Robinson College
University of Cambridge

Staff Handbook 2026/ 27

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1. INTRODUCTION

This Handbook is intended as a reference document containing information on what members of the College staff need to know, should know, or may wish to know about the College and their employment. It may also pre-empt queries, and provide advice on how to find out more about the College and its organisation. It will help employees to appreciate their responsibilities to the College and to their fellow employees, as well as their individual rights. It emphasises that all employees will receive fair and consistent treatment at work with regard to standards of performance and conduct.

The Handbook refers to and complies with current employment, health and safety, and discrimination legislation. As it is to be used as a reference document within the meaning of legislation, the Handbook is required to be kept up-to-date. Amendments will therefore be issued from time to time with the authority and approval of the College Council. It will also be supplemented, as necessary, by policy instructions and notices which will normally be communicated through heads of departments.

The Handbook applies to all non-academic employees of the College but does not form part of the terms and conditions of employment except where expressly stated. In the event of conflicting provisions, the employee's terms and conditions of employment shall prevail. However, this Handbook should be particularly helpful to new members of the College staff, who can read it at their leisure, and help them to avoid misunderstandings, errors, discontent and conflict. The College has a reputation for a friendly, family atmosphere. It is important that everyone works hard to maintain it.

The text of this handbook had been drafted to be intentionally gender-neutral. Words of the plural sense (they/their) shall import either the plural or the singular sense unless this interpretation is excluded expressly or by necessary implication.

2. ABOUT ROBINSON COLLEGE

2.1. History

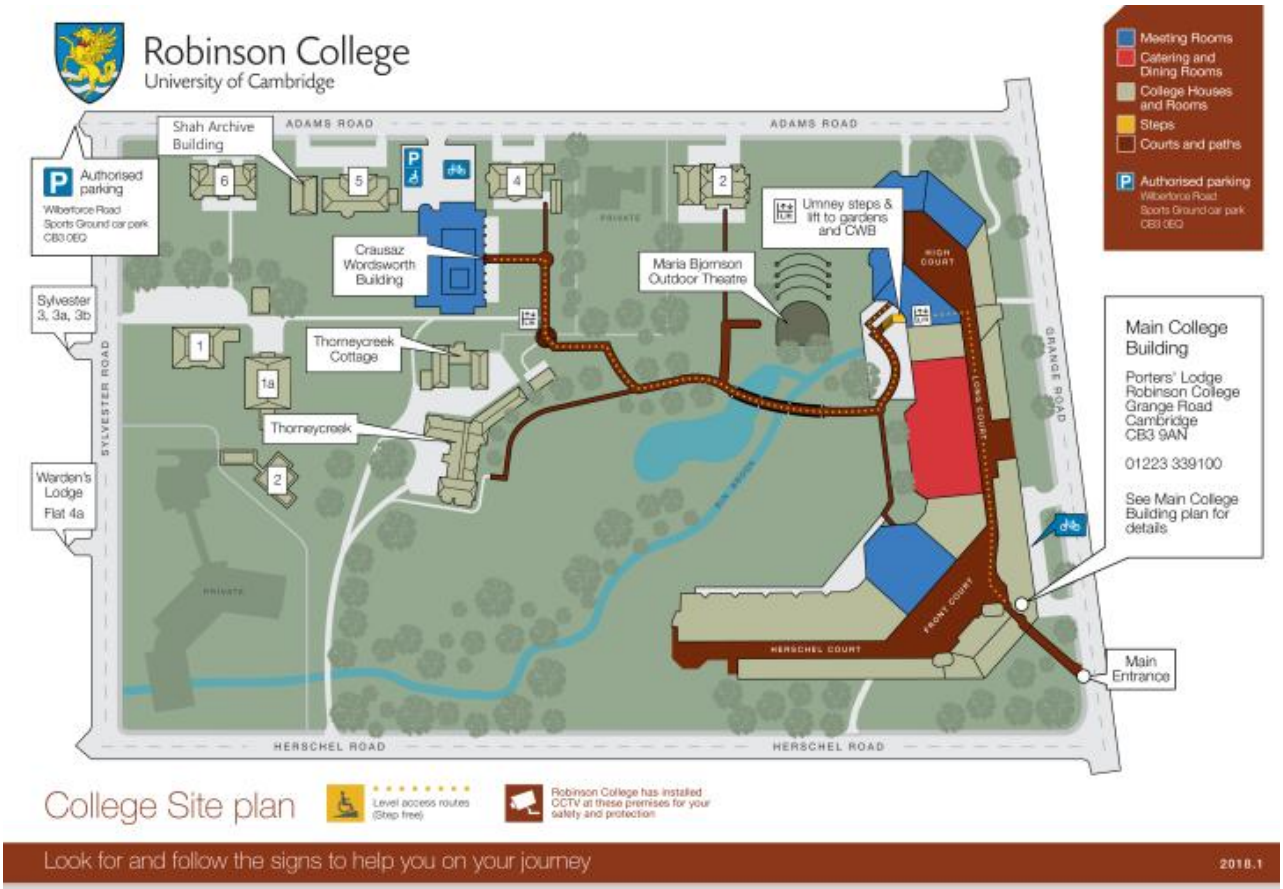
The College owes its existence to a single benefactor, the late Sir David Robinson. The founder was born in Cambridge in 1904. After attending the County School, he worked for some years in his father's bicycle shop; in 1930, however, he took over a garage in Bedford and soon developed it into a large and prosperous firm. In the early fifties he was one of the first to venture into the new television business. In 1954 he founded Robinson Rentals, which thrived and became the basis of a considerable fortune. In 1966 he moved to Newmarket, where he had already set up a highly successful racing stable; he was for several years the country's most successful owner.

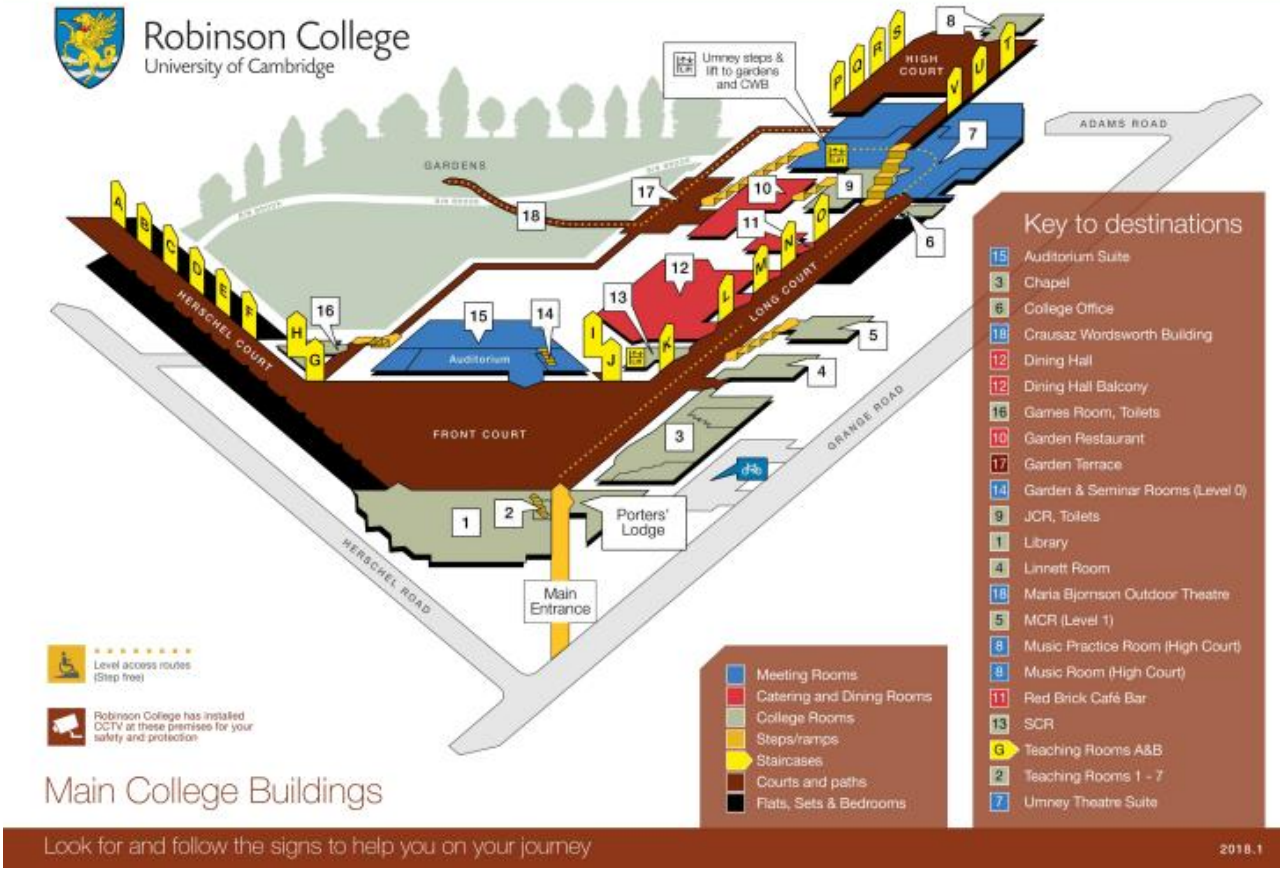
Planning for a college began in 1973 when Trustees were appointed. As the result of a limited competition organised by the Royal Institute of British Architecture, Gillespie, Kidd and Coia of Glasgow were appointed design architects. The contract for constructing the College was let after competition by tender to two local firms, William Sindall Ltd and Johnson & Bailey Ltd, operating under the name of 'Joint Venture'. The College was formally opened by Her Late Majesty Queen Elizabeth II on 29 May 1981, in the presence of Prince Philip, the then Chancellor of the University. The College received the 1983 award for architectural excellence from the RIBA for buildings completed between 1976 and 1980.

Academic activity started in Thorneycreek and 5 Adams Road when a small number of graduate students were admitted in 1977; a few more followed in 1978 and, in 1979, the first 20 undergraduates joined the College. The first large entry of undergraduates (154), however, was admitted in October 1980. The College now has over 80 Fellows, who jointly cover a wide range of subjects, and over 600 junior members; it is still the most recent foundation of the 31 Colleges which together make up the University of Cambridge. The majority of junior members are in residence for about 60% of the year, but the Fellows and some 200 postgraduate students work in and from the College throughout the academic year.

In the University vacations, when the majority of undergraduates are not in Cambridge, the College provides facilities for residential conferences. The main College building was designed to facilitate such conferences, and there are frequently two or three major conferences taking place in the College at the same time. The standards achieved have earned the College staff a well-deserved and very high reputation for efficiency, courtesy and quality of service. In 2015, the College added a non-residential conference facility – the Crausaz Wordsworth Building – which offers space all year round to support the term-time day conference business in the main College building.

2.2. College Layout





2.3. Objectives and Government

The ultimate authority for the government of the College is vested in the Governing Body, which consists of the Warden and most Fellows. However, on their behalf, the College Council exercises the day-to-day administration of the affairs of the College and the management of its property and income. The Council has four ex officio members and twelve elected members of the Governing Body, together with three resident student members; it meets regularly during term-time if there is business to discuss, and on two occasions in the Long Vacation.

The powers of the Council are assigned to them by College Statutes. After the College had first become an Approved Foundation within the University, the late Queen granted a Charter of Incorporation to which were annexed about 40 Statutes for the government and organisation of the College. The College became a Registered Charity in August 2010, having formerly been an Exempt Charity. Revision of College Statutes may be only altered by submission to the Privy Council, who will consult the Charity Commission.

The Warden exercises a general superintendence over the affairs of the College. He presides ex officio at all meetings of the Governing Body and of the College Council. He has the power, unless the Statutes provide otherwise, to make such provision for the good government and discipline of the College as he thinks fit. The Warden is one of the Senior Officers of the College together with the Senior Tutor and the Finance Bursar. College Officers are as set out in STATUTE XXIII - Tutors, Domestic Bursar, College Lecturers, Director of Studies, Chaplain, Praelector, and such other offices as the Council may from time to time determine.

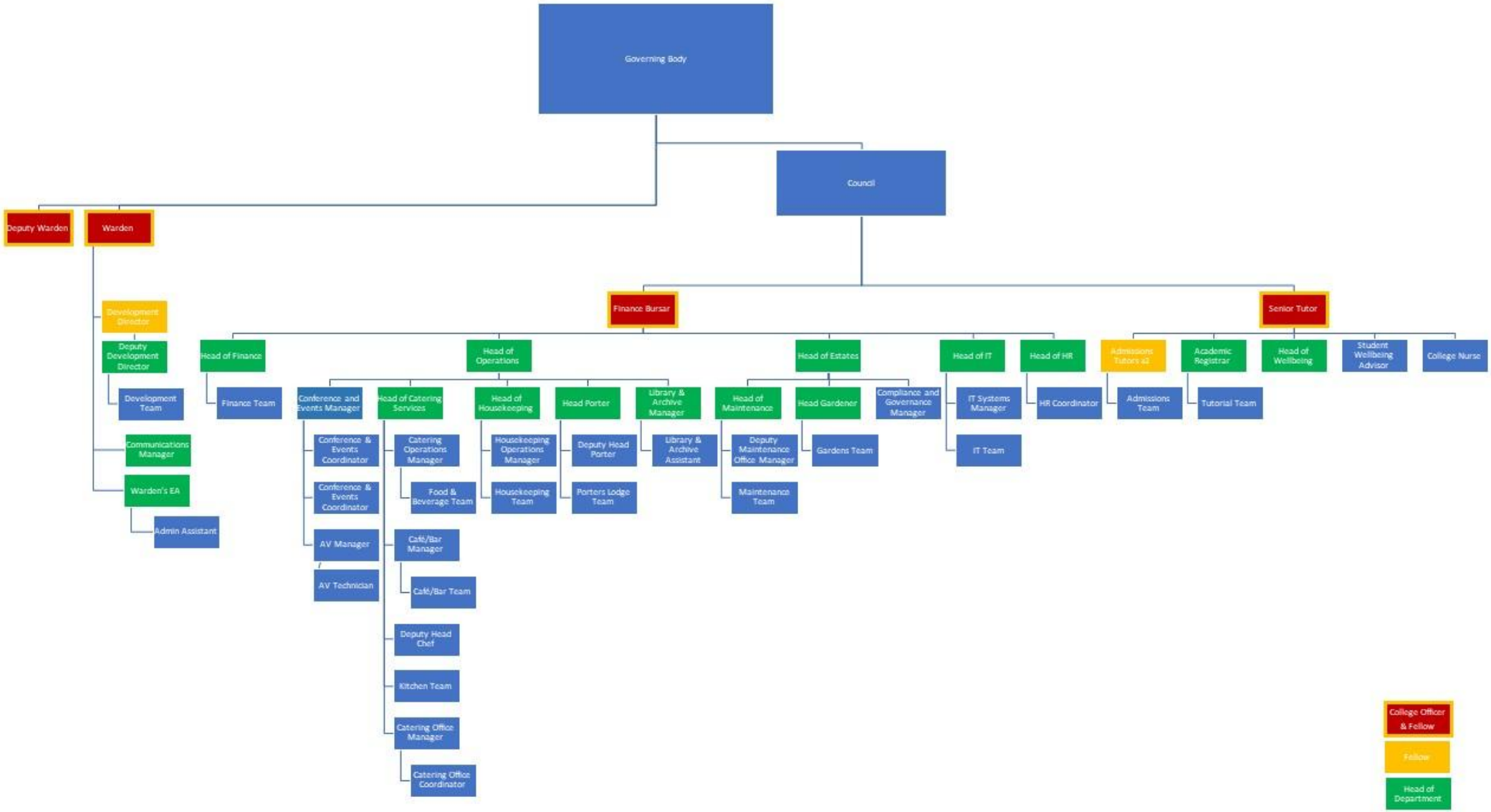
The Deputy Warden is elected by the Governing Body from among their members, and ranks at all times in seniority next to the Warden and has the same powers and duties in his absence. The Senior Tutor has overall responsibility for the academic life of the College and the welfare of all its students. The Finance Bursar has overall responsibility for support of the College, including financial management, and through the Head of Operations and Head of Estates and the relevant heads of department: the management of Conference and Catering; Housekeeping; Maintenance; Gardens; Library; IT Departments; the Porters' Lodge; and HR. The Head of HR is responsible for providing HR support to the College. The Head of Estates has overall responsibility for Health and Safety delegated from the College Council. The Chaplain is available to everyone in College, whether or not they are of any religious persuasion. Anyone may talk to the Chaplain in confidence about any matter of concern.

The objectives of the College are set out in the Charter:

- "……To advance education, religion, learning and research in the University;
- To provide for men and women who shall be members of the University a College wherein they may work for degrees of the University or may carry out postgraduate or other special studies at Cambridge, provided that no member of the College or any candidate for membership thereof shall be subject to any test of a political, racial, religious or social character;
- To acquire and take over the properties and liabilities now vested in or belonging or attaching to the Trustees of the said Approved Foundation;
- To apply the monies of the College including any monies acquired or taken over as aforesaid to the purposes of the College with power to invest as prescribed in the Statutes of the College;

- To administer any trust or scheme for purposes connected with the objects of the College;
- To do all such things as are incidental or conducive to the carrying out of the above objects."

2.4. Organisation Chart



3. COLLEGE POLICIES

College policies are available for staff to view on the Governance Directory on the shared drive. Feel free to visit and view. Your department will have its own local policies which your head of department (HOD) will share with you. Some policies have restricted access as they contain personal data – typically policies in the Emergency sub-directory. HODs and relevant staff have access as required.

Policy Document Name	Directory
Guests in Wheelchairs and Reduced mobility Policy	Accessibility
Hearing Impaired Guests Policy	Accessibility
Visually Impaired guests policy	Accessibility
Accommodation Procedures	Accommodation
Fellows' Accommodation Policy	Accommodation
Fellows Visitors Accommodation Charges Policy	Accommodation
Student Accommodation Policy	Accommodation
Termtime Letting Policy	Accommodation
Management Supply of Alcohol Policy	Alcohol
Children in College Policy	Children in College
Social Media-Networking Policy	Communication
Use of Imagery Policy	Communication
Conflicts of Interest Policy	Conflicts of Interest
DBS Policy	Conditions of Employment
Confidentiality Statement	Data Protection
CCTV Policy	Data Protection
Records Management Policy	Data Protection
Data Protection Policy	Data Protection
Subject Access-Change Request Form	Data Protection/Supporting Doc
Nurse Privacy Notice	Data Protection/Supporting Doc
Staff & Senior Members Privacy Notice	Data Protection/Supporting Doc
Student Privacy Notice	Data Protection/Supporting Doc
Event Organisers Privacy Notice	Data Protection/Supporting Doc
Job Applicants Privacy Notice	Data Protection/Supporting Doc
Visitors Privacy Notice	Data Protection/Supporting Doc
Alumni & Other Supporters Privacy Notice	Data Protection/Supporting Doc
Web User Privacy Notice	Data Protection/Supporting Doc
DBS Policy	DBS
Waste Management Policy	Environmental & Sustainability
Sustainability Policy	Environmental & Sustainability
Food Ethics Sustainability and the Environment Policy	Environmental & Sustainability
Fellows Retirement Policy	Fellows
Investment Policy	Financial
Anti-Bribery Policy	Financial/Purchasing
Receipt & Storage of Goods Policy	Financial/Purchasing
Deliveries Policy	Financial/Purchasing
Procurement and Purchasing Policy	Financial/Purchasing
Fire Policy	Fire

Flag Flying Policy	Flag Flying
Code of Practice on Freedom of Speech	Freedom of Speech
Gift Acceptance Policy	Gift Acceptance
Governance Documentation Policy	Governance Documentation
Health and Safety Policy	Health and Safety
Sharps Policy	Health and Safety
Manual Handling Policy	Health and Safety
First Aid Policy	Health and Safety
Water Systems Management Policy	Health and Safety
Asbestos Policy	Health and Safety
Personal Protective Equipment Policy	Health and Safety
Portable Appliance Testing Policy	Health and Safety
Severe Weather Policy	Health and Safety
Climate Environmental Working Conditions Policy	Health and Safety
Risk Assessment Policy	Health and Safety
COSHH Assessment Policy	Health and Safety
Contractors Policy	Health and Safety/Contractors
IR35 Policy - Off Payroll Workers Legislation	Health and Safety/Contractors
Personal Relationships Policy	Personal Relationships
Political Activity Policy	Political Activity
Prevent Policy - Code of Discipline	PREVENT
Prevent Policy - Code of Practice Governing Meetings Held on College Premises	PREVENT
Prevent Policy - Introduction	PREVENT
Prevent Policy - Management of Chaplaincy	PREVENT
Prevent Policy - Management of External Events	PREVENT
Prevent Policy - Management of Internal College Events	PREVENT
Safeguarding Policy	Safeguarding
Personal Emergency Evacuation Plan Policy	Safeguarding/PEEP
Policy on Scattering and Internment of Ashes	Scattering and Internment of Ashes
Security Policy	Security
HR Intranet Policy	Staff
Lieu Time Policy	Staff
Lone Worker Policy	Staff
Managing Attendance Policy	Staff
Managing Performance Policy	Staff
Pay Policy	Staff
Recruitment Policy	Staff
Staff Car Parking Policy	Staff
Working From Home Policy	Staff
Harassment and Sexual Misconduct	Students
Support and Assess Capability to Study Procedure	Students
College Transfer Requests Policy	Students
Student Complaints Procedure	Students
Visitors Policy	Visitors in College

4. CONDITIONS OF EMPLOYMENT

4.1. Hours of Work and Times of Duty

The normal working week for all full-time members of the College staff is 37 hours. However, hours of work for each member of staff are agreed with the Senior Officer responsible for the department to which the member of staff may from time to time be assigned. It is the responsibility of the head of department concerned to decide times of duty as well as the nature of duties required.

4.2. Hybrid Working

Some roles in College may be suitable for hybrid working (working both in College and at home). The amount of home working should be agreed with the head of department in accordance with the Working from Home Policy.

4.3. Overtime

Overtime will be worked only with the consent of the head of department and only when in their opinion it is in the interests of the College. Whenever possible, overtime will be compensated by time off in lieu, and payment should be made only when time off in lieu is not a satisfactory compensation. During the week, (i.e. Monday – Friday) enhanced rates will be paid only in excess of the College's normal working week of 37 hours, unless the employment contract states otherwise. For Saturdays, time-and-a-half is to be paid and, for Sundays, double time. These increased weekend rates are payable only on hours in excess of the normal working week of the member of staff, and do not apply to members of staff working a 5/7 contract. Thus if weekend working is part of the normal rostered hours (whether 37 or fewer), extra payments will not be paid.

4.4. Overtime Holiday Payments

All types of overtime, including voluntary but excluding lieu time, will be included when calculating employee's statutory holiday pay entitlement, apart from overtime that is only worked on a genuinely occasional and infrequent basis.

It is based on the 20 statutory day's holiday and not Bank holidays or the additional College holiday entitlement. This is calculated by working out the average number of overtime hours worked in the previous 52 weeks and is multiplied by their average hourly rate, over the previous 52 weeks. If the member of staff has been employed for less than 52 weeks, the average will be calculated across the number of complete weeks for which the member of staff has been employed.

4.5. Calculating Pay

Where an employee starts or leaves mid-month, pay is calculated using one of the following methods:

- If the employee has set working days per week, pay is calculated by multiplying the daily rate by the number of days they worked in that month.
- If the employee works 5 days out of 7, pay is calculated by dividing the monthly salary by the total number of days in the month, and then multiplying by the number of days worked that month.

4.6. Lieu Time

Lieu time should generally be taken as soon after it is earned as possible, though for operational reasons this is often impossible. However, lieu time cannot accumulate indefinitely and generally it will not be converted in to pay when a member of staff retires or resigns. Heads of department keep records of overtime and lieu time accumulated in one leave year must all be taken by 31 March of the following year, unless the Head of HR has approved a further extension of the period. If there is no approval, accumulated lieu time will be forfeited. Please see the Lieu Time Policy for further information.

4.7. Interdepartmental working

Employees may elect to work on a casual basis for other departments or in other roles providing it does not impact their primary role and department. All work undertaken for a different department, or within the employee's primary department but in a different role, will be at the prevailing pay rates for casual workers. The accrual of lieu time is not available, and pay must be taken.

4.8. Staff Reviews

All members of staff will normally have an Annual Review, this will generally be carried out by the head of department or the designated line manager. Details are in Section 9.1

4.9. Probation

Generally the first three months of employment will be a "Probationary Period". Transfer to the permanent staff will be confirmed in writing by the Head of HR after satisfactory progress has been confirmed by the head of department.

4.10. Dress Code

In most Departments, there is dress code for all members of staff. It is a condition of employment that the applicable dress code is followed. The dress code varies from department to department; members of staff should check with their head of department as to what is required.

In most departments the use of headphones and personal stereos/iPods/MP3 Players/and the like is not permitted during working hours.

4.11. Professional Conduct

The conduct and appearance of employees contributes significantly to the image of Robinson College. You are expected to be pleasant, polite and considerate to students, visitors, colleagues, Fellows and outside contacts. All employees are required to adhere to a standard of dress and appearance that is appropriate.

The College aims to provide a working and learning environment which will enable staff and students to fulfill their personal potential. It is recognised that in a healthy working environment staff and students form mutually rewarding relationships. The College wants to protect students and staff from allegations of actual or perceived conflicts of interest and avoid complaints of harassment and grievance or disciplinary action.

Staff should conduct themselves at all times in ways that are consistent with College policies and procedures and acknowledge their professional and ethical responsibility to protect the interests of students and accept the obligations and constraints inherent in that responsibility. To maintain the relationship with students based on trust, confidence and equal treatment, staff are strongly advised

not to enter into close relationships with students. Such relationships can lead to perceived or actual conflicts of interest. Please also see Section 24.4.

4.12. Changes in Personal Circumstances

Confidential records of the current address and telephone number, together with details of next of kin in case of accident or emergency, are maintained for each member of the College staff. If, by change of name, address or other details, this information becomes outdated, it is the responsibility of each individual member of staff to advise the Head of HR of the changes as soon as possible.

No information is released to outside bodies without the express permission of the employee concerned unless so required under data protection legislation – see Robinson College Staff and Senior Members Privacy Notice .

