
1.	Introduction and Welcome from the Master.....	4
1.1	Who's Who.....	5
1.2.	College Statutes and Committees	6
1.3.	Senior College Officers.....	7
1.4	Heads of Departments.....	7
2.	On joining us.....	9
2.1	Application.....	9
2.2	References.....	9
2.3	Induction.....	9
2.4	Probation period.....	9
2.5	Job description.....	10
3.	General Terms and Conditions	10
3.1.	Hours of work	10
3.2.	Overtime	10
3.3	Working Time Regulations	11
3.4.	Pay	11
3.5	Overtime	11
3.6	Bonus Scheme and College Awards	12
3.7	Holidays	13
3.8.	Break Times.....	14
3.9.	Absence notification.....	14
3.10.	Maternity, Paternity, Shared Parental Leave and Adoption	14
3.11.	Parental leave and emergency time off for dependants.....	14
3.12.	Medical/dental appointments.....	14
3.13.	Compassionate leave	14
3.14.	Time off for religious observance.....	14
3.15	Time off for other reasons	15
3.16	Unauthorised absence	16
3.17	Unpaid absence.....	16
3.18	Expenses and business travel.....	16
3.19	Adverse Weather Policy.....	16
3.20.	University Card.....	17
4.	Benefits and Facilities	17
4.1	Pension Scheme.....	17
4.2	Contractual sick pay.....	17
4.3	Childcare Vouchers – Salary Sacrifice Scheme	17
4.4	Cycle to Work Scheme.....	17
4.5	Meals on duty.....	17
4.6	Flexible Working.....	18
4.7	Emergency Leave.....	20
4.8	Chapel.....	20
4.9	Forbes Mellon Library.....	20
4.10	Sports Ground.....	20

4.11	Punts	20
4.12	Bar.....	21
4.13	Parking	21
4.14	Staff Social Committee.....	21
5.	Your Career with us	21
5.1	Career development.....	21
5.2	Training Support.....	21
5.3	Performance Appraisal.....	21
5.4	Job changes/capability issues.....	22
5.5	Membership of professional bodies.....	22
6.	Your Health, Safety and Security	22
6.1	Health and Safety Policy.....	22
6.2	Smoking.....	25
6.3	Security.....	25
6.4	Alcohol and drug abuse	26
6.5	Accidental damage to, or loss, of your property	26
6.6	Prevent.....	26
6.7	Right of Search.....	26
6.8	Closed Circuit Television	27
6.9	Green Impact.....	27
7.	Other Rules and general information	27
7.1	Conduct	27
7.2	Dress code.....	28
7.3	Personal Relationships at work.....	28
7.4	Dealing with the media.....	28
7.5	Bribery and Corruption Policy.....	28
7.6	Internal Communications	29
7.7	Data Protection Policy	29
7.8	Changes to personal details.....	30
7.9	Staff Forum.....	30
8.	On leaving us	32
8.1	Notice periods.....	32
8.2	Return of property and final payments	32
8.3	References.....	32
8.4	Retirement	32
9.	Our Policies and Procedures	32
9.1	Equal Opportunities	32
9.2	Disciplinary Procedure.....	36
9.3.	Grievance Procedure.....	39
9.4	Bullying and Harassment Policy.....	41
9.5	Capability Policy	45

9.6 Alcohol and Drugs Policy	50
9.7. Sickness/Absence Policy	56
9.8 Attendance Policy.....	60
9.9. Maternity, Paternity, Shared Parental Leave and Adoption Leave Policy	65
9.10 Personal Relationships between Staff and Students	82
9.11 Mobile Phone Policy.....	83
9.12 Lone Worker Policy.....	85
9.13 Child Protection Policy	87
9.14 Conflicts of Interest Policy	90
9.15 Staff Training and Development Policy.....	92
9.16 Use of Computer Facilities Policy	95
9.17. Retirement Policy	98
9.18. Smoking Policy.....	99
9.19. Whistle-blowing Policy.....	102
9.20 Policy against bribery and corruption.....	104
9.21. HIV/Aids Policy.....	107
9.22 Mental Health and Stress Management Policy	112

1. Introduction and Welcome from the Master

Clare College was founded in 1326, and was the first of the Oxford and Cambridge foundations to provide for a Master, Fellows and Scholars in a single community. It remains today a community of teachers and students brought together by a common interest in learning, teaching and research. Clare, together with 30 other colleges, is a constituent part of the University of Cambridge, and includes 113 Fellows, 290 graduate students and approximately 460 students following undergraduate courses. Further details about the College can be found on our website www.clare.cam.ac.uk

This handbook is not contractual but is intended as a general guide. Whilst it does not form part of your contract of employment you should be aware that a breach of any of the policies, procedures or guidelines that it contains could lead to disciplinary action. Please therefore ensure that you read it carefully and if there are any points you do not understand, or you would like any further details, please ask.

