rail expenses or the current mileage rate, whichever is the lesser amount. For those travelling frequently by rail, the College will pay for a rail card if the traveller is eligible and this should be used whenever possible. Please see Appendix 3 for the current mileage rate. The employee will need to complete a Travel Expenses Form.

15.5. For employees required to attend conferences, exhibitions or give presentations outside Cambridge in the course of their work, the following apply:
   a) Air travel should be the lowest cost unless a flexible arrangement is required.
   b) The guideline rate for hotels/bed & breakfast is shown in Appendix 3 although it is recognised that on occasion this may need to be higher.
   c) For any journey over 150 miles the cost of a hire car should be investigated as it might be more cost-effective than using own car. If a hire car is used the College pays the hire and refunds any payment for actual fuel consumed.
   d) Car parking will be reimbursed together with any other necessary expenses of a visit. This might include a small gift for a host, or a prize for a competition.
   e) For time-recording purposes, for those travelling outside of Cambridge only, outward and inward journey times may be included, but recording will otherwise be restricted to normal working hours.
   f) Meals should be the actual amount spent (receipts will be required) up to the limits shown in Appendix 3:
   g) All claims should be submitted on a monthly basis but this can be extended by one month if the employee is waiting for credit card statements or similar evidence to support their claim.

15.6. Expenses will be reviewed annually by College Council.
16. ENERGY MANAGEMENT POLICY

16.1. Our policy is to manage energy consumption and cost in order:
   - to avoid unnecessary expenditure, and to reduce the impact of the charges arising from the CRC energy efficiency scheme
   - to improve efficiency by minimising waste
   - to reduce the environmental impacts of our operations.

16.2. Our overall objectives are to:
   - buy energy at the most favourable terms
   - use energy and water as efficiently as is practicable
   - reduce environmental impact caused by energy and water consumption.

16.3. Our immediate aims are to:
   - maximise use of SYSTEMSLINK energy management software.
   - analyse the data we have already compiled to identify opportunities to improve efficiency.
   - continually review all purchasing, operating, motivation and training practices to identify opportunities for improvement.
   - set up a section on the website to promote sustainability
   - make sustainability in the College a key element of the Fresher briefing
   - increase the sub-metering and automated meter reading across the site, to help target areas for improvement.

16.4. Overall responsibility for expenditure on energy and water, resides with the Bursar, with the support of college Heads of Departments. However, all employees and students and Fellows of Churchill College have a responsibility to prevent energy and water wastage. They will be actively encouraged to support and contribute to the energy management strategy.
17. ENVIRONMENTAL POLICY

Churchill College policy is that Fellows, students and employees should endeavour to

17.1. Maximise the percentage of refuse which is recycled. To this end:

- There are bins for collecting glass and cans in staircase kitchens and these are emptied by the staircase recycling rep.
- Student rooms have a separate bin for paper which will be emptied once a week.
- College offices, kitchens and the bars will recycle waste paper, glass, cans, etc.
- There is a recycling scheme for cardboard and food waste from student staircases and from the kitchens.
- There are collection points for cans, glass and paper in appropriate places around college buildings e.g. computer rooms, bars.

17.2. Minimise the amount of non-recyclable refuse. For example:

- Items shall be reused or recycled whenever possible and the potential for recycling or reuse will be considered when purchases are made by the College.
- The volume of non-recyclable packaging associated with a product will be considered by the College at the time of purchase and those with least packaging shall be chosen.

17.3. Minimise the consumption of fossil fuels.

As a member of the Colleges Energy Purchasing Consortium, the College will favour electricity generated from wind, wave and solar sources.

- The College intends to install energy saving bulbs and fittings in all college buildings.
- Students, employees and Fellows will be encouraged to switch off all electrical appliances and lights when not in use, and use heating controls to regulate the temperature in their rooms. The JCR, MCR and employees will raise awareness of the importance of these measures.
- When College rooms are refurbished energy efficiency will be considered, for example ensuring windows are well sealed and that heating systems are working as efficiently as possible.

17.4. Minimise water consumption. Specifically:

- The College will ensure that dripping taps/showers will be repaired as rapidly as possible.
- Students and employees will be encouraged to minimise the volume of water used.
- The College will consider the water consumption of the equipment it purchases.

17.5. Minimise the environmental impact of new purchases:

- Use recycled paper in printers and photocopiers.
• Choose cleaning products which cause the minimum of damage to the environment, but which clean effectively in the hard water supply of the Cambridge area.

• When purchasing electrical appliances, the College will endeavour to source energy-efficient devices such as, for example, computer monitors or fridges.

• Minimise the adverse environmental effects of any new developments. The College will take professional advice on the environmental impact of any new building work that it undertakes, and the achievement of high levels of energy efficiency, water efficiency, and the use of recycled/renewable building materials will be set as one objective for architects appointed to such projects.

17.6. This Environmental Policy will be reviewed at regular intervals with recommendations for any amendments to the policy being reported to the College Council for consideration.

18. EQUAL OPPORTUNITIES

The College's Equal Opportunities Officer is the Bursar, who can be contacted on (01223) 336112, or by email: Bursar@chu.cam.ac.uk.

Churchill College aims to be an inclusive organisation where everyone is treated with respect and dignity, and where there is equal opportunity for all. The College values the diversity of its community.

The College recognises that people have complex identities made up of many strands. These can include, but are not limited to, ethnicity, gender, sexual orientation, age, physical and mental aptitudes, nationality, socio-economic background, and religious, political or other beliefs. The College embraces differences.

Implementing Equality of Opportunity

18.1. The College will meet all statutory obligations under relevant legislation and, where appropriate, anticipate future legal requirements.

18.2. The College will:
   a) Promote equality of opportunity;
   b) Promote good relations between all staff;
   c) Have due regard to the need to eliminate discrimination on grounds of age, gender, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation;
   d) Subject its policies to regular review to help to achieve equality of opportunity;
   e) Monitor the recruitment of students and employees to help to achieve equality of opportunity;
   f) Promote an inclusive culture and good management practice, through the development of codes of best practice, policies, and training;
   g) Take positive action wherever possible to support this policy and its aims;
h) Publish this policy widely and regularly scrutinise policy assessments and the results of monitoring.

**Management Responsibilities**

18.3. It is the responsibility of all managers to:

a) ensure that the standards established within this policy are adhered to within their own areas of responsibility;

b) familiarise themselves with the procedures in all Equal Opportunities documentation including the Guidelines relating to Equality and Diversity, Age Diversity, Discrimination, Harassment & Dignity at Work and Retirement;

c) ensure, so far as they reasonably can, that employees do not act in a discriminatory manner;

d) bring the details of the policy and any procedure documents to the attention of all employees;

e) ensure that information on equal opportunities is incorporated in all induction processes for new or temporary employees and that it is supported by ongoing training.

**Employee Responsibilities**

18.4. It is the responsibility of employees at all levels:

a) not to discriminate against others:

b) to co-operate with any measures to ensure equality of opportunity;

c) to attend training as required;

d) to report any discriminatory acts or practices;

e) not to induce or attempt to induce others to practice unlawful discrimination;

18.5. All employees have a right to equality of opportunity and a duty to implement this policy. Breach of equal opportunity is potentially a serious disciplinary matter. Anyone who believes that he or she may have been disadvantaged on discriminatory grounds is entitled to raise the matter through the grievance procedure.

**19. EQUAL PAY**

Churchill College supports the principles of equal opportunities in employment and believes that male and female employees should receive equal pay for the same or broadly similar work, for work rated as equivalent and for work of equal value.

The College intends to operate a pay system which is transparent, based on objective criteria and free from bias. It aims to avoid unfair discrimination, and to reward fairly the skills, experience and potential of all employees.

Churchill College will:

19.1. Examine existing and future pay practices for all employees including part-time employees, casual employees, employees on fixed term contracts, and employees
on maternity or other non-standard leave, to ensure that the practices comply with best equal pay practice, and that part-time employees are not treated less favourably than their full-time equivalents;

19.2. Discuss and agree the equal pay policy with employees, trade unions and employees representatives as appropriate.

20. FIRE EVACUATION

The College’s Fire Manager is the Domestic Bursar, Mrs Shelley Surtees, who can be contacted on (01223) 331669, or by email: Shelley.Surtees@chu.cam.ac.uk. The Fire Officer is the Head Porter, Mr Dave Reece, who can be contacted on (01223) 336225, or by email: Head.Porter@chu.cam.ac.uk.

20.1. It is the duty of all College personnel to do everything in their power to minimise the risk of fire at all times and to guard against careless acts likely to cause fire. All personnel are to acquaint themselves with the location of fire appliances, emergency exits, fire alarm and telephones within and adjacent to their departments and living accommodation. The task of extinguishing a fire is the concern of all personnel who should act in accordance with the fire instructions issued.

20.2. It is absolutely essential that all employees make themselves aware of the fire evacuation arrangements and assembly points relating to their departments.

20.3. Employees are required to participate in any Fire Drills which take place while they are on College premises.

21. FLEXIBLE WORKING

21.1. An employee who has been continuously employed by the College for 26 weeks or more has the right to apply for flexible working.

21.2. A written application should be submitted to the relevant Head of Department in the first instance. The application must be dated and will need to set out the desired working pattern and include an explanation of how the College could accommodate this request. This might include changes to the number of hours worked, place of work, job-sharing, term-time working, etc. An employee can make only one request in any twelve month period.

21.3. While the College cannot unreasonably refuse such a request, it does have the right to consider the business impact of such a change as well as the impact on other employees. The College may propose an alternative working pattern to that initially requested by the employee and the request may be accepted on this revised basis by mutual agreement.
22. FREEDOM OF INFORMATION

The College's Freedom of Information Officer can be contacted by email at: information@chu.cam.ac.uk.

The Freedom of Information Act (2000) ('the Act') is intended to allow anyone in the community to obtain information they require from publicly-funded bodies. As a result, the College is covered by the legislation, and this places three basic requirements on us:

a) That we routinely put in the public domain as much information about the College and its activities as is reasonably possible;

b) That we ensure that, where an individual requires information that we hold but have not already published, we provide the enquirer with the relevant information (unless it is exempt); and

c) That we have in place a properly structured approach to managing records to ensure that essential records of our activities are maintained in appropriate detail and are readily available to the public.

The College’s Publication Scheme

22.1. The College already places a great deal of information in the public domain, including the minutes of the Governing Body and the College Council, statistics relating to student numbers and the College Accounts. These are published via the College website or some papers are published on paper and can then be made generally available.

22.2. As required by the Freedom of Information Act, all of the information that the College places in the public domain is listed in our Publication Scheme, which describes both the types of information available and where it can be located. The scheme is available on the web at www.chu.cam.ac.uk/about/official-documents/freedom-information.

The right to request information

22.3. The right to request information under the Act extends to anyone who wishes to make an enquiry – they might be an employee or student of the College, an employee of some other organisation or any other member of the public. There is no limitation on who may make an enquiry – the law gives the right to minors and adults alike, and foreign nationals (even those based abroad) are equally entitled to request information.

22.4. We are not allowed to ask enquirers why they require the information they seek. Enquirers need not quote (or even be aware of) their rights under the Act, to make a request for information. The only requirement the law places on an enquirer is that they must make their enquiry in writing for it to have the authority of a request made under the terms of the Freedom of Information Act.

22.5. Verbal enquiries (e.g. those made over the telephone) do not have the force of law. However, we must give advice and assistance to all enquirers and potential enquirers.

22.6. When an individual makes a written request for information (this includes faxes and emails as well as letters), we must provide them with that information, except in the cases where exemptions apply. In practice, in most cases this should mean
supplying them with instructions about how to find the information, using the details provided in the College Publication Scheme. In some cases, however, an enquirer may ask for information that the College does not usually place in the public domain. In these cases, we will have to provide that information directly to them.

22.7. In all cases, the information (or ways of receiving that information) must be provided within twenty working days of receiving a written enquiry. This is a short response time so, if you are in any doubt as to whether an enquiry may be a Freedom of Information enquiry, or you cannot respond from the records available to you, you must contact the College Freedom of Information Officer immediately.

Data Protection vs. Freedom of Information

22.8. It is important to distinguish requests made by individuals under the terms of the Data Protection Act from those made under the terms of the Freedom of Information Act. Basically, if an individual wishes to see information we hold that specifically relates to them, then this is a Subject Access Request made under the terms of the Data Protection Act. Such enquiries should usually be referred to the College Data Protection Officer (the Bursar).

22.9. If an enquirer is asking for general information about the College, its activities, or any other material held in our records, then this is a Freedom of Information request. If it is not possible to tell exactly what sort of request is being made, or a request appears to cover elements of both laws, such enquiries should always be referred to the Freedom of Information Officer.

Responding to requests for information

22.10. There is no intention, however, to stop employees providing information directly in cases where this has always happened as a matter of routine: employees involved in distributing routine, predictable information (e.g. prospectuses) should continue to deal with these requests as normal, whilst noting that the law requires a response within twenty working days.

22.11. Thus, if an employee receives a letter, fax or email asking for information that is readily available in their department then they should provide a copy of this direct to the enquirer within twenty days. Alternatively, if the College already publishes the information requested, the employee needs only provide the enquirer with instructions as to how to find the information. Usually, it should be enough to direct them to our Publication Scheme.

Exemptions

22.12. The law does permit the College certain exemptions from the usual requirement to respond to information requests. These relate typically to information that may be commercially sensitive, and to personal information that relates to individuals other than the enquirer. If an employee receives an information request that covers information that is not in our Publication Scheme and that includes information about individuals (employees, Fellows, students etc.) or commercially sensitive information, or other information the employee thinks might be exempt, then please consult the Freedom of Information Officer. Note that the Freedom of Information Officer will always take responsibility for refusing any request.
23. GIFTS TO INDIVIDUALS OR DEPARTMENTS AND THE BRIBERY ACT

23.1. College business should be conducted in accordance with Nolan Principles: selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

23.2. Employees and Fellows must ensure that neither their conduct of College business nor the conduct of any person or organisation entering into any contract or arrangement with the College contravenes the Bribery Act 2010.

There are four offences under the Bribery Act:
- Bribing another person;
- Being bribed;
- Bribing a foreign public official; and
- Failure to prevent Bribery.

Employees and Fellows must not use their authority or office for personal gain and must always seek to uphold and enhance the standing of the College.

23.3. Employees and Fellows must declare to the Bursar any personal interest that may affect any College business and act in accordance with the instructions given as to management of any conflict as outlined in College Regulation 17.

23.4. No employee or Fellow of the College should accept a cash gift of any amount, or any gift or other benefit in kind of more than nominal value (£15 or more) from any person or firm having relations, or prospective relations with the College, unless authorised to do so by the Bursar of the College through the HR Manager. Acceptance of a gift or cash or benefit without the prior authorisation of the Bursar, may lead to disciplinary action which could result in summary dismissal. Receipt of gifts or hospitality must not influence or appear to influence the choice of supplier or prejudice the College's reputation. If in doubt, gifts and hospitality must be refused. Excessive or lavish gifts or hospitality may constitute Bribery.

23.5. Heads of Departments should maintain an electronic record of all gifts received. The records will be monitored by the HR Manager. Gifts to the College should be notified to the Development Director.

23.6. No employee or member of the College may sell or give away any item belonging to the College without the permission of the Bursar.

24. GRIEVANCE POLICY

This policy observes the ACAS Code of Practice on Disciplinary and Grievance Procedures. This encourages employers and employees to resolve problems internally and informally wherever possible. Where a grievance cannot be resolved informally, however, the Grievance Procedure will be invoked and the matter dealt with on a formal basis. The College's Grievance Procedure is set out in the Procedures section of this handbook.

24.1. If a formal grievance has been raised, it will first be necessary to determine the procedural route:
a) If the grievance is raised by two or more employees, this may be a collective grievance. The procedure is detailed in the College's Grievance Procedure, which is set out in the Procedures section of this handbook.

b) Where a grievance is against a line manager, the employee should notify the HR Manager who will arrange for another Head of Department to deal with the issue.

c) Where an employee is the subject of disciplinary proceeding and wishes to raise a grievance, the College will hold a separate hearing if appropriate.

24.2. Any employee who considers they may have been subject to conduct or action amounting to a criminal offence, is entitled to seek the assistance of another employee to accompany them to make a formal complaint to a police officer or to provide them with any other support they may require.

25. HARASSMENT AND BULLYING

The College has a duty of care to all its employees and is committed to a safe working environment. It will not tolerate harassment or bullying in any form, and will take disciplinary action against offenders, up to and including dismissal.

The College recognises that to work effectively its employees need an environment in which they are respected and valued for their contributions. Appropriate behaviour is fostered by a workplace culture which encourages positive, supportive and open interactions. This sort of behaviour, normal to the vast majority of College employees and members, helps to promote good working relationships and a positive working atmosphere.

The College therefore expects its employees to treat each other with respect, courtesy and consideration at all times. This includes work-related events which may take place outside College or normal working hours, including parties and other social events and when using social media. Likewise, employees have the right to expect professional behaviour from others, and a corresponding responsibility to behave professionally towards others.

This Regulation applies to all employees, agency staff, casual workers, contractors, consultants and volunteers.

The College's Harassment and Bullying Procedure is set out in the Procedures section of this handbook. This procedure only applies to employees.

Harassment Definition

25.1. There are many forms of harassment which can be described in simple terms as unwelcome behaviour that affects the dignity of women and men. It is the conduct of one person against another or others when an intimidating, hostile or offensive atmosphere is created for the complainant(s). Inappropriate behaviour can result in stress and stress-related illness.

25.2. Unlawful harassment may involve conduct of a sexual nature (sexual harassment), or it may be related to age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation. Harassment is unacceptable even if it does not fall within any of these categories.
25.3. Harassment takes many forms, occurs on a variety of grounds and may be directed at an individual or group of individuals. It can include the use of social media even if used outside normal working hours. It is not the intention of the harasser but the conduct itself and the impact on the recipient which determines what constitutes harassment. The impact of harassment can result in the recipient feeling discomfort or humiliation or may adversely affect the recipient’s job performance, undermine job security or prospects or create a threatening or intimidating work environment. It can also provoke aggressive, retaliatory attitudes and actions. Certain behaviour will be, by its nature or severity, unwelcome, even on a single occasion.

25.4. Social interaction in the workplace involving mutually acceptable behaviour should be distinguished from harassment. However, it should be borne in mind that what is initially acceptable to some may be offensive to others. The defining features of harassment, however, are that the behaviour is unwanted by the recipient.

25.5. Harassment may include, but is not limited to:

- unwanted physical conduct or "horseplay", including touching, pinching, pushing, grabbing, invading someone’s personal space, and more serious forms of physical or sexual assault;
- unwelcome sexual advances or suggestive behaviour (which the harasser may perceive as harmless), and suggestions that sexual favours may further a career or that a refusal may hinder it;
- sending or displaying material that is pornographic or that some people may find offensive (including e-mails, text messages, video clips and images sent by mobile phone or posted on the internet); and
- offensive or intimidating comments (including those posted on social media sites) or gestures, or insensitive jokes or pranks.

**Bullying – Definition**

25.6. Bullying is offensive, intimidating, malicious or insulting behaviour involving the misuse of power that can make a person feel vulnerable, upset, humiliated, undermined or threatened. Power does not always mean being in a position of authority, but can include both personal strength and the power to coerce through fear or intimidation.

25.7. Bullying can take the form of physical, verbal and non-verbal conduct. Bullying may include, by way of example:

- shouting at, being sarcastic towards, ridiculing or demeaning others;
- physical or psychological threats;
- overbearing and intimidating levels of supervision;
- inappropriate and/or derogatory remarks about someone’s performance;
- abuse of authority or power by those in positions of seniority; or
- deliberately excluding someone from meetings or communications without good reason.
- Posting inappropriate or derogatory remarks about someone on social media.
25.8. Legitimate, reasonable and constructive criticism of an employee's performance or behaviour, or reasonable instructions given to an employee in the course of their employment, will not amount to bullying on their own.

Management Responsibilities
25.9. Heads of Departments are required to implement this policy, and to make every effort to ensure that harassment and bullying does not occur. They should:

a) Set a good example by ensuring that everyone is treated with dignity and respect;

b) Bring this policy to the attention of their employees, and ensure that every employee has access to and read a copy;

c) Ensure that employees attend specified mandatory training, and that training is repeated as appropriate;

d) Be responsive and supportive to any employee who makes an allegation, provide clear advice on procedure to be followed and ensure that confidentiality is maintained.

e) After being advised of an alleged incident, consult with the HR Manager, and investigate fairly, in confidence and without prejudice, the details of such a complaint. (If the complaint is against a manager, the person who will conduct the investigation will be the next more senior person in the line management structure.)

f) As far as is possible, ensure that no victimisation or further problem occurs once a complaint has been resolved.

Employee Responsibilities
25.10. All employees have a responsibility to help ensure that the dignity of all College employees is respected in the workplace. They should ensure that their behaviour towards others is professional and appropriate at all times; that it does not cause offence and could not in any way be regarded as harassment or bullying.

25.11. Employees should discourage harassment and bullying by making it clear that they find such behaviour unacceptable.

25.12. Employees should attend specified mandatory training as directed.

25.13. If an employee is the victim of harassment or bullying, he or she should follow the College’s Harassment and Bullying Procedure which is set out in the Procedures section of this handbook.

26. HEALTH & SAFETY STATEMENT

The College’s Health & Safety Manager is the Head of Grounds & Gardens, Mr John Moore, who can be contacted on (01223) 746860, or by email: John.Moore@chu.cam.ac.uk.

26.1. Churchill College regards the Health and Safety of its employees, residents and visitors as a high priority and aims to provide an accident-free environment.
26.2. The College Council has overall responsibility for the Health & Safety of all those working in and visiting the site of Churchill College and has set up procedures and reporting lines to ensure safe working practices and to monitor Health & Safety.

26.3. All College employees have access to the Health & Safety policy and will be taken through it at induction and must follow it. A copy of the policy can be accessed at O:\Shared\Staff\Health & Safety\Health Safety Policy October 2016.doc and a hard copy is available in each department. Mandatory training on Health & Safety in the workplace is provided on an individual and Departmental basis and training needs are reviewed annually.

26.4. Fire evacuation notices are displayed prominently throughout College. It is essential that employees are aware of the fire evacuation arrangements and assembly points relating to their Department. Employees are required to participate in any Fire Drills which take place while they are on the College premises. Fire Instructions can be accessed at O:\Shared\Staff\Health & Safety\Fire\Fire Instructions.doc and a hard copy is available in each department.

26.5. All employees and College Members have a duty to report to their Department Head or to the Health & Safety Manager anything they believe may be hazardous and any accident or incident which they experience.

26.6. Three employees are elected to serve on the Health & Safety sub-committee.

26.7. The College strives to meet the highest standards in terms of management of Health & Safety, having due regard to legal obligations and best practice.