4.13. Engagement of Casual Staff

The College's business and other operations require that maximum flexibility within its workforce has to be achieved, to enable quick and positive reactions to be made to changing conditions and demands. The College will therefore usually use Casual Workers (usually referred to as “Casuals”).

The engagement of Casuals is governed by two main principles:

- The costs are affordable within the budget of the relevant department.

- The staff genuinely meet the legal definition of a Casual Worker; this means that the College is under no obligation to offer work and the Casual is under no obligation to accept any work offered. This does not mean that Casuals cannot work for the College over many years, and indeed many do.

Casuals are paid in accordance with pay rates agreed by the Finance Committee from time to time; they will normally be paid monthly via payroll by Bank Transfer.

Subject to employment law rules, Casuals will be entitled to both Statutory Sick Pay and Statutory Maternity Pay and Statutory Paternity Pay. Further details are available from the Head of HR.

Casuals will be paid holiday each month according to hours worked.

4.14. Notice of Termination of Employment

The notice required to be given by or to an employee of the College to terminate their employment should be at least one week if they have been continuously employed for one month or more. However, if a specific period is included, the notice will be in accordance with the contract of employment.

Any outstanding payment due to an employee – e.g. untaken holiday, overtime, lieu time outstanding - will be made in their final salary as far as practicable. Should the employee owe monies to the College – e.g. insufficient notice given, failure to work notice period, excess holiday taken – where this cannot be recovered from final salary, the College will require repayment to be made at the earliest opportunity. The College will pursue any failure to make such repayment.

4.15. Provision of References

Employment legislation has highlighted the need for employers to ensure that references - offered on behalf of an employer - contain accurate, factual information and do not include comments which could be construed as discriminatory or negative. The legislation applies to references for previous employees as well as existing personnel. Data protection issues are also a matter of concern.

In order to comply with the legislation, the College will adopt the following policy in dealing with requests for College references for existing or previous employees:

- Any information given about another employee that is produced on the College's letterhead or other stationery is defined as a "College reference".

- All College references must be provided in writing and not given verbally over the telephone or in person. We will try to respond quickly to any urgent requests.

- All requests for College references should be forwarded to the HR team to produce a reply.

- College references should be of a factual nature (e.g. confirmation of employment dates, position, etc.). If there is any doubt, refer to the Head of HR.

5. SALARY AND EXPENSES

5.1. Pay

Salaries are paid by bank transfer monthly in arrears. Any overtime payments will be paid with the first normal monthly pay after information is received by the Payroll Officer (this may be up to 6 weeks after the overtime is actually worked).

Salaries and wages are agreed by the Finance Committee of the College and will be notified in writing by the Head of HR.

5.2. Salary Increases

The College will normally consider making a general cost of living adjustment to salaries on an annual basis.

Re-grading: From time to time the College may consider individuals for re-grading, either as part of a reorganisation/restructuring or for other reasons. Proposals may be made by a Senior Officer or a Departmental Head. Consideration of such proposals will be undertaken in the first instance by the Finance Bursar, with advice from the Head of HR, and will then be subject to final approval by the Finance Committee. The timing of proposals should be aligned with the budget process and staff are therefore encourage to bring requests for re-grading to their annual review for discussion.

There is a Pay Policy covering decisions on staff pay.

There is no appeal process on pay. However, members of staff have access to the Individual Grievance Procedures.

5.3. Expenses

All expenses incurred by members of staff wholly and exclusively on College business will be refunded on production of receipts, as appropriate, and on completion of the relevant claim form.

Travel

- In general, it is the policy of the College not to pay travel expenses between home and College, being the normal commute for staff. However, under exceptional circumstances, determined by the College exclusively, where attendance is extraordinarily required by College, subject to the outcome of a risk assessment as required by the Lone Working Policy (which covers travel home out of hours), travel expenses may be paid on the following basis. Such expenses must be approved by the Finance Bursar in advance of making the journey.
- The College will reimburse travel expenses where authorised Business Travel is undertaken. Business travel means journeys that employees make to or from a place they have to attend in the performance of their duties but not normal commuting travel from home to a College site.
- Journeys over 25 miles should normally be undertaken by rail and the second-class train fare reimbursed.
- Car mileage and/or first-class train fares will be paid only when the journey could not reasonably be carried out by second-class rail.

- Parking at railway stations will be reimbursed to permit the main part of journeys to be completed by rail.
- In some cases, car hire can be a cheaper method of travel than claiming mileage allowance and should always be investigated.
- Where travel by private car is authorised the following rules apply:
    - The College will pay a mileage allowance where employees use their car or motorcycle for business travel.
    - The rates of mileage are as follows:

Travel by car (irrespective of size)	55p a mile up to 10,000 miles
	25p a mile thereafter
Travel by Motorcycle	24p a mile

    - If the employee travels direct from home, the mileage should be the lower of:
        - The mileage actually incurred or
        - The mileage that would have been incurred if the journey had started and finished at the normal place of work.
        - If the actual mileage incurred is lower than the usual mileage from home to the normal place of work, no mileage will be claimable.

- Staff who use their own vehicle for occasional business use are required to evidence that they have business insurance cover before mileage expenses will be paid. Permission should be sought from HOD and the Head of Finance before undertaking such action. Where staff use their vehicle on a regular/frequent basis, the College, at its sole discretion, may consider covering such cost.
- When using a vehicle for business travel the employee must ensure that their personal insurance allows business use of the vehicle.

Business Travel Accommodation and Sustenance

Some staff are required to travel and stay away from home overnight on College business. Under such circumstances, the following general principles will apply:

- Overnight accommodation will usually be in a budget hotel – e.g. Premier Inn – though it is understood that exceptions may be made subject to the purpose of the travel (e.g. the employee is entertaining on behalf of the College). Similarly, exceptions may apply where the arrangements are made outside the employee's/College's control (e.g. the employee is attending an event where the accommodation venue is dictated by others).
- Dinner arrangements will usually be taken in the hotel and should be limited to a two course meal with soft drinks. Again, it is understood that exceptions may be made subject to the purpose of the dinner (e.g. the employee is entertaining on behalf of the College).
- Lunches away from College should normally be kept to a light/snack meal.
- Such expenditure should be agreed with the Department Head in advance of being committed.

5.4. College Credit Cards

Some staff may be issued with a College credit card as needed for their specific role within College. It should be noted that these cards are not for personal use but **only** for the purchase of goods or services for Robinson College.

6. COLLEGE BENEFITS

6.1. Pension Scheme

New employees, at the relevant time, may be enrolled into the College's auto enrolment scheme, NOW Pensions. If you meet all of the criteria, as set out below, you will be enrolled automatically which is something we must do by law.

- you're classed as a 'worker'
- you're aged between 22 and State Pension age
- you earn at least £10,000 per year
- you usually ('ordinarily') work in the UK

With effect from 6 April 2019 employers must ensure the minimum total contribution is 8% of qualifying earnings, of which the employer must pay at least 3%. The College has taken the decision that it wishes to contribute a higher percentage than required, and to match the level of employees' contributions and therefore the contributions will be 4% from the College and 4% from employees.

The table below sets out the contribution levels effective from 1 April 2019.

	Robinson College contribution	**Staff contribution**	**Total contribution**
From 6 April 2019 onwards	4%	4%	8%

These contributions will help towards building your pension pot for your future.

After the postponement period of three months you will receive a letter telling you whether you have been enrolled or not which will include contact details for NOW Pensions so that you can engage with your pension and your options. If you have not been automatically enrolled, you may be entitled to join if you wish.

If you have any questions about the scheme please ask the Payroll Officer.

6.2. Pensionable Pay Elements

The College operates a number of different pension schemes with differing rules regarding which pay elements are pensionable and which are not. Further information on your specific scheme can be obtained from the Payroll Officer.

6.3. Group Life Cover (Death in Service) (non contractual)

The College has put in place a group life policy (death in service) of 2x basic salary for non-academic employees aged 16 to state pension age who are not covered by their existing pension scheme (some CCFPS members are). Qualifying employees are automatically covered from the first day of employment. A nomination of wish form will be sent out with starter documentation, and is available from HR.

The policy currently in place (provided by Unum) has additional benefits available to policy members (as defined above):

- Help @ Hand - gives eligible employees (policy members) and their families* access to support services which are accessed directly through one easy-to-use app.
    - Remote GP – Unlimited access to a UK-based remote GP 24/7, 365 days a year
    - Second opinion – Two consultations per year with a specialist, following a diagnosis from a treating doctor
    - Mental health support – Up to eight consultations per year with an assigned therapist
    - Physiotherapy – Up to eight consultations per year with an assigned physiotherapist
    - Life, money and wellbeing support – guidance and practical resources to support health and wellbeing including a 24/7 helpline
    - Wellbeing calendar – featuring podcasts, webinars, awareness dates and other useful support.
    - Employee Assistance Programme (EAP)
- Cancer Assist - provided by Reframe, offers in-the-moment cancer guidance from an experienced team of client navigators who can help at any stage of the cancer journey. This service is available to Unum Group Life insurance policyholders, their insured employees and family members*

**Available to qualifying employee and their partner. Children are eligible up to their 18th birthday via their parent or can access directly after their 18th birthday up to their 24th birthday if in full-time education.*

6.4. Holiday Entitlement

Robinson College values both employee wellbeing and work-life balance and therefore offers an enhanced annual leave entitlement to ensure that employees are able to get sufficient time away from work. Further details can be found in Section 7.

6.5. Enhanced College Sick Pay

The College offers enhanced sick pay to ensure that employees who are unable to attend work due to sickness are able to concentrate on their recovery and return to work. Further details can be found in 8.

6.6. Enhanced Family Friendly Policies

In a commitment to be family friendly, the College offers enhanced pay during maternity, paternity, adoption and shared parental leave subject to length of service. Further details are explained in Section 11.

6.7. Staff Meals (non contractual)

The College provides lunch free of charge to employees when they are working. Provision of a free lunch is only available when the kitchens are open and operational; at times when the kitchen is closed there is no entitlement to meals or compensation. Further details can be found in section 19.1. This is a non contractual benefit which may be withdrawn or amended at any time.

6.8. Salary Extras (non contractual)

The College has signed up to Salary Extras, a benefits website which provides savings and discounts on a wide variety of routine and ad hoc purchases, as well as days out, gift cards and other offers.

To access the site and have a look at the savings on offer please create an account using the details below.



This is a non-contractual benefit which may be withdrawn or amended at any time.

6.9. Cycle Scheme (non contractual)

There is a cycle scheme provided through Salary Extras, which is a tax efficient way for employees to purchase a new bike. The scheme allows College employees to purchase a bike as well as a range of safety and security accessories. Payment is made directly through salary sacrifice meaning you pay a small amount each month directly from your salary, this means your purchase will be tax-free, usually saving a minimum of 25% on the retail price should you buy the same bike in the shop directly. You must use the Equipment mainly for commuting, although you are entitled to use it for other purposes as well. For further details and to apply please visit the salary extras website, and click on 'Bike Scheme' under 'Your Benefits'. This is a non-contractual benefit which may be withdrawn or amended at any time.

Staff are able to join the scheme after successful completion of their probation period, and are eligible providing their contract will exceed 12 months from completion of probation, or the hire period, if that is longer, and providing their earnings after salary sacrifice will not fall below the minimum wage.

6.10. Social Activities

There is a Social Committee responsible for organising social events throughout the year including raffles and the Christmas Party. Further details are in section 19.5

6.11. College Exercise Space (non-contractual)

There is a College exercise space available for staff to use for a nominal quarterly membership charge of £15. For further details and to enrol as a member, please visit the College Website Exercise Spaces page.

6.12. University Housing (non-contractual)

University housing may be available for rent at the North West Cambridge Development.

The Development is situated between Huntingdon Road and Madingley Road and includes a primary school a community centre, supermarket, parks and sports pitches. For more information please see http://www.nwcambridge.co.uk/

The homes will be available to rent to:

- Employees of the University, Colleges or an Affiliated Institution (which include the Babraham Institute, British Antarctic Survey, Cambridge Assessment centre, Cambridge University press, European Bioinformatics Institute , Microsoft Research, MRC , Sanger Institute, Wellcome Trust and NIAB);
- Staff who have a contract of more than 18 hours per week and at least 12 months remaining;

Eligibility and priority for the allocation process is governed by planning constraints of the development. Priority will be given to University staff, with College staff and staff from a number of affiliated institutions being treated equally thereafter. College staff are still encouraged to apply due to levels of stock being built.

For further information and to make an application, please follow the link on the University's Accommodation Service website at http://www.accommodation.cam.ac.uk/

6.13. University Nurseries (non-contractual)

College staff are eligible to apply for a place in the University Workplace Nurseries and will benefit from the University's subsidised nursery fees. Staff may also wish to check their eligibility for the government's Tax-Free Childcare Scheme and funded childcare hours here: Childcare Choices – Homepage.

Application process

1. Parents complete the University Nursery Application Form.
2. The completed form is returned to the College HR Department, who will verify:
    - that the applicant is a member of College staff
    - the applicant's employment start and end dates
3. Once verified, please email the completed application form to: **childcareservices@admin.cam.ac.uk**
4. Childcare Services will confirm that the registration fee has been paid, process the application, and send a confirmation email to the applicant.

Nursery places are allocated by the nursery management team, who will contact parents directly when a place becomes available.

Further details can be found at Childcare Services |

7. HOLIDAYS AND OTHER LEAVE

7.1. Holidays

Full time College staff are normally entitled to 6.6 weeks of annual leave in a full leave year, equivalent to 25 working days' per year, plus 8 Bank Holidays, for full time staff who work 5 days per week, this will be pro rata for part time College staff, and may be calculated in hours for staff with non-standard working patterns. Extra days holiday will be allowed for staff with long service - one extra day is allowed after 6 years' service, 2 after 9 years, 3 after 12 years, 4 after 15 years and 5 (the maximum) after 18 years.

The actual dates on which leave may be taken will be agreed with the head of department after consultation with the Head of HR if necessary. The head of department will usually need to determine any days when holiday may be embargoed and may operate a first come first served system to ensure the fair allocation of holidays. Staff members are responsible for ensuring that they take their full holiday entitlement at a time convenient to the smooth operation of the College. Generally speaking no more than 2 weeks' leave (10 working days, or the equivalent of two working weeks for part time staff) will be granted for a holiday (particularly at busy times). If a longer break is being requested the head of department must be consulted as early as possible, but approval will only be by exception. Leave taken by each member of staff in each leave year must be recorded in the HR Leave System on the College intranet, and should be requested via My.Robinson.

The leave year follows the academic year, i.e. from 1 October to 30 September. Annual holidays and any additional leave should be taken before 30 September in each year. At the discretion of the Head of Department, up to 5 days may be carried forward up to the end of December (or the equivalent of one working week for part time staff), although not beyond without the written permission of the Head of HR. Payment for any untaken part of the holiday entitlement is only made on an exceptional basis and requires the direct authorisation of the Finance Bursar.

An employee appointed after the beginning of an academic year will be entitled to that proportion of annual leave with pay which is the same as the proportion of the year for which they have worked.

An employee whose employment is terminated by notice (either by the College or by the employee) during the course of the academic year, except in cases of serious misconduct, will be entitled to take any balance of annual leave due to them. Where an employee's employment is terminated by the College without notice in circumstances of gross misconduct, payment will be made only in respect of any outstanding statutory holiday entitlement under the Working Time Regulations 1998. The amount of annual leave will be calculated as a proportion of the year already worked. At the discretion of the Finance Bursar, salary in lieu of leave may be paid if it is impracticable for the holiday entitlement outstanding to be taken as leave before employment ends. However, payment is not offered as an alternative to leave.

Bank Holidays

The number of staff members required to work on a Bank Holiday is to be kept to a minimum. Staff who are required by the College to work on a Bank Holiday will be paid at double time for the hours worked, or in accordance with their contractual terms. Members of staff may not elect to work on a Bank Holiday by their own choice in order to take the holiday at another time.

7.2. Other Leave

Unpaid Leave

In exceptional circumstances a head of department may agree to allow a member of staff to be absent on unpaid leave, subject to the approval of the Head of HR who shall consider each particular case on its own merits. Such leave will be subject to the needs of the department and be recommended for approval in advance.

Compassionate Leave

Paid compassionate leave, normally up to a maximum of 5 working days, will be granted only when a close relative dies, is very seriously ill or is in urgent need of help through unforeseen circumstances. The College defines a close relative as a child, parent, spouse, partner or civil partner, sibling, grandparent or grandchild.

Staff should ensure their head of department is aware as soon as is practical when they intend to be off and indicate how long they anticipate this being for.

Time off for Emergencies Involving Dependants (Unpaid)

Employees may take a reasonable amount of time off for incidents such as:

- To provide assistance for a dependant who falls ill, is injured or gives birth (unless the circumstances fall within the College's Maternity, Paternity and Parental Leave provisions, when they will be covered by Section 11).
- To arrange for the provision of care for an ill or injured dependant in the event of unexpected disruption or termination of care arrangements for a dependant.
- To deal with an incident involving a child of the employee occurring during school hours.

These are examples only and each request will be judged separately entirely on its specific merits. Except in circumstances which the College judges to be wholly exceptional, employees may not take more than one or two days' leave at any one time for these kinds of emergencies. Employees are required to give as much notice as possible of any necessity to take emergency leave. Where it is impossible to give notice employees must contact the College as soon as possible to explain the circumstances necessitating the taking of emergency leave.

It should be noted that the initial statutory right will normally be unpaid. The College may, at its discretion, permit annual leave or other paid leave arrangements (such as the use of lieu time) at short notice to cover these circumstances.

Statutory Time off (Paid)

- Recognised union and accredited safety representatives may take reasonable time off to attend to their duties and undergo training.
- Pregnant women may take time off for ante-natal care.

- Employees under notice of redundancy, who have at least two years' service with the College, may take reasonable time off to seek work or arrange training.

Statutory Time Off (Unpaid)

- Union members may take reasonable time off to take part in official union activities.

- The holders of certain public offices may take reasonable time off to fulfil their duties.

As much notice as possible should be given in respect of statutory time off.

Special Leave

In addition, staff may be granted paid or unpaid time off at the discretion of the relevant head of department or Senior Officer as follows:

- Dentist/Doctor/Optician/Blood donor visits (with confirmation of appointment if necessary) (these are expected to be booked, where possible, at the beginning or end of the working day to minimise disruption. The Head of Department will determine what constitutes a reasonable amount of paid time off for appointments, taking into account the employee's working hours and the operational impact of the absence. Where appropriate, employees may be required to use annual leave, accrued lieu time, or agree an adjustment to their working pattern).

- Study leave for examinations for an approved course of study.

- Compassionate leave, for bereavement or other domestic crises.

- Territorial Army training, up to one week per year.

- Training as a member of the Reserves of the Armed Forces.

- Jury service/court appearances as a witness (basic pay less any payments made by the court).

Urgent temporary leave of absence, if asked for, will not be unreasonably withheld, but prior permission of the head of department will always be required.

Special leave will be authorised by the head of department, or appropriate Senior Officer if necessary, and may be paid or unpaid leave according to circumstances or may be taken from annual holiday entitlement.

7.3. Unauthorised Absence

Absence from work without leave or adequate explanation is a breach of discipline and may lead to disciplinary action.

A member of staff who is absent without authorisation may only be paid for hours actually worked within that pay period.

8. SICKNESS ABSENCE

When a member of the College staff is unable to perform their duties on account of illness, injury or disability which is not due to their own cause or default, payment in lieu of salary or wages will be in accordance with the following rules:

8.1. Notification

- The cause of incapacity and its expected duration is to be notified to the line manager as soon as possible before the start of the employee's working day. Employees should seek to speak to their supervisor at least one hour before they are due to start. If a voicemail message has to be left, they should confirm a telephone number on which they can be contacted. They should make the call themselves and only in exceptional circumstances should someone else call on their behalf. Text messages will not be accepted as an appropriate way to notify absence. During the call employees must state the reason for the absence and the expected duration or return date. Employees who are not able to work but are too ill to telephone must arrange for a relative or friend to telephone on their behalf. When an absence extends to more than one day, regular (daily) phone calls to the line manager are required to ensure that the College is aware of progress.

- The employee must complete with the line manager **an Employees Personal Sickness Certificate and Return to Work Form**, immediately on returning to work after any period of absence due to sickness of up to and including 7 calendar days. Sickness on Saturdays, Sundays and Public Holidays (including alternative rest days) must be included as part of the period of sickness.

- If the period of sickness continues beyond 7 calendar days, an **Employees Personal Sickness Certificate and Return to Work Form** will still be required to be completed on return to work, but after the seventh day a Fit Note i.e. doctor's statement (or statements) (Form Med 3, 5 or 10 etc.) is to be sent to the line manager without delay to cover all further absence beyond the seventh day. Failure to submit a Fit Note may result in the employee's absence being treated as unauthorised i.e. the employee may not be paid for such time.

- GPs will issue a modified Fit Note which indicates whether a person could be "fit to work" if various temporary adjustments could be made. It is imperative that such information when provided by a GP is communicated to the line manager without delay – by telephone or email. The line manager will consult with the Head of HR to consider whether a return to work can be arranged. Failure to pass on such information may result in the payment of College Sick Pay being reviewed.

- When more than one period of sickness of seven days or less occur within a 28 day period, the College requires a doctor's statement; failure to produce a certificate will result in only Statutory Sick Pay being paid for each period. Note: Special rules for SSP apply for so called "linked" periods of sickness, details are available from the Payroll Assistant.

8.2. Return to work interviews

On the day that you return to work, your line manager will meet with you to discuss the reason for your absence, your current fitness to work and what has happened at work in your absence. If there are any underlying problems or reasons that have caused you to take time off, which you have not already informed the College about, this is a good opportunity to discuss them. If you have not already sent us your self-certification form or fit note you should hand these in at this meeting.

We recognise that there may be circumstances where you would prefer not to discuss the reason for your absence with your line manager. If this is the case, you can have the return to work interview with HR.

8.3. Payments

Where College Sick Pay is agreed (see above for situations when, notwithstanding general rules, College Sick Pay may not be payable) amounts of payment in lieu of salary or wages will accord with the following:

- Those employees who are eligible for Statutory Sick Pay (SSP), and who have been in continuous service with the College for more than one year as at the first day of absence due to sickness, will receive a maximum of 13 weeks' payment in any one period of 12 months. This is calculated by counting the days of absence for 12 months prior to the first day of sickness. Periods of sickness may be linked using the same rules as for SSP. This means that periods of sickness separated by less than 56 days will count as a single period.

- The amount of payment for the relevant number of weeks will be the employee's basic salary or wages. Any Statutory Sick Pay to which the employee is entitled shall be deemed to be included in the amount payable. After the expiry of the relevant number of weeks of sickness, the employee will receive only the amount of Statutory Sick Pay to which they are entitled. However, in exceptional cases, the maximum periods specified may be extended at the discretion of the College authorities.

- If your sickness absence continues beyond 12 months, no further College Sick Pay will become due to you.

- Those employees who are eligible for Statutory Sick Pay, and who have been in continuous service with the College for less than one year as at the first day of absence due to sickness, shall receive Statutory Sick Pay only.

- Those employees who are working their notice period shall receive Statutory Sick Pay only.

The maximum periods specified above will include all periods of absence from work due to sickness for one day or more, but will exclude:

- Absences of less than one working day, provided that the number of such absences does not exceed five in any one period of 12 months;

Absence through injury sustained by an employee in the discharge of their duties except when the employee is at fault.

The following further rules concerning the amount of payment in lieu of salary or wages will apply:

- Where there is evidence that absence on grounds of sickness is due or attributable to:
    - an employee's misconduct
    - injury whilst working for private gain in their own time whether for themself or for another employer

  The College reserves the right to reduce or discontinue any payment in lieu of salary or wages.

- If an employee is absent from work as a result of incapacity for which a third party is liable (whether in full or in part) then they will not be entitled as of right to sick pay or other remuneration during such absence and any payments made by the College in the period of the absence shall be an interest-free loan. If the employee recovers damages they will repay the College any sums received as compensation for loss of remuneration for this period but limited to the amount of the interest-free loan. If no damages are received the employee will not be required to repay the loan or any part of it. Typically, this section will apply to an employee involved in a car accident and they are injured but are the innocent party in the accident.

- Should an employee, under any circumstances, be required to claim Sickness Benefit they must inform the head of department of any amount they receive under the National Insurance Acts. Such sickness benefits received by the employee will then be offset against any payment due from the College under these rules.

- For the purpose of these rules, an employee shall be deemed to be entitled to the normal statutory benefits for themself and their dependants unless they show proof to the contrary. Failure to make a claim in the prescribed manner will not be accepted as constituting loss of entitlement to benefit.

8.4. Sickness on Annual Leave

If you fall ill during a period booked off as part of the 4 week minimum statutory holiday entitlement you are entitled to under the Working Time Directive (WTD) such that you would be unfit to attend work, you may ask us (in writing) to reclassify the balance of this holiday as sick leave and postpone the relevant holiday until a later date. It is only in the most exceptional circumstances that you will be able to make a request to reclassify and postpone such holiday retrospectively, so you must notify us of your sickness on the first day of your sickness absence, where possible following the normal sickness absence reporting requirements.

You can only reclassify such holiday as sickness absence if you provide an applicable medical certificate/fit note to cover each day of sickness absence. You will not be able to self-certify such absence, even if it is for less than eight days. These requirements apply even if you are abroad, so for example, you should email us a scanned or photographed copy of applicable certificates obtained from a local doctor.

If you are ill and unfit for work before a period of pre-arranged holiday and it is clear that you will remain unfit for work for the period of that holiday, you may ask us (in writing) to reschedule the holiday that qualifies as WTD holiday. You should continue to adhere to the rules regarding notification of sickness absence and provision of medical certificates. Where you seek to postpone holiday because

you fall ill during holiday or are off sick before pre-arranged holiday and expect to remain unfit for work during that holiday, you will need to amend your HRIS leave record in relation to the period of holiday you are seeking to postpone and obtain your line manager's permission. Where you seek to postpone holiday because you fall ill during holiday or are off sick before pre-arranged holiday and expect to remain unfit for work during that holiday, days converted from a period of holiday to sickness absence will count in the normal way for the purposes of the Managing Attendance Policy including the Management of longer-term absence and underlying medical conditions.