From time to time changes to the contents may be necessary and we reserve the right to modify or discontinue the benefits, policies and terms and conditions described in this handbook. Notification of such changes will be given by the HR Manager. Any variations to your contractual terms will be notified to you individually

The College is known for being both a forward-looking and friendly community, and is proud of its long heritage and many achievements. The College staff in their various departments are an essential part of this community, and I look forward to you playing your part in making the College an ideal place to work and to study.

Lord Tony Grabiner
Master

1.1 Who's Who

The College consists of the Master, the Fellows, the Heads of Department, the staff and the students. The Fellows are academics who do most of the teaching of the College's undergraduate students in small groups for "supervisions". They are elected as Fellows by the Governing Body, which itself consists of most of the Fellows.

The Master, Lord Tony Grabiner, exercises a general supervision over all the affairs of the College (in accordance with the College Statutes).

College Officers

Day-to-day administration is the responsibility of the College Officers, elected from among the Fellows. The College Officers are:

Senior Tutor	Dr Jackie Tasioulas has overall responsibility for student education and welfare.
Bursar	Mr Paul Warren has overall responsibility for the College finances and staff.
Financial Tutor	Dr Fred Parker deals with individual and collective student finances.
Dean	Revd James Hawkey is responsible for the Chapel, and also has a broad pastoral role in the College community.
Development Director	Mr William O'Hearn is responsible for all College fundraising and alumni relations activity
Director of Music	Mr Graham Ross directs the Chapel Choir and oversees musical events in the College.

The following College Offices are filled by Fellows, whose names are given on the College Website:

Admissions Tutors	look after the admissions process.
Dean of Students	deals with student disciplinary matters.
Graduate Tutors	look after the welfare of graduate students.
Praelector	presents students at degree ceremonies, where he is also required by the University to vouch for their learning and morals.
Rooms Tutor	allocates undergraduate rooms and deals with associated problems.
Tutors	oversee the welfare of the students allocated to them. A Tutor is also the student's representative in certain dealings with the University, the College or outside authorities.

Heads of Departments

The Heads of Department are responsible for the effective operation of their departments. They are listed with telephone contacts in Section 1.5.

1.2. College Statutes and Committees

All aspects of the College's activities have to be in accordance with the Statutes, which the College is legally obliged to observe. The College cannot unilaterally change the Statutes. From time to time it may propose changes, but such proposals can only be put into effect when the Privy Council approves them. The Statutes determine the composition of the major decision-making bodies, which are:

The Governing Body (the Master and all Fellows, plus four students) meets once a Term. It may review any aspect of policy, although most practical issues are dealt with by smaller, more specialised committees.

The Council (the Master, Senior Tutor, ten other Fellows and two students) usually meets twice a Term and once in the long vacation. It deals mainly with matters of education and welfare.

The Finance Committee (the Master, Bursar, about eight other Fellows and two students) meets twice a Term and is responsible for managing the College's income, expenditure and financial assets.

The students on these statutory committees have full voting rights for all except "reserved" items of business. "Reserved" items are mainly those which may involve confidential discussion of individuals.

The Governing Body appoints a number of other committees. They include:

- Academic Computer Committee
- Accommodation Committee
- Audit Committee
- Estates Committee
- Catering Advisory Committee
- Conservation Committee
- Gardens Committee
- Health & Safety Committee
- Investment Committee
- Library Committee
- Salaries and Stipends Committee
- Environmental Committee

These are not statutory bodies, so they may not make binding decisions of their own unless delegated to do so. They make recommendations to the Governing Body, Council or Finance Committee.

1.3. Senior College Officers

		Telephone
Master	Lord Tony Grabiner	33207
Senior Tutor	Dr Jackie Tasioulas	33248
Bursar	Mr Paul Warren	33221
Dean	Rev'd Jamie Hawkey	33240
Development Director	Mr William O'Hearn	66521
Financial Tutor	Dr Fred Parker	33257

1.4 Heads of Departments

Assistant Bursar	Miss E Easterbrook	64756
Buildings Buildings Manager	Mrs Deborah Hoy	33210
Bursary Assistant Financial Bursar	Ms Lera Blackmore	33245
Catering Catering Manager	Mr Lee Corke	33227
Chapel Chapel Administrator	Rev'd Jamie Hawkey	33206
Conference Office Conference Manager	Mrs Sally Johnston	65142
Forbes Mellon Library Forbes Mellon Librarian	Mrs Catherine Reid	33202

Gardens Head Gardener	Mr Steve Elstub	33270
Housekeeping Accommodation Manager	Mrs Jackie Searle	30786
Human Resources HR Manager	Ms Sally Hewings	33222
IT Department IT Manager	Mr Jason Randall	64699
Master's Lodge Master's PA and Manager of the Master's Lodge	Mrs Sophie King	33207
Porters Head Porter	Mr Sid Blake	33201
Sportsground Head of Sports Boatman	Mr Robert Nightingale Mr Andrew Watson	C. 356045 C. 315112
Tutorial Office Head of Tutorial Office	Ms Lesley Lambert	33247

2. On joining us

2.1 Application

Your application form and any other documentation submitted as part of your application must be completed accurately and truthfully. Failure to do so may be classed as gross misconduct and may result in the termination of your employment. If you become aware of any inaccuracy or omission in the information supplied, you should advise the HR Manager immediately.