27. INCREMENTAL PROGRESSION AND SATISFACTORY PERFORMANCE

Some members of staff are eligible for incremental progression within their salary grades, as stated in their contract of employment. Increments are awarded “subject to satisfactory performance”.

The College defines “satisfactory performance” as being when a member of staff:

- fulfils the requirements of the role;
- works flexibly and efficiently;
- meets realistic and achievable objectives
- has good time-keeping and attendance levels;
- complies with the College’s rules and regulations;
- works collaboratively with other employees to achieve team goals
- has not been issued with a capability or other warning within the past twelve months, unless there is evidence that satisfactory progress has been made to resolve the issues raised

28. INDUCTION POLICY

The College’s Staff Induction Policy sets out the practices through which its long term aims and objectives will be achieved.

28.1. Its purpose is to ensure that new employees are properly welcomed to the College and given the opportunity to learn about the College’s style and purpose; and
a) To ensure that all new employees have the support, guidance and training they may need to perform their duties and undertake the responsibilities which are required of them, safely and using the College’s best practices as laid down in risk assessments and College policies.

b) To ensure that employees have an adequate understanding of the College’s structure and their roles within it.

28.2. The induction, which incorporates pre-employment checks, general orientation and Health & Safety training, will take place at the beginning of the employment.

28.3. The induction process includes the requirement to attend a general College induction together with other new employees.

28.4. The new employee will be expected to participate in Mandatory Training as directed by the College.

28.5. The employee will participate in regular probationary reviews with his or her line manager to ensure that he or she has the support, guidance and training needed to perform effectively and to the standard expected by the College.

28.6. The employee will be confirmed in post at the end of the probationary period, and subject to satisfactory performance.

29. **LEAVE: (ADOPTION)**

29.1. Adoption Leave and Pay may allow one member of an adoptive couple to take paid time off work when the new child starts to live with them. Paternity Leave and Pay may be available for the other member of the couple, or an adopter’s partner (see Regulation 36 Leave: Paternity). Shared Parental Leave may also be used by both adoptive parents, if the main adopter curtails their Adoption Leave (see Regulation 37: Leave: Shared Parental).

29.2. Where an employee is adopting a child from outside the UK they should speak to the HR Manager about their entitlements and the notification procedure.

**Entitlement and Qualifying Status**

29.3. A qualifying employee will have an entitlement to 26 weeks of Ordinary Adoption Leave and 26 weeks of Additional Adoption Leave which follows immediately, during which the contract of employment continues, the rate of pay is varied in accordance with paragraphs 29.7 - 29.8 below but the employee continues to receive all other contractual benefits. (The staff bonus is not a contractual benefit and is not covered by this provision.) The combined 52 weeks is known as Statutory Adoption Leave.

29.4. To qualify for Statutory Adoption Leave and Pay, the employee must give the College the correct notice in accordance with paragraphs 29.10 – 29.16 below. To qualify, the employee must:

a) be newly matched with a child by an adoption agency;

b) be able to provide documentary proof to show that he or she has the right to paid Statutory Adoption Leave. This is normally in the form of a matching certificate from the adoption agency which must be recognised in the UK.

c) have earnings at least equal to the lower earnings limit before tax. (See Appendix 3 for lower earning limit figure.)
29.5. If the employee is adopting a child he or she has been fostering, the employee must be matched for adoption by a recognised agency to be eligible for Statutory Adoption Leave or Pay.

29.6. The employee will not qualify for Statutory Adoption Leave or Pay in cases where a child is not newly matched for adoption, or where the employee arranges a private adoption or becomes a special guardian or adopts a stepchild.

Adoption Pay

29.7. Statutory Adoption Pay begins at the same time as Adoption Leave and runs for 39 weeks, unless the employee finishes Statutory Adoption Leave at an earlier date. If average weekly earnings are on or at the Lower Earnings Limit (before National Insurance) the first six weeks Statutory Adoption Pay is paid at 90 per cent of the employee’s average gross weekly earnings with no upper limit and the remaining 33 weeks at the lower of the statutory rate (see Appendix 3) or 90 per cent of the employee’s average gross weekly earnings.

29.8. Where Occupational Adoption Pay is paid any Statutory Adoption Pay to which an employee is entitled is included in the amounts payable to employees, unless the amount that is due under the Statutory Adoption Pay Scheme is greater, in which case the latter amount will be payable.

Occupational Adoption Pay

29.9. For any member of staff who has been in the employment of the College for two years at the date on which the child is matched, and provided that the member of staff has expressed an intention to return to work, there will be an additional entitlement to Occupational Adoption Pay subject to the provisions of paragraph 29.7 above:

a) 13 weeks on full pay and 13 weeks on half pay (followed by 13 weeks of Statutory Adoption Pay)

b) A flexible ‘Return to Work’ scheme to enable an adoptive parent to return on 80% hours on full pay for one month.

Notification

29.10. The start date of the Ordinary Adoption Leave may begin on any day of the week and can be started:

a) from the date the child starts living with the employee;

b) up to 14 days before the date the employee expects the child to arrive.

29.11. The employee must notify the College that he or she wishes to take Statutory Adoption Leave within seven days of being told that he or she has been matched with a child for adoption. If it is not possible to do so within seven days, then the College should be notified as soon as possible.

29.12. When notifying the College, the employee should provide a copy of the matching certificate and state:

a) when he or she expects the child to be placed;

b) when Statutory Adoption Leave should start.
29.13. Within 28 days of receipt of such notification, the College will confirm the date on which it expects the employee to return to work if the employee makes use of the full entitlement to Adoption Leave. The College will assume that the employee will take all 52 weeks of Statutory Adoption Leave unless it is notified otherwise.

29.14. The start date of Statutory Adoption Leave can be changed provided the employee informs the College at least 28 days in advance, unless this is not reasonably practicable.

29.15. If the employee wishes to return to work before the end of either the Ordinary Adoption Leave or Additional Adoption Leave, he or she must give at least eight weeks’ notice of the date of return. If the employee does not do so, the College may insist that the employee does not return until the eight weeks have passed.

29.16. If an employee has notified the College of a wish to return to work before the end of the Adoption Leave, and if the employee subsequently wishes to retract that notification and postpone the return date, he or she is entitled to do so. In such circumstances the employee should give the College notice of this new, later, date of return at least eight weeks before the earlier date.

Adoption Leave: Keeping Touch

29.17. An employee’s Head of Department may make reasonable contact with the employee (and vice-versa) while on Adoption Leave, to discuss a range of issues, e.g. to discuss plans for returning to work, or to keep the employee informed of developments at the workplace, including any relevant promotion opportunities or job vacancies that arise during Adoption Leave.

29.18. The employee can also do up to ten days’ work, for which remuneration will be paid at the normal rate of pay pro rata, as set out in the contract of employment, as long as this, and the work to be done, has been agreed with the Head of Department. In these circumstances, payment of an employee’s normal rate of pay will be deemed to include any Statutory Adoption Pay or Occupational Adoption Pay that may be due.

29.19. Any work done on any day during the Adoption Pay or Adoption Leave period will count as a whole “Keeping in Touch” session, up to the ten-session maximum permitted by law.

29.20. Such work may only take place by agreement between the employee and the Head of Department. The employee cannot insist on working during Adoption Leave. The College may also not require an employee to work during Adoption Leave if the employee does not wish to do so. The employee is entitled to turn the opportunity down without suffering any detriment.

29.21. If an employee is receiving Statutory Adoption Pay, he or she will continue to receive this for the week in which any Keeping in Touch work is carried out.

Returning to Work

29.22. When returning to work after Ordinary Adoption leave (the first 26 weeks of the Statutory Adoption Leave), the employee has the right to the same job and the same terms and conditions as if he or she had not been away. The employee will also benefit from any general improvements to the rate of pay or terms and conditions which may have been introduced for the applicable grade or class of employment while the employee has been away.
29.23. In the case of Additional Adoption Leave (the last 26 weeks of the Statutory Adoption Leave), the employee is entitled to return to the same job, or if this is not reasonably practicable, to another job which is both suitable and appropriate, and on terms and conditions no less favourable.

29.24. Periods of Statutory Adoption Leave will count as periods of continuous employment for all purposes:

a) Provided that the employee returns to the previous job or an agreed alternative, annual leave will be earned.

b) The calculation of leave with pay will be based on the standard leave entitlement of 25.5 days or pro-rata for part-time staff. Employees are strongly encouraged to take any accrued holiday entitlement prior to starting Adoption Leave.

c) Once the employee has confirmed to the Bursar an intention to return to work, by giving eight weeks’ notice or confirmation, accrued annual leave must normally be taken prior to the employee's returning to work subject to 29.24(b) above.

Resignation or Dismissal

29.25. An employee who, prior to beginning Ordinary Adoption Leave, has stated an intention not to return to work will be granted Adoption Pay only in accordance with the Statutory Adoption Pay Scheme.

29.26. If the employment contract ends before the Statutory Adoption Pay payments begin, the payments will start 14 days before the date of placement. If the employment contract ends during those 14 days, pay begins the day following the last day of work.

29.27. If an employee after a period of Adoption Leave does not return to active employment in the College for at least one year, then he or she will be required to repay to the College prior to the last day of employment any additional Occupational Adoption Pay received in excess of Statutory Adoption Pay during the period of Adoption Leave.

29.28. If the employee decides not to return to work at all, he or she must give the College notice in accordance with the contract of employment.

29.29. If the employee does not return to work, the date of giving up work will be regarded as the termination date of the employee’s employment.

Conditions

29.30. The employee will be required to notify the College by the stated deadlines at each appropriate stage as stated in paragraphs 29.10. – 29.16 above.

29.31. Payments of Statutory Adoption Pay and Occupational Adoption Pay will normally be made on the employee's normal pay day and at the normal pay interval.

29.32. The employee undertakes to inform the Head of Department if at any time during the Statutory Adoption Pay period the employee either takes up employment with another employer, or is taken into legal custody.

33
Other Support

29.33. An employee who does not qualify for Statutory Adoption Leave may be permitted by the College to take some time off. This may be in the form of paid or unpaid leave, or Parental Leave and will be determined in accordance with the length of service.

29.34. If the employee needs more time off to look after the child, he or she may be able to take up to four weeks' Parental Leave (Regulation 35).

29.35. The co-adopter could have the right to take Shared Parental Leave (Regulation 37). This is in addition to the two weeks' Statutory Paternity Leave to which he could be entitled. (Regulation 36)

29.36. The employee may also be allowed additional unpaid time off to deal with an emergency in respect of a Dependant, for example, if the child fell ill or caring arrangements broke down unexpectedly (Regulation 39).

29.37. Employees with continuous service of 26 weeks or more are entitled to request a flexible working pattern (Regulation 21)

30. LEAVE (ANNUAL)

30.1. The normal contractual leave entitlement for full-time employees is 25.5 days' annual leave, plus 8 public holidays or time in lieu, with pay at the basic rate during the leave period. The annual leave and public holiday entitlement for an employee who works fewer than five days per week will be on a pro-rata basis.

30.2. The last working day before Christmas is a normal working day and staff wishing to finish at lunchtime must request 0.5 day of annual leave. Provision is made for this in the 25.5 days' leave entitlement.

30.3. Entitlement to leave may not be carried forward across leave years except in exceptional circumstances or as outlined in Regulation 30.8 below.

30.4. The dates on which leave may be taken shall be determined by the Head of Department in consultation with the employee, or with the Bursar in the case of a Head of Department.

30.5. Employees in post prior to 1 May 2009 will be granted annually additional days' annual leave in recognition of length of service on the following scale:

Additional Annual Leave

<table>
<thead>
<tr>
<th>Years of Service</th>
<th>Additional Leave</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 years</td>
<td>1</td>
</tr>
<tr>
<td>10 years</td>
<td>1</td>
</tr>
<tr>
<td>15 years</td>
<td>1</td>
</tr>
<tr>
<td>20 years</td>
<td>1</td>
</tr>
<tr>
<td>25 years</td>
<td>1</td>
</tr>
</tbody>
</table>

To a maximum of 30.5 days plus public holidays. Please note that the increased entitlement does not take effect until 1 January of the calendar year following completion of the qualifying period.

30.6. Employees appointed after 1 May 2009 will be granted one additional day's annual leave after they have completed ten years' service and for every subsequent ten years completed.
30.7. The first twenty days of leave (pro rata for part time employees) taken in an annual leave year (including public holidays or days taken in lieu of public holidays) will be deemed to be the employee's Working Time Directive statutory 4 weeks' leave entitlement.

30.8. Where an employee has been on long-term sickness, during which leave has been accrued, or falls ill while on annual leave and has opted to convert that leave retrospectively to sickness absence in accordance with the provisions of Regulation 1, he or she will be permitted to re-schedule that leave. Such leave will normally be taken within the year in which it is accrued. If this is not possible, the amount of leave that can be carried across leave years is restricted to any leave that remains unused in respect of the four weeks of leave entitlement laid down by the Working Time Directive. Carried over leave must be taken within 15 months of the date on which it was first accrued.

30.9. The College’s Annual Leave Procedure is set out in the Procedures section of this handbook.

31. LEAVE (ANTE-NATAL: PARTNERS)

31.1. Expectant fathers or those in a qualifying relationship with a pregnant woman are entitled to unpaid time off work to attend two ante-natal appointments (that last up to six and a half hours each).

31.2. Employees are entitled to time off to accompany an expectant mother to her ante-natal appointments if they are:
   a) the baby’s father;
   b) the expectant mother’s spouse, her civil partner, or partner (of either sex) in an enduring relationship; or
   c) intended parents of a child in a surrogacy arrangement if they expect to be entitled to and intend to apply for a parental order in respect of that child.

For further guidance on what constitutes a qualifying relationship please contact the HR Manager.

31.3. The appointment must have been made on the advice of a registered medical practitioner, midwife or nurse and the employee must make the request in writing.

31.4. The statutory right is to unpaid time off, however employees may choose to make up the time later if they prefer and if their manager agrees to this.

32. LEAVE (COMPASSIONATE)

32.1. The College wishes to support employees who suffer bereavement and is aware that personal circumstances surrounding any death will affect every individual differently.

32.2. When an employee suffers the bereavement of someone in their immediate family or a dependant as outlined in paragraph 39.1, the College will grant paid leave up to a maximum of five days to allow the employee to attend the funeral and to deal with urgent family affairs. The Head of Department will seek advice from the HR Manager as to the amount of paid leave permitted to ensure a consistency of approach across Departments.
32.3. Should the employee require additional time off work beyond this period, the Head of Department may permit time off in lieu, unpaid leave or annual leave to be taken. An extension of paid leave beyond five days will be permitted in exceptional circumstances only. Such leave can be authorised only by the Bursar or the Domestic Bursar.

33. LEAVE (MATERNITY)

33.1. The College is required by law to review and make necessary adjustments to the working environment to protect the health and safety of employees who are pregnant, have recently given birth or are breastfeeding. Appropriate measures are taken as soon as the College knows that an employee is pregnant.

33.2. Although, where possible, appointments should be made outside working hours, all pregnant employees will be permitted to take paid time off during their normal working day (if necessary) for antenatal care at the normal rate of pay. Antenatal care is not restricted to medical examinations. It could include relaxation and parent-craft classes, as long as these are advised by a registered medical practitioner, registered midwife or registered health visitor.

Entitlement and Qualifying Status

33.3. Every female employee, regardless of length of service has an entitlement to 26 weeks of Ordinary Maternity Leave and 26 weeks of Additional Maternity Leave which follows immediately, during which the contract of employment continues, her rate of pay is varied in accordance with paragraphs 33.6 -33.8, but she continues to receive all other contractual benefits. (The staff bonus is not a contractual benefit and is not covered by this provision.) The combined 52 weeks is known as Statutory Maternity Leave.

33.4. To qualify for Statutory Maternity Leave, the employee must give the College the correct notice in accordance with paragraphs 33.9 - 33.16 below. The employee qualifies for Statutory Maternity Leave irrespective of length of service, weekly hours or rate of pay. Included in the Ordinary Maternity Leave is a period called Compulsory Maternity Leave which commences on the day the baby is born. The employee is not permitted to work for two weeks immediately following the birth.

33.5. To qualify for Statutory Maternity Pay, the employee must have worked continuously for the College for at least 26 weeks leading into the 15th week before the week the baby is due (qualifying week). The employee must also be earning at least the National Insurance Lower Earnings Limit (See Appendix 3).

Statutory Maternity Pay

33.6. Statutory Maternity Pay begins at the same time as Maternity Leave and runs for 39 weeks, unless the employee finishes Statutory Maternity Leave at an earlier date. The current weekly rate is the first six weeks at 90 per cent of the average gross weekly earnings with no upper limit, and for the remaining 33 weeks at the lower of either the statutory rate (See Appendix 3) or 90 per cent of the average gross weekly earnings.

33.7. Where Occupational Maternity Pay is paid any Statutory Maternity Pay to which an employee is entitled is included in the amounts payable to employees, unless the amount due under the Statutory Maternity Pay Scheme is greater, in which case the latter amount will be payable.
**Occupational Maternity Pay**

33.8. For a member of staff who has been employed for at least two years at the expected week of childbirth, and provided that she has stated that she will be returning to work, there will be an additional entitlement to Occupational Maternity Pay subject to the provisions of paragraph 33.7 above:

a) 13 weeks on full pay and 13 weeks on half pay (followed by 13 weeks of Statutory Maternity Pay).

b) A flexible ‘Return to Work’ scheme to enable a returning mother to return on 80% hours on full pay for one month.

**Notification**

33.9. The start date of the Ordinary Maternity Leave may begin at a time of the employee’s choosing, any time from 11 weeks before the expected week of birth until the birth itself.

33.10. The employee must notify the College that she wishes to take Statutory Maternity Leave by the 15th week before the baby is due, unless this is not reasonably practicable.

33.11. When notifying the College, the employee should normally submit a MATB1 form (the medical evidence given to the employee by the doctor or midwife showing the expected date of childbirth), together with the following information:

a) the week her baby is expected to be born

b) the date she wishes the Ordinary Maternity Leave to start

c) the date she wishes Statutory Maternity Pay to start (which may be the same as the start date for Maternity Leave).

33.12. Ordinary Maternity Leave will start automatically if the employee is absent from work for a pregnancy-related reason after the beginning of the fourth week before the expected week of childbirth, but before the date she has notified. The Maternity Leave period begins automatically on the day after her first day of absence.

33.13. A pregnant employee will be able to change her mind about when she wants to start her leave, provided she informs the College at least 28 days in advance (unless this is not reasonably practicable).

33.14. Within 28 days of receipt of such notification, the College will write to the employee setting out the date on which it expects her to return to work. The College will assume that the employee will take all 52 weeks of Statutory Maternity Leave unless it is notified otherwise.

33.15. If the employee wishes to return to work before the end of either her Ordinary Maternity Leave or Additional Maternity Leave, she must give at least eight weeks’ notice of the date she wishes to return. If the employee does not do so, the College may insist that the employee does not return until the eight weeks have passed.

33.16. If an employee who has notified the College that she wishes to return to work before the end of her Maternity Leave changes her mind, and wishes to postpone her return date, she is entitled to do so. In such circumstances she should give the College notice of this new, later, date of return at least eight weeks before the earlier date.
Maternity Leave: Keeping in Touch

33.17. The employee’s Head of Department may make reasonable contact with the employee (and vice-versa) while she is on Maternity Leave, to discuss a range of issues, e.g. to discuss her plans for returning to work, or to keep her informed of developments at the workplace, including any relevant promotion opportunities or job vacancies that arise during Maternity Leave.

33.18. The employee can also do up to ten days’ work, for which she will be paid at her normal rate of pay pro rata, as set out in her contract of employment, as long as she and her Head of Department have agreed for this to happen, and have also agreed on what work is to be done. Any work done on any day during the Maternity Pay or Maternity Leave period will count as a whole “Keeping in Touch” session, up to the ten-session maximum permitted by law. In these circumstances payment of an employee’s normal rate of pay will be deemed to include any Statutory Maternity Pay or Occupational Maternity Pay that may be due.

33.19. Such work may only take place by agreement between the employee and the Head of Department. The employee cannot insist on working during Maternity Leave. The College may not require an employee to work during Maternity Leave if she does not wish to do so. She is entitled to turn the opportunity down without suffering any detriment.

33.20. If the employee is receiving Statutory Maternity Pay she will continue to receive this for the week in which any Keeping in Touch work is done by her.

Returning to Work

33.21. When returning to work after Ordinary Maternity Leave (the first 26 weeks of the Statutory Maternity Leave), the employee has the right to the same job and the same terms and conditions as if she had not been away. She will also benefit from any general improvements to the rate of pay or terms and conditions which may have been introduced for her grade or class of work while she has been away.

33.22. In the case of Additional Maternity Leave (the second 26 weeks of the Statutory Maternity Leave), the employee is entitled to return to the same job, or if this is not reasonably practicable, to another job which is both suitable and appropriate and on terms and conditions that are no less favourable.

33.23. Periods of Statutory Maternity Leave will count as periods of continuous employment for all purposes:

a) Provided that the employee returns to her previous job or an agreed alternative, annual leave will be earned.

b) The calculation of leave with pay will be based on the standard leave entitlement of 25.5 days or pro rata for part-time staff. Employees are strongly encouraged to take any accrued holiday entitlement prior to starting Maternity Leave.

c) Once an employee has confirmed her intention to return to work, by giving eight weeks’ notice or confirmation, accrued annual leave must normally be taken prior to the employee returning to work subject to 33.22 above.
Resignation or Dismissal

33.24. An employee who, prior to beginning Ordinary Maternity Leave, has stated that she will not be returning to work after childbirth will be granted Maternity Pay only in accordance with the Statutory Maternity Pay Scheme.

33.25. If the employee resigns or is dismissed before she has notified the College of her intention to take Maternity Leave in accordance with this Regulation she will lose the right to Maternity Leave, but she will still be eligible for Statutory Maternity Pay if she is employed after the 15th week before the expected week of childbirth. If such resignation or dismissal occurs after the 15th week before the expected week of childbirth she will still be eligible for Statutory Maternity Pay.

33.26. If the employee after a period of Maternity Leave does not return to active employment in the College for at least one year, then she will be required to repay to the College prior to the last day of employment any additional occupational Maternity Pay received in excess of Statutory Maternity Pay during the period of Maternity Leave. For the purposes of this Regulation the “period of Maternity Leave” is deemed to include the duration of any illness at the end of the normal Maternity Leave that temporarily prevents the employee from returning to work.

33.27. If the employee decides not to return to work at all, she must give the College notice in accordance with her contract of employment.

33.28. If the employee does not return to her post, the date of giving up work will be regarded as the termination date of her employment.

Conditions

33.29. The employee will be required to notify the College by the stated deadlines at each appropriate stage as stated in paragraphs 33.9 – 33.16 above.

33.30. Payments of Statutory Maternity Pay and Occupational Maternity Pay will normally be made on the employee’s normal pay day and at her normal pay interval.