8.5. Requesting paid holiday during sickness absence

If you are absent on long-term sick leave, you can apply to take some or all of your outstanding holiday entitlement during your sickness absence. If you wish to do so, you must contact the Head of HR. We reserve the right to refuse such a request as per the College's normal discretion in relation to holiday requests.

We will not normally accept a request where an employee will have time left in the holiday year to take the holiday and/or where it relates to a short period of holiday to cover short-term sickness absence.

When you take a period of paid holiday at a time when you are absent on sick leave, SSP is still payable if all the usual qualifying criteria apply. This means your holiday pay will be inclusive of any SSP pay due to you. You will not, however, be entitled to College sick pay in addition to holiday pay.

Where we accept your request to use holiday to maintain pay during sickness, we will record your absence as sickness and it will count in the normal way for the purposes of the Managing Attendance Policy including the Management of longer-term absence and underlying medical conditions.

8.6. College notification of paid holiday during sickness absence

If you have exhausted your entitlement to College sick pay (and/or SSP), and it is clear to us that you are unlikely to return to work before the end of the College's holiday year, we may nominate days of your sickness absence to be taken as a period of outstanding holiday entitlement.

If we choose to do this, we will give you advance written notice of at least twice the number of days of holiday we are nominating. If you do not wish to take the period of holiday at the nominated time, you should let us know within 7 days of receiving our letter of notification.

8.7. Long-Term Ill Health

When an employee is ill for a long time, the difficulties of continuing without that employee become increasingly apparent. Eventually, the College may have to decide to take action to terminate employment; such a decision will depend on the circumstances of each case. Any employee who has frequent absences, or a single prolonged absence on account of sickness, may therefore be required to authorise the College authorities to seek further information from the employee's doctor, to be given access to health records and medical reports, or to agree to be examined by a doctor nominated by the College. If the employee withholds consent a decision about the employee may have to be made without the relevant information. Please see the Managing Attendance Policy for further information, regarding the formal process.

8.8. Injury at work

All accidents and any injury, however slight, which occur whilst on College premises, or on authorised College business, must be reported as soon as possible to your line manager and you or your line manager must complete the Accident and Near Miss Form. Full details must be given as to how the injury happened, together with its nature and extent. This information must be recorded on an accident form.

8.9. Monitoring and Review of Absences

Levels of absence need to be contained at a minimum level because the work of all members of staff is important. Heads of departments therefore maintain a reasonable summary of each individual's attendance records in order to monitor any potential problems or highlight good aspects. These records are retained on staff files.

Any member of staff whose frequency or length of absence is at an unacceptable level (whether certified or not) will be interviewed and reviewed over a period when a substantial improvement will be sought. Failure to attain and sustain the standard required could result in action being taken in accordance with the College's Managing Attendance Policy. Whenever ill-health problems result in a poor attendance record and no matter how genuine the absence may be, there comes a time when the College's need for employees to attend work regularly is greater than the need to provide secure employment. It becomes a question of whether the employee is fit enough to undertake the duties required by the College or whether termination of employment has to be considered (see Section 8.7 (Long-Term Ill Health)).

Further details can be found in the Colleges Managing Attendance Policy.

8.10. Disciplinary policy

If the College has reason to believe that you have taken or are taking sickness absence when you are not unwell, we may invoke our disciplinary policy. We may also treat other actions and failures under this policy as misconduct for the purposes of the disciplinary policy, such as a failure to maintain regular contact and/or notify us of your absence and/or supply fit notes/medical certificates as stipulated.

8.11. New Employees

New employees who have been issued with a linking letter from DWP which indicates that they have been in recent receipt of State Benefit or a Form SSP1 (L) from a previous employer regarding recent receipt of Statutory Sick Pay must submit these documents to the Payroll Officer within 7 calendar days of commencing employment with the College.

During a new employee's probation period, in the event that the employee's sickness/absence has created cause for concern, the College reserves the right to temporarily suspend payment of calculated advance pay i.e. payment for days anticipated to be worked which would normally be made on 20th of the month. Under such circumstances, the College would explain the situation to the employee and make suitable arrangements for an advance of pay as necessary.

8.12. Elective Surgery

It is recognised that from time to time members of staff will wish or need to have surgery to improve their lives; such elective surgery should, where possible, be timed to minimise inconvenience to the College. Timings should be agreed with the head of department and the overall absence be agreed in advance, with advice from the Colleges own medical resources. There is no automatic right to College Sick Pay for elective surgery. Whether College Sick Pay will be payable will be considered following consultation with the employee, consideration of the reason for the surgery (i.e. cosmetic or medically necessary) any information from a GP and/or the Colleges own medical resources. Where College Sick Pay is not paid, a member of staff may be able to use accumulated lieu time, annual holiday entitlement or receive SSP.

8.13. Travel to Work

It is a member of staff's responsibility to get themself to work. However, a situation may arise when a member of staff who is otherwise fit to undertake normal duties is unable to travel to work because of an injury or other ailment (e.g. is unable to drive). A member of staff in this position should contact their head of department without delay so the College can consider how best it can help and/or advise; getting a lift from a fellow member of staff, working from home or even getting a taxi are all options. In such circumstances there will be no automatic right to College Sick Pay.

9. PERFORMANCE

9.1. Annual Reviews

Every member of staff is required to take part in an Annual Review. The Reviewer will normally be the head of department or direct line manager or supervisor of the member of staff being reviewed.

It is important that the Annual Review focuses upon some clear objectives so that the effort it demands from both reviewer and member of staff can be directed towards specific outcomes. The benefits of Annual Review in terms of improved communication and enhanced performance, both for the individuals involved and for the College, will be achieved only by the continuous commitment of all those involved in the scheme.

Timing of Annual Reviews

Each year between December and March all HODs will prepare a schedule so that each member of their team is allotted an Annual Review meeting with them. New staff who are still in their probationary period will be seen as normal for their probation one-to-one. Otherwise, all staff will be included on the Annual Review schedule.

The appraisal interview schedule will start from College Officer or HOD level downwards in order that communication of College objectives can be made more effectively. It is important that these objectives are considered when discussing performance and development with each individual so that they remain clear about the importance of their work within the context of the College's objectives and that any planned development is relevant to the College's needs.

Annual Review paperwork

Annual Review paperwork is provided on the College Intranet. It is downloadable and HODs and staff can choose whether they prefer to use the document electronically or as hard copy.

Any paperwork or electronically filed forms should be completed within two weeks of the Annual Review meeting and must be kept absolutely confidential. Either a hard copy or an electronic copy must sent to the Head of HR to place on the individual's own personnel file, but the employee must have a copy of the Annual Review for their own safekeeping. The completed form must be viewed as a working document and as such be continually referred to and reviewed throughout the year.

9.2. Performance Standards

Through the provision of job descriptions, training and policies, and regular meetings with the line manager employees should be made fully aware of the performance standards they are expected to deliver. Employees should have regular meetings with their managers to discuss their work and performance in addition to the formal Annual Review.

Employees should undertake their duties as detailed within their job descriptions to the highest standards possible, and to keep up to date with any training and development required of their role.

9.3. Managing Poor Performance

There is a Managing Performance Policy and Procedure which is designed to address poor performance (by which we mean lack of skill and aptitude in undertaking a job role). Where an employee is failing to

perform to a satisfactory level, the purpose of this procedure is to bring about an improvement in performance if an employee is not achieving the standards we expect.

The action taken in each case will be that which we consider appropriate taking into account the particular circumstances.

At our discretion, we may choose to deal with minor instances of unsatisfactory performance informally by way of counselling, guidance or instruction or informal cautioning. If a problem continues or we judge it to be sufficiently serious, the **Managing Performance** procedure will apply.

Please refer to the Managing Performance Policy for further details.

10. EMPLOYEE RELATIONS

10.1. Disciplinary Procedure

Disciplinary rules and procedures are necessary for promoting fairness and consistency in the treatment of all employees and in the conduct of industrial relations. They also assist an organisation to function effectively. Rules set standards of conduct at work; procedures help to ensure that the standards are adhered to and also provide a fair method of dealing with alleged failures to observe them. The College procedures detailed below comply with the Acas Code of Practice.

Many potential disciplinary or grievance issues can be resolved informally. A quiet word is often all that is required to resolve an issue. However, where an issue cannot be resolved informally then it may be pursued formally. The Acas Code sets out the basic requirements of fairness that will be applicable in most cases; it is intended to provide the standard of reasonable behaviour in all instances.

Heads of department should keep a written record of any disciplinary cases they deal with, even informal matters.

Whenever a disciplinary is being followed by the College it is important to deal with issues fairly. The Acas Code includes a number of basic elements:

- Employers and employees should raise and deal with issues promptly and should not unreasonably delay meetings, decisions or confirmation of those decisions.
- Employers and employees should act consistently.
- Employers should carry out any necessary investigations, to establish the facts of the case.
- Employers should inform employees of the basis of the problem and give them an opportunity to put their case in response before any decisions are made.
- Employers should allow employees to be accompanied at any formal disciplinary or grievance meeting.
- Employers should allow an employee to appeal against any formal decision made.

ROBINSON COLLEGE PROCEDURES

I. Establish the facts of each case

It is important to carry out necessary investigations of potential disciplinary matters without unreasonable delay to establish the facts of the case. In some cases this will require the holding of an investigatory meeting with the employee before proceeding to any disciplinary hearing. In others, the investigatory stage will be the collation of evidence by the College for use at any disciplinary hearing.

In misconduct cases, where practicable, different people will carry out the investigation and disciplinary hearing. Generally, the Head of HR will appoint a head of department who is not the head of department of the employee to undertake the investigation and prepare a report.

If there is an investigatory meeting this should not by itself result in any disciplinary action. Although there is no statutory right for an employee to be accompanied at a formal investigatory meeting, generally, the College will afford this facility at any formal investigatory meeting.

If the College decides that a period of suspension with pay is necessary, this period will be as brief as possible, will be kept under review and it will be made clear that this suspension is not considered a disciplinary action.

II. Inform the member of staff if there is no case to answer

If the Investigation Report indicates that there is no disciplinary case to answer the member of staff will be informed without unnecessary delay.

III. Inform the member of staff of the problem

If the Investing Manager concludes that there may be a disciplinary case to answer, the member of staff will be notified of this in writing. This letter will contain sufficient information about the alleged misconduct or poor performance and its possible consequences to enable the member of staff to prepare to answer the case at the disciplinary meeting. Normally the College will provide copies of any written evidence and copies of any witness statements, with the notification letter.

The notification will also give details of the time and venue for the disciplinary meeting and advise the member of staff of their right to be accompanied at the meeting. The letter will advise who will chair the meeting, but generally, this will be the head of department, Finance Bursar or a Fellow appointed by the Warden.

IV. Hold a meeting with the member of staff to discuss the problem

The disciplinary meeting will be held without unreasonable delay whilst allowing the member of staff reasonable time to prepare their case.

The member of staff (and their companion) must make every effort to attend the meeting. At the meeting the Chair will explain the complaint against the member of staff and go through the evidence that has been gathered. The member of staff will then be allowed to set out their case and answer any allegations that have been made. The member of staff will also be given a reasonable opportunity to ask questions, present evidence and call relevant witnesses. They will also be given an opportunity to raise points about any information provided by witnesses. Where the College or member of staff intends to call relevant witnesses they are required to give advance notice that they intend to do this.

V. Allow the employee to be accompanied at the meeting

Workers have a statutory right to be accompanied by a companion where the disciplinary meeting could result in

- A formal warning being issued; or
- The taking of some other disciplinary action; or
- The confirmation of a warning or some other disciplinary action (appeal hearings).

The chosen companion may be a fellow worker, a trade union representative, or an official employed by a trade union. A trade union representative who is not an employed official must have been certified by their union as being competent to accompany a worker.

To exercise the statutory right to be accompanied workers must make a reasonable request. What is reasonable will depend on the circumstances of each individual case. However, it would not normally

be reasonable for workers to insist on being accompanied by a companion whose presence would prejudice the hearing nor would it be reasonable for a worker to ask to be accompanied by a companion from a remote geographical location if someone suitable and willing was available on site.

The companion should be allowed to address the hearing to put and sum up the worker's case, respond on behalf of the worker to any views expressed at the meeting and confer with the worker during the hearing. The companion does not, however, have the right to answer questions on the worker's behalf, address the hearing if the worker does not wish it or prevent the employer from explaining their case.

VI. Decide on appropriate action

After the meeting the head of department, Finance Bursar or Fellow chairing the meeting will decide whether or not disciplinary or any other action is justified and inform the member of staff accordingly in writing within 5 working days of holding the meeting.

Where misconduct is confirmed it is usual to give a written warning. A further act of misconduct or failure to improve performance within a set period will normally result in a final written warning.

If a member of staff's first misconduct is sufficiently serious, it may be appropriate to move directly to a final written warning. This might occur where the member of staff's actions have had, or are liable to have, a serious or harmful impact on the College.

A first or final written warning will set out the nature of the misconduct and the change in behaviour required (with timescale). A warning will remain on the member of staff's personal file for 12 months. The member of staff will be informed of the consequences of further misconduct, within the set period following a warning. For instance, that it may result in a further or final warning, dismissal or some other contractual penalty such as demotion or loss of seniority.

In the case of dismissal the member of staff will be informed as soon as possible of the reasons for the dismissal, the date on which the employment contract will end, the appropriate period of notice and their right of appeal.

In exceptional circumstances, employees may be dismissed without notice or warning if it has been established, after investigation and after hearing the member of staff's explanation, that there has been an act which constitutes gross misconduct. Examples of action which may constitute gross misconduct include (please note this list is not exhaustive):

- Gross insubordination
- Serious breach of the College's health and safety rules
- Theft or fraud from the College, any other employee of the College or any senior member, student or visitor
- Malicious damage to property of the College or any of its Fellows, students, staff or visitors
- Being under the influence of alcohol or illegal drugs at work
- Disorderly or threatening conduct on College premises
- Contravention of the equal opportunities and discrimination rules including harassment
- Covert recording

- Unauthorised disclosure of personal data
- Unauthorised absence
- Bringing the College into disrepute

Where a member of staff is persistently unable or unwilling to attend a disciplinary meeting without good cause the College will make a decision on the evidence available.

VII. Provide employees with an opportunity to appeal

See Appeals Procedure Section 10.3.

VIII. Overlapping grievance and disciplinary cases

Where a member of staff raises a grievance during a disciplinary process the disciplinary process may be temporarily suspended in order to deal with the grievance. Where the grievance and disciplinary cases are related it may be appropriate to deal with both issues concurrently.

10.2. Grievance Procedure

A member of staff with a personal grievance relating to their employment by the College should first discuss the matter with their head of department.

If it is not possible to resolve a grievance informally members of staff should raise the matter formally and without unreasonable delay with the Head of HR, unless the Head of HR is the subject of the grievance, in which case the matter should be raised with the Finance Bursar. This should be done in writing and should set out the nature of the grievance.

I. Hold a meeting with the member of staff to discuss the grievance

The College will arrange for a formal meeting, chaired by either the Head of Operations or the Head of Estates. If both head of departments are conflicted because of direct involvement or for other reasons, either a different Senior Head of Department will hear the grievance, or the Finance Bursar will hear the grievance, or the Warden will nominate a Fellow of the College to hear the Grievance, to be held without unreasonable delay after a grievance is received. Generally, the meeting will be held within 10 working days of receipt of the grievance and at a time convenient to the member of staff.

The complainant (and their companion) should make every effort to attend the meeting. The complainant will be allowed to explain their grievance and propose how they think the matter should be resolved. Consideration will be given to adjourning the meeting for any investigation that may be necessary.

II. Allow the member of staff to be accompanied at the meeting

Workers have a statutory right to be accompanied by a companion at a grievance meeting which deals with a complaint about a duty owed by the College to the worker. So this would apply where the complaint is, for example, that the employer is not honouring the worker's contract, or is in breach of legislation.

The chosen companion may be a fellow worker a trade union representative or an official employed by a trade union. A trade union representative who is not an employed official must have been certified by their union as being competent to accompany a worker.

To exercise the right to be accompanied a worker must first make a reasonable request. What is reasonable will depend on the circumstances of each individual case. However it would not normally be reasonable for workers to insist on being accompanied by a companion whose presence would prejudice the hearing nor would it be reasonable for a worker to ask to be accompanied by a companion from a remote geographical location if someone suitable and willing was available on site.

The companion should be allowed to address the hearing to put and sum up the worker's case, respond on behalf of the worker to any views expressed at the meeting and confer with the worker during the hearing. The companion does not however, have the right to answer questions on the workers behalf, address the hearing if the worker does not wish it or prevent the employer from explaining their case.

III. Decide on appropriate action

Following the meeting the Head of Department, Finance Bursar or Fellow designated by the Warden will decide on what action, if any, to take. The decisions will be communicated to the member of staff, in writing, without unreasonable delay, usually within 10 working days, and, where appropriate, will set out what action the College intends to take to resolve the grievance. The member of staff will be informed that they can appeal if they are not content with the action taken.

IV. Taking the grievance further if not resolved

See Appeals Procedure Section 10.3.

V. Overlapping grievance and disciplinary cases

Where a member of staff raises a grievance during a disciplinary process the disciplinary process may be temporarily suspended in order to deal with the grievance. Where the grievance and disciplinary cases are related it may be appropriate to deal with both issues concurrently.

10.3. Appeals Procedure

The procedure allows for appeals to be considered where a member of staff may need to formally exercise their right to challenge decisions made regarding their employment.

The procedure aims to ensure fairness and consistency in the application of the Colleges HR procedures. Staff have the right to appeal against:

- A formal grievance outcome
- Formal action taken in regards to disciplinary/ performance/attendance issues
- Termination of Employment
- Redundancy
- Flexible working request outcome

Roles and responsibilities

- An appeal must be made in writing to the Head of HR within 5 working days of the date of notification of the formal sanction/ decision. It must clearly state why the action is too severe, inappropriate or unfair i.e. the grounds of appeal.
- An appeal hearing will chaired by a more Senior Head of Department, the Finance Bursar or a Fellow designated by the Warden.
- The Head of HR is expected to provide advice and guidance on the application of the procedure and may attend the appeal hearing where appropriate.
- The employee has the right to be accompanied to the appeal hearing by a fellow worker, a trade union representative or an official employed by a trade union.

Appeal consideration

The Chair will consider the following before making a decision:

- Whether the original matters/ allegations were adequately considered/ investigated
- Whether the College procedures were fairly and correctly implemented
- Whether the decision/ action taken was reasonable

Appeal decision

The Chair will make one of three decisions:

- To uphold the appeal
- To substitute a different outcome
- To dismiss the appeal

The Chair's decision will be final and will be given in writing as soon as is reasonably practicable after the appeal hearing.

10.4. Trade Union Membership

The College respects the legal rights of all employees and workers in relation to trade union membership.

All workers have the right to join a trade union of their choice. Whether to join a trade union is a personal decision for each individual. Employees and workers are free to choose whether or not they wish to become members of a trade union.

The College is committed to ensuring that no employee or worker is disadvantaged, treated less favourably, subjected to any detriment, or discriminated against because they:

- are a member of a trade union;
- are not a member of a trade union;
- seek to become a member of a trade union; or
- take part in lawful trade union activities.

Managers must not take trade union membership, non-membership, or lawful trade union activities into account when making decisions relating to recruitment, promotion, training, pay, performance management, disciplinary action, redundancy selection, or any other aspect of employment.

Questions regarding trade union rights or workplace representation should be raised with the HR Department.

10.5. Staff Information and Consultation

Robinson College believes in providing excellent staff communications.

Heads of department all have a responsibility to ensure that information from the College Management is passed to all members of staff. Conversely heads of department have a responsibility to convey questions, concerns and suggestions from their staff to the College Management. Whilst the College wishes to promote the informal free flow of non-confidential information, there is a formal system for staff information and consultation. The policy for this was agreed following a consultation exercise carried out in March 2007 and ratified by College Council in May 2007.

The College will arrange for the Warden to deliver an annual update and question/answer session to which all staff will be invited. Further updates on the College's finances or other matters may be given from time to time, either by The Warden, the Finance Bursar, or other College Officers.

Staff Information and Consultation Committee (SICC)

The purpose of the SICC is to facilitate communication, consultation, and discussion with staff on matters relating to the operations of the College and their employment.

- A SICC meeting will be held once a quarter, chaired by the Head of Operations.
- All Members of the SICC are encouraged, prior to each meeting, to consult with their colleagues, for example by soliciting information and questions.
- All Members of the SICC are encouraged, following each meeting, to disseminate minutes and any other comments amongst their colleagues.

SICC Membership

The members of the Committee shall consist of:

Head of Operations (ex officio) Chair

Head of HR (ex officio)	Secretary
Representative(s) elected by and from the following staff departments:	
Admissions and Tutorial	one representative
College Office, IT and Library	one representative
Development and Warden's Office	one representative
Gardens	one representative
Maintenance	one representative
Porters Lodge	one representative
Catering	two representatives
Housekeeping	two representatives

Further information can be found in the documents, Constitution of SICC**.** Information on the current composition of SICC, i.e. the current representatives can be obtained from the HR department.

11. FAMILY FRIENDLY POLICIES

11.1. Maternity Policy

The College's maternity policy, in certain respects, exceeds the statutory requirements relating to maternity rights.

All staff regardless of their length of service are entitled to take up to one year's (52 weeks) maternity leave. This is made up of 26 weeks Ordinary Maternity Leave and 26 weeks Additional Maternity Leave. All contractual benefits continue except for salary or wages. Maternity leave should normally commence no earlier than 11 weeks before the expected week of birth, and must extend to at least two weeks after the birth.

A member of staff may choose not to begin their maternity leave until shortly before the expected date of delivery. If the baby is born before they have begun their maternity leave, the maternity leave and pay commences on that earlier date.

A member of staff who is on sick leave because of a pregnancy-related illness at the fourth week before the expected week of childbirth (EWC) will commence their maternity leave at that date and will transfer from sick pay to maternity pay; if they become sick with a pregnancy-related illness after the beginning of the fourth week before the expected week of birth, their maternity pay and leave will commence on the first day of illness.

If the baby is born before the 11th week before the EWC, the maternity leave and pay commences immediately. Staff should inform their head of department and the Head of HR as soon as possible after the birth.

If a pregnancy ends in a stillbirth after the 24th week of pregnancy, a member of staff is entitled to maternity leave and pay.

Notification of Pregnancy

By the end of the 15th week before their expected week of childbirth (EWC), a member of staff should notify the College in writing, through their head of department, of their intention to take maternity leave including the following:

- A statement that they are pregnant.
- The expected week of childbirth, given in a medical certificate (MATB1).
- The date on which they intend their maternity leave to start.
- Whether they intend to return to work after the period of maternity leave.

The College will acknowledge correctly provided notification within 28 days.

College Maternity Pay

An employee of the College who becomes pregnant will be eligible for maternity pay subject to the following conditions:

- They are is employed by the College continuously for 26 weeks by the 15th week before EWC.

- Notification has been given correctly (as above).
- Notification is given at least 28 days before the date of absence. The dates of absence may be changed provided 28 days' notice is given.
- They are still pregnant at the 15th week before the expected week of childbirth.
- They continue to be employed until fourteen weeks before the expected week of childbirth.
- The employee undertakes to inform the Head of HR or her deputy if at any time during their Maternity Pay Period they go abroad outside the European Community or are taken into legal custody.

Pregnant employees who meet the conditions above will be entitled to enhanced maternity pay paid by the College.

For pregnant employees who do not meet this qualification, maternity allowance may be payable through the Job Centre and the College will provide the employee with form SMP1 in order that she can make a claim.

If all the above requirements are satisfied, and providing the employee has stated that they will be returning to work following maternity leave, College maternity pay will be granted as follows:

- 18 weeks' pay at normal salary followed by,
- 21 weeks' pay at the Statutory Maternity Pay rate or 90% of average weekly earnings, whichever is the lower.
- 13 weeks unpaid maternity leave.

These payments will be deemed to include any payments to which an employee is entitled under the Statutory Maternity Pay scheme. Payments will normally be made on the employee's normal pay day and at their normal pay interval. If prior to maternity leave a member of staff has stated that they will not be returning to work following maternity leave, maternity pay will be granted in accordance with the Statutory Maternity Pay scheme provided that they meet the statutory requirements for eligibility. Average earnings for the purpose of Statutory Maternity Pay are calculated in accordance with Inland Revenue rules.

Payment will normally be made on the employee's normal pay date.

If the employee does not return to work or leaves their employment within three months of returning to work following the end of their Maternity Leave, they must agree to repay such proportion of Maternity Pay in excess of the statutory entitlement, as is requested by the College; this will normally be the total sum which has been paid in excess of Statutory Maternity Pay. The 3-month period excludes any period of accrued annual leave taken after maternity leave has come to an end.

Time off for ante-natal care

Pregnant employees are entitled to take reasonable amounts of paid time off during normal working hours to receive ante-natal care, although wherever possible appointments should be arranged at the start or end of the working day. Ante-natal care includes appointments with the GP, hospital clinics, parent-craft classes and relaxation classes.

Risk Assessment
Risk assessments of working environments in the College are routinely carried out in order to be able to protect the safety of any pregnant member of staff. Should their working environment or their duties pose an unacceptable threat to their health and safety, all reasonable steps will be taken to modify their duties or find alternative work of a suitable nature. Should this not be possible, they will be suspended from work on full pay on medical grounds.

Keeping in Touch
A member of staff on maternity leave is encouraged to stay in touch with the College and the College will send any important new information about the College to such an employee to their home.

Regulations allow for members of staff on Maternity Leave to work or to attend training days for up to 10 days (Keeping in Touch- KIT) in the College without jeopardising the Maternity Pay. The College is not obliged to offer this work nor is the member of staff obliged to accept any offer of work.

An employee will receive full pay (at the appropriate rate according to their salary scale point), inclusive of statutory maternity payment, for the hours worked during a KIT day. Therefore, any payment made depends on when during maternity leave the KIT Day is worked, as follows:

During the first 18 weeks (if taking contractual maternity pay)	No additional payment.
During the SMP period	Paid for the hours worked less any SMP for that day.
During nil pay	Full pay for the hours worked

Return to Work
The College will notify the employee of the date when leave will end.