2.2 References

All offers of employment are made subject to satisfactory references, and we normally take up two references. In the event of an unsatisfactory reference being received during or before employment starting, could result in the withdrawal of our offer, or dismissal (if you have already started working for us). In such cases, we will usually discuss the unsatisfactory reference with you before making a decision.

2.3 Induction

On your first day, you will receive an introduction to Clare College by your Head of Department. You will be asked to fill out required starter documentation, and given time to familiarise yourself with your new surroundings and the requirements of your new job role.

A full induction programme will be carried out over the first couple of weeks of your employment by your Head of Department/Supervisor.

We recognise that starting a new job is stressful. Please raise any queries or concerns you may have with your Head of Department or the HR Manager as soon as possible in order that we may resolve these.

2.4 Probation period

All new employees are appointed on the basis of an initial probation period of six months. This will be set out in your contract of employment. The purpose of this period is to provide formal monitoring of your performance and progress during the early stages of your employment with us, and to provide you with the opportunity to raise any concerns that you have while settling into your job.

At the start of this period, specific work-related objectives may be discussed and agreed with you. Your Head of Department will then give you feedback on a regular basis. If there are any issues that need addressing, these should be highlighted and clear objectives with timescales set, to allow you the opportunity to improve, prior to the end of the probation period. Notes detailing agreed action points will be made and kept on your personnel file. Shortly before the end of your probation period, you will be asked to attend a formal review meeting with your Head of Department to discuss your progress. If we are satisfied that you have reached the required standards this will be confirmed in writing. If however, you have not reached the required standards, and we have concerns about your performance or your suitability for the post, your probation period may be extended. A further review will take place shortly before the end of this period.

Employees are not entitled to contractual sick pay or to buy a bike through the Cycle to Work Scheme during their probation period.

2.5 Job description

You will be provided with a job description which details the main duties of the position into which you have been appointed. We may make amendments to your job description from time to time, in relation to our changing business needs and your own abilities. No changes will be made without first consulting you and giving you the opportunity to comment on the changes.

Please note that we do expect employees to be flexible and you may be requested to take on tasks usually conducted by colleagues (but similar to those of your own) during times of holiday and/or sickness or in order to help meet deadlines if the need arises.

3. General Terms and Conditions

3.1. Hours of work

Your contract of employment contains details in respect of your hours of work.

Part-time employees will receive the same benefits as their full-time counterparts pro-rata to the hours/days that they work. The salary of a part-time worker is calculated pro rata to the salary of a full-time worker undertaking work of a similar kind.

We place a high emphasis on good time-keeping, and you should maintain a good standard of punctuality – consistent failure to do this may lead to disciplinary action. You are asked to make every effort to ensure that you comply with the attendance requirements and to ensure that, during working hours, you can be contacted at all times.

You are expected to be at your place of work and ready to begin work at the start of your working hours as agreed with your Head of Department. . Habitual lateness or early departure may result in deductions from pay or action in line with our disciplinary procedure, and may ultimately lead to dismissal.

If you expect to be late on any occasion you should inform your Head of Department to explain the circumstances of the delay and advise your anticipated time of arrival.

3.2. Overtime

Overtime must be agreed in advance with your Head of Department. Overtime is working in excess of your weekly hours as provided for in your contract of employment. If you work part-time you do not receive overtime until you have exceeded the full-time equivalent for that position.

Overtime is recompensed where possible by time off in lieu calculated at the equivalent rate of time and a half.

3.3 Working Time Regulations

The Working Time Regulations limit the hours an employee may work to 48 hours each week (averaged over a rolling 17-week period) and employees may not exceed this limit unless they have 'opted out'. Opting out will require your written consent. For further details of the opt-out-process, please contact the HR Manager.

In addition, all employees are entitled to statutory rest periods as follows:

Daily: a break of at least 20 minutes (30 minutes if you are aged under 18) if the shift is more than 6 hours (4.5 hours if you are aged under 19); and not less than 11 hours consecutive rest in each 24 hour period (not less than 12 hours consecutive rest per day if you are aged under 18).

-Weekly: an uninterrupted weekly rest period of not less than 24 hours (48 hours if you are aged under 18). This can be averaged over a 14 day period and in this case can be taken as either two uninterrupted rest periods, each of no less than 24 hours in each 14 day period or one uninterrupted rest of not less than 48 hours in each 14 day period.

If you are concerned about the number of hours you are working, or if you wish to undertake any other paid work in addition to your employment with us, please discuss this with your Head of Department.

3.4 Pay

Your salary will be paid monthly directly into your bank or building society account. Payment is made on the 26th day of each month.

You will be sent electronically a pay slip which will specify your gross pay, details of any deductions made, and, if relevant, any Statutory Sick Pay or Statutory Maternity Pay paid to you. Any queries regarding your payslip should be addressed to the Payroll Administrator who should also be informed of any changes to your bank details. If you have a query regarding any tax codings or deductions, the telephone of the Tax Office is 0845 300 0627 and our tax reference is 126/U105.