33.31. The employee undertakes to inform her Head of Department if at any time during her Statutory Maternity Pay Period she either takes up employment with another employer, or she is taken into legal custody.

Other Support

33.32. An employee who does not qualify for Statutory Maternity Pay may be entitled to Maternity Allowance, paid by the Benefits Agency, for up to 26 weeks.

33.33. If the employee needs more time off to look after the child, she may be able to take up to four week’s Parental Leave (Regulation 35) or holiday or unpaid leave.

33.34. Employees may wish to take Shared Parental Leave instead of part of their Maternity Leave if eligible to do so. The father of the child or partner could also have the right to take Shared Parental Leave, if eligible. (Regulation 37) This is in addition to the two weeks’ Statutory Paternity Leave they could be entitled to (Regulation 36)

33.35. The employee may also be allowed additional unpaid time off to deal with an emergency in respect of a dependant, for example, if the child fell ill or caring arrangements broke down unexpectedly (Regulation 39).

33.36. Employees with continuous service of 26 weeks or more are entitled to request a flexible working pattern (Regulation 21).
33.37. Employees may wish to take Shared Parental Leave instead of part of their maternity leave (Regulation 37), if eligible to do so.

34. LEAVE (OTHER)

34.1. There are a number of other circumstances when an employee is permitted to take reasonable time off, sometimes with pay. These include public duties, such as being a Justice of the Peace, member of a local authority or of a board of visitors for a prison, for example. Likewise, if an employee is summoned for Jury Service, he or she will be permitted to take off work for that purpose. In the case of Jury service, a payment is made to the employee for this work but a claim can be made to the College to make up the employee’s earnings to the rate of full pay so that the employee is not worse off. The same applies to Territorial Army Service. If an employee has to take time off for the above reasons, he or she should inform the Head of Department in the first instance who will formally notify the Bursar of the impending absence.

34.2. There are other occasions when an employee may be able to take time off work, such as if he or she is a governor of a school. The employee should discuss this with their Head of Department in the first instance.

35. LEAVE (PARENTAL)

35.1. Parental leave offers qualifying parents the right to take statutory unpaid time off work to look after their children or make arrangements for their welfare. It enables a parent to spend more time with a child and to strike a better balance between work and family commitments. Parental Leave can be taken for each of the employee’s children in accordance with paragraphs 35.3 – 35.4 below.

35.2. Examples of the way Parental Leave might be used include:

- Straight after Maternity, Paternity, Shared Parental or Adoption Leave;
- Spending more time with a young child;
- Time with the child during a stay in hospital;
- Looking at new schools;
- Settling the child into new childcare arrangements
- Allowing the family to spend more time together, for example, taking the child to stay with grandparents.

Entitlement and Qualifying Status

35.3. Parental Leave is unpaid. The qualifying employee will be entitled to take up to 18 weeks’ (unpaid) Parental Leave for each child up to the child’s 18th birthday, during which the contract of employment continues, the rate of pay is varied in accordance with paragraph 35.5 below but the employee continues to receive all other contractual benefits. (The staff bonus is not a contractual benefit and is not covered by this provision.) The period of absence is known as Parental Leave.

35.4. To qualify for Parental Leave, the employee must give the College the correct notice in accordance with paragraphs 35.6 – 35.11 below. To qualify, the employee must:
a) be the parent named on the child’s birth or adoption certificate or have legal parental responsibility for a child under 18
b) have completed at least one year’s continuous service; and
c) be able to provide documentary proof to show that he or she is entitled to Parental Leave. This is normally in the form of a birth or adoption certificate

Pay
35.5. Statutory Parental Leave is unpaid.

Notification
35.6. The employee must normally give 21 days’ notice of an intention to take Parental Leave. Parental Leave can be taken at any time.
35.7. Leave must normally be taken in blocks of full weeks based on the employee’s normal working pattern. If the child has a disability, the employee may take time off in blocks of less than a week.
35.8. No more than four weeks’ leave can be taken for any one child in a year. A year starts from the point when the parent becomes eligible. This is either when the employee has worked for the College continuously for one year or when the child is born, if this date is later.
35.9. Unless the request for Parental Leave is for the period immediately after the birth or adoption, the College reserves the right to postpone the employee’s leave for up to six months if it considers that it would be prejudicial to the business. Reasonable grounds might include:
   a) The period is during conference or other peak periods;
   b) A significant proportion of employees have applied for Parental Leave at the same time; or
   c) The employee’s role is such that his or her absence in particular would unduly harm the business at that time.
35.10. If the employee’s request is declined, the Head of Department will discuss this with the employee and confirm the postponement arrangements in writing no later than seven days after the employee’s application for leave. The letter will state the reason for the postponement and set out the new dates of the Parental Leave, as agreed with the employee. The length of leave given will be equivalent to the amount the employee applied for.
35.11. If the postponement goes past the end of the employee’s entitlement period, the employee will still be permitted to take the leave.

Conditions
35.12. The employee will be required to notify the College by the stated deadlines as stated in paragraphs 35.6 – 35.11 above.
35.13. The employee may not undertake paid employment for another employer during the period of Parental Leave.
Other Support

35.14. If the employee does not qualify for Parental Leave, but needs time off to care for a child, he or she may be permitted to take paid holiday or unpaid time off.

35.15. The employee may also be allowed additional unpaid time off to deal with an emergency in respect of a dependant, for example, if a child fell ill or caring arrangements broke down unexpectedly (Regulation 39).

35.16. Employees with continuous service of 26 weeks or more are entitled to request a flexible working pattern (Regulation 21).

36. LEAVE (PATERNITY)

36.1. A prospective father has a legal right to unpaid time off to accompany his partner to two antenatal appointments (Regulation 31).

Entitlement and Qualifying Status

36.2. A qualifying employee will have an entitlement to take a single block of one week or two consecutive weeks’ Ordinary Paternity Leave) and will receive Statutory Paternity Pay where eligible.

36.3. To qualify for Ordinary Statutory Paternity Leave, the employee must give the College the correct notice in accordance with paragraphs 36.8 – 36.11 below. The employee must have worked continuously for the College for at least 26 weeks by the 15th week before the baby is due, and be taking the time off to support the mother or carer for the baby and intend to be fully involved in the child’s upbringing. Ordinary Paternity Leave is also available to adoptive parents where a child is matched or newly placed with them for adoption. Either the adoptive father or the adoptive mother may take ordinary paternity leave where the other adoptive parent has elected to take adoption leave. In respect of an adopted child, the employee must have 26 weeks' continuous service by the week in which the child's adopter is notified of having been matched with the child for adoption/26 weeks by the week that the child enters Great Britain (for overseas adoptions only).

36.4. To qualify for Ordinary Statutory Paternity Pay, the employee must have worked continuously for the College for at least 26 weeks leading into the 15th week before the baby is due or in the case of an adopted child for 26 weeks by the “matching week”/26 weeks by the week that the child enters Great Britain (for overseas adoptions only). The employee must also be earning at least the Lower Earnings Limit before tax (See Appendix 3).

36.5. The employee must also have, or expect to have, responsibility for the child's upbringing, be the biological father of the child or the mother's husband or partner (including a female partner in a same sex couple1), or be the adoptive father.

Statutory Paternity Pay

36.6. If the employee qualifies for Ordinary Statutory Paternity Pay, this is paid for one or two consecutive weeks. This is paid at the lower of the statutory rate (see Appendix 3) or 90 per cent of the average gross weekly earnings.

---

1 Any male pronouns in this Regulation on Paternity Leave encompass such a female partner.
36.7. Where Occupational Paternity Pay is paid any Statutory Paternity Pay to which an employee is entitled is included in the amounts payable to employees, unless the amount due under the Statutory Paternity Pay scheme is greater, in which case the latter amount will be payable.

**Occupational Paternity Pay**

36.8. For any member of staff who has been employed for two years on the date that the baby is born, there will be an additional entitlement to Occupational Paternity Pay subject to the provisions of paragraph 36.7 above. This will be one week on full pay followed by one week on Statutory Paternity Pay to be taken within six months of the birth of the baby on dates to be agreed with the manager.

**Notification**

36.9. The Ordinary Paternity Leave may begin:
   a) from the date of the child’s birth;
   b) from a chosen number of days or weeks after the date of the child’s birth (whether this is earlier or later than expected), or
   c) from a chosen date (after the child’s birth).

In the case of adoption Ordinary Paternity Leave may begin
   a) on the date of placement
   b) an agreed number of days after the date of placement
   c) on the date the child arrives in the UK or an agreed number of days after this (overseas adoptions only).

36.10. The employee must inform the Bursar of his intention to take Ordinary Paternity Leave by the 15th week before the baby is expected, unless this is not reasonably practicable. In the case of adoption the employee must inform the Bursar no later than seven days after the date on which notification of the match with the child was given by the adoption agency.

36.11. Leave can start on any day of the week on or following the child’s birth but must be completed within 56 days of the actual date of birth of the child, or if the child is born early, within the period from the actual date of birth up to 56 days after the expected week of birth. In the case of adoption, Leave must be taken within 56 days of the date of placement or the child’s arrival in the UK (overseas adoptions).

36.12. The employee can change the date that his Ordinary Paternity Leave starts, as long as he gives 28 days’ notice.

**Conditions**

36.13. The employee will be required to notify the College by the stated deadlines at each appropriate stage as stated in paragraphs 36.9 to 36.12 above.

36.14. Payments will normally be made on the employee’s normal pay day and at the normal pay interval.

36.15. The employee undertakes to inform his Head of Department if at any time during the Statutory Paternity Pay period he either takes up employment with another employer, or is taken into legal custody.
Other Support

36.16. An employee who does not qualify for Paternity Pay may be permitted by the College to take some time off. This may be in the form of paid or unpaid leave, or Parental Leave and will be determined in accordance with the length of service.

36.17. Employees may be able to take Shared Parental Leave provided they meet the eligibility requirements (Regulation 37).

36.18. If the employee needs more time off to look after the child, he may be able to take up to four weeks’ Parental Leave (Regulation 35).

36.19. The employee may also be allowed additional unpaid time off to deal with an emergency in respect of a Dependant, for example, if a child fell ill or caring arrangements broke down unexpectedly (Regulation 39).

36.20. Employees with continuous service of 26 weeks or more are entitled to request a flexible working pattern (Regulation 21).

37. LEAVE (SHARED PARENTAL)

37.1. Shared Parental Leave (SPL) enables eligible parents to choose how to share the care of their child during the first year of birth or adoption. There may also be an entitlement to Shared Parental Pay (ShPP).

Eligibility for Shared Parental Leave

37.2. To be entitled to SPL an employee must satisfy all of the following criteria:
   a) be the mother, father, or main adopter of the child, or the partner of the mother or main adopter (each will be referred to in this Regulation as a parent);  
   b) have (or share with the other parent) the main responsibility for the care of the child;  
   c) have at least 26 weeks’ continuous service at the 15th week before the expected week of birth or at the week in which the main adopter was notified of having been matched for adoption with the child (known as the ‘relevant week’);  
   d) still be in continuous employment until the week before any SPL is taken.

37.3. In addition, the other parent must:
   a) have at least 26 weeks’ employment (employed or self-employed) out of the 66 weeks prior to the relevant week (known as the “employment test”);  
   b) have average weekly earnings of at least £30 during at least 13 of the 66 weeks prior to the relevant week (known as the “earnings test”).

37.4. Employees must also follow the statutory notification and information requirements detailed below.

Shared Parental Leave Entitlement

37.5. SPL must be taken in blocks of at least one week and within a one year period beginning with the date of the baby’s birth or the child’s placement for adoption.
37.6. The maximum of 52 weeks’ SPL will be reduced by the number of weeks’ Maternity or Adoption Leave that has already been taken by the mother or main adopter (or the number of weeks’ Statutory Maternity/Adoption pay or Maternity Allowance already taken if the mother or main adopter is not entitled to statutory Maternity/Adoption leave).

37.7. After the birth of a child it is compulsory to take two weeks’ Maternity Leave, so in the majority of cases working parents will have the opportunity to split 50 weeks of SPL.

37.8. SPL is in addition to the statutory right to two weeks’ Paternity Leave for fathers and partners. If an employee wishes to take Paternity Leave they must do so before they take any SPL (as the father/partner cannot take Paternity Leave or Pay once they have taken any SPL or ShPP).

**Statutory Shared Parental Pay**

37.9. An eligible employee may be entitled to take up to 37 weeks Shared Parental Pay (ShPP) while taking SPL. The amount of weeks available will depend on the amount by which the mother/adopter reduces their Maternity/Adoption Pay period or Maternity Allowance period.

37.10. In addition to meeting the eligibility requirements for SPL, an employee seeking to claim ShPP must further satisfy each of the following criteria:

a) the mother/adopter must be/have been entitled to statutory Maternity/Adoption pay or maternity allowance and must have reduced their Maternity/Adoption Pay period or Maternity Allowance period;

b) the employee must intend to care for the child during the weeks in which ShPP is payable;

c) the employee must have average weekly earnings for the period of eight weeks leading up to and including the 15th week before the child’s expected due date/matching date that are not less than the lower earnings limit in force for national insurance contributions;

d) the employee must remain in continuous employment until the first week of ShPP has begun;

e) the employee must give proper notification in accordance with the rules set out below.

**Occupational Shared Parental Pay**

37.11. For a member of staff who has been employed for a least two years at the expected week of childbirth or at which the child is matched there will be an additional entitlement to Occupational Shared Parental Pay (OShPP). OShPP is paid at the rate of 13 weeks full pay and 13 weeks half pay. OShPP is inclusive of any Statutory Shared Parental Pay.

37.12. If the employee has received Occupational Maternity, Paternity or Adoption pay in respect of the same birth or adoption the equivalent amount will be deducted from any entitlement to OShPP.
Notification Requirements

37.13. The notification requirements for SPL and ShPP are specific and detailed and will include:
   a) a notice of curtailment of Maternity or Adoption leave (where the employee is the mother or main adopter);
   b) a notice of entitlement to and intention to take SPL and ShPP;
   c) a notice to book leave.

Notice of Curtailment of Statutory Maternity/Adoption Leave and Payments

37.14. If the employee is the mother or main adopter they must give the College a leave and pay curtailment notice giving eight weeks’ notice of the date on which Maternity/Adoption Leave and Pay or allowance is to end.

37.15. Notice of curtailment is usually binding, but may be revoked in the following circumstances:
   a) It becomes apparent that neither parent is entitled to SPL or ShPP.
   b) If the curtailment notice was given before the birth and is revoked within six weeks of the birth (in this case another curtailment notice can be submitted).
   c) If the other parent dies.

A pro-forma that can be used to give this notice is available in O:\Shared\Staff\Forms or on request from the HR Office.

Notice of Entitlement to and Intention to Take SPL

37.16. An Employee must notify the College in writing at least eight weeks before the start date of the first period of SPL. The written notice must contain all of the following information:
   a) the employee’s name and the other parent’s name;
   b) the start and end dates of the mother’s or main adopter’s Maternity/Adoption leave (or the start and end dates of the statutory Maternity/Adoption Pay or Maternity Allowance period if the mother/main adopter is not entitled to statutory leave);
   c) the expected date of birth/placement and the actual date of birth/placement if the written notice is given after the birth/placement;
   d) the amount of SPL and ShPP available and an indication of how much each parent intends to take (this may be varied by a subsequent written notice signed by both parents);
   e) an indication of the start and end dates of the periods of SPL and ShPP that the employee intends to take. This indication is not binding and can be amended at a later date;
   f) a declaration that the employee meets the conditions for entitlement to SPL, the information provided is accurate and that they will notify the College immediately if they cease to meet the conditions for entitlement;
   g) a declaration from the other parent containing his or her name, address and National Insurance Number, confirmation that s/he meets the employment and
earnings conditions, consents to the amount of leave the employee intends to take and will immediately inform the College if s/he ceases to satisfy the employment and earnings conditions.

A pro-forma that can be used to give this notice is available in O:\Shared\Staff\Forms or on request from the HR Office.

37.17. The College may, within 14 days of the SPL entitlement notification being given, request:
   a) the name and business address of the partner’s employer (where the employee’s partner is no longer employed or is self-employed their contact details must be given instead);
   b) in the case of biological parents, a copy of the child’s birth certificate (or, where one has not been issued, a declaration as to the time and place of the birth);
   c) in the case of an adopted child, documentary evidence of the name and address of the adoption agency, the date on which they were notified of having been matched with the child and the date on which the agency expects to place the child for adoption.

37.18. In order to be entitled to SPL, the employee must produce this information within 14 days of the College’s request.

Period of Leave Notices

37.19. Before taking a period of SPL an employee must submit a Period of Leave Notice stating the dates of the leave and the dates on which ShPP can be claimed, if applicable. The employee must book SPL by giving the correct notification at least eight weeks before the date on which they wish to start the leave and (if applicable) receive ShPP.

37.20. Employees have the right to submit three notifications specifying leave periods they are intending to take. Each notification may contain either

37.21. a single period of weeks of leave; (known as a continuous period of leave)

37.22. or

37.23. two or more periods of discontinuous leave, where the employee intends to return to work between periods of leave.

If the first Period of Leave Notice is given prior to the birth of a child the notice may express the start date in relation to the date of birth, for example “starting two weeks after the baby is born for a period of 4 weeks”.

37.23. SPL can only be taken in complete weeks but may begin on any day of the week. For example if a week of SPL began on a Tuesday it would finish on a Monday. Where an employee returns to work between periods of SPL, the next period of SPL can start on any day of the week.

A pro-forma that can be used to give this notice is available in O:\Shared\Staff\Forms or on request from the HR Office.
**Continuous Periods**

37.24. An employee has the right to take a continuous block of leave notified in a single notification, so long as it does not exceed the total number of weeks of SPL available to them. If a continuous period of leave is requested in a Period of Leave Notice the employee is entitled to take that period of leave and this will be confirmed in writing.

**Discontinuous Periods**

37.25. If discontinuous periods of leave are requested in a period of leave notice the College will seek to accommodate this request but this cannot be guaranteed. The Head of Department will meet with the employee to discuss the request to determine if it can be accommodated. If it cannot be accommodated there may be an alternative pattern of leave which can be agreed or the request may be refused. The Head of Department's decision will be confirmed in writing.

37.26. Each request for discontinuous leave will be considered on a case-by-case basis. Agreeing to one request will not set a precedent or create the right for another employee to be granted a similar pattern of SPL.

37.27. If no agreement is reached within the 14 day period of the notice being submitted the employee can:
   a) Take the discontinuous periods of leave requested in one continuous block beginning on the original start date.
   b) Take the continuous block starting on a new date, as long as this date is later than the original start date and the employee notifies the College of the new date within five days of the end of the 14 day period referred to above.
   c) Withdraw the request at any time up to the 15th day after it was originally made. If the request is withdrawn in these circumstances it will not count as one of the employee’s three requests.

**Varying a Period of Leave**

37.28. Employees are entitled to submit a request to vary a period of leave in the following ways:
   a) Vary the start or end date as long as the variation is requested at least eight weeks before the original start date and the new start date.
   b) Vary or cancel the amount of leave requested at least eight weeks before the original start date.
   c) Request that a single period of leave become a discontinuous period of leave, or vice versa.

37.29. A variation will count as one of the employee’s three Period of Leave Notices unless:
   a) It is made as a result of the child being born earlier or later than the expected week of childbirth.
   b) The College has requested the variation.
   c) The College has agreed to accept more than three Period of Leave Notices.
37.30. The usual eight-week notice requirement may be modified if the child is born early and the new start date for the period of leave is the same length of time following the birth as in the original notice. In this case notice to vary the start date should be given as soon as reasonably practicable after the birth of the child.

**Shared Parental Leave: Keeping in Touch**

37.31. The employee's Head of Department may make reasonable contact with the employee (and vice-versa) while they are on Maternity Leave, to discuss a range of issues, e.g. to discuss their plans for returning to work, or to keep them informed of developments at the work place, including any relevant promotion opportunities or job vacancies that arise during SPL.

37.32. The employee can also attend work for up to twenty days' without bringing the SPL to an end. These are known as Keeping InTouch days. Employees will be paid at their normal rate of pay pro rata, as set out in their contract of employment. If the employee receives such payment this will be inclusive of any ShPP entitlement. Any work done on any day during the ShPP or SPL period will count as a whole “Keeping in Touch” session, up to the twenty-session maximum permitted by law.

37.33. Such work may only take place by agreement between the employee and the Head of Department. The employee cannot insist on working during SPL. The College may also not require an employee to work during SPL if they do not wish to do so. The employee is entitled to turn the opportunity down without suffering any detriment.

37.34. The twenty Keeping in Touch days available during SPL are in addition to the ten Keeping in Touch days available during maternity and adoption leave.

**Terms and Conditions during SPL**

37.35. Employees will continue to receive their usual contractual benefits during their SPL period (apart from remuneration).

**Returning to Work**

37.36. If an employee wishes to return early from SPL they must notify the College at least eight weeks’ before both the original end date and the new end date.

37.37. If the employee returns to work immediately after a period of SPL which (together with any statutory maternity/adoption leave they may have taken to care for the same child) was 26 weeks or less, they have the right to return to work in the same job that they left.

37.38. If the employee returns to work from a period of SPL which (together with any maternity/ adoption leave they have taken to care for the same child) was 26 weeks or more they will normally be entitled to return to the job in which they were employed before the absence. If that is not reasonably practicable for the College, then they will return to another job which is both suitable and appropriate in the circumstances.

37.39. The employee’s right to return means that they have the right to return on terms and conditions no less favourable than those that would have been applied if they had not been absent.
Resignation or Dismissal

37.40. An employee who, prior to beginning SPL, has stated that they will not be returning to work after the period of SPL will be granted ShPP only in accordance with the Statutory Shared Parental Pay Scheme.

37.41. If the employee after a period of SPL does not return to active employment in the College for at least one year, then they will be required to repay to the College prior to the last day of employment any additional Occupational Shared Parental Pay received in excess of Statutory Shared Parental Pay during the period of SPL. For the purposes of this Regulation the “period of SPL” is deemed to include the duration of any illness at the end of the SPL that temporarily prevents the employee from returning to work.

37.42. If the employee decides not to return to work at all after a period of SPL they must give the College notice in accordance with their contract of employment.

Conditions

37.43. The employee will be required to notify the College by the stated deadlines at each appropriate stage as stated in paragraphs 37.14, 37.16 and to 37.19 above.

37.44. Payments of ShPP and OShPP will normally be made on the employee’s normal pay day and at their normal pay interval.

37.45. The employee undertakes to inform their Head of Department if at any time during their period of ShPP they either take up employment with another employer, or they are taken into legal custody.

Other Support

37.46. An employee who does not qualify for Statutory Shared Parental Pay may be entitled to Shared Parental Allowance, paid by the Benefits Agency.

37.47. If the employee needs more time off to look after the child, they may be able to take up to four week’s Parental Leave (Regulation 35).