A member of staff granted maternity leave must inform their head of department if they intend to return to work before the end of their Maternity Leave Period, by giving 8 weeks' notice.

A member of staff granted maternity leave must inform their head of department if they do not intend to return to work at the end of their Maternity Leave Period, by giving 8 weeks' notice.

If a member of staff wishes to change the date of return to work, again 8 weeks' notice must be given.

A member of staff granted Ordinary Maternity Leave will, on the completion of their leave, be re-employed in their previous job unless a redundancy situation has arisen.

A member of staff taking Additional Maternity Leave will, on the completion of their leave, be re-employed in their previous job unless a redundancy situation has arisen. If, however, there is some reason other than redundancy which makes it not reasonably practical for the College to have them back in their original job, they will be offered suitable alternative work.

An employee who is appointed to a post temporarily vacated by a member of staff on maternity leave, and is so informed in their letter of appointment, may be dismissed with one week's notice when the member of staff returns from maternity leave.

Non-return to work

If a member of staff is unable to return to work at the end of their maternity leave because they are medically unfit, they should report their sickness absence and submit medical certification in the usual way. They will transfer from maternity leave to sick leave. Subsequently the normal sickness procedures will be followed.

If the member of staff does not return to work following a period of maternity leave, and has not notified the College of the reason, their absence will be treated as unauthorised absence under the College's disciplinary policies for that category of staff.

Annual Leave

During Maternity Leave annual leave accrues at the same rate as normal. An employee may not take annual leave during Statutory Maternity Leave; an employee must therefore take any untaken annual leave before and/or after their Statutory Maternity Leave. Annual leave earned in this way should normally be taken in the leave year in which it is earned and where practicable, preferably prior to the employee returning to work. Leave may be carried forward to the next leave year in exceptional circumstances only and with the permission of the Head of HR, and in all cases should be taken by the following 31 December. An employee cannot normally be paid in lieu for any untaken statutory annual leave unless the employment contract is terminated.

Repayment

If a member of staff does not return to work after maternity leave, or returns to work but does not subsequently continue in the employment of the College for a period of at least three months, the College has the right to reclaim any contractual maternity pay that they received that is in excess of any SMP that they have received.

If the member of staff returns to work but does not subsequently continue in employment for a period of at least three months, the amount deducted will be a proportion of the excess pay as follows:

Up to one month	All enhanced maternity pay
One month up to two months	Two-thirds of enhanced maternity pay
Two months up to three months	One-third of enhanced maternity pay

11.2. Adoption Policy

Pre-placement appointments

From 5 April 2015, an employee who has a child placed with them for adoption will be allowed to take time off to attend adoption appointments. Paid time off will be given to a primary/sole adopter for up to five appointments of up to 6.5 hours each to make contact and bond with the child. For joint adoptions, only one adopter may take paid time off; the other adopter may attend up to two appointments, unpaid. We ask that such employees give us as much notice as possible of these appointments, and provide evidence of the appointments.

Adoption Leave

Employees who are matched with a child for adoption on or after 1st April 2007 will be eligible, subject to satisfying certain criteria, to receive statutory adoption pay and adoption leave.

Adoption leave is available to one parent only of a couple. Therefore, where a child is placed with a couple who both work for Robinson College, one employee only will be entitled to adoption leave and pay. The other employee may be entitled to Paternity Leave (see Paternity Leave Policy). (Note: regulations are updated regularly, check with the Head of HR for latest information)

Statutory Adoption Leave is 52 weeks. It's made up of:

- 26 weeks of Ordinary Adoption Leave
- 26 weeks of Additional Adoption Leave

An employee is entitled to adoption leave if they have been continuously employed for not less than 26 weeks at the date notification is received from the adoption agency that an adoption will take place.

When can employees commence their adoption leave?

Employees can start their adoption leave on:

- The date the child is placed with the employee; or
- A date which is up to 14 days before the date the child is due to be placed with the employee and no later than the date of placement.

Notification Requirements

In order to claim statutory adoption leave and pay, employees must inform the Head of HR, through their head of department, in writing no later than 7 days after they have been notified by the adoption agency of the placement or, if this is impossible, as soon as is practicable after that date.

The notice should specify:

- That they will be absent because of adoption;
- The date the child is expected to be placed with them; and
- The date that they wish to start adoption leave;
- Whether they intend to take additional adoption leave as well as ordinary adoption leave.

A form for notification purposes can be obtained from the Head of HR. Employees should make sure that when they return that form to her office, they also enclose a document or documents issued by the adoption agency stating:

- The name and address of the agency
- The name and date of birth of the child
- The date the employee was notified that they had been matched with a child
- The date the agency expects to place the child.

Once the date the employee wishes to start adoption leave has been approved, the employee may change the start date by giving not less than 28 days' notice before the new date proposed.

College Adoption Pay
College staff taking adoption leave, who have been continuously employed for not less than 26 weeks at the date notification is received from the adoption agency that an adoption will take place, will receive enhanced adoption pay, starting from the first day of leave, as follows:

- 18 weeks' paid leave during which they will receive their normal rate of pay.
- 21 weeks' during which they will receive Statutory Adoption Pay (if entitled).
- 13 weeks unpaid adoption leave.

Payment during the first 18 weeks consists of a contractual adoption pay provision and any Statutory Adoption Pay (SAP) to which s/he is entitled. If the amount due is less than the SAP provision, only SAP will be payable.

College staff may opt to hold over the 18 weeks contractual adoption pay that is in excess of their statutory entitlement and receive this pay in full once they have returned to work for a period of not less than three months.

Adoption pay is subject to the condition that no work is undertaken during the paid period of leave (up to 39 weeks) outside 'Keeping in touch days' (see below).

Payment will normally be made on the employee's normal pay date.

Benefits during Adoption Leave
When employees are absent on adoption leave, providing they have given the required notice as detailed above, they will be entitled to all their usual terms and conditions of employment, with the exception of salary, and will be bound by all the usual obligations of their terms and conditions of employment.

Keeping in Touch
A member of staff on Adoption Leave is encouraged to stay in touch with the College and the College will send any important new information about the College to such an employee to their home.

Regulations allow for members of staff on Adoption Leave to work or to attend training days for up to 10 days in the College without jeopardising the Adoption Pay; the College is not obliged to offer this work nor is the member of staff obliged to accept any offer of work.

College Staff will receive full pay (at the appropriate rate according to their salary scale point), inclusive of statutory adoption payment, for the hours worked during a KIT day. Therefore, any payment made depends on when during adoption leave the KIT Day is worked, as follows:

During the first 18 weeks	No additional payment.
During the SAP period	Paid for the hours worked less any SAP for that day.
During nil pay	Full pay for the hours worked

Returning from Adoption Leave

The College will notify the employee of the date when leave will end.

Employees returning from ordinary adoption leave will return to the job which they left with their terms and conditions of employment preserved.

Where possible employees returning from additional adoption leave will return to the job which they left with their terms and conditions preserved. However, in certain circumstances, employees will return to an appropriate alternative position within the College on not less than their previous level of remuneration.

If it is not possible for an employee to return to their job due to redundancy, where possible the College will offer alternative employment.

Employees may return to work before the end of their adoption leave by giving the College 8 weeks' notice of their intention to return. Where an employee fails to give 8 weeks' notice, the College may postpone the employee's return until 8 weeks' notice has been received.

A member of staff granted adoption leave must inform their head of department if they do not intend to return to work at the end of the Adoption Leave Period, by giving 8 weeks' notice.

Non-return to work

If a member of staff is unable to return to work at the end of their adoption leave because they are medically unfit, they should report their sickness absence and submit medical certification in the usual way. They will transfer from adoption leave to sick leave. Subsequently the normal sickness procedures will be followed.

If the member of staff does not return to work following a period of adoption leave, their job remains open and they do not automatically lose their right to return. However, their absence will be treated as unauthorised absence under the College's disciplinary policies for that category of staff.

Annual Leave

During Adoption Leave annual leave accrues at the same rate as normal. An employee may not take annual leave during Statutory Adoption Leave; an employee must therefore take any untaken annual leave before and/or after their Statutory Adoption Leave. Annual leave earned in this way should normally be taken in the leave year in which it is earned and where practicable, preferably prior to the employee returning to work. Leave may be carried forward to the next leave year in exceptional

circumstances only and with the permission of the Head of HR, and in all cases should be taken by the following 31 December. An employee cannot normally be paid in lieu for any untaken statutory annual leave unless the employment contract is terminated.

Repayment

If a member of staff does not return to work after Adoption Leave, or returns to work but does not subsequently continue in the employment of the College for a period of at least three months, the College has the right to reclaim any contractual adoption pay that they received that is in excess of any SAP that they have received.

If the member of staff returns to work but does not subsequently continue in employment for a period of at least three months, the amount deducted will be a proportion of the excess pay as follows:

Up to one month	All enhanced adoption pay
One month up to two months	Two-thirds of enhanced adoption pay
Two months up to three months	One-third of enhanced adoption pay

11.3. Paternity Leave

Paternity Leave of up to two weeks is available from the first day of employment after the birth or adoption of a child or children to a qualifying employee.

This Section outlines the arrangement and the qualifying criteria, though further clarification should be sought form wither the Head of HR or the Payroll Officer.

Birth of a Child or Children

Qualifying Conditions

An employee will qualify for paternity leave to care for a child or support the child's mother (or adopter) if they are:

- the father
- the husband or partner of the mother (or adopter) - this includes same-sex partners
- the child's adopter
- the intended parent (if you're having a baby through a surrogacy arrangement)

Ordinary Paternity Leave Entitlement

Statutory paternity leave can be taken in two separate blocks of one week. This entitlement does not increase if more than one child is expected from the same pregnancy of the mother.

The leave cannot start before the birth. It must end within 52 weeks of the baby's birth (or the due date if the baby is early).

The employee may choose to begin the period of leave on:

- The date on which the child is born; or
- A certain number of days after the birth as has been specified by the employee in the Notification (see below); or
- Another specified date as specified by the employee in the Notification.

Notification

An employee must tell their line manager the baby's due date at least 15 weeks before the baby is due. The Notification must be in writing and state:

- The expected week of the child's birth.
- The date(s) the employee has chosen for the period of leave to begin.
- The duration of the leave.

The date may be varied by the employee giving at least 28 days' notice before the original intended date.

Pay during Ordinary Paternity Leave

During the period of paternity leave, an employee that meets the criteria shall receive their contractual rate of pay for up to 2 weeks of Ordinary Paternity Leave:

- be employed up to the date of birth

- earn an average of at least £129 a week (before tax)
- give the correct notice
- have been continuously employed for at least 26 weeks up to the end of any day in the 'qualifying week', which is the 15th week before the baby is due (in the case of adoptions, the week the employee is matched with the child)

These payments will be deemed to include any payments to which an employee is entitled under the Statutory Paternity Pay scheme.

If the employee does not meet the qualifying criteria for Paternity Pay, the College will provide an SPP1 form to the employee.

11.4. Shared Parental Leave

Mothers of babies expected on or after 5 April 2015, or an employee who is matched with a child for adoption on or after this date, may be able to convert part of their statutory maternity/adoption leave and pay into "shared parental leave" (SPL) and "shared parental pay" (ShPP) provided the eligibility requirements are satisfied. It will be up to the mother or adopter to decide whether to continue their maternity/adoption leave or to opt to end this early and take shared parental leave instead. Employees may choose to opt into shared parental leave at any time, as long as there is still some untaken maternity/adoption leave left to share.

The parents may take time off together if they wish, or may take it in turns to have periods of leave. Their leave does not have to be taken in one continuous block each. Sensible forward planning is therefore essential to ensure leave and cover arrangements are effectively managed.

The entitlement to statutory maternity leave, statutory maternity pay, statutory adoption leave, statutory adoption pay, and to take KIT days remain.

Shared parental leave - SPL - eligibility

To be eligible for SPL, both individuals must have caring responsibility for the child. Eligible individuals include employees or self-employed earners who are the biological father or the mother's husband, civil partner or partner.

In addition:

- The mother/primary adopter seeking to convert the maternity/adoption leave into shared parental leave must have at least 26 weeks' continuous service with their employer at the 15th week before the baby's due date/week in which they were notified of having been matched with a child for adoption and must still be working for that same employer when they intend to start the leave.
- The other parent/carer must also have worked (on an employed or self-employed basis) for any 26 out of the 66 weeks preceding the baby's expected date of birth/expected placement date and have earned at least £30 (gross) pay per week for any 13 of the 66 weeks.
- If the mother/primary adopter does not qualify for maternity/adoption leave, their partner will not be eligible. (So for example a male employee whose wife does not work will not be entitled to take shared parental leave.)

Shared parental leave SPL - commencing leave

Birth: SPL may commence at any time following the mother's period of compulsory maternity leave, subject to the required notice being given and the leave being agreed. The mother chooses to end their maternity leave early and to convert the untaken balance of SML (up to 50 weeks in total) and SMP (up to 37 weeks in total) to SPL and ShPP. The mother does not need to return to work before their partner takes SPL as the balance is shared between the two of them.

Adoption: employees who are adopting (or the parental order parent in a surrogacy arrangement) must take at least two weeks of adoption leave before it can be ended and converted into SPL.

Births and adoptions: any SPL must be taken within 52 weeks of the child's birth/adoption. The father/partner/spouse can take SPL immediately following the birth/placement of the child, but may

first wish to use any entitlement to paternity leave entitlement (as statutory paternity leave or pay may not be taken after any SPL or ShPP).

SPL can be taken by both parents separately or together, and it does not need to be taken in consecutive blocks. There is a maximum of three blocks of leave (per parent). Each block must be a minimum of one week (which may start on any day of the week), and must be taken as complete weeks, unless we agree otherwise. A maximum of three notifications of leave or variations of planned leave (per parent) is therefore permitted unless the College agrees otherwise.

Shared parental leave - SPL - notification requirements
Notice to end maternity/adoption leave: the mother/adopter must give their employer eight weeks' notice to end the entitlement to maternity/adoption leave early, which will then enable both parents to take advantage of the shared parental leave regime. This notice can be given before or after the birth/placement. If it is given after the birth, the notice is binding; if it is given before the birth, the mother may withdraw the notice up to six weeks after the birth.

Declaration of entitlement: both partners must first of all sign a declaration that they intend to take shared parental leave (this is most easily done using HMRC's form ShPL1, and must be done at least eight weeks before any shared parental leave may start). A copy of the child's birth certificate (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) and the name and address of the partner's employer must be provided within 14 days of any request to do so.

Leave request: an employee who is entitled to and who intends to take shared parental leave must then give a separate written notice at least eight weeks before the start of any proposed period of SPL. The notice can be given at the same time as the declaration above, or later. Each employee is permitted to make three separate leave requests. We will aim to respond promptly to a leave request.

Continuous leave: if the employee asks for a single continuous period of leave, they may take this on their chosen dates.

Discontinuous leave: if the request is for discontinuous periods of leave, this is subject to a two-week discussion period during which the College may agree, refuse or propose alternative dates. Such requests will be carefully considered, but if an agreement cannot be reached on a requested pattern of leave, the employee must either take that period of leave in a single block starting on a date of their choice, or withdraw the request for leave (in which case it will not count towards their three permitted requests). The employee has 19 days from the date their request was made to College to choose when this leave period will begin, but the leave cannot start earlier than the initial notified start date. Note that requests 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.

Once agreed, the College will confirm the details in writing. The leave may then only be varied in certain circumstances (e.g. if the relationship breaks down or on the death of either the mother or

their partner). In the former case, both parties need to agree to the change. However, if the mother gave notice of their intention to take SPL before the birth, they can change the details within six weeks of the birth, provided that they give College at least eight weeks' notice before their period of SPL starts.
Otherwise a request to change the dates must provide eight weeks' notice and will count as one of the three requests.

Different notification requirements apply if the baby is born early (i.e. before the beginning of the expected week of childbirth) and the parent had booked shared parental leave/pay to be taken in the eight week period following the expected week of childbirth (EWC). In this case, the parent may prefer to take the booked leave and pay after the actual birth. They should provide College with notice to vary their shared parental leave and pay as soon as practicable following the birth. This flexibility does not apply to shared parental leave or pay booked to start eight or more weeks after the EWC, nor does it allow the parent to vary the number of weeks of leave or pay booked. (The latter would count as one of the three notices, and would require eight weeks' notice of the variation.)

Shared parental leave - SPL - work and contact during SPL
In addition to the usual 10 KIT days for employees on maternity/adoption leave, employees who take shared parental leave are eligible to take 20 SPLIT days each, without this bringing their period of SPL to an end or affecting their ShPP.

SPLIT days may be taken at any time during the period of shared parental leave, subject to the employee and their line manager agreeing work to be covered. There is no obligation to attend or to provide SPLIT days. Any SPLIT days worked will not extend the period of SPL.

Employees on SPL are encouraged to keep in touch with College and heads of department will continue to make reasonable contact with them during their period of leave.

Enhanced Shared Parental Pay (EShPP)

College staff who are eligible to take Shared Parental Leave are entitled to 18 weeks Shared Parental Leave at full pay, minus any weeks enhanced maternity/adoption or paternity pay they have already received.

EShPP is inclusive of any Statutory Shared Parental Pay (ShPP) to which the employee is entitled. If the amount due is less than the ShPP to which the employee is entitled, only ShPP will be payable. The amount payable cannot be more than the employee’s usual weekly earnings.

ESShP is subject to the condition that no work is undertaken during the paid period of leave other than ‘SPL in touch days’ (see ‘SPLIT days’ above).

Payment will normally be made through the payroll on the employee's normal pay date. Where an employee chooses not return to work for a minimum of three months after a period of SPL they will be required to repay any ESShP that they have received.
An employee may opt to hold over any EShPP that is in excess of their statutory entitlement and receive this as back pay owing to them once they have returned to work for a period of not less than three months.

Repayment
If an employee decides not return to work after taking SPL, or returns to work but subsequently decides not to continue in the employment of the College for a period of at least three months, the College has the right to reclaim any EShPP that they received that is in excess of any ShPP that they have received.

If the member of staff returns to work but does not subsequently continue in employment for a period of at least three months, the amount deducted will be a proportion of the excess pay as follows:

Up to one month	All EShPP
One month up to two months	Two-thirds of EShPP
Two months up to three months	One-third of EShPP

Shared parental leave - SPL - contractual benefits
During SPL, the employee's normal terms and conditions of employment are maintained, except those relating to pay. Employees remain entitled to all contractual benefits (such as use of a College mobile phone and annual leave).

Pension contributions will continue to be made during any period when the employee is receiving ShPP but not during any period of unpaid SPL. The employee's contributions will be based on their actual pay, whilst our contributions will be based on the salary that the employee would have received had they not been taking SPL.

Shared parental leave - SPL - returning to work
The employee is entitled to return to their original job if they have been absent for no more than 26 weeks in total (either as one block or in aggregate and including any time on maternity, paternity or adoption leave), and to return to a job that is similar and suitable if the absence is longer than 26 weeks.

An employee who wishes to return to work earlier or later than their expected return date should make a written request to do so, giving at least eight weeks' notice of the proposed date of return. This will count as one of the three permitted requests. If the employee has already used all three notifications to book/vary leave, then we will consider the request but are not obliged to accept it.

Shared parental leave - SPL - additional information
Because shared parental leave may involve more than one period of leave, and more than one employer, employees who intend to take such leave are encouraged to plan early and to discuss their initial intentions with College on an informal basis as soon as possible. This will enable all parties to plan more effectively for this, to discuss what may/may not be practical and therefore may also prevent the employee from using one of their three requests for an arrangement that is unlikely to be

accepted. College will always give full consideration to requests, but discontinuous periods of leave will be subject to College being able to arrange suitable cover for the absences.

Managing annual leave

Employees on maternity/adoption/paternity/additional paternity/shared parental leave continue to accrue their full contractual holiday. If this is untaken at the end of the holiday year it will be carried forward. In addition, some employees may wish to take unpaid parental leave, which is a separate entitlement.

Therefore it is advisable to plan how they will take their annual holiday entitlement for the whole period. In order to avoid returning with a large amount of leave accrued over two holiday years, it may be sensible to take any remaining entitlement for the current holiday year before starting the leave, and also to take some of the following year's leave prior to returning to work.

11.5. Parental Leave

The College offers Ordinary Parental Leave to eligible employees in order to balance work and family commitments.

18 weeks' unpaid Parental Leave will be available in respect of each child born or adopted of an employee who meets the following criteria:

Employees qualify if all of these apply:

- they're named on the child's birth or adoption certificate or they have or expect to have parental responsibility
- they're not self-employed or a 'worker', for example, an agency worker or contractor
- they're not a foster parent (unless they've secured parental responsibility through the courts)
- the child is under 18

An employee will have parental responsibility if they have parental responsibility within the meaning of the Children's Act 1989, or are registered as being the father on the child's birth certificate.

NB: Parental Leave for part-time employees will be prorated, e.g. a "week's leave" for an employee working three days a week will be three days.

Conditions for taking Parental Leave

- Periods of unpaid Parental Leave must be taken in blocks of one week, unless the child is disabled. Due to the difficulty of managing Parental Leave of less than a full week, if an employee with parental responsibility of a child who is not disabled chooses to take less than a full week's leave, a full week will nonetheless be deducted from the employee's entitlement.
- A maximum of 4 weeks' Parental Leave can be taken in any year. (A year for the purposes of this policy being 12 months commencing with the child's birthday, or the anniversary of the date on which the employee accrues one year's continuous employment if this is later.)
- Employees can take the leave any time up the child's 18th birthday

Notice Requirements

- The employee must give at least 21 days' written notice of any Parental Leave that they wish to take, where possible specifying the exact dates on which the period of leave is to begin and end.
- If College business would be particularly disrupted were the employee to take Parental Leave on the dates requested, the College may postpone the leave for up to six months (except where the employee is the father or partner and has given notice to take Parental Leave immediately after the birth or placement for adoption of the child).
- The College may request reasonable evidence to confirm an employee is the parent of, or has formal parental responsibility for the child, which may include the birth certificate, adoption papers confirming the date of placement or an award of disability living allowance in the case of a disabled child.

Terms and Conditions of Employment

- The employee’s contract of employment will continue during Parental Leave in all respects.
- The employee will remain employed during the Parental Leave and continue to accrue continuity of service.

11.6. Parental Bereavement Leave

Parental bereavement leave is time off to deal with the death of a child, if they die under the age of 18 or are stillborn after 24 weeks of pregnancy. Parents will also have a right to time off for dependants.

From 6 April 2020, eligible parents will have a right to 2 weeks':

- Statutory Parental Bereavement Leave, if they're an employee
- Statutory Parental Bereavement Pay, if they're an employee or worker

'Statutory' means the legal minimum an employer must give.

This right will apply to the:

- biological parent
- adoptive parent, if the child was living with them
- person who lived with the child and had responsibility for them, for at least 4 weeks before they died
- 'intended parent' – due to become the legal parent through surrogacy
- partner of the child's parent, if they live with the child and the child's parent in an enduring family relationship

Parental bereavement leave

From 6 April 2020, parents have a right to take Statutory Parental Bereavement Leave if:

- they're classed as an employee
- their child dies under the age of 18 or is stillborn after 24 weeks' pregnancy

Employees have this right from the day they start their job.

Statutory Parental Bereavement Leave can be taken in the 56 weeks following their child's death.

Employees can take 2 weeks' leave from the first day of employment for each child who has died or was stillborn. If more than 1 child dies, the employee is entitled to 2 weeks' Statutory Parental Bereavement Leave for each child.

Anyone classed as a worker is not entitled to Statutory Parental Bereavement Leave. But they might be entitled to 2 weeks' Statutory Parental Bereavement Pay for time they take off.

Parental bereavement pay

From 6 April 2020, employees and workers are entitled to 2 weeks' Statutory Parental Bereavement Pay if:

- their child dies under the age of 18 or is stillborn after 24 weeks' of pregnancy
- they were employed when their child died
- they'd worked for their employer for at least 26 weeks, on the Saturday before the child's death
- they earn on average at least £129 per week, before tax

Employees will receive full pay for the duration of their statutory bereavement leave. Full pay will include any entitlement to statutory parental bereavement pay for that week. Workers who meet the criteria outlined above will receive Statutory Bereavement Pay.

Taking Statutory Parental Bereavement Leave

An employee can choose to take either 1 or 2 weeks' leave. If an employee takes 2 weeks, this can be taken in one go, or as 2 separate weeks. For example, they could take 1 week immediately after the death, and take the other week later on.

The leave must end within 56 weeks of the child's death. The date of the child's death is the first day of the 56 weeks.

Giving notice to take leave

An employee must tell their employer (give 'notice') to use Statutory Parental Bereavement Leave.

To give notice, the employee must tell their employer:

- when they want the leave to start
- whether they want to take 1 or 2 weeks leave
- the date their child died

This notice does not have to be in writing. The rules for giving notice depend on how long it's been since their child died.

Taking leave in the first 8 weeks

If it's within 8 weeks (56 days) of their child dying, an employee can start their leave as soon as they give notice. They must tell their employer before they start their leave. This can be on the first day of leave as long it's before they're due to start work. For example, if they've started work and give notice to start their leave straight away, Statutory Parental Bereavement Leave must start the following day.

They can also cancel the leave, as long as they tell their employer before their leave starts. This can be on the day their leave is due to start, as long it's before they're usually due to start work. Any cancelled leave can be taken later by giving notice again.

Taking leave after the first 8 weeks

If leave will be taken more than 8 weeks (56 days) since their child died, the employee must give their employer 1 week's notice to take the leave.

Any cancelled leave can be taken later by giving notice again.

Claiming Statutory Parental Bereavement Pay

Employees and workers must ask their employer in writing (give 'notice') to receive Statutory Parental Bereavement Pay. They must confirm:

- their name
- their entitlement to Statutory Parental Bereavement Pay

- the start and end dates of the leave they want to claim the pay for
- the date of their child's death
- their relationship with the child

Notice must be given within 28 days of starting leave. If someone takes the 2 weeks off separately, they must give notice in writing for each week.

Employees can give notice for their leave and pay in one document.