Your salary is reviewed once a year by the Salaries and Stipends Sub-Committee.

3.5 Overtime

You may be asked to work overtime by your Head of Department in peak periods. You must not work any overtime unless you have agreed in advance with your Head of Department. You can only claim overtime if you have worked in excess of one hour over your daily working hours.

Overtime is recompensed where possible by time off in lieu calculated at the equivalent rate of time and a half or it can be paid at the rate of time and a half, if agreed in advance with your Head of Department. All paid overtime at the time and a half rate includes an allowance for paid holiday pay. The calculation the College uses for this is as follows:

For each one hour of overtime that you work you will receive 1.375 hours of payment through payroll at your standard hourly rate of pay and an additional 0.125 hours of payment of holiday pay through payroll at your standard hourly rate of pay.

3.6 Bonus Scheme and College Awards

1. A staff member has to be on the payroll in November to be eligible to receive the bonus as this is the month that the bonus will be paid.
2. Any staff member who has a Bradford Factor score higher than 120 as at 30 August will not qualify for the standard bonus¹ but will still be eligible for a College Award. Absences related to a disability will not be included in this calculation.
3. Any staff member, who has had a formal disciplinary complaint upheld against them during the qualifying period will not be eligible for the standard bonus but will be eligible for a College Award.
4. Any staff member employed on a casual contract for more than 12 months will be eligible for a bonus following a recommendation by their Head of Department.
5. New members of staff still in their probation periods will only be eligible for a pro-rata bonus during the first year of their employment and only following a recommendation by their Head of Department.
6. The Bursar and the HR Manager may after consultation with the relevant Head of Department amend the overall appraisal grade for a staff member. This information will be provided to the Salaries and Stipends Committee for final ratification.
7. The Salaries and Stipends Committee will determine each year what the standard bonus amount will be for that year. If the final overall grade awarded to a staff member is "Exceeding Expectations" or "Meeting Expectations" then normally the staff member will be eligible for the full standard bonus. If the overall grade awarded to a staff member is "Approaching Expectations" then normally the staff member will only be eligible for 50% of the standard bonus. If the overall grade awarded to a staff member is "Not Meeting Expectations" then normally the staff member will not be eligible to receive a bonus. Any member of staff who receives an overall grade of "Exceeding Expectations" will automatically be considered for a College Award.
8. Part time staff will receive a pro-rata amount equivalent to their FTE. Any member of staff who leaves the College before 26 November will not receive the bonus.
9. The bonus and College awards are non-contributory payments for pension purposes.

College Awards

In addition to the standard College bonus, up to a maximum of 6 staff that have had exceptional performance or who have made an exceptional contribution to College life, may be nominated for a "College Award". Nominations for College Awards may be made by any member of staff, student or Fellow, and should be made in writing to the Bursar before 30 June of each year. Nominations will be evaluated by the Stipends Committee at its meeting in October. The total budget for College Awards will be set at a maximum of £4,000

¹ The Bradford Factor is a formula used for calculating bonuses. (periods of absence x periods of absence x days absent e.g. 3 periods of absence in one year with a total of 9 days absent will give a BF score of 81.)

and individual awards will range in size from £250 to £750. All members of staff other than HOD's will be eligible for a College Award, even if they are evaluated as "Ineligible for Bonus" following their appraisal report.

3.7 Holidays

Your basic annual leave entitlement together with our holiday year can be found in your contract of employment.

Entitlement to paid holiday accrues throughout the year on a daily basis. If you join or leave our employment during the holiday year, your holiday entitlement for that year will be calculated on a pro-rata basis, rounded up to the nearest half-day. If you work part-time, your holiday entitlement will be calculated on a pro-rata basis, based on your contractual hours.

The College may specify dates (e.g. Christmas, Easter and Summer) on which up to 10 days of your entitlement must be taken in any given holiday year. Advance notification of any such dates will be given to you by your Head of Department.

You are entitled to Bank Holidays which are currently 8 days in the year. However, some departments are required to work on Bank Holidays and have time off in lieu. Your contract of employment will stipulate your entitlement and if you are required to work on Bank Holidays.

You can carry forward 5 days of your holiday entitlement to the following holiday year.

Special rules apply however if you are absent on long-term sick, and have not taken the minimum statutory holiday entitlement (including any bank/public holidays you have taken as paid time off) by the end of the holiday year. In these circumstances the balance of the statutory entitlement which you have not taken may be carried forward for you to take at a later date, even if this means carrying it forward into the next holiday year.

Holiday will be taken at times agreed in advance with your Head of Department and is authorised subject to the needs of the College. Therefore please ensure that you do not make travel arrangements prior to your holiday request being authorised by your Head of Department. We will not normally agree to a request for a holiday that involves more than two consecutive weeks.

If you are ill either before or whilst on authorised holiday and may not be able to take the minimum statutory entitlement by the end of the holiday year, you may be entitled to request that the period of illness during your holiday be converted to sick leave, and to take the holiday at a later date. See our Sickness Absence Policy for full details.