37.48. Employees with continuous service of 26 weeks or more are entitled to request a flexible working pattern (Regulation 21).

38. LEAVE (STUDY)

The College may permit an employee to take Study Leave. A formal request must be made to the Bursar through the Head of Department.

39. LEAVE (TIME OFF FOR DEPENDANTS)

39.1. An employee is entitled to take unpaid time off work to deal with an emergency involving someone who depends on him or her. “Dependants” would include a husband, wife or partner, child or parent, or someone living with the employee as part of their family. It may also include someone who depends on the employee for care, such as an elderly neighbour.

39.2. If someone who depends on an employee needs emergency support, he or she will be permitted unpaid time off work. Examples of this might be when a dependant is

• seriously ill and needs help
• involved in an accident or assaulted
• needs the employee to arrange their longer term care
• needs the employee to deal with an unexpected disruption or breakdown in care, such as a childcare or nurse failing to turn up
• goes into labour.

This time will normally be unpaid, unless the College at its discretion authorises paid time off.

39.3. The amount of time the employee may take is the time it takes him or her to deal with the immediate emergency. For example, if the employee’s child falls ill, the employee can take enough time off to deal with their initial needs, such as taking the child to the doctor and arranging for their care, but employees will need to make other arrangements if they wish to stay off work longer to care for dependants themselves.

39.4. This right only covers emergencies. If the employee knows beforehand that he or she is going to need time off, the employee may be able to arrange this by taking another form of leave, such as Parental Leave or Time in Lieu for example.

39.5. The employee must inform his or her Head of Department immediately of any emergency which requires them to take time off work.

40. LEAVE (UNPAID)

40.1. In exceptional circumstances the College may permit an employee to take a longer period of unpaid leave. An “exceptional circumstance” might be defined as caring for an ill or elderly relative, or taking an educational break for a defined purpose, such as the carrying out of research as part of a course of study. The amount of time permitted will normally depend on the length of service. Employees are entitled to take short periods of unpaid leave to deal with emergencies. See Regulation 39: Leave (Time off for Dependents).

40.2. The Head of Department will wish to ascertain that no undue burden will fall upon other members of staff who have to cover the employee’s work in their absence. A formal request must be made to the Bursar through the Head of Department.

41. LONE WORKING POLICY

41.1. Employees in certain posts may be classed as lone workers. Risk assessments are carried out on all such posts and procedures set in place to ensure the safety of the member of staff concerned.

41.2. The Health & Safety Manager maintains a list of all such posts and post holders, together with a record of the measures that have been set in place.

41.3. The College undertakes to ensure the following:

a) That it makes every reasonable effort to ensure that lone workers have no disclosed medical conditions which make them unsuitable for the lone working role to which they have been assigned.

b) That tasks are not too difficult or too dangerous to be carried out by an unaccompanied worker.
c) That lone workers are suitably trained and competent to carry out the tasks to which they have been assigned.
d) That contact procedures are in place for emergencies so that the alarm can be raised and prompt medical attention provided if there is an accident.

41.4. Lone workers are expected to ensure the following:
a) That they take reasonable care to look after their own health and safety and disclose any medical condition that would make them unsuitable for the lone working role to which they have been assigned.
b) They safeguard the health and safety of other people affected by their work.
c) They co-operate with the College’s health and safety procedures.
d) They use equipment properly, and in accordance with the relevant safety instructions and any training they have been given.
e) They do not misuse equipment provided for their health and safety.
f) They seek help and advice if any safety concerns arise.
g) That they sign in at the Porters’ Lodge if working in College late at night or at weekends.

42. OVERTIME AND TIME OFF IN LIEU

42.1. An employee does not have an automatic entitlement to work paid overtime and may only do so with the permission of the Head of Department or Domestic Bursar, or Bursar. If asked to work additional hours the employee will be informed in advance whether there is a choice of time in lieu or payment. Time off in lieu is accrued on a matched time basis (i.e. not time and a half).

42.2. An employee may take up to 12 in lieu days in a year at times to be agreed with the Head of Department. In lieu days may not be carried forward across leave years except in exceptional circumstances and with the express consent of the Bursar or Head of Department.

43. PARKING

Employees must register their cars with the Porters’ Lodge to obtain a parking permit. They should park in the Staff Car Park or other designated area, and should park considerately at all times. Employees will be fined for inconsiderate or unauthorised parking in accordance with fines approved by College Council.

44. PART-TIME WORKING

44.1. The College endeavours to ensure that the terms and conditions of part-time employees are no less favourable than those offered to full time employees. This relates not only to terms and conditions but also to the way part-timers are treated. They must not be subjected to detriment by any act or deliberate failure to act on the part of the employer and the same disciplinary standards will apply to part-timers as to full-timers. They will equally be able to access similar training opportunities. While it is recognised that part-timers may not be able to attend residential courses or sessions held outside contracted hours, this will be taken into
account when scheduling training and consideration will be given to alternative providers, distance learning and so on. A part-timer attending a course outside contracted hours will be entitled to the same payment as a comparator for those additional hours.

44.2. In recruiting new employees, the College will first investigate whether there are any jobs that might be done on a part-time or job share basis.

45. PENSIONS

45.1. New employees will be automatically enrolled into the College's designated auto-enrolment pension scheme (currently the NOW scheme), assuming that they meet the age and earnings requirements.

45.2. For employees appointed after 1 April 2007, and who have served six months, the College will contribute to a defined contribution pension scheme (currently the Group Pension Plan), matching the employee contribution on a 2:1 basis up to a maximum of 14% employer contribution.

45.3. For employees appointed prior to 1 April 2007, and who joined one of the two pension schemes in force at the time (USS and CCFPS), the College will contribute a percentage of their pensionable earnings in accordance with the rules of the scheme.

45.4. The College does not have a fixed retirement age for non-academic staff.

46. PUBLIC INTEREST DISCLOSURE

46.1. The College at all times conducts its business with the highest standards of integrity and honesty. It expects all employees to maintain appropriate standards in everything they do. Employees are therefore encouraged to report any wrongdoing by the College or its employees that falls short of these business principles.

46.2. The Public Interest Disclosure Act 1998 protects employees who report wrongdoing within the workplace and it is the aim of this policy to ensure that as far as possible our employees are able to tell us about any wrongdoing at work which they believe has occurred or is likely to occur.

46.3. We recognise that employees may not always feel comfortable about discussing their concerns internally, especially if they believe that the College itself is responsible for the wrongdoing. The aim of this policy is to ensure that employees are confident that they can raise any matter with the College that concerns them in the knowledge that it will be taken seriously, treated as confidential and that no action will be taken against them.

46.4. Employees are encouraged to report concerns about wrongdoing at work, including any criminal offence, a failure to comply with legal obligations, a miscarriage of justice, a health and safety danger, an environmental risk or a concealment of any of these. The College's Public Interest Disclosure Procedure is set out in the Procedures section of this handbook.

46.5. The College undertakes that no employee who makes a bona fide report under the Public Interest Disclosure Procedure will be subjected to any detriment as a result, in accordance with section 47B of the Employment Rights Act 1996. In the event that an employee believes that they are being subjected to a detriment by any
person within the College as a result of their decision to invoke the Public Interest Disclosure Procedure they must inform the Master immediately and appropriate action will be taken to protect them from any reprisals.

46.6. If it should become clear that the Public Interest Disclosure Procedure has not been invoked in good faith, for example for malicious reasons or to pursue a personal grudge against another employee, this will constitute misconduct and will be dealt with in accordance with the terms of the College's Disciplinary Procedure.

46.7. The College is very keen to hear of any concerns that employees may have about wrongdoing at work and encourages them to use the Public Interest Disclosure Procedure wherever possible.

46.8. The College recognises that there may be matters that cannot be dealt with internally and external authorities will need to become involved. Where this is necessary, the College reserves the right to make such a referral without an employee’s consent.

47. **(APPROPRIATE) RELATIONSHIPS BETWEEN EMPLOYEES AND STUDENTS**

47.1. Professional relationships between non-academic staff and students are critical to the College’s mission, and employees have an ethical as well as professional responsibility towards students.

47.2. Professional relationships normally involve practical support, administrative oversight and team-work with students. They can also involve welfare support.

47.3. Employees should be aware that maintaining appropriate boundaries between professional and personal (i.e. romantic, sexual or family) relationships is difficult.

47.4. To this end, the College strongly advises employees against embarking upon romantic or sexual relationships with students. No employee is permitted to have such a relationship with any student below the age of 18 under any circumstances.

47.5. Where a personal relationship exists, has existed or develops, the employee has a responsibility immediately to inform the Bursar, in confidence, who will need in turn to inform the Senior Tutor. The professional relationship between the two parties will be minimised. This might involve the re-organisation of work.

47.6. A personal relationship between an employee and a student is not in itself a disciplinary matter (unless the relationship is a romantic or sexual one, and the student is under the age of 18) but failure promptly to inform the College is a disciplinary matter.

48. **RESIGNATION**

48.1. Subject to the provisions of the Contract of Employment, an employee is required to give four weeks’ notice of resignation.

48.2. Some employees, such as Heads of Departments, may be required to give twelve weeks’ notice of resignation. Such notice will be stated in the Contract of Employment.

48.3. Employment with another employer will not count towards a period of continuous employment with the College.
48.4. If you resign from your post, you will be entitled to such proportion of your entitlement for a full leave year which is equivalent to the proportion of the leave year spent in the service of the College. You must make every effort to take this holiday before your employment terminates.

48.5. If it is impractical to grant the outstanding leave entitlement before you leave the employment of the College, the College will pay a sum not exceeding the amount of your salary for the period concerned.

49. RETIREMENT

49.1. The College does not have a fixed retirement age for non-academic staff.

49.2. Employees of all ages will be encouraged to discuss their medium and longer term plans, including retirement, openly and without commitment, in the context of Annual Performance Reviews. It is helpful for the College to know about these plans, even if they are tentative, as this information is useful for succession and operational planning. Discussing future plans with the Head of Department is not a commitment to a course of action. However, it might suit an employee to reduce their hours, or perhaps work more flexibly, leading up to retirement and this is an opportunity for the employee to find out from their Head of Department whether this would be possible.

49.3. As is the case for employees of any age, employment is subject to continued satisfactory performance and capability.

49.4. The College will actively support an employee in making the arrangements for his or her retirement. This can include counselling and workshops. The College will also consider flexible or extended retirement options; for example, part-time working or job sharing, or the option of being invited back as casual workers, taking into account the College’s needs at all times.

49.5. The College will continue to pay pension contributions for pension scheme members throughout their employment subject to the rules of the scheme and legal maximum limits, with the exception of any casual work that the employee might undertake following retirement from their permanent or fixed-term position.

49.6. Employees are asked to give six months’ notice of their intention to retire if at all possible.

49.7. Where employees have indicated that they plan to retire, they may be asked to coach other employees so that key skills and knowledge are not lost.

49.8. Before an employee can make a decision, however, they will want to consider the financial implications, particularly with respect to the following:

• Any pension scheme of which they are an active or deferred member
• Their State Pension

49.9. Further information about the College’s schemes, the USS and the Group Pension Scheme can be obtained from the Payroll Manager.
50. RIGHTS OF REPRESENTATION AND TRADE UNIONS

50.1. All employees are represented on the Staff Consultative Committee which in turn elects two representatives to serve on the College Council.

50.2. In any formal meeting, for example to present a complaint or in regard to a disciplinary matter, employees may seek representation from the following sources:
   a) A line manager or Head of Department
   b) The College Nurse
   c) Staff Consultative Committee constituency representative
   d) Trade Union Representative
   e) Another work Colleague
   f) Assisting Staff (Appendix 3)

50.3. The College recognises that fully representative trades unions can be helpful to good employee relations and supports such membership.

50.4. An employee is entitled to belong to a trade union of his or her choice and to take part in its activities at any appropriate time and to seek and hold office in it. "Appropriate time" means a time outside working hours, or a time within working hours where the employee is acting as an accredited representative of such union, or a time which has been agreed by the Bursar.

50.5. The College has a Voluntary Recognition Agreement with the GMB. It recognises the right of the GMB to represent and negotiate on behalf of its members who are employed in the College. The GMB acts as a bargaining agency for collective issues concerning the conditions of employment of its members. The College's agreement with the GMB does not in any way preclude the College's employees from belonging to other unions or to no union at all.

50.6. Trade Union membership is not required as a condition of employment. The College has the same duty of care to an employee who does not wish to belong to a Union as to an employee who is a member.

50.7. The College's GMB Representatives have the right to be represented by a salaried GMB official.

51. SALARY

51.1. Employees are paid monthly in arrears. Payment is generally made by the 28th day of the month by electronic transfer directly into bank or building society accounts. Employees are paid earlier than normal in December because of Christmas.

52. SMOKING POLICY

52.1. Smoking in College buildings has been banned by law since 1 September 2005.

52.2. Smoking (including the use of e-cigarettes) by employees is only permitted in the staff smoking shelter located at the rear of the squash courts. Smoking breaks should only be taken with the permission of the line manager and smokers must
take care to ensure that all cigarettes are extinguished fully and disposed of properly using the ashtrays provided.

52.3. The smoking shelter is closed each day at 6 p.m. when employees on duty wishing to smoke must leave the premises to do so; again this must be with the agreement of the line manager.

52.4. The College is keen to offer assistance to those employees wishing to give up smoking, through the provision of written information, access to advice from health professionals, and free or subsidised smoking cessation programmes.

53. STRESS POLICY

53.1. The College is committed to protecting the health, safety and welfare of its employees and recognises that workplace stress is a health & safety issue. It therefore acknowledges the importance of identifying and reducing workplace stressors.

53.2. The College will identify all workplace stressors and conduct risk assessments to eliminate stress or control the risks from stress. These risk assessments will be reviewed on a regular basis.

53.3. In accordance with the Partnership Agreement between the College and the GMB, the College will consult with the GMB on all proposed action relating to the prevention of workplace stress. It will likewise consult with the Staff Consultative Committee on such issues.

53.4. The College will provide training for managers and supervisory staff in good management practices.

53.5. The College will provide confidential counselling for staff affected by stress caused by either work or external factors.

54. TERMINATION OF EMPLOYMENT BY THE COLLEGE

54.1. Unless a longer period is stated in the contract of employment, if the College wishes to terminate employment, an employee is entitled to the following minimum period of notice of termination of employment.

<table>
<thead>
<tr>
<th>Continuous Service</th>
<th>Minimum Period of Notice</th>
</tr>
</thead>
<tbody>
<tr>
<td>After 4 weeks but less than 2 years</td>
<td>One week</td>
</tr>
<tr>
<td>2-4 years</td>
<td>Four weeks</td>
</tr>
<tr>
<td>4 – 12 years</td>
<td>One week for each complete year of service</td>
</tr>
<tr>
<td>12 years’ continuous service or more</td>
<td>Twelve weeks</td>
</tr>
</tbody>
</table>

54.2. The College may at its discretion terminate employment without notice and make a payment in lieu of notice.

55. TRAINING

55.1. If the College deems training to be essential to the performance of an employee’s job, such as IT training for administrative staff, Health & Safety, or professional
courses in gas or electrical safety for Maintenance staff, the College will fund the full costs of the training.

55.2. If an employee wishes to undertake a course of study which is not essential to the performance of their job but which will be to the benefit of their personal development, the College may in its sole discretion be willing to fund the costs of such study by paying up to 50% of the basic costs.

**Extended Study Courses**

55.3. For extended study courses essential to the performance of a job the College may, subject to budgetary constraints:

a) Pay the full costs of the training together with any examination fees, and professional membership fees;

b) Pay a maximum book allowance of £50 for prescribed books on production of receipts. The College may agree to pay an additional sum in exceptional circumstances.

c) Permit an employee to take paid time off for their examinations at the discretion of the Head of Department or Bursar. This will be one half day or one day per examination, together with one half day or one additional study day per examination to a maximum of three days. Other revision time may be taken in flexi-time.

d) Following successful completion of the course, the College will give the employee gift vouchers to the value of £50 as an acknowledgement of their achievement.

55.4. For general courses, such as part-time Degree courses, the College may agree to the following:

a) To fund up to 50% of the fees;

b) Permit the employee to take paid time off for the examinations.

55.5. Employees who have been in post for less than twelve months will not normally be eligible for funding of fees or paid time off for examinations.

55.6. In the event that an employee fails the examinations, the Head of Department will consider the particular circumstances and seek authorisation from the Bursar with regard to (a) payment of course or examination fees and subscriptions for retakes; and (b) asking for a refund of fees and subscriptions already made (see 55.7 below).

55.7. If the employee withdraws from the course or leaves the employment of the College during the course by his or her choice, or if the employee fails and the Tutors believe that the employee has not applied himself or herself sufficiently, the College may require the employee to refund 50% of the fees paid. The amount to be paid will be decided by the Bursar in consultation with the Head of Department.

55.8. If the employee undertakes significant training at the College’s expense (i.e. training amounting to £500 or more, or training which involves day or part-day release lasting one month or more), and then leaves the College within a year of completing the course, 50% of the fees is refundable to the College. For courses costing over £1000 a higher percentage repayment or longer period of employment following completion of the course may be required, to be determined by the College on a case by cases basis. This requirement will only be imposed if the
employee leaves voluntarily or as a result of being dismissed, but not because of illness or redundancy.

56. WORKING TIME

56.1. All employees are required to keep records of hours worked and to conform to a time recording system as directed by the College.

56.2. If employees are requested to work in excess of their normal contractual hours, the organisation will seek to ensure that they do not work an average (calculated over a reference period of 17 consecutive weeks) of more than 48 hours in a working week. However, the College may request that workers sign a form to "opt out" of the Working Time Regulations 1998. The employee has the right to refuse this request and, if he/she signs the opt-out, can give the College seven days' notice that he/she wishes to revoke this, without facing any penalty. Any employee who has not signed the opt-out or who has revoked his/her opt-out will not be requested or permitted to work an average of more than 48 hours per week.

56.3. Employees are permitted to take time off for hospital appointments. Pregnant women may attend any medical appointments during working hours, if necessary. Time off is also allowed for emergencies involving dependants (domestic leave), funerals for immediate family or if representing the College in an official capacity. If an employee travels to attend meetings, conferences or training sessions, such time may be recorded as working time.

56.4. Time spent travelling to work may not be considered as working time. Equally, appointments for doctors, dentist, taking car to garage, etc., should be arranged in an employee's own time, and if they have to go in working hours, they should make up the time. Whatever the reason, the employee must inform the Head of Department about the intended absence from work.
PROCEDURES

ACCIDENT PROCEDURE

If you have an accident at work, you will need to ensure you follow the following procedure:

1. Contact the College Nurse, Jo Livingstone, if you require treatment (336133). In term-time she is usually available in the College Surgery (in the courtyard adjacent to the Porters’ Lodge) as follows:

   Monday 0830-1330
   Tuesday 1400-1800
   Wednesday 0830-1230
   Thursday 1500-1900
   Friday 0830-1230

   If she is not available then please contact the Porters’ Lodge (36000) who will locate a first aider, or call an ambulance in the case of more serious injuries.

2. Inform your Head of Department or supervisor and ensure you complete an Accident Form. This can be obtained from the Health & Safety Officer, John Moore (36130), from your Head of Department, or from the HR Manager. Your completed form should be returned to the Health and Safety Manager who will enter a record of the accident in the official Accident Book.

3. In the case of major accidents, an ambulance should be called immediately and the Porters’ Lodge then informed. First Aid equipment is available in the Porters’ Lodge and in a number of other designated places. A list of the qualified First Aiders within the College can be found on staff notice boards and in O:\Shared\Staff\Health & Safety

DISCIPLINARY PROCEDURE

Please refer to Regulation 12 and the flowchart in Appendix 2 to the Staff Regulations on O:\Shared\Staff\Staff Handbook\Staff Regulations.

1. If there is a breach of any of the terms and conditions of employment, or of conduct (whether during working hours or not: for example, for illustrative purposes only, being found guilty of an offence relating to drugs, burglary or armed robbery), then the issue will be treated as a disciplinary matter.

2. The Head of Department will attempt to resolve the issue informally in the first instance, where appropriate. Where this is not appropriate, he or she will follow the formal Disciplinary Procedure.

3. Disciplinary meetings will normally be held by the line manager or Head of Department. Where the line manager or Head of Department has conducted the investigation, the meeting will be held by another manager of at least equal seniority, where practicable.
Where appropriate, someone who was not involved in the case should be present to take notes of the meeting.

4. Where dismissal could be the outcome, the Domestic Bursar (in regard to any member of the hospitality or Maintenance staff) or the Bursar (in regard to any other member of the non-academic staff) will hold the disciplinary or capability meeting. A decision to dismiss may only be taken by the Domestic Bursar (in regard to any member of the hospitality or Maintenance staff) or the Bursar (in regard to any other member of the non-academic staff). Only the Bursar may dismiss a Head of Department.

5. No employee will be dismissed for a first breach of discipline except in the case of Gross Misconduct, when the result will normally be summary dismissal without notice and without payment in lieu of notice. If a case of gross misconduct arises during the absence of the Bursar the case shall be handled by the Domestic Bursar irrespective of whether the Bursar would have handled it if present. Likewise, if such a case arises during the absence of the Domestic Bursar, it shall be handled by the Bursar irrespective of whether the Domestic Bursar would have handled it if present.

6. These procedures apply to all Fellows who are designated ‘non-academic’ (under Title G) and Staff By-Fellows.

**Gross Misconduct**

The most serious matters are termed “gross misconduct”. This is conduct which may warrant summary dismissal (i.e. dismissal without notice). Acts which constitute gross misconduct are those resulting in a serious breach of contractual terms and can include the following:

- theft, fraud or deliberate falsification of records;
- physical violence, bullying or harassment;
- insulting or offensive language or behaviour;
- deliberate damage to property;
- insubordination;
- misuse of an organisation’s property or name;
- deliberately accessing via College computers internet sites containing pornographic, offensive or obscene material;
- unlawful discrimination or harassment;
- bringing the College into disrepute;
- incapability whilst on duty brought on by alcohol or illegal drugs;
- negligence which causes or might cause unacceptable loss, damage or injury;
- infringement of health and safety rules;
- breach of confidence (subject to the Public interest (Disclosure) Act 1998);
- conviction on a criminal charge (not including convictions for motoring offences in respect of which a custodial sentence is not imposed).
- Unauthorised absence
- repetition of serious offences.

This list is not exhaustive.
Where an employee is found to have committed Gross Misconduct the College may summarily dismiss the employee without notice or payment in lieu of notice. The College reserves the right in cases of Gross Misconduct to impose an alternative sanction, such as demotion, reduction in pay, disciplinary suspension, or transfer, at the College’s sole discretion.

**Suspension from Work**

On occasion it may be appropriate to suspend an employee from his or her duties, on full pay, particularly while an investigation is being carried out. The period of suspension will be as brief as possible, but sufficient time will need to be allowed to ensure that the investigation is not compromised in any way. The suspension period will be kept under review and the employee updated on progress. Suspension from work is not considered a disciplinary action.