11.7. Bereaved Partner's Paternity Leave

Employees may be entitled to unpaid time off work to look after your child if the mother, main adopter or main intended parent of your child dies.

The 'main adopter' or 'main intended parent' would have been the person in an adoptive couple or surrogacy arrangement taking Adoption Leave.

Your child must be less than a year old, or if you're an adoptive parent, must have been in your care for less than a year.

Employees can take Bereaved Partner's Paternity Leave until either:

- your child turns one
- the first anniversary of your child's adoption placement (or arrival in England, Scotland or Wales if they were from overseas)

You can take it before or after any other parental leave and pay you're eligible for.

Bereaved Partner's Paternity Leave can be taken by anyone who meets the eligibility criteria, including those in same sex partnerships.

You can start the leave from the day after the mother, main adopter or main intended parent of your child dies. You'll need to take it all in one continuous block.

Eligibility

You must be one of the following:

- the child's father
- the spouse or partner of the mother
- the spouse or partner of the main adopter or intended parent

All of the following must also apply:

- your child is less than a year old - or if they're adopted, was placed with you (or first arrived in England, Scotland or Wales) less than a year ago
- you have the main caring responsibility for your child
- you're taking time off to care for your child
- you're classed as an employee and employed in England, Scotland or Wales

Notice

How much notice you need to give depends on when you want to take leave.

If you start your leave in the first 8 weeks after the death you must tell your line manager before you're due to start work on the first day of leave.

If you start your leave more than 8 weeks after the death you must tell your line manager at least a week before your planned leave.

Further details about notice requirements and cancellation can be found at Bereaved Partner's Paternity Leave: Overview - GOV.UK

11.8. Neonatal Care Leave

Eligible employees have a statutory right to neonatal care leave ("**NCL**") and neonatal care pay ("**NCP**") – that is, leave and pay where the baby, born on or after 6 April 2025, requires specialist neonatal care after birth.

We understand that having a child in neonatal care can be an extremely difficult time for parents and we are committed to supporting you so that you can take time away from work to be with your baby. If you have any questions about this policy, please contact HR.

This particular policy does not apply in adoption or surrogacy cases, although in those circumstances employees will have similar rights as set out here and should contact HR to obtain details.

Entitlement to NCL

Employees will qualify for NCL if they satisfy certain conditions as to a parental or other personal relationship with a child who is receiving, or has received, neonatal care.

In this context, employees will qualify for NCL if they are:

a) the parent of the child who is receiving, or has received, neonatal care and have or expect to have responsibility for the child's upbringing; or
b) the partner of the child's mother and at the time of the child's birth, have or expect to have the main responsibility for the child's upbringing (along with the mother).

"Neonatal care" means care of a medical or palliative kind (which generally means where the child is in hospital, is receiving end of life care or is receiving some types of care following discharge from hospital if the child is under the care of a consultant), which starts before the end of 28 days beginning the day after the child's birth.

In order for employees to be entitled to NCL, the child's neonatal care must continue uninterrupted for a period of at least seven days beginning with the day after the care started. NCL must be taken to provide care for the child who is receiving or has received neonatal care.

In the case of twins or other multiple births, for any period where more than one child is in receipt of neonatal care at the same time, entitlement (to leave and pay) can only be accrued in that period in respect of one child. In any event, whether care for multiple children is provided at the same or at different times, the amount of NCL available remains 12 weeks.

Length of NCL

If an employee meets the eligibility conditions to qualify for NCL, they may take up to 12 weeks of NCL (and, if eligible, pay – see below) on top of any other leave they may be entitled to, including maternity and paternity leave. The duration of NCL must be at least one week (i.e. seven consecutive days).

Employees can start NCL on any day after the child has received seven days of uninterrupted neonatal care. Employees can take one week's NCL for every week their child receives neonatal care.

Any NCL must end within 68 weeks of the child's birth.

The statutory right to NCL is available to take in two periods, as follows:

- **Tier 1 period**: begins on the day the child starts receiving neonatal care and ends on the seventh day after your child stops receiving neonatal care. NCL taken in the Tier 1 period can be taken in blocks of one week (no less). Employees may work in-between discontinuous blocks of NCL or take it in one continuous block.

- **Tier 2 period**: any period of time after the Tier 1 period ends during which you are entitled to NCL (entitlement ends 68 weeks after your child's birth). NCL taken in the Tier 2 period must be taken in one continuous block.

NCL and other statutory family leave

NCL is in addition to other statutory family leave (e.g. maternity, paternity and adoption leave and parental bereavement leave). Provided employees take NCL within 68 weeks of the child's birth, it is generally up to employees to decide how to take the leave – usually either adding the NCL onto the end of maternity, paternity or other statutory family leave or taking it in a separate block after any other family leave has finished. Please contact HR if you would like to discuss how to combine NCL with another form of leave.

Length of notice to take NCL

The length of notice the employee is required to give to take NCL will vary depending on the circumstances:

***Notice during the Tier 1 period*:** For each week of NCL during the Tier 1 period, employees must provide notice to HR via telephone or email before you are due to start work on the first day of absence in that NCL week or, where this is not possible, as soon as reasonably practicable. Employees are also required to complete the request form (available from HR); however we understand that this is likely to be a difficult time for so there is no expectation that you complete the request form straightaway. We ask that you complete the request form and send it to us within 28 days of the first day of NCL, or if this is not possible, as soon as is reasonably practicable.

***Notice during the Tier 2 period*:** Employees who wish to take NCL during the Tier 2 period are required to give notice in writing using the request form (available from HR) as follows:

- To take a single week of NCL, employees must give notice no later than 15 days before the first day of the leave.

- To take two or more consecutive weeks' NCL, employees must give us notice no later than 28 days before the first day of the leave.

We understand that having a child in neonatal care can be an extremely stressful time for parents. If it is not possible for employees to meet the requirements for providing notice set out in this policy, we ask that you provide the information to us as soon as is practicable, as this will help us to plan for any absence.

Pay during NCL

Employees eligible to receive NCL may also be eligible to receive Neonatal Care Pay ("**NCP**").

To qualify for NCP, employees must (in addition to providing the relevant notice and evidence of entitlement – see below):

- be entitled to take NCL;
- have been employed for a continuous period of at least 26 weeks ending with the relevant week and remain in continuous employment with us from the end of the relevant week (or from your child's birth if they were born before the relevant week). (For further details about the 'relevant week' see below); and
- have received, over an eight-week period ending with the end of the relevant week, normal weekly earnings that are not less than the lower earnings limit for the payment of National Insurance contributions (whatever this is at the end of the relevant week).

If the employee is entitled to statutory maternity pay or statutory paternity pay, the 'relevant week' is the 15th week before the expected week of childbirth. In any other case, the 'relevant week' it is the week immediately before the week in which the neonatal care starts.

As with NCL, employees must give notice to receive NCP (see "**Process to take NCL and claim NCP if eligible**" below).

NCP is only payable for a week if the employee does not work in that week. Employees who would prefer to take less than a week off may find it is more suitable to request a different type of time off – speak with HR for further details.

NCP is paid at a flat rate set by the government or 90% of the employee's normal weekly earnings if that is lower.

Benefits during NCL

During NCL, benefits will be maintained, although employees are not entitled to normal wages or salary. (But see above for details of NCP.)

Terms and conditions during NCL

Employees will remain bound by all the usual obligations under the employment contract during NCL, except for those that are inconsistent with the right to be away on NCL.

If we need to, we will maintain reasonable contact with the employee during any period of NCL (for example, to discuss plans for taking leave and/or to update the employee on work developments).

Job on return

Employees are entitled to return to the same job following a period of NCL on terms and conditions that are no less favourable than the terms that would have applied had they not been absent. Continuity of employment is not affected. In some circumstances, where NCL has been combined with a period of at least four weeks parental leave or with other types of family-related leave that together with the NCL exceed 26 weeks' leave, and it is not reasonably practicable for the employee to return to the same job, they are entitled to a suitable alternative position whose status and terms and conditions are no less favourable.

Holidays

During NCL, entitlement to holiday will continue to accrue. Any of the 5.6 weeks of statutory holiday entitlement for the holiday year that the employee has been unable to take due to NCL can be carried over to the next holiday year and should be taken within three months of returning to work.

Any holiday entitlement that has been carried forward from a previous holiday year is taken first. Once any carried forward holiday has been used up, the first 5.6 weeks of holiday taken in the holiday year, including bank holidays, will be your statutory holiday. Any additional contractual holiday is taken after this.

Redundancy

Employees have enhanced rights in a redundancy situation if they are on NCL. If an employee has taken six consecutive weeks of NCL, they retain those enhanced rights for eighteen months after the birth of the child.

The enhanced redundancy right means that if a redundancy situation arises and a role is no longer required, the employee is entitled to be offered a suitable alternative vacancy, if one exists.

Process to take NCL and claim NCP if eligible

Employees who wish to take NCL and (if eligible) claim NCP, should complete the form (available from HR) and send it to HR ensuring you have included the following details:

- Your name.
- The date of your child's birth.
- The date that your child started to receive neonatal care or, if your child has received neonatal care on two or more separate occasions, each date they started to receive neonatal care.
- If your child is no longer receiving neonatal care, the date the neonatal care ended.
- The date on which you wish the period of absence to begin.
- The number of weeks of NCL the notice is being given for.
- A confirmation that you have cared, or intend to care, for your child referred to in your notice email during the weeks of NCL you have requested.
- In addition, if you are eligible for NCP, the first time you claim it, you must confirm in writing that you meet the eligibility requirements set out in the "Pay during NCL" section of this policy (see above).

The length of notice the employee is required to give will vary depending on the circumstances (please see "Length of notice to take NCL" above).

Employees must let HR know the final date of the child's neonatal care, as soon as is reasonably practicable after that date.

If the child starts to receive neonatal care again after the employee has notified us that their neonatal care has ended, the employee must inform us of the date that the neonatal care started again and the date when it ends, as soon as reasonably practicable after each date.

Interaction with other types of leave

In addition to neonatal leave, there are various other types of family-related leave that may be available to an employee (for example, maternity leave, paternity leave, shared parental leave, adoption leave, time off for dependants, parental leave and parental bereavement leave). Please see our related policies and/or speak with HR for further details.

Other support

We encourage employees to speak to their line manager about any difficulties. If for any reason you are unable to do this, please speak with a member of HR. We aim to support employees with caring responsibilities as appropriate based on their individual circumstances. Types of support that we may be able to offer include*:*

- access to our employee assistance programme (EAP), which provides information and advice on some of the practical issues that carers may face, as well as counselling services and
- Signposting to other resources and services as below.

External resources and support

Employees may find it helpful to look up the following organisations that provide help and support to carers:

- Bliss, which provides support, advice and information for families with babies who are born prematurely or sick.
- Contact a Family, which provides support, advice and information to families with disabled children.
- Mind, which provides support to promote better mental health.
- The NHS website, which provides resources for those affected by provision of special care.

11.9. Carer's Leave

Employees have a 'day one' entitlement for carers to take up to one week's unpaid leave per year to provide or arrange care for a dependent with a 'long-term care need'.

Employees are entitled to unpaid leave to give or arrange care for a 'dependant' who has:

- a physical or mental illness or injury that means they're expected to need care for more than 3 months
- a disability (as defined in the Equality Act 2010)
- care needs because of their old age

The dependant does not have to be a family member. It can be anyone who relies on them for care. Employees can take up to one week of leave every 12 months. A 'week' means the length of time they usually work over 7 days. This entitlement can be taken as a whole week off or individual days or half days throughout the year.

Employees need to give their employer notice before they want their leave to start. If the request is for half a day or a day, the notice period must be at least 3 days. If the request is for more than one day, the notice period must be at least twice as long as the requested leave. For example, if the request is for 2 days, the notice period must be at least 4 days. The notice period needs to be in full days, even if the request includes half day amounts.

The request does not have to be in writing.

Employees do not need to give evidence of their dependant's care needs.

The College cannot refuse a carer's leave request but can ask the employee to take it at a different time if the employee's absence would cause serious disruption to the organisation.
In this case we will:

- agree another date within one month of the requested date for the leave
- put the reason for the delay and new date in writing to the employee within 7 days of the original request, and before the requested start date of the leave

Carer's leave is for planned time off, if employees need to look after someone in an emergency, Emergency Time of for Dependents can be used.

12. FLEXIBLE WORKING

12.1. Informal Hybrid Working Arrangements

The College has a hybrid working approach, for suitable roles, that enables employees to benefit from informal arrangements to work from home as discussed and agreed with their Head of Department. Please see further information in the Working from Home Policy.

12.2. The Right to Request Flexible working

All employees are entitled to apply to work flexibly from their first day of employment. Employees are permitted to submit up to two flexible working requests per year.

12.3. Formal Applications

Employees wishing to be considered for flexible working should make an application in writing, through their head of department, to the Head of HR. The application should include:

- The date they wish the flexible working to commence
- The flexible pattern of working they wish to have considered
- The effect they believe the proposed change will have on the employer and how this effect may be dealt with
- Whether any previous applications have been made
- Employee's signature and date

Meeting to discuss application

Within 28 calendar days of receiving the application, a meeting will be convened with the Head of HR to discuss the application, unless the application has been agreed before this date. A colleague may accompany the employee to this meeting. Following this meeting written notice will be sent to the employee within two months, or a longer period if agreed, stating whether the application has been agreed or refused.

Application can be refused on the following grounds:

- extra costs that will damage the business
- the work cannot be reorganised among other staff
- people cannot be recruited to do the work
- flexible working will affect quality
- flexible working will affect performance
- the business will not be able to meet customer demand
- there's a lack of work to do during the proposed working times
- the business is planning changes to the workforce

If the application is refused on one of the above grounds, the notice will provide an explanation as to why these grounds apply and set out the appeal procedure also outlined below.

If it has been agreed, the notice will state the date the flexible working pattern will commence. This working pattern will be a permanent change to the employee's terms and conditions of employment.

Right to Appeal

See 10.3.

13. EQUAL OPPORTUNITIES AND DISCRIMINATION

The College has an Equality and Inclusivity Policy which sets out the College's approach to equality.

We are committed to eliminating discrimination and promoting equal opportunities amongst our workforce and for job applicants. Our objective is to create a working environment in which there is no unlawful discrimination and all decisions are based on merit.

Who this policy applies to

This policy applies to all employees, workers, agency workers, contractors, volunteers, and interns. The policy also relates to job applicants and is relevant to all stages of the employment relationship.

Responsibility for this policy

Day-to-day responsibility for the operation of the policy sits with the HR department. If you have any questions about this policy, you should direct them to your line manager in the first instance.

All managers are expected to lead by example, conducting themselves in accordance with this policy and ensuring that those they manage do the same. Supervisors and managers should ensure that staff understand the standards of behaviour expected of them under this policy and take action when any behaviour falls below the required standards.

13.1. Discrimination

Discrimination is unlawful when it takes place on one of the following grounds (the 'protected characteristics'):

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race (which includes colour, nationality and ethnic or national origin)
- religion or belief
- sex
- sexual orientation

Discrimination can take a number of forms:

- Direct discrimination is when someone is treated worse than someone else (or worse than someone else would be treated) because of a protected characteristic. For example, it would be direct discrimination if a manager excluded an employee from a training course because they are gay.

- It is also direct discrimination when someone is treated worse than someone else (or worse than someone else would be treated) because they associate with someone with a protected characteristic or because they are perceived to have a protected characteristic. For example, it would be direct discrimination if an employee ostracised a colleague because the colleague has a gay flatmate or because they think the colleague is gay.

- Indirect discrimination is when an apparently neutral practice or requirement disproportionately disadvantages people with a particular protected characteristic and cannot be justified by the needs of the business (as a proportionate means of achieving a legitimate aim). For example, imposing a requirement that job applicants must speak fluent English disproportionately disadvantages groups who are not native English speakers and would be unlawful unless it could be justified on genuine business grounds.

- It is also discrimination when a disabled person is treated unfavourably because of something connected to their disability and this cannot be justified by the needs of the business (as a proportionate means of achieving a legitimate aim), or when the business fails to make reasonable adjustments for a disabled person to alleviate the disadvantage(s) caused by the disability.

- Harassment is another form of discrimination. This includes sexual harassment and other unwanted conduct related to a protected characteristic, which has the purpose or effect of violating someone's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. For further details, see our [Anti-bullying and Harassment Policy].

- Victimisation, i.e. retaliating against someone who has complained about discrimination or harassment, or who has supported someone else's complaint about discrimination or harassment, is also unlawful discrimination.

It is also unlawful discrimination to:

- treat a part-time worker worse than a comparable full-time colleague, unless that treatment can be justified by the needs of the business (as a proportionate means of achieving a legitimate aim); and

- treat a fixed-term employee worse than a comparable permanent colleague, unless that treatment can be justified by the needs of the business (as a proportionate means of achieving a legitimate aim).

Part-time workers and fixed-term employees should also enjoy no less favourable terms and conditions (on a pro-rata basis where appropriate) unless different treatment is justified.

This policy applies to prohibit all forms of unlawful discrimination in the workplace (which for home and hybrid workers includes their home), outside the workplace (when dealing with customers, suppliers or other work-related contacts or when wearing a work uniform), and on work-related trips or events including social events.

13.2. Our responsibilities and approach

We aim to avoid discrimination in all aspects of employment and recruitment. Our approach to different aspects of employment and recruitment is set out below.

1. Recruitment and selection

We aim to ensure that job requirements and job selection criteria are clear and based only on what is required to get the job done effectively. We will avoid making stereotypical assumptions based on protected characteristics about who is able to do a particular job.

We aim to ensure that no job applicant is placed at a disadvantage by practices or requirements which disproportionately disadvantage particular groups and which are not justified by the demands of the job.

For all jobs, we will draw up a clear and accurate job description and person specification to ensure that we remain focussed on what the job involves and the skills, experience and qualifications which are relevant and necessary to do the job. Shortlisting for interview will be done where possible by two supervisors or managers or the HR team using a pre-agreed marking system that is applied fairly and consistently to all applicants. If we hold interviews, we will try to ensure that more than one person conducts them to ensure that we avoid unintentional bias.

We will not ask for personal or irrelevant information on application forms or in interviews. We will focus instead on whether someone has the relevant skills, qualities and experience to do the job.

We are required by law to ensure that all employees are entitled to work in the UK. We will not make assumptions about immigration status based on appearance, name, accent, or other attributes that might suggest a particular nationality. We will carry out a right to work check on all prospective employees, regardless of nationality, before they commence employment.

2. **Promotion, training and appraisals**

Promotion and training decisions will be made on the basis of merit. We will not unlawfully discriminate against any employee in making promotion or training decisions. We believe all employees should have an equal opportunity to progress and develop.

Training needs will be identified through regular annual review discussions.

We have a formal annual review process which helps us to ensure that employees are being assessed fairly on the basis of job performance and are not being discriminated against.

3. **Working conditions and terms of employment**

We will try to accommodate cultural or religious practices such as prayer requirements where we reasonably can. Our restaurant can cater for special dietary needs such as halal and kosher.

We aim to ensure that our terms of employment, benefits, facilities and policies are free from unlawful discrimination.

Where we provide separate facilities for men and women, we encourage you to use the facilities which you consider best match your gender identity.

We will ensure that decisions made under our Disciplinary, Grievance, Performance Management and Attendance Management Policies are carried out fairly and without discrimination.

4. Termination of employment

We will ensure that we avoid discrimination in making decisions about dismissal or redundancy.

We will encourage leavers to give feedback about their employment in exit interviews.

5. **Disabilities**

If you are disabled or become disabled, we encourage you to tell us about your condition so that we can support you as appropriate.

If you experience difficulties at work because of your disability, we will make adjustments to accommodate you where possible and reasonable. With your input, we may wish to seek advice about possible adjustments from your doctor(s) and/or Occupational Health. If we consider a particular adjustment would not be reasonable, we will explain our reasons and try to find an alternative solution where possible.

13.3. Training on equalities

We will train all of our employees on this policy, including understanding and avoiding discrimination and promoting equal opportunities.

13.4. Your rights and responsibilities

You have the right not to experience unlawful discrimination at work. You also have a responsibility to understand this policy and help us to implement it.

You have a duty not to discriminate against anyone at work and not to help anyone else do so. As part of this commitment, we expect you to respect a person's gender identity, name and pronouns.

13.5. What to do if you have been discriminated against

If you believe you may have been discriminated against, please tell us. You can speak informally with your manager or anyone in HR. If you want to make a more formal complaint, you are encouraged to raise the matter through our Grievance Procedure. If you believe there has been any bullying or harassment, then you should raise the matter through our Grievance Procedure.

Allegations of potential breaches of this policy will be treated seriously. Individuals who make such allegations in good faith will not be victimised or treated less favourably as a result. However, false allegations of a breach of this policy which are found to have been made in bad faith will be dealt with under our Disciplinary Policy.

13.6. What will happen if you act in a discriminatory way?

Breaches of this policy will be dealt with in accordance with our Disciplinary Policy and you may be subject to disciplinary action up to and including dismissal.

14. ANTI-BULLYING AND HARASSMENT

We have a zero-tolerance approach to bullying and harassment and are committed to ensuring that all members of staff are treated, and treat others, with dignity and respect. We understand that experiencing inappropriate behaviour can impact the mental and physical health of those affected, both in their personal and working life, as well as having a negative impact on our workplace culture and productivity. We will treat all allegations seriously and will deal with them in accordance with this policy.

Who this policy applies to
This policy applies to all employees, workers, agency workers, contractors, volunteers, and interns. The policy also relates to job applicants and is relevant to all stages of the employment relationship. The policy also applies to bullying or harassment by third parties.

Responsibility for this policy
Day-to-day responsibility for the operation of the policy sits with the HR department. If you have any questions about this policy, you should direct them to your line manager in the first instance.

All managers are expected to lead by example, conducting themselves in accordance with this policy and ensuring that those they manage do the same. Supervisors and managers should ensure that staff understand the standards of behaviour expected of them under this policy and take action when any behaviour falls below the required standards.

14.1. The College's position on bullying and harassment

We believe that a culture of equality, diversity and inclusion is vital to supporting the wellbeing of our people and we are committed to providing a safe and respectful workplace for all members of our staff. Accordingly, we will not tolerate any bullying or harassment of any kind: either at work (including at our premises or at remote workplaces), or at work-related events whether on or away from our premises (such as business trips or social functions). Any such conduct will be treated as a disciplinary offence, which may in appropriate circumstances lead to dismissal.

In addition, we will not tolerate any retaliation against, or victimisation of, any person who has been involved in bringing a complaint of harassment or bullying. Retaliation against or victimisation of a person who has made a complaint of bullying or harassment will constitute a disciplinary offence, which may in appropriate circumstances lead to dismissal.

We will take proactive steps to prevent all forms of harassment and bullying of our people, including by third parties (for example our customers, self-employed contractors, suppliers, or visitors to our premises such as conference delegates or members of the public). Non-exhaustive examples of measures we are committed to taking include:

- ensuring that new starters attend training on equality, diversity and inclusion issues, including anti-harassment and anti-bullying training, as part of the induction process;
- requiring all employees to attend regular training on equality, diversity and inclusion issues, including anti-harassment anti-bullying training;

- providing focused training for line managers so that they understand how to implement this policy effectively and their role in preventing and stopping bullying and harassment from occurring in the workplace (including by third parties);
- conducting regular risk assessments to determine reasonable measures that can be implemented to minimise the risk of exposure to sexual harassment, including by third parties;
- monitoring our organisational culture via measures such as exit interviews, return-to-work meetings and anonymous staff surveys. We will take active steps to address any issues that are identified as part of our process of ongoing monitoring and review;
- ensuring that our zero-tolerance approach to all forms of bullying and harassment is effectively communicated, including to relevant third parties.

There is no justifiable reason to bully or harass someone else. We will take appropriate action in relation to any allegations of harassment or bullying, including by third parties.

We will treat all allegations seriously, irrespective of the seniority of the alleged perpetrator, whether the conduct is a one-off act or a repeated course of conduct, and whether it appears the conduct was undertaken deliberately or not.

If you experience bullying or harassment, we encourage you to speak up without delay and to ask for appropriate support.

We will investigate any allegations in a timely manner, sensitively and, as far as possible, confidentially. Where, following investigation, the evidence indicates that this policy has been breached, we will usually take action under our disciplinary procedure (which could result in a disciplinary sanction up to and including dismissal).

You should also be aware that if a court or tribunal finds that you have bullied or harassed someone you could be personally liable to compensate the victim. In some circumstances the treatment may also amount to a crime punishable by a fine or imprisonment.

False accusations of harassment or bullying can have a serious effect on innocent individuals. Accordingly, false allegations or actions which are made in bad faith will be dealt with under our disciplinary procedure. Individuals who make allegations of bullying or harassment in good faith will not be treated less favourably as a result.

14.2. What type of treatment amounts to harassment?

"Harassment" is any unwanted physical, verbal or non-verbal conduct that has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating, or offensive environment for that person.

Harassment may involve conduct of a sexual nature (sexual harassment), or it may be related to another protected characteristic such as 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. Our stance is that harassment is unacceptable even if it does not fall within any of these categories.

Harassment also includes situations where someone is treated less favourably because they have submitted to or refused to submit to harassing behaviour in the past.

Harassment can take many forms. Non-exhaustive examples of harassment include:

- verbal abuse, “banter”, offensive comments, jokes, taunts or pranks, whether or not related to a protected characteristic;
- unwanted physical conduct, intimidation or “horseplay” (such as touching, pinching, grabbing, hitting, pushing, or jostling);
- unwelcome sexual advances or suggestive behaviour (even if the harasser perceives the conduct as harmless, or the conduct has not been unwelcome in the past);
- lewd or suggestive comments or gestures, including offensive comments or gestures about appearance or dress, innuendo, leering and whistling;
- sending or displaying material by any means that is pornographic, inflammatory, abusive, or that some people might find offensive (including “pin-ups”, graffiti, emails, text messages, video clips and/or images sent electronically or posted online);
- disclosing or threatening to disclose someone’s sexual orientation or transgender status;
- gossip and speculation about someone's sexual orientation or transgender status, including spreading malicious rumours;
- derogatory comments about pregnancy, maternity leave or IVF treatment;
- continued suggestions for social activity after it has been made clear that such suggestions are unwelcome;
- suggestions or threats by managers or supervisors that sexual favours or racial origins could affect someone’s job security or prospects;
- disrespecting a person’s gender identity, name and pronouns. This may include ‘misgendering’ a person (i.e. deliberately or repeatedly referring to the person using a pronoun that does not correctly reflect the gender with which they identify), or using a trans person’s ‘dead name’ (i.e. the trans person’s name before they transitioned);
- excluding or making derogatory comments about someone because of a perceived protected characteristic, or because they are associated with someone with a protected characteristic.