On leaving our employment, any holiday entitlement accrued and not taken may be paid. Payment for holiday taken in excess of your entitlement will be deducted from your final salary.

3.8. Break Times

Unless you are required to eat at your desk or post while working, payment is not made for the lunch period.

3.9. Absence notification

If you are unable to attend work for any reason you should follow the notification procedure set out in our Sickness Absence Policy which you will find [here](#) or in Section 9 of this Staff Handbook.

3.10. Maternity, Paternity, Shared Parental Leave and Adoption

You will find full details on the above [here](#)

3.11. Parental leave and emergency time off for dependants

Employees who meet the statutory conditions will be eligible to receive parental leave. Requests for parental leave which is unpaid should be discussed with your Head of Department who will identify your entitlement and look at the proposed leave periods dependent upon your particular circumstances and the needs of Clare College.

3.12. Medical/dental appointments

Wherever possible, and in order to minimise disruption, employees are asked to make medical and dental appointments outside of their normal working hours, or at the beginning or end of the working day. However, we do realise that this may not always be possible, particularly with hospital appointments. In these instances you need to produce either a letter from the hospital with details of the appointment or the appointment card. If you need to take time off to attend a medical or dental appointment, you need to notify your Head of Department, giving as much notice as possible. You may be required to make this time up.

If you have an appointment which is not at the end of the working day, you will normally be expected to return to work following the appointment.

3.13. Compassionate leave

If you suffer bereavement within your immediate family, we will do our utmost to support you in every way and generally exceptional paid leave, normally up to 5 days, will be granted to help you deal with the immediate issues, or to attend the funeral.

'Immediate family' is defined as your spouse, partner; child; parent; brother or sister; grandparent or grandchild, uncle or aunt; parent-in-law, brother or sister-in-law, son or daughter-in-law.

3.14. Time off for religious observance

If you wish to be absent from work, in order to observe your faith on days other than public and bank holidays, such time off should be taken, from your normal holiday entitlement and by prior agreement with your Head of Department.

If you require a period of paid extended leave for religious reasons, please discuss this with your Head of Department, giving as much notice as possible. Such requests will be given full consideration, but are subject to the needs of the College.

3.15 Time off for other reasons

Public duties

The Employment Rights Act 1996 gives employees the right to have a reasonable amount of time off work (unpaid) to perform public duties.

The public offices which qualify in respect of this provision are as follows: Justice of the Peace; members of a Local Authority ie Local Councillors; member of a Statutory Tribunal; member of a Police Authority; prison visitors; members of health bodies (NHS Trusts, Health Authorities, Health Boards); members of education bodies (managing or governing bodies of local authority educational establishments, grant maintained schools, school councils, self-governing schools, colleges of further education, central institutions) and members of the Environmental Agency.

We will authorise all reasonable requests for time off to perform these duties provided you have notified your Head of Department in advance of your commitments and that adequate notice has been given.

A maximum of 10 days unpaid will be allowed per each calendar year to perform these duties.

Jury Service

Should you receive a request to serve on jury service, you should inform your Head of Department as soon as possible so arrangements can be made to cover your absence. The court questionnaire should be submitted to your Head of Department for completion and return.

We will maintain your income up to your basic pay for a period of two weeks by supplementing your juror's allowance, which you should claim from the court. The court will issue you with a loss of earnings form which you should pass to your Head of Department for completion. Any subsistence, travel allowance and other expenses can only be claimed from the court.

You are expected to attend work on any days/half days on which you are not actually required to serve.

Voluntary Service

We recognise and support the important role that certain voluntary service organisations play, such as the Territorial Army, Red Cross etc.

Subject to the prior approval of your Head of Department, and according to the prevailing needs of the College, employees may be allowed paid time off to attend approved voluntary services training and activities.

Grievance/Disciplinary Hearing

Time off to act as a companion or witness at a grievance/disciplinary hearing

Employees asked by a fellow employee to act as a companion, or who are called by either the employee or the Head of Department to attend as a witness, at a disciplinary or grievance hearing will be granted paid leave to attend the hearing. If the hearing is held outside of normal working hours, the employee will normally be paid, or else time off in lieu granted.

3.16 Unauthorised absence

If you are absent from work, other than with the agreement of your Head of Department on approved holiday or other leave because of sickness that has not been notified in accordance with our normal procedures, we will treat the absence as unauthorised and not pay for the absence.

Since your presence at work is a requirement of your contract such absence may result in an investigation under our disciplinary procedure, which in turn could result in disciplinary action including the termination of your employment.

3.17 Unpaid absence

Whilst unpaid absence is not encouraged, we understand there may be times when you need to be away from work for some other reason not covered above. Other than where reasonable unpaid time off is taken to undertake the unexpected care for a dependant, any requests for unpaid leave should be made to your Head of Department. Such requests will only be considered if you have been working for us for more than twelve months, and will be granted on an entirely discretionary basis.