An employee suspended from work for alleged misconduct or other serious breach of contract may also be notified that they may neither come on to the College site, nor contact any member of the College (other than the person they may wish to accompany them to any disciplinary meeting), with the exception of any reasonable contact they may need to make in preparing a defence in accordance with their rights in natural justice.

**Confidentiality**

The College will endeavour to carry out any investigation or disciplinary hearing with appropriate respect for the privacy of all those individuals involved. All employees must treat any information provided to them relating to any investigation or disciplinary meeting as strictly confidential.

**Bringing a Companion**

When asked to attend a disciplinary meeting or investigation, an employee may be accompanied by a work colleague or Union Representative. It is a requirement that the College is notified in advance if the employee wishes to bring a companion. If the employee or the proposed companion is unable to attend a meeting, the employee should notify the Investigatory Officer/Disciplinary Officer as soon as possible so that the meeting can be rescheduled. However, if the employee fails to attend the rescheduled meeting without good reason or if they are persistently unable to do so (e.g. health reasons), the College may have to proceed in the employee’s absence and take decisions based on the evidence available at that time.

The companion will be allowed to address the meeting to put and sum up the employee’s case, respond on behalf of the employee to any views expressed at the meeting, and confer with the employee during the meeting. However, he or she does not have the right to answer questions on the employee’s behalf or address the meeting if the employee does not wish it or prevent the College from explaining its case.

**Investigations**

Any allegations of misconduct will be investigated before a decision is taken whether to proceed to a formal disciplinary hearing. Employees will normally be advised at the outset if they are being investigated for alleged misconduct.
The amount of investigation required will vary in each situation, depending on the nature of the allegations and the progress of the investigation itself. Employees must fully co-operate in any investigation by attending investigation meetings and disclosing any relevant documents. The employee will be interviewed by a manager or Investigating Officer appointed to carry out a formal investigation. This investigation is not part of the disciplinary process and may not by itself result in any disciplinary action.

**Disciplinary Meeting**

Following the investigation, and if there is a case to answer, a Disciplinary meeting will be held.

1. The employee must be given at least 5 days’ notice of the meeting. He or she must be advised in writing of the nature of the complaint against him or her, and the potential consequences if the College finds the allegations are true (i.e. what type of disciplinary action is being considered), and that he or she will be given the opportunity to state his or her case before any decision is made at a disciplinary meeting.

2. The employee will be provided with written copies of evidence and relevant witness statements in advance of the disciplinary meeting. Where an employer or employee intends to call relevant witnesses they should give advance notice that they intend to do so.

3. At all stages of the procedure the employee will have the right to be accompanied by a work colleague or Trade Union Representative.

**Disciplinary Action**

The College will usually issue one of three disciplinary penalties where it upholds an allegation of misconduct:

- First Warning for Misconduct
- Final Written Warning
- Dismissal or other action

There are no automatic penalties and the College reserves the right, at its sole discretion, to issue any penalty at any stage of the disciplinary process depending on the circumstances of the case.

1. **First Warning for Misconduct**

   Where conduct does not meet acceptable standards there will normally be a First Warning for Misconduct. This will be in writing and will set out the nature of the misconduct and the change in behaviour required, together with the right of appeal. The warning will also advise that a Final Written Warning may be considered if there is no sustained satisfactory improvement or change, or a further instance of misconduct. Written notice of this action will be kept in the employee’s personnel file but will be disregarded for disciplinary purposes after six months, subject to the achievement and sustainment of satisfactory conduct in that period.
2. **Final Written Warning**

If the offence is sufficiently serious, or if there is any further misconduct during the currency of a prior First Written Warning, a Final Written Warning may be given to the employee. This will give details of the complaint, the improvement required, and the timescale. It will also warn that failure to improve or a further instance of misconduct may lead to dismissal (or some other action short of dismissal) and will refer to the right of appeal. Written notice of this action will be kept in the employee's personnel file but will be disregarded for disciplinary purposes after twelve months, subject to the achievement and sustainment of satisfactory conduct in that period.

3. **Dismissal or other action**

Where there is further misconduct, the final step in the procedure may be dismissal or some other action short of dismissal, such as demotion, reduction in pay, disciplinary suspension or transfer.

The employee will be provided in writing with reasons for dismissal, the date on which the employment will terminate, and the right of appeal.

If some action short of dismissal is imposed, the employee will receive details of the complaint, will be warned that dismissal could result if there is no satisfactory improvement, or a further instance of misconduct and will be advised of the right of appeal. Written notice of this action will be kept in the employee's personnel file but will be disregarded for disciplinary purposes after twelve months, subject to the achievement and sustainment of satisfactory conduct in that period.

**Appeals**

The employee has the right to appeal at all stages of the formal procedure:

1. For hospitality or Maintenance staff, where a decision has been made by a Head of Department, any appeal should be made to the Domestic Bursar. Where a (non-appellate) decision has been made by the Domestic Bursar, any appeal should be made to the Bursar.

2. For other non-academic staff, where a decision has been made by a Head of Department, the appeal should be made to the Bursar. Where a (non-appellate) decision has been made by the Bursar, any appeal should be made to the Vice-Master.

3. Where dismissal is the outcome the Vice-Master or Bursar may refer the appeal to the Staff Disciplinary Committee.

Notice of the employee's appeal must be received by the HR Manager within five working days of the written notice of the imposition of the action or termination of his or her employment. The employee should state the ground or grounds for the appeal.

The employee will usually be invited to attend an Appeal Meeting, to which they may bring a work colleague or Trade Union Representative. The Appeal Meeting will, where possible, be
held by someone more senior to the person who held the original Disciplinary Meeting and
who has not previously been involved in the matter.

The College will inform the employee in writing of its final decision as soon as possible and
usually within two weeks' of the Appeal Meeting. There is no further right of appeal.

**GRIEVANCE PROCEDURE**

A grievance is a concern, problem or complaint that an employee raises with his or her
employer. Save in exceptional circumstances where a disciplinary procedure has been
undertaken abusively, this procedure should not be used to complain about disciplinary action.
If an employee is dissatisfied with any disciplinary sanction imposed, they should raise this by
appealing against that action in accordance with the Disciplinary Procedure.

**Confidentiality**

If employees have any specific concerns about confidentiality, they should make this clear at
the outset to the person to whom they have sent the grievance. The College will endeavour,
where reasonably practicable, to carry out any investigation or hearing with due respect for
the privacy of all those individuals involved. However employees should be aware that that
in some circumstances a demand for confidentiality may make it difficult for the College to
deal with the matters raised and that there may be a need to refer to witnesses or directly
involve others. Where it is necessary to speak to witnesses or other individuals, the College
will stress the importance of confidentiality.

**Bringing a Companion**

Every employee has the right to be represented or accompanied by a work colleague or
Trade Union Representative.

It is therefore a requirement that the College is notified in advance if the employee wishes to
bring a companion. If the employee or the proposed companion is unable to attend a meeting,
the employee should notify the Head of Department or other appropriate manager dealing
with the grievance as soon as possible so that the meeting can be rescheduled.

The companion will be allowed to address the meeting to make representations and ask
questions. However, he or she does not have the right to answer questions on the
employee's behalf or address the meeting if the employee does not wish it or prevent the
College from explaining its case.

**Informal or Formal Resolution?**

Whenever a grievance is raised, the Head of Department or another appropriate manager
will first ask the employee outcome they are seeking, and also whether they wish the
grievance to be addressed informally in the first instance.
Informal Resolution

The College prides itself on having an open policy for communication and consultation so that problems and concerns can be raised and settled promptly, and employees should always feel that there is someone they can talk to if they have any concerns.

It should be possible to settle most grievances informally. Employees are encouraged to raise issues with their Head of Department or another appropriate manager at an early stage, and in particular to explain what they want as an outcome. Alternatively, they may approach one of the two Assisting Staff or a Union Rep.

Where a grievance cannot be resolved informally, however, the formal resolution stages of Grievance Procedure will be invoked and the matter dealt with on a formal basis.

Formal Resolution

A written grievance should contain a brief description of the concerns, including any relevant facts, dates and names of individuals involved. In some situations, employees may be asked to provide further information.

Employees should send a copy of their written grievance to the HR Manager.

Grievance Meetings

Following receipt of a written grievance, the employee will be invited to attend a formal grievance meeting, normally within the next seven days. Prior to the meeting the Head of Department or another appropriate manager dealing with the grievance will determine what outcome is sought by the aggrieved person.

The main focus of the grievance meeting will be to seek an amicable solution to the employee’s grievance.

It may be necessary to carry out an investigation into the employee’s grievance. In some cases, where considered appropriate, this may take place prior to the grievance meeting. In other cases, the grievance meeting may be adjourned to carry out an investigation. Alternatively the College may do both.

Employees must co-operate fully and promptly in any investigation by informing the College of any relevant information and the names of any relevant witnesses and disclosing any relevant documents.

Outcomes

If the grievance is upheld, the Head of Department or another appropriate manager dealing with the grievance will set out clearly in writing what action is to be taken to resolve the grievance. If the grievance highlights any issues concerning policies, procedures or conduct (even if not sufficiently serious to merit separate disciplinary procedures), these will be addressed as soon as reasonably possible. Any action taken will be monitored and reviewed, as appropriate, so that it deals effectively with the issues.

Where the grievance relates to relationships with other employees or individuals in the College mediation may be offered.
Appeal

If the grievance is not upheld, or the employee is dissatisfied with the actions proposed by the Head of Department or another appropriate manager dealing with the grievance, the employee will have the right to appeal to the Bursar, Domestic Bursar or appointed deputy (who shall be a College Officer), stating their full grounds of appeal, within 5 days of the date on which the decision was sent or given to the employee.

The Bursar, Domestic Bursar or appointed deputy (who shall be a College Officer) will call a meeting with the employee within five working days or as soon as practicable thereafter. The employee will have the right to be accompanied by a work colleague or Trade Union Representative.

For more complex grievances, the Bursar may ask for the grievance to be heard by an individual selected by the Master and not involved in the case to date. Alternatively the Bursar may ask the Staff Grievance Committee to resolve the appeal.

Procedures governing such a Staff Grievance Committee shall be formulated in a Code of Procedure by which the Committee’s activities will be directed. No grievance shall be determined without an oral hearing at which all relevant parties are entitled to be present and their views heard.

Employees will normally be informed in writing of the outcome of their appeal, usually within two weeks’ of the meeting. There is no further right of appeal.

Grievance against a Student

An employee who has a grievance concerning his or her personal dealings or relationships with any student of the College may raise the matter either orally or in writing with the Senior Tutor or with a member of the College Monitoring Groups. The Senior Tutor shall refer the matter to the Dean if appropriate.

Grievance against a Fellow, By-Fellow or Teaching Officer

An employee who has a grievance concerning his or her personal dealings or relationships with any Fellow, By-Fellow or Teaching Officer of the College may raise the matter either orally or in writing with the Vice-Master under College Ordinance XXV. The Vice-Master shall inform the employee of the relevant procedures under the Ordinance.

In the event that an employee simultaneously raises multiple grievances that pertain to largely the same sets of facts, where at least one grievance is against a Fellow and at least one grievance is against another employee, the grievances shall all be handled in accordance with the procedures specified under Ordinances XXV and XXII.

Collective Grievances

If any group of employees has a grievance concerning the terms and conditions of their employment which affects them collectively, and/or affects their collective dealings or relationships with any other employee or employees of the College, they may raise the matter with the Bursar or appointed deputy (who shall be a College Officer), either orally or in writing.

1. A Spokesperson shall be appointed by the group raising the grievance.
2. The Bursar will call a meeting with the Spokesperson within ten working days of receiving a request for the airing of the grievance, or as soon as practicable thereafter. The Spokesperson will have the right to be accompanied by a work colleague or Trade Union Representative.

3. If the Bursar or appointed deputy is unable to settle the grievance to the satisfaction of the group of employees raising the grievance, the group may appeal to the College Council by written notice to the Master given not more than one month after being informed of the Bursar’s decision. The Council may hear the appeal itself or may institute a Staff Grievance Committee to hear the appeal on its behalf. The Committee is required to meet within four weeks of the written notice. In exceptional circumstances, such as during the summer vacation, an eight week period may be permissible.

**Malicious Complaints**

An employee who brings a grievance in good faith, or assists in an investigation shall be protected from any form of victimisation regardless of the outcome. Anyone found to have victimised or retaliated against a member of staff in this way will be subject to disciplinary action in accordance with the College’s Disciplinary Procedure.

Any grievance that is not made in good faith, for example a malicious grievance, will be treated as misconduct under the College’s Disciplinary Procedure. In some cases it may amount to gross misconduct leading to summary dismissal.

**Records**

Information about a complaint by or about an employee may be placed on the employee’s personnel file, along with a record of the outcome and of any notes or other documents compiled during the process.

**HARASSMENT AND BULLYING PROCEDURE**

If an employee believes that they are being harassed or bullied, they should use this procedure.

**Confidentiality**

As a general principle, confidentiality will be agreed and maintained wherever possible. However, there may be situations where confidentiality has to be broken, and this will be made clear to the employee. For example, if an employee reports something that constitutes an unacceptable risk to themselves, another person, or to the College itself, then action will have to be taken, although this will be carried out in accordance with the College’s formal procedures and will be mindful of the employee’s situation with respect to dignity at work.

**Bringing a Companion**

Every employee has the right to be represented or accompanied by a work colleague or Trade Union Representative.
It is a requirement that the College is notified in advance if the employee wishes to bring a companion. If the employee or the proposed companion is unable to attend a meeting, the employee should notify the Head of Department or other appropriate manager as soon as possible so that the meeting can be rescheduled.

The companion will be allowed to address the meeting to make representations and ask questions. However, he or she does not have the right to answer questions on the employee’s behalf or address the meeting if the employee does not wish it or prevent the College from explaining its case.

**Informal Resolution**

If somebody behaves towards an employee in a way that they find upsetting, it may be possible to address this informally as follows:

1. Generally it is good practice for the employee to keep notes of the details of the alleged incident(s) including dates, times, witnesses, and other relevant information.

2. The employee should try and deal with the problem straight away. Incidents that took place more than six months previously are also difficult to respond to and only limited weight can be given to any evidence of examples arising from them.

3. The aim is for the employee to find a way of letting the individual know that they find their behaviour unacceptable. The individual may not be aware of the effect of their behaviour and this will give them an opportunity to stop doing something that the employee has found upsetting.

4. If possible it is recommended that the employee should try to explain their feelings to the individual concerned: that the behaviour is not welcome, that it offends them or that it makes them feel uncomfortable and interferes with their work. The employee should be polite but firm. After the meeting the employee should make a note of what was said.

5. If the employee prefers, where it is too difficult or embarrassing to take up the matter themselves, or they would like advice, they can seek the confidential help of their Head of Department, another appropriate manager or the HR Manager. Seeking help in this way does not automatically mean that the issue will have to be dealt with on a formal basis and an informal approach will normally be treated as completely confidential.

6. The above people can either accompany the employee to an informal meeting, or they may be willing to speak to someone on the employee’s behalf if preferred. For this reason it is important that the employee is able to provide details of the alleged incident.

7. Alternatively, an employee may seek help from one of the two Assisting Staff both male and female, as appointed by Council from time to time (see [General Information: Assisting Staff](#)). It is not appropriate for Assisting Staff to address problems concerning communication difficulties with, or the individual style of, a
manager since this could undermine the manager concerned. In case of doubt, Assisting Staff should seek advice from the HR Manager.

8. If an employee is ever approached informally by a member of staff about their behaviour, they should always respect that person’s concerns and respond constructively to try and resolve the matter. Different individuals have different perceptions about what is or isn’t offensive. Therefore their concerns should not be dismissed as an overreaction nor should an employee act in any way to deliberately exacerbate the matter. The person who has made an informal approach may be satisfied with an explanation and a genuine apology as a means of resolving the situation amicably.

9. If an employee wishes to remain anonymous it may not be possible to take any action, although it might be possible to address their concerns through indirect methods such as through the provision of training.

The decision as to whether a complaint should be progressed further will normally rest with the employee themselves. However, action may have to be taken against the employee’s wishes in order to address an unacceptable risk, although this will be carried out in accordance with the College’s formal procedures and mindful of their situation with respect to dignity at work.

**Formal Resolution**

Where informal resolution is not appropriate or is not requested, or where the outcome has been unsatisfactory, then employees should use the formal Grievance Procedure.

**CAPABILITY PROCEDURE**

1. The Capability Procedure aims to:
   a. Support an employee in achieving acceptable levels of attendance;
   b. Ensure that appropriate levels of support are offered including as appropriate, further medical advice, occupational health support, temporary adjustments or further action taken if the cause of the absence is work-related;
   c. Manage sickness absence in a fair and consistent manner.

2. In cases where capability is affected by ill health and the employee does not wish to take sick leave, he or she should advise his or her Head of Department (or another appropriate manager) of the health problem. The Head of Department (or another appropriate manager) should consider whether it is possible temporarily to adjust the employee’s workload and/or working conditions in light of these problems. If the necessary improvement in attendance is achieved within the set time-scale, no further action will be necessary.

3. If an employee is unable by reason of ill health to perform his or her duties satisfactorily, allowing for any adjustments that may have been agreed with the Head of Department (or another appropriate manager), he or she will be required to take sick leave.
4. Where poor attendance coincides partly or wholly with a qualifying disability under the Equality Act 2010, the requirements of that Act for reasonable adjustments to the workplace or the job will be taken into account.

5. Where poor attendance is linked to a failure to maintain adequate standards of behaviour or a lack of skills or application, it will be addressed through the Disciplinary Procedure (Regulation 12), or through the Performance Management Procedure (Regulation 6).

6. In cases where termination could be the outcome, the Domestic Bursar (in regard to any member of the Maintenance or hospitality staff) or the Bursar (in regard to any other member of the non-academic staff) will hold the final sickness absence meeting. The decision to terminate employment may only be taken by the Domestic Bursar (in regard to any member of the Maintenance or hospitality staff) or the Bursar (in regard to any other member of the non-academic staff). Only the Bursar may terminate the employment of a Head of Department.

7. These procedures apply to all Fellows who are designated ‘non-academic’ (under Title G) and Staff By-Fellows.

Disabilities

The College is aware that in some cases sickness absence may result from a disability. If an employee considers that they are affected by a disability or any medical condition which affects their ability to undertake their work, they should inform their line manager, Head of Department, another appropriate manager and/or the HR Manager.

Medical Examinations

The College may wish to seek independent professional medical advice which might include a request to contact the employee’s GP, consultant or other professional. Employees will be required to agree that any report produced in connection with any such examination may be disclosed to the College and that it may discuss the contents of the report with the relevant doctor and also seek subsequent verbal or written updates from them.

Where the employee declines such a request, the College will take decisions based on information in its possession or which it is able to obtain.

Return to work interviews

After any period of sick leave the Head of Department (or another appropriate manager) may arrange a return to work interview with the employee, either on or in advance of their return to work.

A return-to-work interview enables the College to confirm the details of the employee’s absence, discuss any measures that may be needed to facilitate their return and raise any other concerns regarding their absence record or their return to work.

Confidentiality

The College will endeavour to carry out any capability meeting with appropriate respect for the privacy of all those individuals involved. All employees must treat any information provided to them relating to any capability meeting as strictly confidential.
Bringing a Companion

When asked to attend a capability meeting, an employee may be accompanied by a work colleague or Union Representative. It is therefore a requirement that the College is notified in advance if the employee wishes to bring a companion.

The companion will be allowed to address the meeting to put and sum up the employee’s case, respond on behalf of the employee to any views expressed at the meeting, and confer with the employee during the meeting. However, he or she does not have the right to answer questions on the employee’s behalf or address the meeting if the employee does not wish it or prevent the College from explaining its case.

Informal or Formal Resolution

In cases where the Head of Department (or another appropriate manager) is confident that an employee’s attendance, whilst not completely satisfactory, will reach the required level within a reasonable time period, no further action need be taken.

In most other circumstances, the Head of Department (or another appropriate manager) will attempt to resolve the issue informally in the first instance. Where this is not possible, he or she will follow the formal Capability Procedure.

Informal Resolution - Informal Attendance Review

The College normally considers attendance to be unsatisfactory when the following absence triggers have been set:

- 2 separate periods of absence within any three month period
- 5 separate periods of absence within any twelve month period
- Any recurring patterns of absence causing concern
- A minimum of four weeks’ continuous absence with no anticipated return date

When absence reaches one of the triggers listed above an Informal Attendance Review meeting is held.

The College wants to make all reasonable efforts to ensure that employees who have been, or are absent on sick leave receive the support they need to enable them to achieve acceptable levels of attendance. The aim of the Informal Attendance Review meeting is to reach agreement on a satisfactory way forward. This might include the need for further medical advice; occupational health support; temporary adjustments to be made or further action if the cause of the absence is work-related. At the meeting the employee may also be required to give an undertaking to make every reasonable effort to attend work. A six month monitoring period normally follows.

Where an employee is on long-term sickness an Informal Attendance Review automatically takes place after the employee has been absent for four weeks. If a further four weeks pass and the employee is still off sick, the process moves to the formal capability meetings. The exception to this would be in cases of ‘one-off incapacity’ where the absence record is otherwise entirely satisfactory.
Formal Resolution - Formal Sickness Absence Meetings

In any situation, where the College considers it necessary, an employee may be invited to attend a formal sickness absence meeting. This may include, for example, where the employee is on long-term sickness absence, where the level or frequency of the employee’s short-term absences is unsatisfactory or where matters have been discussed at a return to work interview that require further consideration and/or investigation.

1. The employee must be given at least 5 days’ notice of the meeting. If appropriate, the meeting will take place at the employee’s home or other agreed location. He or she must be advised in writing that there is a continued cause for concern due to absence, that the Head of Department (or another appropriate manager) has taken the view that this needs to be addressed through the Capability Procedure, and that failure to improve attendance could result in action being taken against the employee through the Capability Procedure.

2. The meeting will usually be conducted by the Head of Department or another appropriate manager (except the final sickness absence meeting which is held by the Domestic Bursar or Bursar). The employee may bring either a work colleague or a Trade Union Representative to any meeting under this procedure. Employees should advise the Head of Department or the appropriate manager dealing with the sickness absence process (or the Domestic Bursar or Bursar in the case of a final sickness absence meeting) of their details in good time before the meeting.

3. If an employee is unable to attend the meeting at the time scheduled, they should notify the Head of Department or the appropriate manager dealing with the sickness absence process (or the Domestic Bursar or Bursar in the case of a final sickness absence meeting) as soon as possible so that the meeting can be rescheduled. However, employees must take all reasonable steps to attend a meeting. Failure to do so without good reason may be treated as misconduct and/or may result in the College having to take a decision based on the evidence available to it at that time. Employees should also note that possession of a “Statement of Fitness for Work” from their GP confirming that they are not fit for work will not normally preclude the employee from being able to attend and participate in a sickness absence meeting.