A single incident can amount to harassment. It is the impact of the conduct and not the intent of the action that determines whether harassment has taken place.

A person may be harassed even if they were not the intended target. For example, a person may be harassed by racist jokes about a different ethnic group if the jokes create an offensive environment.

14.3. What type of treatment amounts to bullying?

There is no legal definition of bullying. However, we regard “bullying” to be behaviour (aimed at an individual or group of individuals) which creates a threatening, intimidating or humiliating environment that undermines the confidence and self-esteem of the recipient. In some cases, the bully misuses the power they hold from being in a position of authority; other times the power may be the bully’s personal strength or the power to coerce through fear or intimidation.

Bullying conduct may be physical, verbal and/or non-verbal. Non-exhaustive examples of bullying include:

- physical or psychological threats;
- verbal abuse, such as shouting or swearing at colleagues;
- rifling through, hiding, or damaging personal property;
- practical jokes, initiation ceremonies, or inappropriate birthday rituals;
- supervision which is overbearing or intimidating;
- deliberate exclusion from work activities or conversations at work;
- making inappropriate derogatory remarks about someone's performance in front of others;
- withholding information a person needs in order to do their job;
- cyberbullying, i.e. using information and communications technology (particularly mobile phones, the internet and social media) to upset or humiliate someone.

The following do not, of themselves, amount to bullying: appropriate criticism of an employee's behaviour; proper performance management; reasonable instructions given to staff in the course of their employment.

If the bullying relates to a person's protected characteristic, it may also constitute harassment and as such will be unlawful.

It is important to recognise that conduct which one person may find acceptable, another may find unacceptable. We expect all staff to be treated with due respect and appropriate sensitivity.

14.4. What should you do if you are being bullied or harassed

If you are being bullied or harassed by a colleague: informal resolution
If you are being harassed or bullied by another member of staff, you may wish to start by trying to resolve the issue informally.

You may be able to resolve the situation yourself by explaining clearly to the perpetrator(s) that their behaviour is not welcome or makes you uncomfortable, that you consider it to be contrary to our policy and that it must stop.

Alternatively, you could speak with your manager or another colleague to seek guidance on how best to resolve the issue. You can approach the HR team for advice and support. Your request for help will be treated confidentially.

If the above approach does not work or if you do not want to try to resolve the situation in this way, or if you are being bullied by your own manager, you should raise the issue with the Head of HR. They may try to resolve the situation informally by telling the alleged perpetrator(s), without prejudging the matter, that: there has been a complaint that their behaviour is having an adverse effect on a fellow employee; such behaviour is contrary to our policy; and the continuation of such behaviour could amount to a serious disciplinary offence. It may be possible for the Head of HR to have this conversation with the alleged perpetrator without revealing your name, if this is what you want. They will also stress that the conversation is confidential.

In certain circumstances we may be able to involve a neutral third party (a mediator) to facilitate a resolution of the problem. The Head of HR will discuss this with you if it is appropriate.

If your complaint is resolved informally, the alleged perpetrator(s) will not generally be subject to any disciplinary sanction. However, in exceptional circumstances (such as where your concern involves a serious allegation of sexual harassment, or in cases where the behaviour has occurred before) we may

decide to investigate further and take more formal action notwithstanding that you raised the matter informally. We will consult with you before taking this step.

14.5. Formal complaint procedure

If informal resolution is unsuccessful or inappropriate, you can make a formal written complaint using the grievance procedure. A formal complaint may ultimately lead to disciplinary action against the perpetrator(s).

Your formal written complaint should include the following details: the name of the alleged perpetrator(s); the nature of the harassment or bullying; the dates and times the harassment or bullying occurred; the names of any witnesses; and any action taken by you to resolve the matter informally.

You will be invited to a grievance hearing to consider your complaint and to discuss any suggestions you have for how it may be resolved. The meeting will normally be held within ten working days of your formal complaint being raised. At the meeting, you may be accompanied by a fellow worker or a trade union official, who must also respect the confidential nature of the meeting.

We will then conduct an investigation into your complaint. The investigation will be carried out by someone with appropriate experience and no prior involvement in the complaint. It may be necessary to interview witnesses as part of the investigation. If so, we will stress to them the importance of confidentiality.

The alleged perpetrator(s) will normally need to be told your name and the details of your complaint in order for the issue to be investigated properly. However, we will carry out the investigation as promptly, confidentially and sensitively as possible.

Where you and the alleged perpetrator(s) work in proximity to each other, we may consider it inappropriate for you to continue to do so while the complaint is being investigated and during any consequent disciplinary proceedings. This may necessitate that one or both parties be suspended on full pay or transferred to an alternative role on a temporary basis.

After the investigation we will write to you to inform you of the decision and to notify you of your right to appeal to a more senior manager if you are dissatisfied with the outcome.

If you wish to appeal, you should put your appeal in writing explaining the reasons why you are dissatisfied with our decision. You should submit your appeal in accordance with the appeals procedure.

Where the alleged perpetrator is an employee and the evidence gathered in the investigation indicates that a disciplinary offence has been committed, our disciplinary procedure will usually be instigated and a disciplinary hearing under that procedure will be arranged to deal with the alleged disciplinary offence. In accordance with that procedure, the alleged perpetrator will be provided with relevant evidence about the allegations against them and will be given a full opportunity to respond.

Where the investigation indicates that a disciplinary offence has been committed, aggravating factors, such as abuse of power over a more junior colleague, will be taken into account in deciding what disciplinary action to take.

Alternatives to disciplinary action may be considered in some instances. Where the investigation indicates that no disciplinary offence has been committed, both you and the alleged perpetrator will be informed in writing.

If you are being bullied or harassed by a third party (such as a customer, supplier or visitor to our premises)

If you are being bullied or harassed by a third party, such as a customer, supplier, or visitor to our premises, please raise this with your immediate manager without delay. We will then decide how best to deal with the situation, in consultation with you. We will consider what action may be appropriate to protect you and anyone involved pending the outcome of the investigation, bearing in mind the reasonable needs of the business and the rights of that person. Where appropriate, we will attempt to discuss the matter with the third party. We will also seriously consider any request that you make for changes to your own working arrangements during the investigation. For example, you may ask for changes to your duties or working hours to avoid or minimise contact with the alleged harasser or bully.

Third-party harassment can result in legal liability and will not be tolerated. All staff are encouraged to report any third-party harassment they are a victim of, or witness, in accordance with this policy.

If any third-party harassment of staff occurs, we will take steps to remedy any complaints and to prevent it happening again. Action may include warning the harasser about their behaviour, banning them from our premises, reporting any criminal acts to the police.

If you are accused of bullying or harassing a student

We will investigate using our normal procedures.

Where a student reports harassment or sexual misconduct from a University staff member who also has a connection with a College, the University and College will work jointly to ensure an investigation is conducted (normally using the University's HR processes) and that both institutions will consider sanctions on the basis of the joint investigation findings.

Your rights and responsibilities

You have the right not to experience bullying or harassment at work and to be treated with dignity and respect.

You have a responsibility to comply with this policy and to help us to implement it.

You have a duty not to bully or harass anyone at work (including third parties with whom you come into contact at work) and not to help anyone else do so.

You also have a duty to treat others with dignity and respect.

Risk assessments and ongoing monitoring

We recognise that we have a proactive duty to take reasonable steps to minimise the risks of sexual harassment at work (including with respect to third parties) and we take this duty seriously. We will take active measures to protect our people from sexual harassment, in accordance with the risks identified in our risk assessment(s), and will keep these under regular review.

We will monitor the treatment and outcomes of any complaints of harassment or victimisation we receive to ensure that they are properly investigated and resolved, those who report or act as witnesses are not victimised, repeat offenders are dealt with appropriately, cultural clashes are identified and resolved and workforce training is targeted where needed.

Confidentiality

We aim to deal with complaints of bullying and harassment sensitively and with due respect for the privacy of the individuals involved. All employees must treat as confidential any information communicated to them in connection with a complaint under this procedure.

Where we take witness statements from employees with information about the complaint being investigated under this procedure, such statements will be treated confidentially and will only be shared with individuals who need to be involved in the process. This will ordinarily be: HR; the person/people conducting investigations; and the managers conducting any formal meeting or appeal. In addition, if in the course of the procedure it becomes apparent that misconduct has taken place which requires investigation under our disciplinary policy, witness statements taken under this procedure may be used in any subsequent disciplinary procedure and may therefore be shared with the person/people conducting investigations and hearings, as well as the employee whose conduct is the subject of disciplinary proceedings, to enable them to prepare for the hearing and respond to the allegations against them.

Further support
We understand that anyone affected by, or involved with, a complaint of bullying or harassment may feel anxious or upset and we will do what we can to provide appropriate support.

Confidential counselling is available to most employees via our employee assistance programme Help@Hand for anyone affected by, or accused of, bullying or harassment. Please speak to the HR Team for further details.

Support and guidance can also be obtained from the following external services:

- The Equality Advisory and Support Service (www.equalityadvisoryservice.com).
- Protect (www.protect-advice.org.uk).
- Victim Support (www.victimsupport.org.uk).

15. HEALTH AND SAFETY AT WORK

The College places the greatest importance on health and safety matters and undertakes to conduct its activities in such a way as to ensure the health and safety of all its employees, students, visitors and members of the general public. To this end, as well as meeting its legal obligations, the College endeavours to create and develop a working environment in which there is an awareness of the vital importance of health and safety, and which encourages all employees to participate in developing and practising safe working methods, and to have a regard for the welfare of themselves and others. The College is confident that all employees will comply with their obligation to act in a safe manner, and will fully co-operate with the College authorities in matters of health, safety and welfare.

15.1. Policy

There is a detailed Health & Safety Policy in which the arrangements for how the College undertakes its duties are set out. Responsibility for and management of health and safety rests with the College Council and is delegated to the Head of Estates and heads of department. The College Safety Adviser is an external consultant. The Health & Safety Policy can be viewed on the College website - Health and Safety Policy.pdf (cam.ac.uk)

15.2. Management and Supervision

All those with responsibility for the management or supervision of staff will promote positive attitudes towards health and safety. They must ensure that the tasks carried out by their subordinates are performed with the utmost regard for the health and safety of all involved. The responsibilities of line managers are set out in the Health & Safety Policy – see Management and Supervision section.

15.3. All Staff responsibilities

Employees have a responsibility to do all they can to prevent an injury to themselves, their colleagues and others affected by their actions or omissions at work, and to co-operate with the College on matters of health, safety and welfare. They must familiarise themselves with, and conform to, the Health and Safety at Work Policy, procedures and rules of the College. **Where Personal Protective Equipment is required for particular tasks or jobs, it will be provided by the College and employees are required to make proper use of the equipment.**

Staff who wish to report a hazard or ask advice about a safety matter should first contact their head of department. If they need to escalate the matter, the reporting hierarchy is as follows –

- Health and safety committee representative
- Health and safety adviser - Safetyadviser@robinson.cam.ac.uk
- Health and safety Responsible Person – compliance@robinson.cam.ac.uk

15.4. Health and Safety Committee

Members of the committee have particular responsibilities and duties details of which can be found in the Health and Safety Constitution document, which is in the Governance Directory.

15.5. Risk Assessments

The College endeavours to minimise the impact of hazards through effective and timely risk assessment and in implementation of identified controls. Risk Assessments are undertaken by

managers in conjunction with their staff and others and are regularly reviewed. Staff are invited to review risk assessments on the shared drive W:\Committees\Health and Safety\Risk Assessments.

15.6. Accident or Injury at Work

An accident is any unplanned event that results in injury or ill-health of people, or damage or loss to property, plant, materials or the environment or a loss of business opportunity. A **near miss** is any unplanned event/**incident/accident** or emergency which did not result in an **injury**. It is College policy that both should always be reported. In the event of accident or injury or a near miss to an employee during the course of duty, the line manager concerned must be notified immediately and the appropriate first aider contacted; an accident or near miss report form will be completed. When she is in attendance in College, the College Nurse may also be consulted.

All accidents and serious near misses and any damage will be investigated in accordance with the policy. See Health and Safety Policy - Accidents, First Aid, Work-Related Ill-Health and Health Surveillance section.

15.7. First Aid

First-Aid arrangements are set out in the First Aid Policy. First aid equipment is available at various points in the College, and a number of members of staff have been trained to deal with accidents. Every employee should ensure that they know who has been appointed as the first aider for the area of work and the location of first-aid equipment for the department.

15.8. Smoking

Staff may only smoke during designated break times in the staff smoking shelter located outside the entrance to Service Yard. Porters have special permission to use the smoking area on Long Court to ensure proximity to the Lodge, but this area should not be used by other members of staff, except RBCB staff during the evening when the smoking shelter is not accessible.

Staff and College Members may not smoke on the public pavements around the entrances to the College at Burrell's Walk and the Porters' Lodge (junction of Grange and Herschel Roads).

Staff are only allowed to visit the designated smoking places during designated breaks. Staff who ignore the regulations or who interfere with smoke detection equipment will be subject to disciplinary action.

15.9. Eye Tests for Display Screen Equipment Users

Under the Health and Safety (Display Screen Equipment) Regulations 1992, employers are obliged, under certain circumstances, to provide eye sight tests for their employees and, where deemed necessary, provide suitable corrective appliances (usually spectacles).

Definition of User

It will generally be appropriate to classify someone as a Display Screen Equipment User if most or all of the following criteria apply:

(a) The individual depends on the use of display screen equipment to do their job, as alternative means are not readily available for achieving the same results.

(b) The individual has no discretion as to the use or non-use of the display screen equipment.

(c) The individual needs significant training and/or particular skills in the use of display screen equipment to do their job.
(d) The individual normally uses display screen equipment for continuous spells of an hour or more at a time.
(e) The individual uses display screen equipment in this way more or less daily.
(f) Fast transfer of information between the user and screen is an important requirement of the job.
(g) The performance requirements of the system demand high levels of attention and concentration by the user, for example, where the consequences of error may be critical.

Eye Sight Tests
Display Screen Equipment Users who meet most or all of the criteria set out above are able to request an eye sight test.

The employee should make their request to their head of department or manager. If the HOD/manager confirms the member of staff is a 'User' then the employee is able to claim under this policy. In the event that the line manager disagrees they should inform the member of staff with an explanation. If the member of staff is aggrieved at this response they should raise the matter with their head of department or the Head of HR.

Employees should make an appointment directly with their optician, which should be outside of normal working hours where possible. Employees are able to claim the cost of an eye sight test, up to a maximum of £35 per test, once every two years, or more often if recommended by an optician.

15.10. Protective and Safety Clothing

The College provides overalls and other protective clothing to members of staff in departments in which the nature of the work requires it. For some jobs and in some areas, safety clothing/footwear is obligatory; failure to observe the requirements may result in disciplinary action. All clothing should be laundered/cleaned regularly and worn as smartly as possible.

15.11. Emergency Procedures

The College emergency procedures are detailed in the Management of Incidents Policy which sets out the initial Emergency Response Plan and details action to be taken in the case of specified occurrences in the Business Continuity Plan. Staff may be required to undertake emergency action and will be directed as required in such an event. Policy documents are available to heads of department and specified staff members on the shared drive W:\Governance\EMERGENCY.

Evacuation Procedure

- A staff evacuation procedure is practised at least once a year.

- If the alarm bells are sounded in the main College building, all occupants are to vacate the building as quickly as possible in accordance with the instructions contained on Fire Notices displayed throughout the College, ensuring that any visitors also leave the building.

- The assembly points for members of staff are currently in Front Court and the Garden. Staff dealing **directly** with conference delegates in College at the time the alarm is raised should

escort delegates to the appropriate assembly point in Front Court to await further instructions or assistance.

- **Note: An alternative Assembly Point will normally be specified by temporary signs when the marquee is installed in Front Court – this will generally be the Library Car Park.**

- The alarm bells are tested monthly.

Personal Emergency Evacuation Plan (PEEP)
If you have a disability that needs support in the event of an emergency evacuation, please contact either the Head of Estates or the Head Porter to arrange for a Personal Emergency Evacuation Plan (PEEP) to be formulated with you

Fire Precautions
The following simple but important fire precautions are to be observed by all members of staff:

- Memorise the evacuation procedure, emergency exits and assembly point in case of fire.

- Note the positions of firefighting equipment and the correct method of operation of extinguishers and never interfere with, or misuse, the fire equipment.

- Keep fire exits, routes and access to firefighting equipment clear from any obstructions; do not wedge fire doors open.

- Keep working areas free of waste as far as possible and in particular those areas which are not easily accessible.

- Observe the no smoking areas.

Head of Department/Staff Fire Warden Duties
There are particular duties that HODs and/or Fire Wardens carry and these are detailed in the Policy document.

Fire Risk Assessments
There are detailed fire risk assessments covering all areas of the college, especially high risk areas such as the main kitchens. They are reviewed annually. Staff members should be familiar with the provisions of the risk assessments -–access is available to the documents on the shared drive or through your head of department.

16. HEALTH AND WELLBEING POLICY

16.1. Policy

1. Statement and Aims

The College is committed to providing a working environment which is managed in a way that minimises risk to staff and occupants of the premises and promotes the health, safety and wellbeing of staff. These can be affected by issues such as physical and environmental hazards, poor work life balance, drug/alcohol abuse, bullying and harassment, disability, mental health, musculoskeletal disorders (pain that affects the muscles, ligaments, tendons, and bones).

Through the integration of wellbeing in all work activities, practices and College events, Robinson strives to provide a safe and healthy working environment that is positive, engages staff and encourages all to perform well, achieve their aims and provide a high quality service to colleagues, students and those who use College services. The College's staff wellbeing aims are

- Providing a work environment where staff can work comfortably, safely and securely with minimal risk to themselves
- Equipping line managers to understand their responsibilities for providing a safe and healthy workplace for their teams, implement safe systems of work and know how to manage common health problems
- Ensuring that line managers understand the importance of designing jobs where the demands placed on staff are reasonable, not excessive and flexible
- Ensuring that staff know the work they are employed to do and are equipped to meet their responsibilities
- Providing staff with advice and support to work in a healthy manner with due regard to their personal wellbeing and their ability to maintain a good work/life balance
- Fostering an environment that recognises skills, encourages personal development and makes staff feel valued and involved
- Reviewing staff's perception of their wellbeing (e.g. via staff surveys)

2. Responsibilities for Health and Wellbeing – the College

The College recognises staff may experience difficulties in their personal lives or with their work which can affect their performance. In these circumstances, it is important that staff raise their difficulties with their line managers at the earliest possible opportunity or they may approach HR, the College Chaplain, the College Nurse or one of the College Mental Health First Aiders to ask for assistance. In some cases, it may be better for staff to approach or be referred to other agencies or health professionals who can provide specialist assistance to them.

Line managers and staff have key responsibilities which they must undertake in order to work towards improving the health and wellbeing issues and these are:

3. Responsibilities for Health and Wellbeing – Managers

- To engage with staff to promote and enhance employee health and wellbeing
- To communicate regularly with staff and provide them with information relevant to their work and concerning the College.
- To carry out risk assessments and implement support and other measures to promote health and wellbeing
- To implement effective recruitment, staff development and training practices
- To recognise difficulties amongst their staff and implement remedies

- To monitor workload in relation to health and work and implement changes as appropriate
- To implement effective return to work practices following staff illness/absence from work

4. Responsibilities for Health and Wellbeing – Staff

- To engage with management and work together to enhance their wellbeing
- To participate in regular one to one meetings with line managers so that issues can be raised, discussed and resolved at the earliest opportunity
- To report stress and ill health to their line manager/HR as early as possible
- To respond to training and development opportunities
- To comply with control measures promoted by the College and contact support agencies to assist with improving their wellbeing
- To ensure that their work/life balance is maintained by using their annual leave each year, taking TOIL as soon as possible after working additional hours.

5. College Benefits Supporting Wellbeing

There are a number of benefits provided by the College which support Robinson's commitment to the wellbeing of its staff and these include:

- Pleasant working environment close to Cambridge City amenities
- Good travel links
- Free tea, coffee, water
- Free meals (usually lunch), further details in section 19.1
- Religious events and celebrations, promoted by the Chaplain
- Staff surveys to enable the College to get feedback from staff about working at Robinson
- Annual staff engagement days
- Long service annual leave entitlement
- Use of the College library including access to a collection of wellbeing books
- Staff information and consultation committee
- Staff social events
- Pleasant gardens
- Staff internal progression opportunities where possible.

6. College Policies Supporting Wellbeing

As an employer, the College takes its duty of care for all members of staff seriously and to further support health and wellbeing throughout the College a number of policies and procedures have been implemented in relation to this duty. These include:

- Health and Safety Policy – see section 14
- Managing Attendance Policy
- Equal Opportunities Policy/ Dignity at Work – see Section 13
- Grievance Procedure – see Section 0
- Whistleblowing Procedure – see section 23

Additional Support

When and where there are particular times or eventualities that College may expect there to be an increased level of stress and/or pressure on the wellbeing or mental health of staff – e.g. as

experienced during the COVID-19 pandemic and the resultant Job Retention Scheme intervention – provisions may be put in place to provide extra support. It is recognised that College may not be able to respond in all eventualities for all staff members but it will aim through best endeavours to provide coping mechanisms and other out of the ordinary support activity. Where such requirements are identified, College will determine the most appropriate individual(s) to be briefed and/or directed to undertake such preparations and agree the resources that will be made available.

7. Absence Management

Staff who fall ill and have a period of sick leave will be supported by the College. There is a generous sick pay scheme and advice will be sought from medical professionals on the most appropriate way to manage the situation and help the individual to return to work. Interventions such as phased returns from sick leave could be agreed or reduced working hours or redeployment could be considered also.

8. Partners & Support

University Counselling Service

Where appropriate, the College will work with the University Counselling Service. This may involve allowing paid time off to attend appointments made following a self-referral (and at the employees own cost), or in exceptional cases may include financial assistance towards an appointment or series of appointments.

College Support

The College recognises that poor mental health may affect performance at work and this will be taken into account by the College as appropriate. Where possible, the College will provide support and assistance by working with individuals, making reasonable adjustments, and being open to discussion. The College will promote the topic of wellbeing and mental health through the use of posters, face to face sessions or the provision of information from time to time.

9. Measuring impact and developing a forward strategy

College has identified the following KPIs in conjunction with the MHFAs to ensure that the impact and outcomes of the investment in MHFA are monitored and measured. These are a mix of anecdotal evidence and data:

- Number of people referred to the University Counselling Service
- Number of mental health or wellbeing related reasons for absence reported by staff
- Staff surveys and evaluations

Subject to the outcomes of KPIs, College will determine an appropriate strategy which will be reviewed and implemented alongside general Health and Safety objectives. This will be a part of the discussions and planning undertaken by College management, heads of department, the Health & Safety Committee as well as others involved more directly in this policy.

10. Resources & Training to Deliver the Policy

- An appropriate quiet and confidential space (the Nurse's waiting room) for mental health first aiders to hold conversations with individuals looking for support – access via Porters Lodge.
- Suitable training for mental health first aiders, Porters, Tutors and heads of departments.

- Appropriate posters and material suitable for promoting and raising awareness of mental health and wellbeing topics.
- Email staff.wellbeing@robinson.cam.ac.uk will be diverted to appropriate individuals (mental health first aiders).

16.2. Mental Health

The College is a caring employer and will treat employees suffering with mental health difficulties in the same way as it would treat those with physical health conditions.

Mental health problems can affect anyone regardless of their age, gender, ethnicity or social group. The most common forms of mental ill health are anxiety, depression, phobic anxiety disorders and obsessive compulsive disorders and they may arise for a variety of reasons e.g. general health, family circumstances etc. Such problems may affect performance at work and this will be taken into account by the College which will, where possible, provide support and assistance by working with individuals, making reasonable adjustments, and being open to discussion.

Some forms of mental ill health may be classed as a disability under the Equality Act 2010 if they have "a substantial and long term adverse effect on a person's ability to carry out normal day-to-day activities."
The College will provide support to staff who might have a mental health issue, including access to the College Nurse and in emergencies a mental health first aider is available. Otherwise staff can discuss any health concerns they might have with their line manager or HR. It is important, however, that staff refer themselves or are referred quickly to mental health experts and some links are set out below which may be useful for staff who feel they might need some help:

KEEP YOUR HEAD: https://www.keep-your-head.com/
MIND: http://www.mind.org.uk
SANE: http://www.sane.org.uk
SAMARITANS: http://www.samaritans.org - you can telephone them on 116 123 (UK Freephone) or email them at jo@samaritans.org

If you are in a mental health crisis call First Response Service (FRS) on **111,** option **2**.



There is further information available on the College website:
https://www.robinson.cam.ac.uk/college-life/student-information-and-welfare/mental-health-resources

Mental Health First Aid

If an individual is experiencing difficulties with mental health, the first aiders are available to talk to. An individual may either contact the first aider themselves, or may be referred via a line manager or another member of the College. The first aider will take the individual to a private quiet space and will talk with them with the aim of providing a confidential safe space to talk, and signposting the individual towards sources of help if appropriate.

The College aims to have two or three trained mental health first aiders – the current MHFAs are listed on the First Aid list.

The Role

In general, the role of a mental health first aider in College is to be a point of contact for an employee who is experiencing a mental health issue or emotional distress. This interaction could range from having an initial conversation through to supporting the person to get appropriate help. As well as in a crisis, mental health first aiders are valuable in providing early intervention help for someone who may be developing a mental health issue. These first aiders are not trained to be therapists or psychiatrists but they can offer initial support through non-judgemental listening and guidance.