3.18 Expenses and business travel

The expenses procedure is primarily for payments relating to mileage, parking fees occasional travel and accommodation costs. Full details of our Financial Procedures can be found on our website or from the Bursary Office.

If you use your vehicle for business travel, you must ensure your insurance covers you for this and provide a copy of it with your first expense claim.

Please ensure that expenses match up to the work carried out, are recharged using the correct codes and that all claims are completed as fully as possible, ie by stapling your receipts in date order to the relevant page. This will avoid unnecessary delays in payment.

3.19 Adverse Weather Policy

In the event of bad weather, you are expected to make every reasonable effort to get into work. If this is not possible, the time should either be taken from your annual leave entitlement, or made up within three months of the event. Alternative arrangements may be made with the permission of your Head of Department.

If an acceptable alternative cannot be agreed, the College will regard the absence as unpaid leave.

If your Head of Department sends you home from work due to adverse weather conditions then you will not be expected to make the time up.

3.20. University Card

On joining the College you will be given a University Card which you will need to gain access to certain parts of the College and to use when paying for your lunch.

If at any time during your employment with the College you lose this card you must let your Head of Department or the Porter on duty in one of the Porters' Lodges know immediately so that your card can be cancelled.

In the event that you lose your University card you will be charged £20 to cover the administrative costs of replacing the University card. If your card is stolen and you can provide a Police Number then you will not be charged.

4. Benefits and Facilities

4.1 Pension Scheme

You will have the option of joining a Pension Scheme, details of which will be sent to you when you join Clare College.

4.2 Contractual sick pay

Your contract of employment determines how much contractual sick pay you are entitled to.

4.3 Childcare Vouchers – Salary Sacrifice Scheme

Childcare Voucher Salary Sacrifice Scheme is available to all College staff (with a contract of employment with the College) using Ofsted registered or approved childcare. More information is available by clicking on the link <http://www.busybeesbenefits.com/> or from the HR Manager.

4.4 Cycle to Work Scheme

A Cycle to Work Scheme is available to all staff. You can find details by clicking on the link below www.cyclescheme.co.uk/089ba1. The employer code you need to quote is 089ba1.

4.5 Meals on duty

At present, and when the Buttery or Great Hall is open to employees, one subsidised meal is available to all staff who work both before lunch and after the lunch period (12.30 pm to 1.30 pm).

The amount of subsidy used by each employee is accounted for on your University Card, which must be produced at the time of purchase. Staff may consume food to a value greater than the subsidy and pay the difference in cash; it is not possible to accumulate credit day by day for unused subsidy. The amount of subsidy is reviewed annually and usually

increased in line with inflation. The level of subsidy is currently £4.10 per day. An employee not entitled to subsidy may take lunch and pay the cost in cash. The subsidy may be used only for genuine lunches consumed at the time of serving. Employees are expected to eat lunch in the Buttery or Great Hall but, as a concession, it is permitted to take food and drink to Old Court offices or in summer to the Scholars Gardens. (In these cases trays, crockery and utensils must be returned to the Buttery immediately afterwards).

You are only permitted to take one item of each type of food available eg one starter, one main course, one dessert, one drink, one piece of fruit, one yogurt, one confectionary item. Employees are expected to eat lunch in the Buttery or Great Hall but, as a concession, it is permitted to take food and drink to Old Court offices or in summer to the Scholars Gardens. (In these cases trays, crockery and utensils must be returned to the Buttery immediately afterwards).

Employees are not expected to use the subsidy to purchase drinks and snacks for consumption at other times of the day.

4.6 Flexible Working

Clare College recognises the benefits both to the business and to employees of enabling them to organise their working patterns to accommodate their lifestyle.

However, flexible working of any kind is not an automatic entitlement and it should be emphasised that it is not suitable for some roles or at certain times. We will therefore treat each request for flexible working on an individual basis and the fact that one employee has requested, or been granted, permission to work flexibly does not confer any obligation to make or grant further requests from other employees. Any agreed arrangements need to be seen as flexible and responsive to the College's needs at any particular time.

Eligibility

Any employee with a minimum of 26 weeks' service can request a more flexible way of working.

Only one request can be made in twelve months (regardless of outcome).

Procedure for making requests

The employee may request a change to his or her contracted hours of work or times of work.

Individual requests should be made in writing and sent to your Head of Department. The request should be made on a form available from the HR Manager. You should specify the working pattern you wish to adopt and, if possible explain the likely impact on the College, including suggestions on how the request could be accommodated.

Once the request is in writing, if the College is happy to accept this we will confirm this in writing. If we wish to discuss the request, we will invite you to attend a meeting, (at which you may be accompanied by a work colleague) to discuss how the request will work in

practice (ie if the request is for part time work, how will the other hours/tasks be covered?). Alternative options may be put forward for discussion by either side.

Requests will be dealt with in a reasonable manner and within a “reasonable” period of time. A decision will be given as soon as possible, and will be confirmed in writing. If the request is refused, a specific reason will be given (which will be one of the reasons set out below) together with an explanation as to why that reason applies.