4. At the meeting, the reasons for holding the meeting will be discussed and the employee will be given the opportunity to put forward their views. The purposes of the meeting may include:

   a. discussing the reasons for and impact of the absence;

   b. where the employee is on long-term sickness absence, determining how long the absence is likely to last;

   c. where the employee has been absent on a number of occasions, determining the likelihood of further absences;

   d. considering whether medical advice or, if already obtained, any additional medical advice, is required;
e. considering the employee’s ability to return to/remain in their job in view of both their capabilities and the College’s business needs;

f. considering what, if any, measures might improve the employee’s health and/or attendance (including possible redeployment opportunities);

g. agreeing a way forward, action to be taken and a timescale for review; or

h. depending on what stage of the process the employee is at, considering the possible termination of the employee’s employment.

5. At the meeting the employee may also be required to give an undertaking to make every reasonable effort to attend work.

6. The meeting may be adjourned if the Head of Department or the appropriate manager dealing with the sickness absence process (or the Domestic Bursar or Bursar in the case of a final sickness absence meeting) needs to gather any further information or give consideration to matters discussed at a previous meeting. The employee will be given a reasonable opportunity to consider any new information obtained before the meeting is reconvened.

7. Confirmation of any decision made at a meeting, the reasons for it, and any right of appeal will be given to the employee in writing, usually within 14 days of the meeting.

8. If, at any time, the Head of Department or the appropriate manager dealing with the sickness absence process (or the Domestic Bursar or Bursar in the case of a final sickness absence meeting), after consulting the HR Manager, considers that an employee has taken or are taking sickness absence when they are not unwell, this may be referred to be dealt with under the College’s Disciplinary Procedure.

Formal Resolution - Sanctions

There are no automatic sanctions and the College reserves the right, at its sole discretion, to issue any sanction at any stage of the capability process depending on the circumstances of the case.

1. Stage 1 - Notice of Unsatisfactory Attendance

Where there is a failure to achieve or maintain satisfactory attendance, a Notice of Unsatisfactory Attendance will set out the attendance issue, the improvement required, the timescale, any help that may be given, the consequences of a failure to improve attendance and the right of Appeal. Written notice of this action will be kept in the employee’s personnel file but will be disregarded for capability purposes after six months, subject to the achievement of satisfactory attendance in that period. This is the first stage of the Capability Procedure.

The Head of Department or the appropriate manager dealing with the sickness absence process may take the view that there is a performance issue in which case the process may transfer to the Performance Management Procedure. An Improvement Notice for Unsatisfactory Performance may be issued.
2. **Stage 2 - Final Written Warning**

Where there is a continued failure to achieve or maintain satisfactory attendance as detailed in, and during the currency of, a Notice of Unsatisfactory Attendance (or after the time period specified in the case of long-term absence), the Head of Department or another appropriate manager will hold a further sickness absence meeting.

If issued, the Final Written Warning will set out the attendance issue, the improvement that is still required, the timescale and any support that may be given. It will also warn that failure to improve attendance may lead to termination of employment (or some other action short of termination) and will refer to the right of Appeal.

Written notice of this action will be kept in the employee's personnel file but will be disregarded for capability purposes after twelve months, subject to the achievement and sustainment of satisfactory attendance in that period. This is the second stage of the Capability Procedure.

3. **Stage 3 - Termination of Employment or other action**

If there is further failure to achieve or maintain satisfactory attendance as detailed in, and during the currency of, a Final Written Warning (or after the time period specified in the case of long-term absence), a final sickness absence meeting will be undertaken by the Domestic Bursar (in regard to any member of the Maintenance or hospitality staff) or the Bursar (in regard to any other member of the non-academic staff). This is the final stage in the procedure and the employee will be warned that it may result in termination of employment or some other action short of termination, such as a transfer to alternative duties, if applicable.

The decision to terminate employment may only be taken by the Domestic Bursar (in regard to any member of the Maintenance or hospitality staff) or the Bursar (in regard to any other member of the non-academic staff) after a final sickness absence meeting. If the Bursar or the Domestic Bursar takes the decision to terminate, the employee will be provided in writing with reasons for termination, the date on which the employment will terminate, and of the right of appeal.

If the Bursar or Domestic Bursar decides on some action short of termination of employment, such as a transfer to alternative duties, the employee will receive details of the action and of the right of appeal. He or she will also be warned that termination of employment could result if the attendance issue is still not resolved. Written notice of this action will be kept in the employee's personnel file but will be disregarded for capability purposes after twelve months, subject to the achievement and sustainment of satisfactory attendance in that period.
Right of Appeal

At all stages of the formal procedure the employee will have the right to appeal.

1. For Maintenance or hospitality staff, where a decision has been made by a Head of Department or another appropriate manager, any appeal should be made to the Domestic Bursar. Where a (non-appellate) decision has been made by the Domestic Bursar, any appeal should be made to the Bursar.

2. For other non-academic staff, where a decision has been made by a Head of Department or another appropriate manager, the appeal should be made to the Bursar. Where a (non-appellate) decision has been made by the Bursar, any appeal should be made to the Vice-Master.

3. Where termination of employment is the outcome the Vice-Master or Bursar may refer the appeal to the Staff Disciplinary Committee.

Notice of the employee's appeal must be received by the HR Manager within five working days of the written notice of the imposition of the action or termination of his or her employment. The employee should state the ground or grounds for the appeal.

The employee will usually be invited to attend an Appeal Meeting, to which they may bring a work colleague or Trade Union Representative. The Appeal Meeting will, where possible, be held by someone more senior to the person who held the original final capability meeting and who has not previously been involved in the matter.

The College will inform the employee in writing of its final decision as soon as possible and usually within two weeks’ of the Appeal Meeting. There is no further right of appeal.
LEAVE PROCEDURE

1. The Annual leave period runs from January until December each year.

2. If you wish to take leave you will need to complete an Annual Leave Form which is available on O:\Shared\Staff\Forms. You should also use the Annual Leave Certificate which keeps a record of the authorised dates on which you have taken leave.

3. For leave requests of one week or longer, Annual Leave Forms should normally be submitted two months in advance of the date on which you would like to take leave. Heads of Departments may be able to accommodate special requests at shorter notice, but only in exceptional circumstances. For requests of one week or less, a minimum of seven days’ notice is normally required.

4. It may not always be possible to grant your request for leave and you should never book a holiday or make other arrangements for your leave until your request has been authorised.

5. A request may be refused where it is contrary to the interests of the College. This includes circumstances where other members of your Department have already booked leave. Heads of Department have discretion to decide how many people should be absent from the Department at any one point.

6. You may not take unauthorised leave.

7. Where a request for a period of annual leave has been refused and you are subsequently absent from work due to sickness for the same period, you will be required to provide evidence of incapacity for work, even if the absence is for fewer than 7 days.

Calculating Annual Leave

The leave year runs from 1 January to 31 December. If you join after 1 January you will be eligible to take leave on a pro rata basis. Holidays are calculated on complete weeks of service. Entitlement to leave may not be carried forward across leave years except in exceptional circumstances.
PERFORMANCE MANAGEMENT

1. The Performance Management Procedure aims to:
   a. Ensure that any concerns about an employee's ability to achieve acceptable standards of work are communicated clearly to the employee and addressed effectively through a clear and supportive procedure;
   b. Ensure that appropriate supervision, training and support measures are deployed to help the employee to achieve acceptable standards of work, and
   c. Manage performance issues in a fair and consistent manner.

2. Where poor performance is linked partly or wholly to a qualifying disability under the Equality Act 2010, the requirements of that Act for reasonable adjustments to the workplace or the job will be taken into account.

3. Where poor performance is linked partly or wholly to medical problems, the Capability Procedure will be used as appropriate (Regulation 5).

4. Where poor performance is due to a failure to maintain adequate standards of behaviour rather than a lack of skills or application, it will be addressed through the Disciplinary Procedure (Regulation 12).

5. In cases where termination could be the outcome, the Domestic Bursar (in regard to any member of the Maintenance or hospitality staff) or the Bursar (in regard to any other member of the non-academic staff) will hold the final performance management meeting. The decision to terminate employment may only be taken by the Domestic Bursar (in regard to any member of the Maintenance or hospitality staff) or the Bursar (in regard to any other member of the non-academic staff). Only the Bursar may terminate the employment of a Head of Department.

6. These procedures apply to Fellows who are designated ‘non-academic’ (under Title G). and Staff By-Fellows.

Satisfactory Performance
The College defines “satisfactory performance” as being when the employee:

56.5. fulfils the requirements of the role;
56.6. works flexibly and efficiently;
56.7. meets realistic and achievable objectives;
56.8. has good time-keeping and attendance levels;
56.9. complies with the College’s rules and regulations;
56.10. works collaboratively with other employees to achieve team goals;
56.11. has not been issued with a capability or other warning within the past twelve months, unless there is evidence that satisfactory progress has been made to resolve the issues raised.

All employees participate in Annual Performance Reviews which take place between November and March annually.
The Annual Performance Review form provides the evidence that determines “satisfactory performance”. It also sets targets and objectives for the coming year and identifies professional and personal training needs.

**Confidentiality**

The College will endeavour to carry out any performance management meeting with appropriate respect for the privacy of all those individuals involved. All employees must treat any information provided to them relating to any performance management meeting as strictly confidential.

**Bringing a Companion**

When asked to attend a performance review meeting, an employee may be accompanied by a work colleague or Union Representative. It is therefore a requirement that the College is notified in advance if the employee wishes to bring a companion.

The companion will be allowed to address the meeting to put and sum up the employee’s case, respond on behalf of the employee to any views expressed at the meeting, and confer with the employee during the meeting. However, he or she does not have the right to answer questions on the employee’s behalf or address the meeting if the employee does not wish it or prevent the College from explaining its case.

**Informal or Formal Resolution?**

The Head of Department or another appropriate manager will attempt to resolve the issue informally in the first instance. Where this is not possible, he or she will follow the formal Performance Management Procedure.

**Informal Resolution - Informal Performance Management Meeting**

Minor performance issues can often be dealt with informally between the employee and their manager (or another appropriate manager) as part of day-to-day management. Where appropriate, a note may be placed on the employee’s personnel file as a record of the discussion.

Unsatisfactory performance may be addressed at any time during the year. In such cases the employee will be given a full explanation, in writing, of the perceived weaknesses or deficiencies in performance, and a plan will be set in place to address the issues raised. A monitoring period will be set during which additional support, training and guidance will be supplied if appropriate. This will be followed by an informal review to determine whether performance has now achieved a satisfactory level. There may be two outcomes:

1. If performance has achieved the level required, no further action will be taken unless the improved performance is not sustained. The employee will be informed that if there are further performance concerns it is likely that they will be dealt with formally through the Performance Management Procedure.

2. If performance has not achieved the level required, the employee will be notified that the formal Performance Management Procedure will now be undertaken and that this could result in action being taken against him or her through this procedure.
Formal Resolution - Formal Performance Management Meetings

If the College considers that there are grounds for taking formal action in relation to an employee’s performance, they will be required to attend a performance management meeting.

1. The employee must be given at least 5 days’ notice of the meeting. He or she must be advised in writing that there is continued cause for concern, that the Head of Department (or another appropriate manager dealing with the performance management absence process) wishes to address this through the Performance Management Procedure and that failure to improve could result in action being taken against the employee through the Performance Management Procedure. The employee will also be provided with a copy of any relevant documents which will be used at the meeting.

2. The meeting will usually be conducted by the Head of Department or another appropriate manager (except the final performance management meeting which is held by the Domestic Bursar or Bursar). The employee may bring either a work colleague or a Trade Union Representative to any meeting under this procedure. Employees should advise the Head of Department or the appropriate manager dealing with the performance management process (or the Domestic Bursar or Bursar in the case of a final performance management meeting) of their details in good time before the meeting.

3. If an employee is unable to attend the meeting at the time scheduled, they should notify the Head of Department or the appropriate manager dealing with the performance management process (or the Domestic Bursar or Bursar in the case of a final performance management meeting) as soon as possible so that the meeting can be rescheduled. However, employees must take all reasonable steps to attend a meeting. If an employee fails to attend the meeting without good reason or is persistently unable to do so (for example for health reasons), the College may have to proceed in the employee’s absence and take decisions based on the evidence available to it at that time.

4. At the meeting, the Head of Department or the appropriate manager dealing with the performance management process (or the Domestic Bursar or Bursar in the case of a final performance management meeting) will:
   a. Discuss the required standards that they believe the employee has failed to meet, and go through any relevant evidence.
   b. Where appropriate, discuss targets for improvement and a time-scale for review;
   c. Identify whether there are further measures the College can take, such as additional training or supervision, which may assist the employee in improving their performance; and
   d. Depending on what stage of the process the employee is at, consider the possible termination of the employee’s employment.

5. The meeting may be adjourned if the Head of Department or the appropriate manager dealing with the performance management process (or the Domestic Bursar or Bursar in the case of a final performance management meeting) needs to
gather any further information or give further consideration to matters discussed. If any new information is obtained, the employee will be given a reasonable opportunity to consider it before the meeting is reconvened.

6. Confirmation of any decision made at a meeting, the reasons for it, and any right of appeal, will be given to the employee in writing, usually within 14 days of the meeting.

**Formal Resolution - Sanctions**

The College will usually issue one of three sanctions where an allegation of unsatisfactory performance is upheld. These are:

- Improvement Notice for Unsatisfactory Performance;
- Final Written Warning; or
- Termination of employment or other action.

Which of these sanctions will be issued to an employee will depend on various factors, including, but not limited to, whether there is already an active Improvement Notice for Unsatisfactory Performance or Final Written Warning on the employee’s personnel file, the nature and/or extent of the unsatisfactory performance, whether the employee has failed to meet any targets for improvement set during a review period and any other relevant circumstances.

**Stage 1 - Improvement Notice for Unsatisfactory Performance**

Where there is a performance issue, an Improvement Notice for Unsatisfactory Performance will set out the performance problem, the improvement that is required, the timescale for review, any help that may be given, the right of appeal and the consequences of failing to improve within the review period, or of further unsatisfactory performance whilst the Improvement Notice for Unsatisfactory Performance is still active. Written notice of this action will be kept in the employee’s personnel file but will be disregarded for capability purposes after six months, subject to the achievement and sustainment of satisfactory performance in that period. This is the first stage of the Performance Management Procedure.

The employee’s performance will then be monitored during the review period and the Head of Department or the appropriate manager dealing with the performance management process will write to inform the employee of the outcome, which may include the following:

- If the employee’s manager is satisfied with their performance, no further action will be taken;
- If the employee’s manager is not satisfied, the matter may be progressed to a further performance management meeting; or
- If the employee’s manager feels that there has been a substantial but insufficient improvement, the review period may be extended.

The Head of Department or the appropriate manager dealing with the performance management process may take the view that the reason for the poor performance may be medical, in which case the process may transfer to the Capability Procedure for further investigation.

81
1. **Stage 2 - Final Written Warning**

   Where there is a continued failure to achieve or maintain satisfactory performance as detailed in, and during the currency of, an Improvement Notice, the Head of Department or another appropriate manager will hold a second formal performance management meeting.

   If issued, the Final Written Warning will set out the performance problem, the improvement that is still required, the timescale for review and any support that may be given. It will also warn that failure to improve or further unsatisfactory performance whilst the Final Written Warning is still active may lead to termination of employment (or some other action short of termination) and will refer to the right of appeal. Written notice of this action will be kept in the employee’s personnel file but will be disregarded for capability purposes after twelve months, subject to the achievement and sustainment of satisfactory performance in that period. This is the second stage of the Performance Management Procedure.

   The employee’s performance will then be monitored during the review period and the Head of Department or the appropriate manager dealing with the performance management process will write to inform the employee of the outcome, which may include the following:

   - If the employee’s manager is satisfied with their performance, no further action will be taken;
   - If the employee’s manager is not satisfied, the matter may be progressed to a further performance management meeting; or
   - If the employee’s manager feels that there has been a substantial but insufficient improvement, the review period may be extended.

2. **Stage 3 - Termination of Employment or other Action**

   Where there is further failure to achieve or maintain satisfactory performance, as detailed in, and during the currency of, a Final Written Warning, a final performance management meeting will be undertaken by the Domestic Bursar (in regard to any member of the Maintenance or hospitality staff) or the Bursar (in regard to any other member of the non-academic staff). This is the final stage in the procedure and the employee will be warned that it may result in termination of employment or some other action short of termination, such as a transfer to alternative duties, if applicable.

   The decision to terminate employment may only be taken by the Domestic Bursar (in regard to any member of the Maintenance or hospitality staff) or the Bursar (in regard to any other member of the non-academic staff) after a formal final performance management meeting. If the Bursar or the Domestic Bursar takes the decision to terminate the employment, the employee will be provided in writing with reasons for termination, the date on which the employment will terminate, and of the right of appeal.

   If the Bursar or Domestic Bursar decides on some action short of termination of employment, such as a transfer to alternative duties, the employee will receive details of the action and of the right of appeal. He or she will also be warned that termination could result if the performance issue is still not resolved. Written notice of this action will be kept in the employee’s personnel file but will be disregarded for capability purposes after twelve months, subject to the achievement and sustainment of satisfactory performance in that period.
Right of Appeal

At all stages of the formal procedure the employee will have the right to appeal.

1. For Maintenance or hospitality staff, where a decision has been made by a Head of Department or another appropriate manager, any appeal should be made to the Domestic Bursar. Where a (non-appellate) decision has been made by the Domestic Bursar, any appeal should be made to the Bursar.

2. For other non-academic staff, where a decision has been made by a Head of Department or another appropriate manager, the appeal should be made to the Bursar. Where a (non-appellate) decision has been made by the Bursar, any appeal should be made to the Vice-Master.

3. Where termination of employment is the outcome the Vice-Master or Bursar may refer the appeal to the Staff Disciplinary Committee.

Notice of the employee’s appeal must be received by the HR Manager within five working days of the written notice of the imposition of the action or termination of his or her employment. The employee should state the ground or grounds for the appeal.

The employee will usually be invited to attend an Appeal Meeting, to which they may bring a work colleague or Trade Union Representative. The Appeal Meeting will, where possible, be held by someone more senior to the person who held the original final performance management meeting and who has not previously been involved in the matter.

The College will inform the employee in writing of its final decision as soon as possible and usually within two weeks’ of the Appeal Meeting. There is no further right of appeal.

PROBATIONARY AND FORMAL REVIEWS

Probationary Reviews

Your Head of Department will meet with you briefly once a month during your probationary period. If you have any worries or concerns, this is your chance to tell your Head of Department. Equally, your Head of Department may take the opportunity to raise concerns or queries with you. In this way, you can both ensure that minor problems or anxieties on either side can be settled before the Formal Review.

Formal Review

As you approach the end of your probationary period your Head of Department will contact you to arrange a mutually convenient time for your Formal Review.

You may find it helpful to consider the questions on the Final Probation Review Discussion form which you will be given in advance of the Review (available on O:\Shared\Staff\Forms or from your Head of Department). If you wish, you may send a completed copy of the form to your Head of Department before the meeting. If so, it would be helpful if it could arrive at least 24 hours beforehand.

After your review, the final section of the Probationary Review form will be completed by your Head of Department. You will be given an opportunity to discuss the comments on
the form with your Head of Department before signing the form. The completed form will then be forwarded to the Human Resources Office.

Following successful completion of your final probationary review you will be issued with a letter confirming you in post.

**PUBLIC INTEREST DISCLOSURE**

You are encouraged to use the procedure set out below if you have any concerns at all about wrongdoing at work, including any criminal offence, a failure to comply with legal obligations, a miscarriage of justice, a health and safety danger, an environmental risk or a concealment of any of these.

1. If appropriate, discuss the matter with your Head of Department in the first instance.

2. An informal approach to a Head of Department will be treated as completely confidential and will not result in any report to anyone within the College unless you agree.

3. If you reasonably believe your Head of Department to be involved in the wrongdoing, or if for any other reason you do not wish to approach your Head of Department, you should report your concern to the Human Resources Manager or the Bursar.

4. If the matter requires further investigation, an investigation will be carried out and you will be informed of the outcome of the investigations and what, if any, action has been taken.

5. If you remain unhappy about the speed or conduct of the investigation or the way in which the matter has been resolved, you should refer the matter to the Master or Vice-Master. When they have investigated your complaint they will tell you the result of the investigation and what, if any, action has been taken.

6. The College undertakes that no employee who makes a *bona fide* report under this procedure will be subjected to any detriment as a result, in accordance with section 47B of the Employment Rights Act 1996. In the event that you believe you are being subjected to a detriment by any person within the College as a result of your decision to invoke the procedure you must inform the Master immediately and appropriate action will be taken to protect you from any reprisals.

6. If it should become clear that the procedure has not been invoked in good faith, for example, for malicious reasons or to pursue a personal grudge against another employee, this will constitute misconduct and will be dealt with in accordance with the terms of the College’s disciplinary procedure.
RESIGNATION AND RETIREMENT PROCEDURE

If you wish to resign from your employment with the College, you must inform your Head of Department in writing and give the required notice period.

If you are planning to retire, you are asked to give six months’ notice in writing of your intention to retire.

You will be asked to complete a Leaving form and to return your University Card, keys and other College property before you leave. A deduction from wages may be made to cover the cost of College property that is not returned.

TRAINING

Training needs are mainly determined through the Annual Performance Review process which enables a training budget to be set for your Department each year. However, you are encouraged to discuss your training and personal development needs with your Head of Department at any time.

1. All training must be authorised by your Head of Department and the HR Manager. You will not be able to attend a training course without such approval.

2. If the training has been approved, the HR Assistant will confirm the arrangements with you and your Head of Department. This will normally be done by email. If you do not have email access, your Head of Department will print off a copy for you.

3. Once you have been booked onto a course, please note that the course booking must take priority over other commitments. If you feel you may have difficulty attending, you should speak to your Head of Department immediately since costs will have been incurred already within your Department at the point of booking. Even courses provided in-house incur an internal charge.

4. Each Department has a list of mandatory (compulsory) training. This means that you are required to participate in the training in order to be able to do your job effectively and safely. Your Head of Department will arrange for you to receive the training. It is extremely important that you attend any mandatory training that is organised.

5. Fire Training is carried out on an annual basis. Other training, particularly training that is health and safety-related, is carried out in three-year cycles. Your Head of Department will arrange for you to participate in such training.
GENERAL INFORMATION

ADVICE

Professional counselling on a personal basis is available to members of staff. The College Counsellor is Veronica McDouall and she can be contacted by email (counsellor@chu.cam.ac.uk) or by telephone. However, advice can also be given by the HR Manager, College Nurse or your Head of Department.

The College Library holds a number of books giving information and advice on matters of personal health and welfare.