Mental health first aiders are expected and trained to:

- Spot the early signs and symptoms of mental ill health
- Start a supportive conversation with a colleague who may be experiencing a mental health issue or emotional distress
- Listen to the person non-judgementally
- Assess the risk of suicide or self-harm (within their competency level)
- Encourage the person to access appropriate professional support or self-help strategies. This might include encouraging access to internal support systems such as the University Counselling Services
- Escalate to the appropriate in College authorities (as appropriate) and/or counselling or emergency services, if necessary
- Maintain confidentiality as appropriate
- Protect themselves while performing their role
- Keep confidential records securely recognising that this is sensitive personal data
- Report non-personal data statistics to HR for monitoring and measuring policy effectiveness.

At no time does the first aider role (or anyone trained in MHFA skills) supersede College policy: first and foremost they are all employees of the College.

Mental health first aiders are not expected to provide “out of hours” support, nor are they expected to provide personal contact details. Instead, staff members who feel an urgent need for support are encouraged to make contact through the wellbeing helpline email - staff.wellbeing@robinson.cam.ac.uk. Response contact can then be made at the earliest opportunity by the first aider(s).

The Person

Anyone can be a mental health first aider but a genuine interest in mental health and wellbeing is desirable. Successful first aiders will have the following skills and attributes:

- A desire to learn more about mental health and support others if required to do so
- Calmness – comforts the person in their time of need

- Honesty – encourages the person to trust you
- Non-judgemental attitude – creates a safe space for the person to open-up
- Empathy – shows that you care and understand
- Listening effectively to be able to hear and understand everything the person is saying
- Resourcefulness – gives the person ideas on where to get further or more qualified help
- Reassuring – makes the person feel like things are going to be ok
- Encouraging – helps the person go on to get more help
- Confidential – maintaining absolute confidentiality is vital to developing trust
- Understanding of own limitations – the role is FIRST AID only, not a healthcare professional
- Ability to switch off – you need to know when to let go
- Time available – having time free to be able to spend with a person – time pressures on yourself will not help you be effective and you need to be clear about how you would feel if you were contacted outside of normal working hours.

16.3. Drug, Alcohol and Substance Abuse

Robinson College seeks to ensure the safe running of the College by operating a drug, alcohol and substance abuse policy. Use or sale or purchase of illegal drugs and abuse of alcohol or substances is a disciplinary offence and can lead to dismissal.

Employer Assistance

Robinson College recognises that employees suffering from an alcohol, drug or substance problem may require advice and medical treatment. Robinson College will investigate such abuse and deal with each case in a manner deemed to be appropriate.

Robinson College has a policy of assistance with the rehabilitation of employees who voluntarily seek help for alcohol or drug related problems.

The employee will be supported on the basis that:

- any required absence for counselling will be treated as normal sickness
- during long term/continuous absence, the employee sees a physician nominated by Robinson College as frequently as Robinson College deems necessary.

Robinson College has clear disciplinary rules concerning poor work performance, attendance or behaviour. Employees with drug or alcohol related problems will be subject to disciplinary action if they have not requested medical assistance, have refused treatment, have failed to complete treatment, or have relapsed after treatment.

Drug Abuse

If you are found to be taking drugs which have not been prescribed on medical grounds you will, in the absence of mitigating circumstances, be deemed to be committing an act of gross misconduct and will render yourself liable to dismissal under Robinson College's disciplinary procedure. Any employee believed to be buying or selling drugs or in the possession of unlawful (i.e. un-prescribed) drugs is also liable to dismissal.

Alcohol Abuse

Apart from College arranged celebration drinks, functions or entertaining, you are not permitted to consume alcohol on the premises.

You should not consume alcohol before or whilst driving on official business, or before or whilst performing or managing work, particularly in a health and safety high risk area or activity.

You should at all times be capable of fulfilling your duties without impairment due to the consumption of alcohol. Where an individual is suspected of being unable to adequately perform their duties fully, then the head of department's opinion will be final and the individual may be requested to leave the work place and / or refrain from College duties.

You must remember that, 'whilst at work', you may be called upon to make decisions or communicate with third parties and it is essential that you are able to do so without putting third parties at risk or exposing the College to potential claims or reputational damage.

Failure to adhere to these guidelines may result in disciplinary action being taken that could result in dismissal.

Substance Abuse

If you are found using some other substance (not prescribed for medicinal purposes) that could potentially endanger you or your work colleagues you will be deemed to be committing an act of gross misconduct. You will render yourself liable to dismissal without warning.

If you suspect anyone of being under the influence of drug, alcohol or substances you should advise your head of department immediately. The situation will be handled with the utmost discretion.

16.4. Domestic Abuse

The College will support employees experiencing, or involved in, domestic abuse. Everyone has the right to live free from abuse in any form and the responsibility for abuse lies with the perpetrator. It is recognised that there is an increased awareness of the prevalence of domestic abuse in society and the College understands that there may be colleagues who are experiencing domestic abuse, or who want to support friends, colleagues or family members who are going through it.

Aims of the policy

The aims of this policy are to:

- Support all employees experiencing domestic abuse and promote their health, safety and well-being at work;
- Enable employees experiencing domestic abuse to remain productive, efficient and at work;
- Aid line managers seeking to help staff who are experiencing domestic abuse; and
- Assist colleagues of staff who are experiencing domestic abuse.
- Support perpetrators who voluntarily wish to seek advice and support to address their behaviour.

It is the College's intention to deal constructively, compassionately and sympathetically with cases of domestic abuse.

You can speak in confidence to a member of the HR team who can provide initial support, signpost you to resources and help you with any disclosure conversations you would like to have with colleagues

and, if you have not done so already, with your line manager. We will work with you to formulate a response including:

(a) Discussing and agreeing ways to help you stay safe in the workplace;
(b) Directing you to the appropriate domestic abuse resources; and
(c) Facilitating referrals.

Please refer to the paragraph below relating to confidentiality.

Line managers have a role to play in enabling employees experiencing domestic abuse to seek help and support. The role of the manager is to:

- Identify employees who may be experiencing difficulties as a result of domestic abuse, for example, employees coming to work with unexplained injuries or who appear distressed or have unexplained periods of time off work or show an uncharacteristic deterioration in work performance.
- Provide initial help and support, including advice on the options available for the employee and referrals to appropriate sources of professional help and support.
- Protect confidentiality as far as possible (see the paragraph on confidentiality below).
- Discuss measures to prioritise safety at work and ensure that the health and safety of all employees is protected.
- Enable the employee to remain productive, efficient and at work.

Confidentiality

Where an employee has discussions with their line manager, an alternative line manager, or an HR contact that they are experiencing domestic abuse, confidentiality will usually be maintained as far as possible. There are, however, some circumstances in which confidentiality cannot be assured. These circumstances occur when there are concerns about children or vulnerable adults, where high risk to safety has been identified, or where we need to act to protect the safety of members of the public, including other colleagues.

Where a perpetrator may be placing their partner or family member (s) in genuine danger this may be reported to the police. This will be subject to prior discussion with the employee wherever it is reasonably practicable to do so.

Personal data will be stored in accordance with the College's data protection policy.

Safety at work

We acknowledge our duty to protect the health, safety and well-being of all employees at work, including those employees affected by domestic abuse. This includes situations where the perpetrator of the abuse is harassing the employee at work, for example, turning up at the workplace unannounced, constantly telephoning/e-mailing/texting the employee during the working day or harassing the employee's work colleagues.

Employees need to disclose to the College that they are at risk from domestic abuse in order to receive this protection and the College therefore actively encourages employees to disclose such facts. Other employees should also disclose to the College if they are being harassed by a work colleague's current or former partner or family member.

Perpetrators of domestic abuse

The College will not tolerate or condone domestic abuse, regardless of the identity or seniority of the perpetrator. However, the College recognises the need to offer appropriate support to employees who disclose that they themselves are perpetrators of domestic abuse but who genuinely want to change their behaviour. If the College becomes aware that an employee is or may be perpetrating domestic abuse, it will take appropriate action. Any domestic abuse that endangers another employee or uses company equipment to inflict that abuse, such as mobile phones or laptops, may result in disciplinary action under the College's disciplinary policy up to and including dismissal. In some cases it may be appropriate for the College to provide support to an employee who is seeking to address their behaviour, for example by providing access to specialist support services and this will be decided on a case by case basis.

Time off to seek support

Where an employee needs time off in respect to accessing support, managing any legal issues or family requirements, the College will provide a reasonable amount of time off. Employees who need time off should discuss this with their line manager and HR to agree how much leave is required, how and when it will be taken and whether leave will be paid or unpaid.

16.5. Menopause Guidance and Support

Under the Equality Act 2010, the menopause is largely covered under three protected characteristics: age, sex and disability discrimination. The Health and Safety at Work Act 1974 provides for safe working, which extends to the working conditions when experiencing menopausal symptoms.

The College has a duty to provide a safe working environment for all staff and therefore commits to ensuring that additional support is available to those experiencing menopausal symptoms.

The menopause is a natural event in the life of many people, during which they stop having periods and experience hormonal changes such as a decrease in oestrogen progesterone and testosterone. It usually occurs between the ages of 45 and 55 and typically lasts between four and eight years – however, it can occur earlier or later than this due to surgery, illness or other reasons.

The experience of each person will differ and menopausal symptoms can occasionally begin before the age of 40. Perimenopause, or the menopause transition, begins several years before the menopause. People may start to experience menopausal symptoms during the final two years of perimenopause.

While symptoms vary greatly, they commonly include (but are not limited to):

- hot flushes;
- night sweats;
- anxiety;
- dizziness;
- fatigue;
- memory loss;
- depression;
- headaches;
- trouble sleeping;
- recurrent urinary tract infections;
- joint stiffness, aches and pains;
- reduced concentration; and

- heavy periods.

Each of these symptoms can affect a person's comfort and performance at work.

Experiences and perceptions of the menopause may also differ in relation to disability, age, race, religion, sexual orientation, or marital/civil partnership status. It is important to recognise that for many reasons a person's individual experiences of the menopause may differ greatly. The menopause can also affect partners and families and it is useful to know how to support someone experiencing symptoms.

The College agrees to work proactively to make adjustment(s), where necessary and possible, to support people experiencing the menopause and to ensure the workplace does not make their symptoms worse.

Trans People and The Menopause
The word 'Trans' is inclusive of all people who were assigned a different gender at birth; this includes people who decide to transition medically using hormone therapy and/or corrective surgery as well as those who transition without any medical or surgical procedures. Trans may also include those who are non-binary who do not identify as either gender, or who identify with one gender and dress as another, either temporarily or permanently. Some trans people may not wish to disclose their trans status and may be uncomfortable discussing the menopause as this may reveal their status.

Trans Men (those who identify as male but were assigned female at birth) will experience a natural menopause if their ovaries remain in place and no hormone therapy is given. They will also experience the menopause if their ovaries and uterus are surgically removed, although this may happen earlier than usual.

Trans women (those who identify as female but are assigned male at birth) who undergo hormone therapy will go through 'pseudo-menopause' which occurs when there are fluctuations in hormone levels due to medication. They will also go through menopausal-like symptoms for a limited time while their body adjusts.

Non-binary people (those who don't identify with any gender) may also experience menopausal-like symptoms; this will depend on their assigned gender at birth, and whether they go through any hormonal treatment or corrective surgery.

Roles and Responsibilities

Members of Staff
All staff are responsible for:
- Taking a personal responsibility to look after their health;
- If a member of staff is uncomfortable about speaking to their line manager about the menopause, or if they need further support, they can speak to HR or the College Nurse in the first instance.
- Being open and honest in conversations with their line manager and HR or the College Nurse;
- Contributing to a respectful and productive working environment;
- Being willing to help and support their colleagues;
- Understanding any necessary adjustments their colleagues are receiving as a result of their menopausal symptoms.

Managers
All managers should:
- Familiarise themselves with this Menopause Guidance;

- Be ready and willing to have open discussions about the menopause, appreciating the personal nature of the conversation, and treating the discussion sensitively and professionally;
- Let HR know of any adjustments agreed, and actions to be implemented;
- Ensure that all agreed adjustments are adhered to;
- Ensure ongoing dialogue and regular review with staff.

Where adjustments are unsuccessful, or if symptoms are proving more problematic, the line manager can contact HR to advise on an Occupational Health assessment and implement any recommendations, where reasonably practical.

We aim to facilitate an open, understanding working environment. Staff are encouraged to inform their line manager that they are experiencing menopausal symptoms at an early stage to ensure that symptoms are treated as an ongoing health issue rather than as individual instances of ill health.

Early notification will also help us to determine the most appropriate course of action to support a person's individual needs. Staff may find it helpful to have an initial discussion with a member of the HR team, or the College Nurse.

Reasonable adjustments
Where a member of staff has highlighted the need for additional support to manage menopause symptoms, line managers should seek advice from the HR Department. If applicable, HR will liaise with the line manager and will undertake a Risk Assessment to identify and consider whether any adjustments can be made to enable the member of staff to continue in their role comfortably and with ongoing support.

Reasonable adjustments will vary depending on the person's symptoms and therefore we should listen carefully to the needs of the person before deciding on the best approach to adjustments. Reasonable adjustments can be made for as long or short a time as necessary and should be regularly reviewed to ensure they are still meeting the needs of the individual.

Examples of reasonable adjustments are:
- Flexible working
- Regular toilet breaks and ensuring they are accessible
- Flexibility on types of clothing worn (not restrictive, not too hot etc)
- Temperature and ventilation of the workplace
- Availability of cold drinking water

This list is not exhaustive.

Absence management
In the event that an individual may need to take time away from work due to the symptoms of menopause, the normal absence reporting procedure should be followed.

Data protection
We will process any personal data collected in accordance with the Data Protection Policy. Data collected from the point at which we become aware of the issue is held securely and accessed by, and disclosed to individuals only for the purposes of providing the necessary support.

Additional Support

There are links to resources/websites on My.Robinson.

- Menopause matters, which provides information about the menopause, menopausal symptoms and treatment options;
- The Daisy Network Charity, which provides support for people experiencing premature menopause or premature ovarian insufficiency;
- The British Menopause Society (thebms.org.uk)
- The Menopause Café, which provides information about events where strangers gather to eat cake, drink tea and discuss the menopause.
- Cambridge University (www.wellbeing.admin.cam.ac.uk/resources/menopause)
- Further reading: 'Everything you need to know about the menopause' by Kate Muir.
- The Balance App (www.balance-menopause.com) from the menopause specialist Dr Louise Newson. The app allows you to track your symptoms, access personalised expert content and lots more.
- NHS guidance (www.nhs.uk/conditions/menopause/)
- National Institute for Health and Care Excellence (NICE) Guidelines. These explain how your GP will determine what types of treatments and interventions they can offer you. You can find out more information by using the following link (www.nice.org.uk/guidance/ng23/ifp/chapter/About-this-information)
- Menopause information. The Royal College of Obstetricians and Gynaecologists offer further information in a dedicated area of their website at: https://www.rcog.org.uk/en/patients/menopause/
- Information on hysterectomy. This provides an insight into surgically induced menopause as a result of having a hysterectomy. Further details can be found at https://www.hysterectomy-association.org.uk.
- A Government Report: Menopause transition: effects on women's economic participation.
- Henpicked. This site provides information on managing menopause, and an insight into women's stories (see https://henpicked.net/menopause/).
- Canada Life: www.canadalife.co.uk/workplace-protection/menopause?utm_source=sales+email+template&utm_medium=email&utm_campaign=menopause+campaign

17. TRAINING AND DEVELOPMENT

Policy statement

Robinson College recognises the value and importance of providing opportunities to all staff to develop their job-related knowledge and skills, and expects that training and development will increase individual effectiveness and that well-trained employees will make a richer contribution to the College. All training and development undertaken must be clearly focused on achieving the College's objectives.

The College is committed to the development of positive policies to promote equal opportunities in employment regardless of any protected characteristic (race, sex, disability, sexual orientation, religion or belief, age, marital status or civil partnership, pregnancy/maternity or gender reassignment) and this principle applies equally to the training and development of all of our staff.

The College aims to equip all staff with the necessary knowledge and skills to be able to carry out their duties safely and without risk to themselves or others, to do their jobs successfully and with confidence, and to support all staff to reach their full potential.

Scope of the policy

This policy applies to all staff who work for the College.

Aims of the policy

The aims of the policy are to:

- Achieve consistency in the management of training and development issues.
- Ensure new staff have a planned and consistent induction to help them understand their role and their individual responsibilities.
- Provide appropriate development opportunities to help maintain and enhance standards of performance.
- Support continuing professional development.

Roles and responsibilities

Staff

All staff have a contractual responsibility to achieve and maintain a satisfactory standard of performance. All staff are required to participate in the Annual Review process and are expected to actively engage in personal development as detailed in their development plans.

Heads Of Department (HODs)

HODs will be responsible for identifying areas of their own work and work done by staff for whom they are responsible which could be assisted by training and development activities. They should identify statutory training requirements, ensure these are met and prioritise non statutory training. They must ensure all new employees reporting to them are provided with proper induction training and have the annual and end of probation performance reviews completed on time, with clear targets set and any training needs clearly identified.

HODs need to ensure staff who are attending organised training know the reasons for the training, its objectives, the expected outcomes and standard of performance; that their performance is measured against this and the training properly evaluated.

HR

The Head of HR will work with the HODs to collate the individual training and development plans to produce an annual training plan for the College. They will also provide support and guidance to HODs and staff on the completion of the Annual Review paperwork.

17.1. Annual Reviews

Each year, each member of staff will take part in a meeting with their immediate HOD to discuss aspects of their work performance. The objective of the meeting will be to review the previous year's achievements and to discuss any future training, development and career planning relevant to the individual and to the College. Further details are provided in section 9.1

17.2. Induction training

The College recognises the need to ensure that all new staff receive a planned, thorough induction to enable them to settle quickly into the College Induction Checklist. It is each HOD's responsibility to ensure that new employees are provided with proper induction training, on-going monitoring and coaching during their probationary period, and that the end of probation performance review is undertaken before the end of the probationary period to enable a timely decision to be made regarding confirmation in post Probationary Review.

17.3. Identification of training needs

Primary responsibility for the planning and implementation of cost-effective training and development lies with HODs of the College, who should act through or in consultation with the Head of HR. Central to the implementation of the policy is a department's training plan which should identify each individual's training needs and how and when these are satisfied. Training needs may be individual or by type of job.

What needs to be considered

- statutory requirements for health and safety and other training
- when staff are new to the College or to the department:
  - appoint mentor
  - use induction checklist
  - provide induction programme
  - allow attendance at central induction events
- when staff are at or near the beginning of their working lives:
  - teaching, learning and research skills and knowledge
  - professional and technical skills training
  - day release for trainee or Modern Apprenticeship staff, BTEC, City and Guilds, NVQs
- when members of staff take on new management or supervisory responsibilities:
  - financial management training for budget holders
  - first-line supervisory management training
  - management development
- continuing professional development for all: ➢ professional and technical updating
  - training for new technologies and processes
  - adapting to a changing work environment
- personal organisation and communications skills computer skills
- when staff are nearing retirement:-
  - Pre- retirement course run by the University or running at other Colleges

Departments should consider group development needs as well as individual. They should consider a range of development methods to meet these needs:

- departmental development events or activities
- inviting contributions from external experts or facilitators
- external courses and conferences
- programmes of self-study
- visits to other Cambridge colleges
- professional or technical qualifications
- short courses provided by the College or others
- working with a mentor
- working as a mentor
- keeping a learning journal to reflect on feedback or experience
- job rotation

The College supports qualification of staff as coaches and assessors for NVQs in certain occupational areas.

17.4. Individual training expenses

The College is fully committed to the career development of all staff and is therefore willing to meet the costs associated with necessary and identified study and training. Expenses incurred attending training courses, seminars etc during normal working hours will be dealt with under our normal expense procedures.

The College will consider financial support for costs associated with training for proficiency at work and/or career development. Subject to approval of the request in principle, the Head of HR will then normally approve some or all of the following expenditure in relation to the course: course fees, travelling expenses where appropriate, course materials such as books or essential equipment (which shall remain the property of Robinson College), examination fees, professional memberships etc. In addition, paid study leave of a specified duration may be authorised for certain professional qualifications. Such funding will however normally only be offered to those employees who are prepared to commit to Robinson College and any such training expenditure is normally dependent on the member of staff agreeing to sign a repayment agreement, should they leave within a specified period following the completion of the training, or abandon the training without good reason.

A written record of the agreement (using the application for development assistance form) must be completed detailing the total course cost, any other approved expenditure, and any agreement concerning study leave.

Where the fees for an external programme or course to be paid for by the College exceed £500, the individual members of staff will be required to complete an Application for Development Assistance form (Appendix 1) and agree to pay back a proportion of the fees if they leave the employment of the College, according to the following schedule:-

	Cost of Course				
	<£500	**£500-£1,000**	**£1,000-£2,000**	**£2,000-£3,000**	**>£3,000**
Leaving College Employment	**Fees Pay-Back**				
Before completion of qualification	0%	100%	100%	100%	100%
Within 1 year of completion		100%	100%	100%	100%
Between 1 and 2 years of completion		0%	50%	50%	100%
Between 2 and 3 years of completion			0%	25%	50%
Between 3 and 4 years of completion				0%	25%
More than 4 years after completion					0%

Where attendance at a course is at the insistence of the College, or a mandatory requirement of the role, the repayment of any fees by the employee will be wavered. In discussion and agreement with the Finance Bursar, the longevity of the pay-back period may be open to review subject to the circumstances.

17.5. Training Evaluation

The benefits of training activities undertaken by staff teams or individuals should be reviewed within the relevant department following each activity. Evaluation may take place via informal feedback and at departmental meetings. However where the time and money invested by the individual and/or the College is significant, then the completion of a Post-Development Evaluation form (available from HR) would be recommended.

18. USE OF IT FACILITIES

Computers and networks are powerful technologies which enable College members to access, use and distribute the College's and University's information and knowledge. As such, they are critical to the College's continued existence. With the privilege to use the information resources of the College and the University come specific responsibilities. These are defined by:

- University rules: https://help.uis.cam.ac.uk/policies/acceptable-use-policy

College policies: https://www.robinson.cam.ac.uk/college-life/it/network-usage-rules
This chapter summarises key points. For more detail, please refer to the resources listed above. Failure to comply with policy will lead to disciplinary action.

Summary

All members of staff are responsible for:

- Protecting and properly using the College's IT facilities and information resources.
- Respecting the rights of other users.

18.1. General Rules of Conduct

- Except as specifically set out in "Personal use" below, College IT systems are solely for the conduct of College business.
- You may not use College IT systems for personal gain.
- You may not share your IT account(s) or login details with other users.
- You must raise any training needs in relation to IT with your head of department. A lack of required IT skills is likely to lead to serious consequences for the College.
- If you become aware of a problem with an IT system, you must notify the IT Helpdesk promptly.
- You may not send, view, receive or distribute unsuitable material; this is material which may be judged to be illegal, defamatory, intimidating, offensive, pornographic, explicit or abusive. Please be aware that the offensiveness, or abusiveness, of material is judged by its effect upon the person offended.
- You may not send, receive or distribute material which is of an extreme political nature.
- You may not use College IT equipment and/or system to directly or indirectly promote violence or to promote or advance the radicalisation of College members (in this context 'radicalisation' refers to the act of inciting others to support terrorism or commit acts of terrorism).

18.2. Email and instant messaging

Email is not a private means of communication. Emails which you send or receive may be intercepted and read by the College, the University, and other parties, such as hackers or intelligence services. Also see "Privacy" below.

In addition, emails are considered to be official College documents, admissible in a court of law. You should bear the following in mind:

- Never commit to email anything which you would not be comfortable putting in an official College letter.
- Rude or 'joke' emails are not suitable in a place of work.
- Never send a password or other confidential information via email.

- Emails and their attachments may contain malicious software (e.g. viruses). If you are at all suspicious of an email, please contact the IT Helpdesk before opening it or clicking on its attachment.
- Do not click on links in emails unless you are absolutely certain that they come from a trusted source and are work-related; if in any doubt, contact the IT Helpdesk.
- If you receive an email intended for someone else, you must immediately return it to the sender, informing them that it was wrongly delivered. The contents of a wrongly delivered email must not be disclosed or used.

Instant messaging (IM) is often considered to be a more informal method of communication than email; however, be aware that records of IM conversations may be treated in the same way as emails.

18.3. The Web

Employees must at all times be aware of the uncontrolled and unregulated nature of the Web and websites. In addition to being a valuable and vital resource, they contain a vast amount of material unsuitable for viewing at work.

Use of the Web is generally subject to the rules given in this chapter. In addition:

- Be wary of advertisement links in web pages; they may lead to virus download sites.
- The College recommends the use of a modern and fully up-to-date web browser (such as Firefox).
- A record of the websites you visit may be retained by the College's systems; this is a normal behaviour of computers.
- Viewing of offensive images is strictly forbidden. If you accidentally come across offensive material, especially images of abuse, you must inform the IT Helpdesk immediately and refrain from using your computer until authorised.

18.4. Use of Artificial Intelligence (AI) Tools

Employees may use approved AI tools, specifically Microsoft Copilot, to support productivity, efficiency, and innovation in their work. When using AI, staff must ensure that confidential, personal, commercially sensitive, or otherwise protected information is not entered into any AI system unless specifically authorised and compliant with organisational policies and data protection requirements. Users remain responsible for reviewing and validating AI-generated content for quality, accuracy, appropriateness, and compliance with College standards. AI should be used as a support tool and not as a substitute for professional judgement.

18.5. Data Protection

Please be aware that the UK GDPR and Data Protection Act 2018 requires everyone handling data relating to a living individual (e.g. a student's records, or a Fellow's home address) to protect this data and use it only for the purposes for which it was collected. There are eight Principles in the Act, all of which are mandatory.

Training and briefing of relevant staff will be provided as required.
The details of how the College handles data are laid out in the Data Protection Policy.

18.6. Copyright

Do not send, receive, store or distribute any material (including pictures obtained from the Internet) which is in breach of confidence, or copyright. This includes music, videos, and games.

18.7. Privacy

Anything you store on the College's IT systems, as well as your IT-based activities (e.g. web usage, emails and other messages you send or receive) may be recorded and accessed by authorised College staff. However, access to this type of information will only take place under specific controlled circumstances and must be authorised; the Regulation of Investigatory Powers Act 2000 forbids casual viewing or searching of material such as home directories and emails (including searching for unspecified unauthorised activity, or 'fishing expeditions').