Employees whose request is refused can appeal against the decision. Appeals should be made in writing, setting out the grounds for the appeal, and be dated. Such employees will be invited to a further meeting to discuss this, and a decision confirmed in writing. The employee may be accompanied by a work colleague.

If the employee fails to attend a first meeting or an appeal meeting to discuss his/her application and then also fails to attend a re-arranged meeting without good reason, we will consider his/her request to be withdrawn.

The whole process (including any appeal) will be resolved within three months of receipt of the request, unless a longer period has been jointly agreed.

Grounds for refusing a request

We may decline the request based on one or more of the following reasons:

- Detrimental effect on our ability to meet client/customer demand
- Inability or reorganise work within available staffing
- Inability to recruit additional staff
- Detrimental impact on quality
- Detrimental impact on performance
- Burden of additional costs to the business
- Insufficient work during the period the employee proposes to work
- Planned structural changes to the business.

Trial periods and contractual changes

Each situation will be specific and success may be difficult to predict, therefore some arrangements may be agreed on a trial basis initially. Any such arrangements will specify an agreed duration.

Where a change to the contract is agreed on a permanent basis, the employee should consider that this is a permanent change and that only one flexible working request may be made in each twelve month period.

Employees who have been granted flexible working arrangements on anything other than a trial basis will not have the right to insist on a return to their previous hours of work.

4.7 Emergency Leave

You have a statutory right to short periods of unpaid leave in order to make arrangements to deal with family emergencies. In certain circumstances College Officers have discretion to grant compassionate leave where circumstances justify so doing.

Any queries regarding this policy or procedure should be raised with your Head of Department.

4.8 Chapel

The Clare Chapel is open to employees at all times for private prayers, or just to provide a few minutes of tranquillity in a busy day. During term time there are daily prayers, morning and evening, and a choral evensong service on Sundays, Tuesdays and Thursdays. College employees are welcome at all services.

In addition, during the Michaelmas Term there are two Advent services and a service on Christmas Day. There is also the highly popular choir Christmas concert, which takes place on the last Thursday of Michaelmas term.

Clare College Music Society runs regular lunchtime concerts and occasional Festivals during the year, culminating in the May Week Concert. Tickets and information about Clare College Music Society events are available from the Clare College Music Society Committee.

Full details of services in Chapel can be found on the termly Chapel card which is distributed to all departments, or by contacting the Chapel Administrator direct.

4.9 Forbes Mellon Library

The Forbes Mellon Library, situated in Memorial Court, is a resource that can be used by all members of the College. Although it caters primarily for undergraduates in its stock, there is a wide variety of titles which staff might find of interest, as well as an expanding DVD collection ranging from foreign films to classic comedy and more. Borrowing rights can be arranged by contacting the Library staff who will create an account for you on Heritage, the library database. If you are looking for a quiet place to read or study, then the Library is the place to go. Current copies of *Private Eye*, *the Week*, *the Economist* and *Prospect* are all available. The Library also has a photocopier and a fax machine, and the employees provide services such as laminating and comb-binding.

4.10 Sports Ground

Clare has the reputation of having one of the finest sports grounds in Cambridge. It is in Bentley Road and is looked after by Robert Nightingale. Any employee wishing to book the sports ground needs to contact Robert Nightingale on C. 356045.

4.11 Punts

The Clare punts are available for hire through the Porters' Lodge in Old Court.

4.12 Bar

The Bar in the JCR is only open in Full Term, and the opening hours are 6.30 pm until 11.00 pm, Monday to Sunday. There is entertainment on Friday and Saturday nights.

4.13 Parking

As a non-contractual benefit we have car parking facilities on our Memorial Court site and the Colony, which you are welcome to use, subject to your eligibility under the rules of the Parking Policy. The College does not accept any liability for damage to private vehicles parked on College premises however such damage may be caused. Any queries on car parking should be referred to the Head Porter.

4.14 Staff Social Committee

The Staff Social Committee consists of employees who have volunteered to organise events throughout the year for staff. Any employee who wishes to put forward ideas for events or would like to part of the Committee should contact the Chair Sally Hewings, HR Manager, (sh435@cam.ac.uk) or alternatively telephone her on 33222.

5. Your Career with us

5.1 Career development

Job specific training will be given to you on joining us but changes in job practices, or progression within the College, may result in further training requirements being needed to supplement your existing skills and knowledge.

We are fully committed to providing necessary and relevant training and career development to all employees to ensure that our strategic objectives can be achieved.

Every encouragement and help will be given to those who show potential for development to more senior positions.

5.2 Training Support

We believe in the development of our employees through work experience, training and further education.

We will consider financial support for costs associated with training for proficiency at work and/or career development. Employees who are interested in pursuing longer-term training opportunities in excess of one week will be required to complete an Application for Staff Training and Development Scheme of Assistance Form, which includes a repayment agreement clause should he/she leave within 2 years of completion of the training, or abandon the training without good reason.

5.3 Performance Appraisal

A formal performance appraisal will take place with your line manager within a year of you starting work at the College and then annually. This is an opportunity for you to take time to consider your overall performance, talk through any problems or difficulties that may be affecting your work and consider any short or longer term career development needs.