ASSISTING STAFF

The Assisting Staff are appointed by Council from time to time. They are currently Giles Agnew (Senior Computer Officer) and Noelle Caulfield (Master’s PA and Fellowship Secretary).

Although staff are always advised to approach their Head of Department if they are experiencing problems at work, it is acknowledged that on occasion staff may find it helpful to talk through a problem with someone else in the first instance.

Assisting Staff are not empowered to resolve the problem for you, but they will try and offer you support. For example, they can accompany you to an informal meeting, or they may be willing to speak to someone on your behalf if you prefer, or help you to lodge a complaint if you wish the matter to be treated formally.

Please note that it is not appropriate for Assisting Staff to address problems concerning communication difficulties with, or the individual style of, a manager since this could undermine the manager concerned.

In case of doubt, the Assisting Staff are advised to approach the HR Manager for advice.

AUTO-ENROLMENT

All employees have to be automatically enrolled into a scheme which meets government requirements.

The legislation requires employers to automatically enrol their staff into a pension scheme without any input from the employee, although employees can choose to opt out of the scheme.

To meet the requirements of this legislation, the College has chosen a scheme called NOW which is being used by the University and at least half of the Cambridge colleges.

Who will be affected?

With effect from 1 January 2014 the College was required to auto-enrol any member of staff in employment who was not already a member of a College pension scheme (Group Pension
Plan or USS). New members of staff, including casual staff, who work for more than three months, must be auto-enrolled, provided they meet the age and earnings requirements.

**How this may affect you:**

Any new member of staff earning the minimum amount specified by the government will be automatically enrolled. They will be able to opt-out if they wish (but not until the first payment has been made - though this will be refunded if they opt out).

Staff will contribute to the scheme out of gross salary and the College will match their contributions. For gross pay that is above the lower earnings limit the contributions will be:

<table>
<thead>
<tr>
<th></th>
<th>From 1 January 2014</th>
<th>From 6 April 2018</th>
<th>From 6 April 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>1%</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>Churchill</td>
<td>1%</td>
<td>2%</td>
<td>3%</td>
</tr>
</tbody>
</table>

After six months in NOW staff will be eligible to join the Group Pension Plan (GPP) if they wish. The rate at which staff contribute to GPP currently starts at 1% but it is up to the staff member how much they wish to contribute up to tax limits for pension contributions. The College will pay in twice the amount contributed by a staff member, but capped at 14% of salary. The minimum amount of the employee contribution will rise in line with the staging of the auto-enrolment scheme, as required by law, and stated above.

For further information please contact the Payroll Manager, Peter Miller.

For details of the relevant earnings thresholds, please see Appendix 3.

**BAR OR BUTTERY**

The Bar, or Buttery as it is known, is open to all members of staff, when they are not on duty. Other than when there are conferences in progress with large numbers of visitors or during a student social event, staff are welcome to make use of the Buttery for coffee, tea or lunch breaks, particularly if they do not have rest rooms in their departments.

**COMMITTEES**

Staff are represented on many College Committees and have voting rights. The main meetings are:

**General Staff Meetings**

These are held once a term. The Bursar will report on what is happening in College. There may then be a short presentation by a Head of Department, a Fellow of the College, or a health & safety item, and you will also have an opportunity to ask any questions you may have on any matters of concern.
Departmental Meetings:

Heads of Department meet on a monthly basis. This provides an essential meeting point for Heads of Departments and enables them to discuss policy, procedures and staffing matters. The Bursar represents the views of Heads of Departments at College Council.

Heads of Departments

The Committee of Heads of Departments comprises the Bursar, Catering Manager, Conference Manager, Development Director, Director of the Archives Centre, Domestic Bursar, Domestic Manager, General Manager of the Møller Centre, Head of Grounds & Gardens, Head Porter, HR Manager, Librarian, Maintenance Manager, Senior Computer Officer and Senior Tutor. The Bursar’s Assistant is Minuting Secretary. Minutes of meetings are published on staff notice boards and on the admin network at O:\Shared\Committee Minutes\Heads of Departments.

Staff Consultative Committee

This Committee meets once a term. It was established in 1998 “to act as a forum for discussion of all staff-related matters and serve as a broad conduit between the staff and the College Council”. The Committee concerns itself with employment conditions, promotions and wages of staff in general, but not with individual staff members.

The Committee comprises the Master, two Fellows and six members of staff. The Master is ex officio Chairman of the Committee. The staff are divided into three constituencies:

- Grounds & Gardens, Housekeeping, College Nurse
- Catering, Conference and Maintenance
- Porters, Administration, Library and Archives

Two members of staff are elected from and by each of the three sections, with elections being held in the Easter Term. The period of office of elected members of staff is two academic years with possible re-election for a second period of two years, after which two more years must elapse before further eligibility for election. One member of staff is elected each year from each section.

The two Fellows are elected to the Committee by the College Council. The HR Manager is not eligible for membership of the Committee but attends meetings as a requirement, acts as Executive Secretary and provides information and advice on request.

Members of staff are invited at the beginning of the Easter Term to nominate themselves to stand for membership of the Committee. Ballot papers are then circulated to staff with a list of candidates for each staff constituency. Completed ballot papers are placed in a box in the Porters’ Lodge, or posted to the Executive Secretary of the Committee, by a specified date before the end of term. Election is by single transferable vote.

Two Members of the Committee are elected by its members to represent staff views on College Council. This is an important role since the Members have full voting rights on College Council which is the main operating body of the College.
A list of current membership is posted on staff notice boards. Please do contact your staff representatives if you have any concerns or suggestions. This is a very real opportunity to make your views known.

Minutes of meetings are published on staff notice boards and on the admin network at O:\Shared\Committee Minutes\Staff Consultative Committee.

**DIGNITY AT WORK**

The College has a legal responsibility to ensure that every member of staff is fully aware of the consequences of inappropriate behaviour or unwanted conduct. The College expects all staff to treat their colleagues with respect and courtesy at all times and all staff have the right to expect to be treated in the same way. Spreading gossip or rumours about other members of staff comes under this heading, and the College will take disciplinary action if necessary. Please make sure that you do not cause others distress or embarrassment by discussing with others personal or confidential matters relating to individual members of staff. All staff are required to attend mandatory training on Dignity at Work to ensure that they understand the importance of this topic.

Examples of unwanted conduct, or inappropriate behaviour, are listed below:

**Confidentiality:** In the course of your work, you might find yourself reading something that you know you should not be reading. You might have opened an envelope inadvertently, overheard a telephone conversation, or witnessed something. You must always think very carefully before you pass on information that might be private, personal or confidential. If you do, you might face disciplinary action for spreading a malicious rumour or affecting someone’s dignity by passing on information to others who do not need to know.

**Gossiping:** We should all feel able to chat and joke with colleagues, but there is a fine line between a story that is amusing and spreading a rumour that may be regarded as embarrassing, unkind or malicious. If you hear something that you want to share with colleagues, ask yourself first if you would be embarrassed if it was about you. If you would, then it is unwanted, and if you pass the information on, you could face disciplinary action for bullying.

**Emails:** Members of staff who use email should reacquaint themselves with Regulation 14 (Electronic Mail, Computing Facilities and the Internet). Always think very carefully about what you write, about the tone of your email and even how you address your colleagues or external customers.

**Having a Laugh:** This legislation does not mean that you can’t have a laugh or a joke with friends. However, you should think very carefully whether you are laughing with or at someone. You must be very careful not to ridicule or demean someone. If you do, it may be seen as unwanted conduct and you could face disciplinary action for bullying. This includes posting comments on social media sites.

**DIVERSITY NETWORKS**

The University has four staff networks: Women, Black and Minority Ethnic, Lesbian, Gay, Bisexual and Trans and Disabled.
All College staff are eligible to join and can opt in anonymously.

For further information please see: http://www.admin.cam.ac.uk/offices/hr/equality/networks/ or contact your Head of Department or the HR office.

EXPECTATIONS: PROFESSIONAL STANDARDS AND BEHAVIOUR

As stated in your letter or contract of employment, you are expected to work flexibly and efficiently, and to maintain high professional standards in discharging your responsibilities, and in promoting and implementing the corporate policies of the College. You are expected to comply with any codes, policies, procedures, rules and regulations which the College issues to ensure the efficient operation of the College and the welfare and interests of the students, Fellows and staff. You also have a duty to observe the provisions of the Health & Safety at Work Act 1974 and to take reasonable care of your own health and safety, as well as that of others, in compliance with the College’s Health & Safety Policy. You should at all times work in accordance with the College’s Equal Opportunities Policy (Regulation 18).

In accordance with the College’s Equal Opportunities Policy, you have the right to be treated fairly, irrespective of your sex (including gender reassignment), marital or parental status, race, ethnic or national origin, colour, disability, sexual orientation, religion or age. You have a corresponding duty to treat fairly everybody with whom you interact in the course of your work in the College.

Please read the section on “Dignity at Work” which gives examples of inappropriate behaviour that could affect someone’s dignity at work.

JOB EVALUATION SCHEME: HERA

All non-academic posts at Churchill College have been evaluated through the HERA (Higher Education Role Analysis) scheme and a new pay and grading system was implemented on 1 May 2008. HERA has been used by over 100 higher education institutions across the country, as well as the University of Cambridge. Churchill is the first Cambridge College to have implemented HERA, and its successful implementation was an important milestone for the College. The College's processes and procedures received the full backing of the GMB Union, with which the College has a Voluntary Recognition Agreement, while the Educational Competencies Consortium (ECC), which developed the HERA software and approach, also endorsed the processes adopted by the College.

As a consequence of HERA all salaries and grades are now in line with the College's Equal Pay Policy and the College is able to fulfill its commitment to equal pay for work of equal value.

The HERA Process

HERA creates role descriptions and profiles to support recruitment, selection and promotion, training and development needs analysis and career planning. It also produces a total points score to assess the relative value of the roles in a consistent and equitable manner. This score can be used to assign roles to grades or bands in a salary structure.
The work carried out by individuals is assessed through fourteen elements which reflect the values of higher education and the aspects of roles seen as the most important. Each element has a series of questions which draw out evidence of what is required by role holders. The fourteen elements are: Communication, Teamwork & Motivation, Liaison & Networking, Service Delivery, Decision Making Processes and Outcomes, Planning & Organising Resources, Initiative & Problem Solving, Analysis & Research, Sensory & Physical Demands, Work Environment, Pastoral Care and Welfare, Team Development, Teaching & Learning Support and Knowledge & Experience.

The main requirements of the role are analysed, not activities or responsibilities that the post holder may have become involved in for personal interest. Activities and responsibilities will also be typical of the role, not just the most recent, rare or extreme ones, and where possible, different examples will be used for each element.

For further information about HERA, please contact the HR Manager.

LIBRARY

You are most welcome to use the College Library. Your University Card will give you access. In addition to student texts, the Library holds a good range of self-help books relating to welfare issues. For further information, please contact the Librarian, Miss Annie Gleeson, in the Library office.

MAIL

The Porters’ Lodge deals with all College mail. External mail arrives in College some time after 0900 while mail from the University Messenger Service (UMS) arrives later in the day. Porters will place mail in relevant pigeon holes.

The University Messenger Service (UMS) is a regular service provided by the University to provide a swift and cost-effective means of mail delivery between Departments and Colleges. Mail for such destinations will always be sent by UMS.

Departmental mail may be collected from the Porters’ Lodge. However, there is also a mail point on the administrative corridor for use by those offices. You may deliver mail to and collect from the pigeonholes there or leave it with the Porters.

All College mail is franked and you will need to code your mail according to your Department. Your Head of Department will be able to give you the correct code. Please mark the code on the bottom right hand side of the envelope and try to avoid placing paperclips so that they lie in the top right hand corner of the envelope as they can damage the franking machine.

Personal mail must be paid for. Mail can be handed in at the Porters’ Lodge to be franked and paid for in person.
MAINTENANCE FAULTS

Please report any faults, or potential faults, to your Head of Department who will report the fault through the online reporting system. This is particularly important in the event of a potential health and safety risk.

PENSIONS

On appointment eligible staff are automatically enrolled into the NOW pension scheme (please see section on “Auto Enrolment”).

After you have been in post for six months, the College will contribute to a defined contribution pension scheme, matching employee contributions on a 2:1 ratio up to a maximum of 14% employer contribution. The College arranges for an independent pensions adviser to visit the College from time to time and if you would like to speak to him, please contact the Payroll Manager.

CCFPS, USS and Group Pension Scheme from Standard Life

If you are a deferred member of the CCFPS, please contact the Payroll Manager, Peter Miller for further information.

If you are a member of USS or the Group Pension Scheme you can get independent advice from Mr Mike O’Neill who comes in to College from time to time. If you would like to arrange an appointment to see Mr O’Neill, please let the Payroll Manager, Peter Miller, know.

For those in the Universities’ Superannuation Scheme (USS), there is a very useful website at: http://www.uss.co.uk/.

PHOTOCOPYING

There are photocopiers in the Photocopying Room on the administrative corridor and outside the Accounts office which are operated by your University Card or by use of departmental codes available from your Head of Department. Personal copying must be paid for by selecting the correct option on the copier or signing the list on the notice board. The charge will be added to your College Account.

Photocopier breakdowns should be reported to stationery@chu.cam.ac.uk. Otherwise, please telephone Linda Hoayun on 36195 or Charmaine Millington on 60601 in Accounts.

Linda and Charmaine will deal with stationery ordering and copier repairs on a day-to-day basis with Sue McMeekin, Finance Manager having overall responsibility for stationery and photocopiers in general.
SAFETY AND SECURITY

The College works hard to ensure the safety and security of everyone. The Porters’ Lodge has a number of CCTV television monitors which monitor specific areas of the College, including the main car parks. However, you should ensure you take every precaution in ensuring your possessions are kept in a secure place. The College regrets that it cannot be held responsible for any damage or theft of personal property. Please be observant and check with the Porters’ Lodge if you see anyone acting suspiciously. Contractors working in College are required to sign into the Porters’ Lodge. A copy of the CCTV Code of Practice is held in the Porters’ Lodge.

SALARY

When you join the College your salary and pay grade are confirmed in your letter of appointment. Any changes to your salary will be notified to you in writing. You are paid monthly, in arrears. Payment is generally made by the 28th day of the month by electronic transfer directly into bank or building society accounts, and you are paid earlier than normal in December because of Christmas. Income tax and national insurance contributions are deducted automatically.

A day’s pay (including holiday pay and maternity pay) is calculated by dividing your annual salary by the working days in a year (261 working days for a full-time employee).

Cost of Living

Cost of living payments are negotiated in October each year.

Increments

On 1 May 2008, as a consequence of HERA, the College implemented a new pay and grading system. This comprises 11 grades with a number of incremental points within any grade. Increments are confirmed through the Annual Performance Review process and are awarded subject to satisfactory performance in accordance with Regulation 27. They are effective from 1 April annually.

Market Pay Supplements

A few posts have market pay supplements attached to them. All College posts are reviewed on a regular basis to ascertain whether or not a market pay supplement should be applied. This is achieved by determining whether the College’s pay levels match those in the market. The exercise is a very detailed one as the decision to award market pay supplements has to be objectively justifiable. If there is insufficient evidence to justify the continuation of such a payment, the payment could be withdrawn. Recommendations for Market Pay Supplements are approved by the Management Advisory Committee.

Overtime

Overtime is not automatic and the majority of staff will instead have the option of taking time off in lieu (standard rate) only.

For agreed overtime, the following rates apply:
(a) **Full-time staff**

For agreed overtime in excess of contractual weekly working hours or outside the contractual shift pattern, time off in lieu at normal time, or agreed overtime at time and a half rate of pay.

(b) **Part-time staff**

For agreed overtime in excess of contractual weekly working hours, payment at normal time until overtime reaches contractual working hours for full-time staff, after which time and a half.

Where a member of staff is required to be on occasional stand-by, but will normally be able to answer a query on the telephone, no additional payment is made. However, time accrued in dealing with calls should be logged and may be taken as flexi-time on the approval of the Head of Department.

**STATIONERY**

General stationery and office equipment is kept in the locked cupboard adjacent to the HR office and the Computer Department at the end of the main administrative corridor. A key to the cupboard can be borrowed from the Porters’ Lodge.

Charmaine Millington and Linda Hoayun in Accounts are responsible for stationery ordering. If you wish to order an item of stationery, you should email stationery@chu.cam.ac.uk.

**STUDENT WELFARE**

All students are allocated a personal Tutor who is responsible for their pastoral welfare, and all undergraduates also have a Director of Studies who is responsible for their academic progress. Students’ academic work is closely supervised. In this way most problems being experienced by students are picked up fairly quickly by academic staff.

Nonetheless, many non-academic staff also interact with students on a regular basis and can provide crucial early warning of emerging student welfare problems. This is not a common scenario, but neither is it a rare one.

If a student seems to you to be exhibiting changed behaviour of a concerning sort, you should please promptly inform your line manager about your concerns. Your line manager will then advise the Senior Tutor, who will decide what action ought to be taken by the College’s welfare or academic staff. This may sometimes involve enlisting professional help from outside the College, normally with the student’s consent. The College always treats concerns confidentially and with discretion.

Things to watch out for include:

- Students shunning all social contact where previously they seemed fairly sociable;
- Students rarely, if ever, leaving their rooms;
- Very low mood;
• Students failing to take care of themselves or their things properly, where previously they seemed healthy and reasonably tidy;
• Signs of very excessive drinking or the possible abuse of drugs.

Students who are suffering from welfare problems are at greater risk of under-performing academically and may also be vulnerable to approaches from other individuals or groups who do not have their best interests in mind. Although it is very unlikely to happen in an environment such as Churchill’s, under the government’s Prevent Strategy the College has an obligation to help ensure that vulnerable people do not fall under the sway of political extremists, such as white supremacists or violent animal rights activists. The best way of our doing this is to provide help to students who are experiencing personal difficulties.

Staff should not, however, seek to support students themselves. You must immediately raise any concerns you have about students with your line manager, not tackle them yourself directly. It is the College’s welfare staff who are trained to deal with student problems and who are best able to provide the right support, or access to support, for students in difficulties.

**TELEPHONE CALLS AND MOBILE PHONES**

You should switch off your personal mobile phone and leave your iPoD or MP3 player at home while you are at work. Calls or texts can be responded to at break times but never in working time. In an emergency it is always possible to contact you via the Porters’ Lodge or through your Head of Department. If you are expecting, or wish to make, an urgent call, you should inform your Head of Department beforehand.

You may make necessary personal calls if they are local. Please inform your Head of Department when you wish to make a call and please do not abuse this facility.

The use of mobile phones for social or leisure purposes during working hours is not permitted unless staff have received prior authorisation to use them. iPoDs (or equivalent) and earphones should never be used because of safety at work and customer service issues. The same applies to the use of social networking sites, personal email or use of the internet during working hours for non-work reasons.
TRAVEL TO WORK

The College is a member of the Travel for Work Partnership. For further information please see http://www.tfw.org.uk/.

Bicycles

Bicycles may be left in the covered bicycle racks near the Loading Bay or in the locked cycle shed number 5 (a key can be obtained from the Porters' Lodge). They must be securely locked at all times. You should security mark your bicycle with your College account number preceded by “CH/”. Marking pens can be borrowed from the Porters' Lodge. Each year the Head Porter carries out a “cull” of unmarked or abandoned cycles, so you are strongly encouraged to security mark your bicycle. Unfortunately the College cannot be held responsible for any loss or damage so please ensure your bicycle is securely padlocked at all times.

The College has three bikes which are available to staff for short-term use in Cambridge. Priority for use of the bikes will go to those needing them on official business. During the exam period one bike will be withheld for the Porters to use delivering and collecting exam papers. At all other times bikes will be loaned on a first-come first-served basis. A helmet, lock, high visibility vest and a set of lights will be issued with the bike and it is a condition of borrowing the bike that these are used. Users should be aware of their obligations to other road users under the Highway Code. The College’s insurance policy provides appropriate cover to all members of staff. The bikes can be booked out via the Porters' Lodge.

Bus

Your University Card gives you access to subsidised fares on the U bus route which runs from Madingley Road Park & Ride to Addenbrooke’s Hospital Bus Station, via many University sites and the railway station.

Car Parking

Parking is free and new members of staff should obtain badges from the Porters' Lodge. Staff may park in the main Staff Car Park, in spaces along Churchill Road, or in the car park at the top end of the College beyond the groundsmens’ compound. Neither the Fellows’, nor the Møller Centre car parks may be used, nor the forecourt in front of the Master’s Lodge.

Parking spaces cannot be reserved or guaranteed and are offered on a first-come first-served basis. The Møller Centre car park is reserved for conference visitors and you should not park there. The College cannot be held responsible for any loss or damage.

Staff should ensure that they park considerately at all times. Please note that the Head Porter is authorised to issue a fine for inconsiderate or unauthorised parking, amounting to £10 on the second occasion within six months and £25 for the third occasion within six months.
Using own car at work

If you are ever required to use your own car for business/work purposes, for example:

- collecting parts from a supplier in Cambridge
- visiting a hostel for an inspection

you must tell your insurance company, otherwise you may not covered (as you will not be covered under the College’s insurance). It is important that you give your insurance company examples which demonstrate the nature and frequency of your possible use. Many insurance companies will not charge an extra premium, but they do like to know.

All motor insurance policies cover you for driving between home and your permanent place of work.

If you have to travel on College business, you should complete a form (Application for Cash Advance or Refund of Expenses incurred on College Business) which will need to be authorised by your Head of Department. Copies of the form are available on the admin network on O:\Shared\Staff\Forms, or from your Head of Department.

WORKING TIME

Your contract of employment will state the number of hours you are required to be at work in order to perform your role effectively, and with flexibility and commitment. Some staff may have differing terms and conditions depending on the role, so some sections below may not apply. If you have any queries about your working hours, please speak to your Head of Department.

Your working pattern will be directed by your Head of Department who is charged with ensuring that the operational needs of your Department can be met. From time to time the hours a member of staff actually works may differ to contracted hours. The College has a duty of care towards its staff and does not wish staff to work excessive or unreasonable hours, and it addresses this through the adoption, where feasible, of flexible working practices, and the monitoring of hours worked in accordance with the Working Time Regulations.

The Working Time Regulations 1998 came into force on 1 October 1998. They provide that an employer may not allow an employee to work more than 48 hours on average per week, unless the employee has previously agreed in writing by signing an opt-out form that this provision does not apply to their employment. They also state required rest periods. Working Time opt-out forms are available from the HR Office.

Each Department has designated ‘core hours’ which are the hours when staff have to be at work.

Below please find detailed information about your working hours and how they are organised.
(a) **Time Recording**

The Regulations require the College to keep records of time worked. Such records can be called upon for inspection by Health & Safety Executive Inspectors and all employees are therefore required to use the clocking in system.