You must not attempt to obtain information which you are not authorised to have, or to access systems or accounts which you are not authorised to access. You must not assist or abet others in this type of activity. If you become aware that such activity is taking place, or that it is likely, you must inform your head of department.

18.8. Installing/downloading programs to College computers

Some College computers may permit the installation of programs by certain staff. If this is possible for you, it is your responsibility to ensure that anything you install will have no negative impact upon the operation of the College's IT systems, or the privacy and integrity of its data. Frivolous programs (such as games) are not to be installed on College systems. Programs must be installed in accordance with their copyright restrictions.

18.9. Leave or absence from the office

The College requires that all incoming correspondence be seen and acted upon as necessary, even if the intended recipient is out of the office or otherwise unavailable.

With regard to emails, you must either:

- Arrange for your incoming emails to be forwarded to another member of staff.

or:

- Set up an out-of-office message which replies to email senders with information on an alternative contact if the matter will not wait.

18.10. Personal use

You may use the College's IT system for limited personal purposes (as defined in the Contract of Employment) subject to the following conditions:

- Personal use is permitted for a few minutes per day during working hours, or during the whole of official break periods (e.g. the lunch break).
- Personal use must not interfere with the proper performance of employees' duties.
- Employees' computer use may be subject to monitoring as part of the College-wide monitoring system (see 'Privacy').
- Personal use is strictly subject to the understanding that the system is not private.
- All other rules still apply- for example, use for personal gain, or to handle unsuitable material, is still forbidden.

- The College's IT system is not guaranteed to be secure. Any online payment or other activity is therefore at risk of fraud or other abuse.

18.11. Social Media

All staff using social media must adhere to the standard of behaviour as set out in this guidance and in the Social Media / Networking Policy.

Staff should not use social media to infringe on the rights and privacy of colleagues or make ill-considered comments or judgments about staff.

Digital communications by staff should be professional and respectful at all times and in keeping with this guidance. Unacceptable conduct, (e.g. defamatory, discriminatory, offensive, harassing content or a breach of data protection, confidentiality, copyright) will be considered extremely seriously by the College and will be reported as soon as possible to a relevant member of staff, and escalated where appropriate. The College will take appropriate action when necessary.

Where conduct is found to be unacceptable, the College will deal with the matter internally. Where conduct is considered illegal, the College will report the matter to the police and other relevant external agencies, and may take action according to the Disciplinary Policy.

The College permits reasonable and appropriate access to private social media sites. However, where we suspect excessive use, and consider this use to be interfering with relevant duties, we may take disciplinary action.

The following general guidelines apply to staff posting content via social media:

The Do's

- Use a disclaimer when expressing personal views
- Use an appropriate and professional tone
- Be respectful to all parties
- Ensure you have permission to 'share' other peoples' materials and acknowledge the author
- Express opinions but do so in a balanced and measured manner
- Think before responding to comments and, when in doubt, get a second opinion

The Don'ts

- Don't make comments, post content or link to materials that will bring the College into disrepute
- Don't use College branding on personal accounts
- Don't publish confidential or commercially sensitive material
- Don't breach copyright, data protection or other relevant legislation
- Consider the appropriateness of content, and don't link to, embed or add potentially inappropriate content
- Don't use social media to air internal grievances

Use of Personal Internet Social Media such as Facebook, Instagram, Youtube, LinkedIn or X

Publishing information on the Internet is widespread and it is recognized that many employees will use this medium to communicate with friends and family and more generally with the outside world. However, in any form of publishing the law is quite specific about certain matters and care must be taken to stay within the law and also to comply with the College's Policy:

Employees must not use the Internet and/or social media in either work or personal time to:

- Post information that is confidential or that constitutes intellectual property;
- Make comments that are negative about the College, its Fellows, members of staff, students, conference delegates, or visitors;
- Bring the College into disrepute;
- Bully or harass other members of staff or other parties; or
- Make comments that are discriminatory

Staff should be aware that publishing such information only on “private” pages of Facebook/Instagram etc. offers no protection from action.

19. FACILITIES AND AMENITIES

19.1. Catering

All employees are entitled to have lunch in the Garden Restaurant, when open and operational, free of charge, to be taken during an unpaid break.

At the discretion of the Head of HR in consultation with the Head of Operations, members of staff who are required to work unsocial hours (i.e. late at night or early hours of the morning) or where their working hours preclude them from having a meal at home, may have entitlement to other free meals. Such meals may be taken at a convenient meal period (breakfast or dinner) in the Garden Restaurant during an unpaid break during or at the start or end of their shift. For clarity, such staff members would be expected to be present in College for the extra time of the unpaid break – it is only the meal that may be an entitlement, not the break time.

Facilities for hot beverages are available to members of staff without charge – these are generally provided within the employee's department; hot and cold drink vending machines are also available in various locations in the College which are chargeable.

19.2. Personal Property and Vehicles

Whilst the College will take all reasonable precautions, it is unable to accept responsibility for personal property, including vehicles, brought on to the site. Valuables should not be brought to work, and essential belongings should either be kept on the person or secured in a locker or other safe place.

Lost and found property should be reported immediately to the Porters' Lodge.

Provision for car parking is available either in the underground car park or outside car parks; a waiting list is maintained for members of staff for the car parks. Vehicles must not be parked in any place on the College's property other than that which has been allocated for the purpose, and must not be parked in a way which could cause inconvenience to our neighbours. The Head Porter issues car park stickers to members of staff allocated spaces in a College car park. Cars should not be parked in the College car parks without displaying the appropriate sticker. Further information on how staff can apply for car parking, can be found in the staff Car Parking Policy.

Vehicles must be driven with great care on the site and due regard must be paid to any notices displayed, and to other traffic and pedestrians.

19.3. Electric Scooters Policy

Some staff members may choose to use an electric scooter (e-scooter) to travel to and from work. They should note that currently, while it is legal to buy and own an e-scooter, under UK law, e-scooters, alongside hoverboards and electric unicycles, are considered "powered transporters" and are not permitted on the public highway. Users cannot yet register and e-scooter (as they would a car), nor get insurance to ride these in public spaces which is why they CANNOT be legally ridden on roads, pavements or any public space.

Rental Voi e-scooters may be used on roads, pavements or any public space where they are part of the scooter trial. The scooter trial in Cambridge is one of many pilot schemes being run across the country. The government is monitoring them to inform a decision on whether to legalise the use of electric scooters on UK roads. Click for more info.

Privately owned e-scooters are only legal to use on private land. However, in view of the potential safety issues, the nature of e-scooters being powered transporters and the inability for users to be insured, use on College premises is not permitted. Therefore users must dismount before they cross the College boundary and walk the e-scooter within the premises and back to the boundary before re-mounting on their way home. The same is expected of bicycle users.

The following also apply in College:

- E-scooters may not be charged at College (i.e. College utilities may not be used for this purpose).
- They may be parked in any cycle parking area; if security is an issue, use of the Bin Brook cycle room is suggested.
- College accepts no responsibility for any loss or damage to or of staff owned e-scooters.

19.4. Staff Purchases

Facilities exist for members of staff to purchase products from the College's suppliers on condition that the goods are paid for promptly and are not for resale. Staff are not allowed to purchase on College accounts e.g. amazon.

From time to time, members of staff may also purchase items of College property, plants etc. which are for sale.

19.5. Staff Social Committee

A sub-set of the SICC is the Staff Social Committee which is made up of volunteer staff members and which operate as set out below. If members of staff would like to volunteer to join the Committee, they should speak to either their head of department or the Chaplain to seek more information and express their interest.

Aims

- To organise social events through the course of the year to include the Christmas party, a summer staff event and other events such as quizzes.
- To consult as widely as possible with all staff members of Robinson College in order to ascertain the nature of activities that might be attractive and therefore supported by staff.
- To decide in Lent Term of each year what entertainment should be booked for the staff Christmas Party that takes place at the end of that year.
- To make arrangements during Easter Term for the summer event expected to be held in August.
- To plan and organise other events throughout the year as the budget and support dictate.

Membership

- The committee shall be comprised of one member of staff representing each department in the College, and the Chaplain.
- Each department shall send a representative to attend committee meetings.

Management

- The committee will be administered by a Chairperson, to be elected by the other members of the committee.
- The committee shall meet at least three times a year, before the beginning of each academic term. The Chair will plan and coordinate the meetings.
- The Chair shall confirm the annual budget with the Head of Finance on an annual basis and before each meeting.
- The Chair will ensure that appropriate rooms and facilities are booked as required through the Conference Office and will ensure appropriate communication and planning with the Catering Office.
- The Chair will liaise with the SICC and the Head of Finance and Head of Operations as required.

20. SECURITY

All employees, both during and after their employment, are expected to co-operate to the fullest extent in maintaining the security of the buildings and of their contents. No information concerning the affairs of students, Fellows or of a general College nature is to be divulged to outside persons except as may be required by law.

20.1. Thefts

From time to time, incidents of thefts of property from members of staff, students and delegates have occurred in the College. All staff should be extra vigilant in noting strangers or unusual incidents, and should report any matter, however apparently trivial, to the Porters' Lodge. Additionally, all employees should be extra careful to secure property at all times – both personal and College items – and not to leave temptation in people's way.

20.2. Right of Search

In the interests of security, all College employees are required to agree, on request from an authorised person, to a search of their outer clothing, bags, lockers and vehicles etc. whilst on site. The employee may have a colleague in attendance on such (rare) occasions.

20.3. CCTV

Employees should be aware that CCTV is used extensively throughout the College and is primarily installed for security purposes, however it may also be used as evidence in the identification of unauthorised actions or whereabouts, or unsafe working practices that might result in disciplinary proceedings against employees.

20.4. Emergency Procedures

The College emergency procedures are detailed in the Management of Incidents Policy which sets out the initial emergency response plan and details action to be taken in the case of specified occurrences. Staff may be required to undertake emergency action and will be directed as required in such an event.

21. DATA PROTECTION POLICY

21.1. Introduction

The College needs to process information about staff and other individuals ("data subjects"). In so doing, it must comply with the UK GDPR and Data Protection Act 2018.

All staff or others who process or use any personal information must ensure that the law under the Act and Regulation are fully implemented. In order to facilitate this, the College has developed a policy and guidance notes on data protection which are available through heads of department. Breach of the policy will be regarded seriously and could lead to disciplinary action. Unauthorised disclosure of personal data could be considered gross misconduct.

The Robinson College Data Protection Policy and Staff and Senior Members Privacy Statement are available to view on the College website.

21.2. References

College policy is in general to respect the confidentiality of references. However, for practical purposes staff must assume that the College can neither guarantee confidentiality in respect of references received by us nor expect that those the College provides will remain confidential.

No references will be provided unless it is at the wish of the member of staff. Written confirmation of this will be required before a reference will be given. Any reference request received from either a member of staff or a former member of staff must be passed immediately to the Head of HR for action. (See also Section 4.15 about the Provision of References)

21.3. Covert Recording

To prevent the infringement of privacy and confidentiality, and to ensure personal data is processed in accordance with GDPR principles, staff may not covertly record any interactions with other staff, students, Fellows, clients, suppliers or contractors. For the avoidance of doubt, the wearing and use of devices capable of covert video recording (i.e. smart wearables such as meta glasses) are not allowed in the workplace. Covert recording is considered to be gross misconduct.

21.4. Further information

Further information and advice is available from the designated data controller, the Compliance and Governance Manager.

22. REGISTER OF INTERESTS

The College no longer maintains a Register of Interests for most employees other than College Council members as Trustees. However, it is incumbent on all members of staff authorised to handle money or to place orders on behalf of the College to declare if there may be a conflict of interest. For example, when a contractor is being considered and a member of staff has either a financial interest or a personal interest in that potential contractor, they should declare it. If there is any doubt, members of staff should consult their head of department or the Finance Bursar.

Members of staff may be offered gifts by students, visitors, potential contractors, contractors or suppliers. Refusal of a gift will usually cause offence; generally, small/low-cost gifts may be accepted. As a means of self-protection, it is advisable to record such gifts in some way, perhaps in a Departmental hospitality book. There will be scope for discretion, but substantial personal gifts or lavish individual hospitality should be accepted only with caution, and advice taken prior to accepting.

There is no intention to preclude external relationships with tradespeople and suppliers. However, it is important to ensure that any such arrangements are conducted openly and do not become the subject of adverse comment by other members of staff. Furthermore, judgement and discretion will need to be used when deciding whether refusal of any invitation might be likely to cause offence, or possibly hinder the proper discharge of customer/supplier relationships.

23. WHISTLEBLOWING

Whistleblowing is when a worker reports suspected wrongdoing at work. Officially this is called 'making a disclosure in the public interest'. Every member of staff has a legal right to alert the College to any problems of the kind listed below, which are or may be occurring in the workplace, without being penalised for doing so. The right is provided under the Public Interest Disclosure Act 1998 which aims to protect workers who are placed into a crisis of conscience by the acts of their employer or of fellow employees. From 25 June 2013 the Enterprise and Regulatory Reform Act 2013 states that a whistle-blower should also believe that their disclosure is in the public interest.

A worker can report things that aren't right, are illegal, or if anyone at work is neglecting their duties, including:

- Someone's health and safety is in danger
- Damage to the environment
- A criminal offence
- The company isn't obeying the law (like not having the right insurance)
- Sexual harassment incidents
- Covering up wrongdoing

If a staff member becomes aware of any such problem, they are encouraged to report it as soon as possible. Any such report will be taken seriously.

The following procedure will be followed to ensure that the handling and settlement of these issues is done properly. The procedure is not contractual and is intended for use only as a guide. The aim of the procedure is for the College to consider and, where appropriate, to investigate the report fully and to ensure that those reporting a problem in good faith on the basis of a reasonable belief do not suffer any detriment for having done so.

All records must be kept confidential between the parties concerned. The staff member is entitled to request access to records held about their disclosure.

Informal Stage

A report of a problem should normally be made in the first place to the staff member's head of department or, if they are not available and the matter is urgent or involves the head of department themselves, to the Head of HR. Alternatively, if the matter involves health and safety Issues, the staff member may wish to raise the matter with the Head of Estates.

If this discussion does not or is not likely to resolve the matter, the staff member may request (in writing) the head of department to proceed to the more formal First Stage set out below.

Formal Stage 1

The head of department involved in the informal stage shall hold a meeting with the staff member within 5 days of the disclosure being made (or of the request to proceed to Formal Stage 1) or otherwise as soon as is reasonably practicable. The staff member shall be given the chance to report fully and to have their say about the matter. The meeting will be minuted. The staff member shall be informed within 5 days of the meeting whether or not the disclosure is being investigated or whether

other action is being taken (although they are not entitled to know the details of any action to be taken).

Formal Stage 2

If the staff member has reasonable grounds for concern that their disclosure is not being treated seriously, they may request (in writing within 7 days of the first meeting) that the matter be referred to Formal Stage 2. This request shall be made to the Finance Bursar, who will hold a meeting within 5 days of the request being received from the staff member or otherwise as soon as is reasonably practicable. The person who dealt with the original grievance may be called to attend this meeting. The meeting will be minuted. The minutes of the First Stage meeting should be available and the staff member shall be given the chance to report fully or to expand on their previous report. The staff member shall be informed within 5 days of the meeting or otherwise as soon as is reasonably practicable whether any action is to be taken. The staff member is not entitled to know the details of any action to be taken.

Final Formal Stage

If the staff member continues to have reasonable concerns that their disclosure is not being treated seriously then they may request (in writing within 7 days of any Stage 2) for the matter to be referred to a Third and Final Stage. This request shall be made to the Warden who will obtain copies of the minutes of previous meetings. He will hold a meeting within 5 days of the request being received or otherwise as soon as is reasonably practicable. The meeting will be minuted. The staff member will again have the opportunity to report or expand on previous reports and shall be informed within 10 days of the meeting (or as soon as is reasonably practicable) of whether or not the disclosure is to be investigated and whether or not any other action will be taken (without details of such action being given).

Victimisation

No staff member should be penalised in any way for making a disclosure in good faith on the basis of reasonable belief. If any person believes they have been or are being subject to any detriment because of reporting a problem they should raise this through the College's grievance procedure.

Victimisation of a staff member who has protection under the Act will be regarded seriously and may be the subject of disciplinary action.

Repeated allegations made after the matter has been investigated may be regarded as unreasonable if there are no further grounds or evidence to justify making the allegations again. Repeating allegations without further grounds or evidence after the investigation has been concluded or making the allegations otherwise than by using these procedures without proper justification may be regarded as misconduct and be the subject of disciplinary proceedings.

24. PREVENT, FREEDOM OF SPEECH & RELATIONSHIPS IN COLLEGE

Introduction

Working in a College means that you will have contact with many different categories of people over and above other staff members. Having appropriate relationships with each of these is important to ensuring a harmonious environment in College. Additionally, being in contact with students in particular, on a day-by-day basis may mean that you become aware of things that are affecting them and their well-being. Should you be concerned about anything, please discuss this with your head of department in the first instance, especially if you think there may be a *PREVENT* issue.

24.1. Prevent

Under Section 26 of the Counter-Terrorism and Security Act 2015, The University (and through it the College) has a statutory duty to have 'due regard to prevent people from being drawn into terrorism'. This is known as the Prevent Duty.

Robinson College is strongly committed to the principle of freedom of speech and expression. It fosters an environment where all of its members can participate fully in the life of the College, and where each member feels confident and able to research, question and test received wisdom, and to express new ideas and controversial or unpopular opinions, without fear of isolation, marginalisation or discrimination. Equally, the College expects its members to receive and respond to intellectual and ideological challenges in a constructive and peaceable way. The College also acknowledges its statutory duties in protecting its members and other people from "radicalisation", which in this context means being drawn in by others to support terrorism, or to commit acts of terrorism.

The College has detailed policies for the management of internal and external events held in College, which include procedures for booking, and risk assessment of such events. The following activities shall not be permitted in Robinson College.

- Speeches or activities directly or indirectly promoting violence or which may promote or advance the radicalisation of College members (in this context 'radicalisation' refers to the act of inciting others to support terrorism or commit acts of terrorism).
- The presence of any speakers, visitors, or guests whose influence or activity, in the view of the College, carries a reasonable likelihood of risk to the health or safety of any University member(s) and/or any member(s) or of the general public.
- Activities of any kind which disregard the safety of participants and/or onlookers.

Additional to these processes, both on the college website and in the Junior Members Handbook, students are made aware of a Code of Conduct they are expected to follow and a Code of Practice Governing Meetings held on College Premises.

Key staff members undertake Prevent Training to increase their awareness of the risks of radicalisation and the signs that may be observed. In general, staff should be aware of changes that they may see in a student's behaviour, or perhaps posters or literature that may be evident in a student's room. These may not be of any importance but nevertheless, it is worth mentioning your observations to your head of department who can bring the matter to the attention of the Head of Operations. It is important to note that staff are not expected or required to "spy" on students but if you are in any doubt, about whether what you have seen is relevant, please report it and let others make the decision.

24.2. Freedom of Speech

Robinson College is fully committed to the principle of freedom of speech, and to its promotion. There is a Code of Practice which explains this commitment, and summarises the procedures used by the College to manage these issues.

24.3. Relations with Other Staff

Working closely alongside others is usually a rewarding experience but it can from time to time be challenging. We all need to recognise each other's skills, strengths and value as individuals and as members of the department and College team. When we disagree or don't understand why colleagues behave or react in a particular way, it's worth pausing and discussing the issue a little more in order to gain mutual understanding and respect of the other's point of view. Please remember the College policy on equality at work as detailed in Section 13.

If a family member(s) of a staff member become employees (contracted or casual) of the College, this may carry the potential for conflicts of interest. It is the responsibility of the staff member to declare any such relationship to the Head of HR to ensure that there are no opportunities or possibilities for conflicts of interest to arise.

24.4. Relations with Students

Our roles as members of staff is to provide domestic, safety and security, administrative and technical support, service and facilities to enable our students to make the very best of their opportunity here at Robinson and in Cambridge. Many of us will come into quite close and regular contact with students and we need to recognise that the relationship we have with them needs to be kept professional at all times and in accordance with the College policy.

A professional relationship between staff and students, in the College setting, is defined as one which involves any of the following: providing a service such as cleaning rooms, maintaining facilities, serving food or providing administrative or technical support. Welfare support is generally outside the professional relationship for most staff members as there are welfare support services available in College through the Tutorial system (check with your HOD for more information) and specified departments and academic staff. However, it is recognised that, through close contact over a considerable time, we may get to know students very well and they may well look to staff members for a confidant or someone with whom they can talk or consult quite personally. We all need to be careful to ensure that the relationship remains professional and does not stray into anything that could be regarded as inappropriate. Examples of inappropriate relations could include non-college related social activity, overly domineering and or aggressive behaviour, romantic or sexual relationship or any kind of personal financial dealings (lending or borrowing money to/from a student). These may raise serious questions of conflict of interest, trust, confidence, dependency, and of equality of treatment. Such relationships may have a negative impact on the college environment for other students and colleagues, and may carry a serious reputational risk for the College.

The College has a policy on Personal Relationships which sets out the College's expectations regarding relationships with students, including the approach to intimate and or close relationships with

students, which staff are expected to read, understand and adhere to. Failure to comply with the policy is a disciplinary matter.

24.5. Children and Vulnerable Adults

Whilst in general our students are over the age of 18, there are a few instances where we may have children and/or vulnerable adults in College with whom staff may have contact. There is a Safeguarding Policy which covers the overall position of the College.

Additional to this, each department reviews its own incidence of contact and accordingly drafts its own policy. Staff should consult with their head of department to determine any policy that may be in place.

In respect of any concerns relating to how children or vulnerable adults are treated by staff in College, the policy above outlines how staff should go about reporting any suspicions and/or allegations.

25. RETIREMENT

25.1. Retirement Policy

Robinson College is aware that without a default retirement age there may be some confusion about retirement. This section sets out the policies of the College and details the actions that members of staff, head of departments and the College personnel staff should take. It also sets out pension arrangements and the required notice for drawing a pension.

25.2. Notification of Retirement

Members of staff can retire at any time by giving notice in writing as required by their individual contracts of employment (typically this is 4 weeks to months).

25.3. Pension Age

Members of staff who are members of one of the 3 pension schemes in use in College can claim their pensions in accordance with the respective scheme rules.

As a general rule it takes about 3 months from notification to the Payroll Officer for the pension to become payable. In other words, a member of staff needs to give 3 months' notice of a retirement date if they wish the pension to become payable immediately after retirement.

25.4. Annual Reviews

The annual review is an opportunity for staff members to talk through career plans, aspirations, training needs and also retirement plans with their head of departments. Staff who raise the subject of retirement need not fear that by discussing the matter that this will commit them to a particular date for retirement. Only by providing formal written notice will a staff member be committed. Clearly it is helpful to the College to understand a staff member's plans even if these may be many months, or even years, away, so staff are encouraged to raise the matter at the earliest moment.

25.5. Continuing in Employment

Staff who wish to continue to work beyond pension age (College or State Pension age), will be treated by the College in exactly the same way as other employees, including being provided with training, being considered for advancement and/or merit rises, and being provided with sick pay. However, it is possible some insured benefits associated with some pension schemes will not be available after the age of 65.

25.6. Flexible working

Very often as members of staff move towards retirement they may think that a move to part-time or more flexible working would help with the transition; the College would always be keen to listen to proposals. Of course, the College cannot guarantee that such proposals will always be accepted.

25.7. The Six Months Notice Retirement Scheme

College Council has agreed to fund a scheme to assist retirement. The ***Six Months Notice Retirement Scheme*** is designed to allow a smoother transition into retirement for the employee whilst allowing the College to have a measured approach to staff planning.

For non-academic staff members who are planning to retire and are members of a pension scheme or becoming eligible to draw their State Retirement Pension, the eligibility criteria and the scheme rules are as follows:

- The member of staff is required to give written notice of resignation of a minimum of 6 months
- They must have at least 5 years' service on the day on which they wish to retire
- They meet the minimum age requirement for drawing their College pension and have made an application to the Trustees, if applicable, to do so when they submit their resignation because of retirement;
- The date of leaving would have to be aligned with the date their College pension starts.
- In return for this 6 months' notice, the College would allow a reduction of 10% in hours worked in the first 3 months of the 6 months' notice period.
- A 20% reduction in working hours would apply for the final 3 months' of employment.
- **There would be no reduction in salary paid and thus full pension contributions would continue to be made.**
- This scheme is available only for those giving 6 months' notice **and** who are retiring **and** who will be drawing a College pension or the State Retirement Pension.
- Overtime working during the year would not normally be available; if exceptionally overtime working is approved, the payment would be on the basis of actual hours worked.
- Normally the reduction would be an agreed fixed half day each week for the first 3 months, followed by one agreed fixed day off each week for the final 3 months; however, if a member of staff has a different proposal the College would consider the matter.
- Part-time employees: Note: If College approves an application to reduce your working week, any reduction will be pro rata based on hours.
- **The Scheme does not form part of the terms and conditions of employment and acceptance onto the Scheme is subject to College agreement**.

25.8. Help for those Retiring

Planning for retirement is often an exciting time, but it can also be difficult, even traumatic, as it usually means a reduction in income and the missing of friends in the work place. Many former members of staff stay in close contact with former colleagues and also take advantage of the occasional College function where former members of staff are invited. We are always pleased to see former staff in the College and will usually be able to offer lunch in Garden Restaurant at the normal members' price. The College can also assist by putting members of staff in touch with financial planners, volunteer organisers (who often recruit retired people for charitable work).

25.9. Retirement on Ill-Health Grounds

Where a member of staff becomes unable to continue working because they are ill or not fit to do so, then the College will normally work with that member of staff to consider options. College Sick Pay (full pay) can continue for 13 weeks and Statutory Sick Pay (SSP) is payable for up to 28 weeks. After

this period employment may continue (without pay) if it is likely that the person concerned will become fit to work again within a reasonable period. The College may also consider a transfer to another role if their health would allow this and a suitable post is available. However, if no other solution is available dismissal on the grounds of capability may be considered. Normally someone dismissed in such circumstances will be able to claim Employment and Support Allowance (ESA) from the Government.