(b) **Hospital Appointments**

If you have a personal hospital appointment, you will not need to make the time up. However, when you are given an appointment by the hospital, you will be expected to seek to change it to a time that causes least disruption to your normal working day as far as reasonably practicable. If this is not possible, and your appointment is early to mid-morning or early to mid-afternoon, you are expected to return to work after the appointment or to make up the time between the end of your appointment and your normal going home time, unless you have been signed off work by your GP. Appointment cards, or appropriate documentation, will need to be shown to your Head of Department or the College Nurse.

Pregnant women are permitted to attend medical appointments during working hours, if necessary. As for other appointments, you will be asked to show appropriate documentation to your Head of Department.

(c) **GP Appointments**

If you have to undergo minor surgery with your GP, you will not need to make the time up as long as you produce an appointment card, talk to the College Nurse, or provide appropriate documentation to your Head of Department. However, you are expected to return to work after the appointment, unless signed off by your GP.

If you need to visit your GP for a routine appointment, you must do so in your own time, or make up the time. If you work part-time, you are expected to book your appointment outside normal working hours as far as reasonably practicable. If you are unable to do so, you should discuss this with your Head of Department. You should notify your Head of Department in advance if you need to attend an appointment during working hours.

(d) **Emergencies, Meetings and Training**

Time off is also allowed for emergencies involving dependants, funerals for immediate family or if representing the College in an official capacity. If you travel from the College to attend meetings, conferences or training sessions, such time may be recorded as working time.

(e) **Other Absences**

Time spent travelling to work may not be considered as working time. Equally, routine dental appointments, or taking the car to the garage, for example, should be arranged in your own time. If you have to go in working hours, you will be expected to make up the time. Whatever the reason, however, you must inform your Head of
Department about your intended absence from work before you confirm the appointment.

(f) **Working Additional Hours**

A member of staff does not have an automatic entitlement to work paid overtime and may only do so with the prior permission of the Head of Department or Bursar. If you are asked to work additional hours, you will be informed in advance whether there is a choice of time in lieu or payment. Time off in lieu is accrued on a matched time basis (i.e. not time and a half or double time).

Attendance at College meetings does not attract an overtime payment, but staff are eligible for time in lieu on a matched time basis if the meeting takes place outside their normal working hours. If you are appointed to serve on a committee you should discuss your working pattern with your Head of Department.

Most training takes place during normal working hours and staff are not required to make up the time. Some extended training may qualify for different arrangements, however, depending on whether it is essential or non-essential training (see Regulation 55), in which case staff may be asked to make up some of the time. This will be discussed and agreed prior to the commencement of the training.

If attending residential training, additional hours do not accrue outside normal working hours, for example, if training takes place during the evening or at weekends.

(g) **Additional Jobs within Churchill College**

If you volunteer to take on additional work, such as cloakroom duty in Housekeeping for a special event, or working in the Bar, for example, this is treated as a separate “employment” and payment is made at the appropriate rate for that job. In such cases, and where average working hours could exceed the 48 hours per week average laid down by the Working Time Regulations, staff may be asked to sign a waiver which ensures that the College’s Duty of Care is not prejudiced.

(h) **Flexible Working and Flexi-hours**

‘Flexi-hours’ occur when additional hours are worked through occasionally staying late or starting early and are generally taken in the same way, i.e. leaving early, coming in late, or taking a longer lunch break, for example. Such flexibility must still have the prior agreement of your Head of Department. Additional hours will normally be taken back soon after they have been accrued and not accrued over a long period of time. Staff are encouraged to use flexi hours for GP and dental appointments.

(i) **Management of additional hours**

(i) Where significant hours are worked employees may be permitted to take Time Off in Lieu (TOIL). Where an individual wishes to take a block of time of half a day or longer, this may be taken as TOIL subject to the authorisation of the Head of Department, in light of operational requirements.
(ii) TOIL is always matched on a time for time basis.

(iii) The College does not wish to see staff working excessive hours and the granting of TOIL is not automatic. If you choose to work additional hours because this is convenient to you, for example, due to the timing of lifts or buses, this does not necessarily earn you time in lieu. Your working pattern will be directed by your Head of Department who is charged with ensuring that the operational needs of your Department can be met.

(iv) Time accrued cannot automatically be carried forward from one calendar year to the next. Any time carried forward will be at the discretion of the Head of Department in line with operational requirements and must be used within a time period set by the Head of Department. There will be regular reviews of time accrued to prevent excessive build up of hours.

(v) If your Head of Department has confirmed you may take TOIL, you will need to complete an Annual Leave Form and mark it ‘TOIL’. You should also use the Annual Leave Certificate which keeps a record of the dates on which you have already been authorised to take leave and TOIL: both you and your manager should keep a copy of this. These forms are available on the admin network at O:\Shared\Staff\Forms\Annual Leave, or from your Head of Department.

(vi) As with Annual Leave, it may not always be possible to grant your request for TOIL on your chosen date and you should not make arrangements to do so until your request has been authorised. A request may be refused where it is contrary to the interests of the College’s operations. This includes circumstances where other members of your Department are already on leave. Heads of Department have discretion to decide how many people on leave should be absent from the Department at any one point.

(vii) On resignation, and as far as is reasonably practicable, time in lieu should be used up prior to the departure date. Payment for untaken time in lieu will not be authorised, unless there are exceptional circumstances, where payment must be agreed by the Bursar.
BENEFITS AND DISCOUNTS

BOTANIC GARDEN

The College currently has corporate membership of the Botanic Gardens. Four membership cards for free access to the University Botanic Garden in Trumpington Street are kept in the Porters’ Lodge and may be borrowed for a day at a time. The card must be returned immediately after use.

CASHING OF MONEY

Staff may cash cheques in the Buttery between 1200 and 1400 Monday to Saturday. The maximum amount which may be withdrawn per day is £50, subject to availability. There will be a 50p charge per transaction, but this will be waived if a purchase is made at the same time.

A Cashback facility is also available for a small charge.

CHILDCARE SALARY SACRIFICE SCHEME

The College is a partner in the Wolfson Court Nursery between Madingley Road and Clarkson Road, near the Maths Department footpath. It is operated by Kids Unlimited and enquiries about places should be directed to Kids Unlimited on 01625 587315. This has workplace nursery status.

There is a salary sacrifice scheme enabling childcare fees to be paid from pre-tax income. Although the College has obtained workplace nursery status for the combined Colleges’ nursery at Girton’s Wolfson Court in Clarkson Road, which opened in January 2005, we recognise that this may not be the preferred supplier of childcare for some staff. A salary sacrifice scheme has therefore been introduced which includes all registered childcare, including, for example, after school clubs. Staff are advised to take independent advice on the merits of the salary sacrifice scheme in their particular situation, since there can be many issues to consider, including impact on other benefits and mortgage assessment. The amount they can sacrifice to pay for childcare is limited to £50 per week, except for where care is provided by the College’s workplace nursery. For further information, please speak to the Payroll Manager.

Please note that the salary sacrifice scheme for registered childcare will remain open only until April 2018. The government are introducing a new Tax-Free Childcare scheme that will replace salary sacrifice schemes. For more information contact the HR Manager.

CHRISTMAS SAVINGS SCHEME

Staff are welcome to join the Christmas Savings Scheme, details of which are as follows:

1. The Scheme runs from January to October annually, and is open to all employees on permanent or fixed-term contracts who expect to be in post for a minimum of six months.
2. A monthly payment into the Scheme of between £5 and £250 can be requested by the employee and membership renewed on an annual basis.

3. Payment of savings back to the employee is made in November annually.

4. An employee may join the Scheme at any time. For employees joining at the January annual commencement date, deductions from salary are for ten months. If joining after the annual commencement date, monthly payments for the savings year commence from the next pay date.

5. An employee can withdraw from the Scheme in writing at any time and will be reimbursed at the next pay date.

6. A £10 administration charge may be applied for non-urgent or repeated requests to join or leave the Scheme, or vary the monthly payment, except where there is evidence of hardship or lifestyle changes.

7. All interest is donated to a Charity which is approved by scheme members on an annual basis.

**CHURCHILL MUSEUM AND CABINET WAR ROOMS**

Staff should present their University Card to the staff on duty to obtain a 50% reduction on the full adult or pensioner rate. Any accompanying adults/pensioners will be required to pay the full price, though children are admitted free of charge. Before you go, however, please check your card: the staff will be looking for the brown and pink triangle in the top right-hand corner which differentiates this form other Colleges within the University. If you do not have a card with a triangle, please see Allison Bone in the Accounts office.

**COMPUTER PURCHASE SCHEME**

Staff who have successfully completed their probationary periods are now eligible to take advantage of the College’s computer purchase scheme which enables them to save up to 12% on purchases.

There is a maximum loan period of two years with the loan capped at one month’s salary (gross). Staff may take advantage of both this and the Cycle Scheme concurrently but the maximum sum that can be borrowed is capped at one month’s salary (gross).

For further information and access to the Churchill Scheme please see [https://www.computingscheme.co.uk/2e5d96](https://www.computingscheme.co.uk/2e5d96)

Staff who do not have access to email are asked to contact the Payroll Manager or the HR office for further information.
CAMBRIDGE SOCIETY FOR THE APPLICATION OF RESEARCH (CSAR)

The College has corporate membership of the Cambridge Society for the Application of Research (CSAR).

Staff are welcome to attend these meetings which are held three times a term on Monday evening in the Wolfson Hall. For further information please see College notice boards or http://www.csar.org.uk/.

CYCLE TO WORK SCHEME

Staff who have successfully completed their probationary periods are now eligible to take advantage of the College’s cycle to work scheme which enables them to purchase bikes tax-free. The aim of the scheme is to encourage employees to stop using their cars and cycle to work. The bike can be used for leisure as long as the main use is for commuting. Please see http://www.cyclescheme.co.uk/.

The maximum sum that can be borrowed is capped at one month’s salary (gross).

Staff who do not have access to email are asked to contact the Payroll Manager or the HR office for further information.

EYE TESTS

Free eye tests may be available to those who use VDU screens extensively at part of their daily work. For further information, please contact the College Nurse. Staff who are members of the SimplyHealth cashplan will be expected to claim the cost of their eye test back through the scheme. All staff who use a VDU are encouraged to have an eye test on completion of their probationary period and at regular intervals thereafter.

HEALTHCARE SCHEME

Members of staff may be able to join BUPA at a reduced rate. Subscriptions are calculated on a per person basis according to single year age bands. Partners and families can be covered for an additional sum. For an individual quotation or to find out more information, please call BUPA free on 0800 665 665 stating you are a College employee.

HOUSE REPAIRS AND DIY

1. Ridgeons: Staff can get a discount with Ridgeons. You will need to pay them direct. When you go to pay for your purchase you just need to quote account no. 9003233.

2. Travis Perkins (Devonshire Road): Discounts cover all stock, including tool hire (carpet cleaners, wallpaper strippers, rotavators, strimmers and many other items for home and garden use). The arrangement has been set up at the main Cambridge branch in Devonshire Road, but also applies to materials from all other branches if more convenient. If you wish to take advantage of the discount, please quote ‘CAMBRIDGE COLLEGE COLLEGES TRADE CASH CARD FACILITY’ when
purchasing or enquiring about materials. The account number is MT5023 and the card number is Y67463. You will need to pay them direct.

**LANGUAGE CLASSES**

If English is not your first language the College may be able to arrange English language classes, run by the College’s Study Skills Tutor, Rupert Brown, subject to College need.

For further information please speak to your Head of Department in the first instance.

**SIMPLYHEALTH CASHPLAN**

The College offers a health care cash plan to employees who have successfully passed their probationary period.

Membership of the plan allows you to claim back money on the cost of everyday health care, such as dental treatment, eye tests, physiotherapy, consultations etc. The service also provides telephone consultations with a doctor and online information on health. The scheme is run by Simplyhealth.

The cost of basic level membership is met in full by the College. If you wish you can upgrade your level of cover, or include a partner on the scheme, at your own expense.

For further details please contact the Human Resources office.

**SPORTS FACILITIES**

You are most welcome to use the College’s sports facilities. However, the College does not accept any responsibility for any accident and all those using sports equipment do so at their own risk. Please read the instructions in the pavilion for the safe use of this equipment.

The following facilities are available:

**Gym:** There is some fitness equipment in the Pavilion. Children under the age of 16 may not use the equipment. Users must obtain induction training before using the equipment which is carried out by Peter Williams (Porter) or the College Nurse. Your University Card will be re-programmed to allow access following the formal induction.

**Squash:** Your University Card will give you access to the squash courts. You will need to book a court at the Porters’ Lodge. Squash shoes must be worn.

**Tennis:** The grass courts are easily accessible but the hard courts are locked at all times and should be booked at the Porters’ Lodge. A key can be obtained from the Porters’ Lodge. Flat shoes must be worn.

For other sports facilities on the playing field, please contact Mr John Moore, Head of Grounds & Gardens (740923). If anyone wishes to start a staff team in any sport, please speak to the Human Resources Manager.

Children under 12 should be supervised when in College and parents are responsible for their behaviour at all times.
West Cambridge Sports Centre

The West Cambridge Sports Centre is now open and accepting applications for membership for staff at a discount. Please see www.sport.cam.ac.uk. The Centre is off Charles Babbage Road, Cambridge CB3 0FS.

STAFF MEALS

At the discretion of the College, all members of staff are currently able to have one free meal, if available, during their normal working day. This may be taken as breakfast, lunch or dinner and, unless stated otherwise in the contract of employment, should be taken during the rest break. Special rules may be applied at the discretion of the Bursar.

The entitlement is for those staff working at the time the meal is served, so if you leave work before 12 noon, then you are eligible for breakfast only.

Staff should eat their meals in the Dining Hall whenever possible as breaks from work are very important. You are not encouraged to eat in offices as this raises a number of issues including health & safety due to possible cross-contamination with stored chemicals, food smells lingering in offices and the loss of social interaction between Departments during lunch.

Obtaining your free meal

1. If you are the holder of a University Card you will need to ensure that you always have your University Card with you when you go in to lunch. If you do not, you will not be able to have a free lunch on that day.

2. The allowance is as follows:

   Main course consisting of:

   Meat/fish/vegetarian main course item plus two (side servings) of vegetables, one of which may be a potato dish,
   or
   Meat/fish/vegetarian main course item plus a side serving of rice or pasta & one vegetable
   or
   A potato item plus two (side servings) of vegetables
   or
   Jacket Potato and filling plus one vegetable
   or
   Sandwich with side salad or one (side serving) vegetable
   or
   Soup with Bread
   or
   Soup with side salad
   or
   Main Course Salad
Please note: one portion of vegetables can be substituted for a side salad (see detail below)

Plus

Pudding consisting of Fruit, or Yoghurt, or Hot Pudding with custard/cream, or Cold Pudding with cream. Pudding may be replaced by bread.

Please Note:

- a side salad is a small portion of salad consisting of normal ‘salad’ items (i.e. lettuce, cucumber, tomato.) It should not contain protein items such as meat / fish / cheese / egg. The size of the portion is equivalent to a portion of vegetables.
- A serving of vegetables is one large spoonful. If in doubt the advice of the server should be sought.

3. When going through the till, you should present your University Card to the till operator stating whether the meal should be charged to the Department or whether it should be paid for personally (or a mixture of the two). Dining Hall staff will indicate if there are extra portions which will need to be charged to the Personal Account.

4. It is your responsibility to check the display at the till and ensure that the meal has been correctly charged to your Department or to your personal account. If you see an error, you should tell the till operator immediately and before you leave the till point.

5. The University Card may only be used to charge your own free meal to the Department. It must not be used to obtain the free meal of a colleague.

6. You may invite personal guests to join you but should advise the till operator that the cost of the meal(s) should be charged to your Personal Account.

7. A receipt will be issued for all personal charges, and you will be notified of personal charges on a fortnightly basis. Payment will be deducted from the following month’s salary, although payment can also be accepted by cash, cheque or debit card prior to this if preferred.

UNIVERSITY CARD

A particular benefit of your University Card is that you will have subsidised use of the U bus which runs from outside the College, along Silver Street and Trumpington Street, past the Botanic Garden, and then along Hills Road to Addenbrooke’s Hospital.

Other benefits include discounts at certain local restaurants and bookshops. For the full list please see the Cambridge University website

http://www.admin.cam.ac.uk/offices/hr/staff/benefits/discounts.html

Please note that some benefits are available only to University staff.
## APPENDICES TO THE STAFF REGULATIONS

<table>
<thead>
<tr>
<th>Appendix</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix 1</td>
<td>What to do if you become ill before or while on holiday</td>
</tr>
<tr>
<td>Appendix 2</td>
<td>Disciplinary and Capability Procedures</td>
</tr>
<tr>
<td>Appendix 3</td>
<td>Financial Rates</td>
</tr>
</tbody>
</table>
APPENDIX I – What to do if you become ill before or while on holiday

You become unwell on annual leave. You have a choice:

- Do nothing and continue with your annual leave
- Convert the affected part of your annual leave to sickness absence
- Follow normal notification procedure (Reg 2.1-6): Contact your HoD immediately and arrange to provide medical documentation (normally a doctor’s note) for entire period of sickness
- If you choose this option, and if eligible, you will receive only Statutory Sick Pay (SSP) for the sickness absence period (NB under SSP the first three days of absence are unpaid)
- You will also be able to reschedule your annual leave

You become unwell before going on annual leave. You have a choice:

- Do nothing and continue with your annual leave
- Cancel your annual leave. Notify your HoD and arrange to provide a doctor’s note for the entire period of sickness
- You will receive your normal sick pay entitlement (full pay in accordance with Reg. 2.7)
- Contractual annual leave rescheduled. Sickness absence is recorded. (NB This may affect any bonus, if offered by the College)
**Example 1:** You have been given a long-awaited date for an operation and it coincides with booked annual leave.

Contact your Head of Department and arrange for your annual leave to be re-scheduled.

You will receive normal contractual sick pay and you will be able to take your normal contractual annual leave at a later date.

**Example 2:** You break your leg two days before your booked annual leave; you are unable to travel and will have to cancel your holiday flight or hotel accommodation, etc.

Contact your Head of Department and arrange for your annual leave to be re-scheduled.

You will receive normal contractual sick pay and you will be able to take your normal contractual leave at a later date.

**Example 3:** You become ill half way through a two week holiday, it is likely that you will be unwell for four or more days, and you would like to have the opportunity to convert the sick days to annual leave.

Contact your Head of Department immediately and let them know that you are unwell. Keep in regular contact with your HoD in accordance with the notification requirements in Regulation 1. Arrange for the provision of medical documentation (normally a doctor’s note) to cover the entire period of your sickness absence (including leave days and weekends).

On your return you have a choice. Provided that you have followed the notification requirements above, you can decide whether to convert your annual leave on those four (or more) days of sickness to sick leave. If you choose this option, you will not receive any pay for the first three days (in accordance with SSP provisions) but you will receive SSP for one (or more) days. You will also be able to reschedule those four (or more) days of your annual leave.
DISCIPLINARY AND CAPABILITY PROCEDURES

APPENDIX 2

Non-Academic Staff

Performance Issue

Misconduct

Head of Department to address informally if deemed appropriate

Follow Disciplinary Procedure

Head of Department holds first Formal Meeting. Outcome may be First Warning for Misconduct. Right of Appeal to Domestic Bursar (for Maintenance and hospitality staff) or Bursar (for other non-academic staff)

Follow Capability Procedure:

Head of Department holds first Formal Meeting. Outcome may be Notice of Unsatisfactory Attendance. Right of Appeal to Domestic Bursar (for Maintenance and hospitality staff) or Bursar (for other non-academic staff)

Head of Department holds second Formal Meeting. Outcome may be Final Written Warning. Right of Appeal to Domestic & Bursar (for Maintenance and hospitality staff) or Bursar (for other non-academic staff)

Domestic Bursar or Bursar holds third or final Formal Meeting. Outcome may be termination of employment. Right of Appeal to Bursar (for Maintenance and hospitality staff) or Vice-Master (for other non-academic staff)

Ill-Health

Head of Department to address informally through Informal Attendance Review

Follow Capability Procedure:

Head of Department holds first Formal Meeting. Outcome may be Improvement Notice for Unsatisfactory Performance. Right of Appeal to Domestic Bursar (for Maintenance and hospitality staff) or Bursar (for other non-academic staff)

Head of Department holds second Formal Meeting. Outcome may be Final Written Warning. Right of Appeal to Domestic & Bursar (for Maintenance and hospitality staff) or Bursar (for other non-academic staff)

Head of Department holds second Formal Meeting. Outcome may be Final Written Warning. Right of Appeal to Domestic & Bursar (for Maintenance and hospitality staff) or Bursar (for other non-academic staff)

Unsatisfactory Performance

Head of Department to address informally with support and monitoring period

Follow Performance Management Procedure:

Head of Department holds first Formal Meeting. Outcome may be Notice of Unsatisfactory Attendance. Right of Appeal to Domestic Bursar (for Maintenance and hospitality staff) or Bursar (for other non-academic staff)

Head of Department holds second Formal Meeting. Outcome may be Final Written Warning. Right of Appeal to Domestic & Bursar (for Maintenance and hospitality staff) or Bursar (for other non-academic staff)

Head of Department holds second Formal Meeting. Outcome may be Final Written Warning. Right of Appeal to Domestic & Bursar (for Maintenance and hospitality staff) or Bursar (for other non-academic staff)

Domestic Bursar or Bursar holds third or final Formal Meeting. Outcome may be termination of employment. Right of Appeal to Bursar (for Maintenance and hospitality staff) or Vice-Master (for other non-academic staff)
FINANCIAL RATES

Statutory Rates (as at April 2017)

<table>
<thead>
<tr>
<th>Statutory Rate</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower Earnings Limit</td>
<td>£133 per week</td>
</tr>
<tr>
<td>Statutory Sick Pay</td>
<td>£89.35</td>
</tr>
<tr>
<td>Statutory Maternity/Paternity/Adoption/Shared Parental Pay</td>
<td>£140.98 per week</td>
</tr>
</tbody>
</table>

Auto- enrolment qualifying earnings thresholds (2017/2018)

<table>
<thead>
<tr>
<th>Qualifying Earnings Threshold</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower level of qualifying earnings</td>
<td>£5,876</td>
</tr>
<tr>
<td>Earnings trigger for automatic enrolment</td>
<td>£10,000</td>
</tr>
<tr>
<td>Upper level of qualifying earnings</td>
<td>£45,000</td>
</tr>
</tbody>
</table>

Expenses Claims Rates

<table>
<thead>
<tr>
<th>Expense</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guideline rate for hotels/bed &amp; breakfast</td>
<td>£70 per night although it is recognised that this may need to be higher</td>
</tr>
<tr>
<td>Breakfast</td>
<td>£4</td>
</tr>
<tr>
<td>Lunch</td>
<td>£8</td>
</tr>
<tr>
<td>Dinner</td>
<td>£15</td>
</tr>
</tbody>
</table>

Mileage Rates

<table>
<thead>
<tr>
<th>Mileage Rate</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>45 pence per mile</td>
<td></td>
</tr>
</tbody>
</table>