Specific work-related objectives will be discussed and agreed with you and any training and development needs will also be identified.

5.4 Job changes/capability issues

We recognise that during your employment with us your capability to carry out your duties may fluctuate. This can be for a number of reasons, including your job changing over a period of time causing ability, performance or training issues, or you personally change (most commonly because of health or personal reasons) and this impacts on your ability to complete your work successfully.

If the nature of your job changes or if we have general concerns about your ability to perform your job, we will try to ensure that you understand the level of performance expected of you and that you receive adequate training, support and supervision.

Concerns regarding your capability will normally first be discussed with you in an informal manner and you will be given time to improve.

If the standard of your performance remains unsatisfactory, the formal procedure outlined in the Capability Policy will be followed.

5.5 Membership of professional bodies

On gaining membership of a relevant professional body, we will reimburse your annual membership fees.

Only one membership will be reimbursed per employee per year. Should you leave our employment part way through the membership year, you may be required to repay a pro-rata proportion of the annual fee.

6. Your Health, Safety and Security

6.1 Health and Safety Policy

Clare College promotes a positive Health and Safety (H&S) culture, the College's H&S information and arrangements are detailed within the Master's Health and Safety Policy (The Policy) and notices. The Policy details the College's approach and methods of communication of all H&S matters within Clare College. Access to the Policy may be gained in a variety of ways, either via Heads of Department, the Head Porter or the College website.

The College Safety Officer (Head Porter) takes an overall holistic view of the H&S matters arising within the College. The Head Porter chairs the Clare College Health and Safety Committee (CCHSC), this committee is attended by a H&S representative from each department, the College H&S advisor and the College Fire Porter. The CCHSC in turn reports to the Clare College Health and Safety Working Group (CCHSWG), this working group comprises of the Bursar, Assistant Bursar, H&S advisor and the Head Porter. The CCHSWG in turn raises any significant issues and matters arising to the Governing Body. Both the CCHSC and the CCHSWG meet on a termly basis.

The College strives to promote a positive H&S culture with the inclusion of all members of staff in the promotion of this positive culture. Initially all members of staff will receive a H&S induction package on joining the College, during your employment all H&S matters, accident / incident / near miss reports can be raised via a number of routes, either directly to your Head of Department, to your Departmental Safety Representative, or to the Head Porter.

Management and Supervision

Heads of Department have specific responsibilities detailed within the College's Health and Safety Policy, which include the facilitation of relevant training, guidance and support of their staff in order to effectively manage the specific and potential risks appropriately. All those with management or supervisory roles are to promote positive attitudes towards health and safety within their departments and the wider College. Management, at all levels (including supervisors), have a responsibility to ensure that the tasks carried out by their staff in the course of their work are performed with the utmost regard for the health and safety of all involved.

Management, at all levels, are to ensure that all new employees are given instruction and guidance on all Health and Safety matters appropriate to their duties, including accident, incident and near miss reporting, manual handling operations, emergency procedures, fire safety awareness and the location of first aid equipment.

Employees

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, to co-operate with the College on matters of health, safety and welfare and report any hazards or risks in their workplace to their Head of Department, Health and Safety Committee Member or the Head Porter. Employees are to attend the Health and Safety induction and any relevant Health and Safety training pertinent to their roles and responsibilities, adhere to all safe systems of work and familiarise themselves with the Colleges Health and Safety Policy.

Accident or Injury at Work

The Head Porter is to be informed immediately, via the Heads of Department, Duty Porter, or College Officers to the details of an accident, injury or near miss involving any members of the College or staff. Incidents, accidents or near misses which involve members of the public and / or the College which have resulted through the acts or omissions of a staff member are also to be reported.

All reported accidents, incidents and near misses will be investigated by the Head of Department, Head Porter and / or the Health and Safety advisor, additionally an auditable record will be kept of a reports in order to improve the Safety environment and working practices within Clare College.

First Aid

Immediate first aid cover is available throughout the College, this cover is provided 24 /7 by the Porters Department, all Porters being first aid trained, and additional first aid cover is

provided during the working week by departmental first aiders. All injuries involving the emergency services should be coordinated through the nearest Porters Lodge.

A list of trained first aiders is displayed throughout the College, any questions or requests for further information should be directed to the Head Porter.

Evacuation Procedure

In the event of the fire alarm sounding, all occupants are to evacuate the building as quickly as possible, in an orderly manner, ensuring that all occupants of the building are aware of the alarm.

Once evacuated, all persons are to proceed directly to the following muster points:

- Old Court – The Fellows Garden
- Memorial Court – The Front Lawns
- The Colony – The Lawn opposite the Porters Lodge.

A full role call will be conducted by the Fire Warden / Fire Porter, no person is to re-enter any building until instructed to do so.

Guidance on the evacuation procedures are outlined on the Fire Notices, these notices are located and displayed on evacuation routes throughout the College.

Please note that the fire alarm system tests are conducted at the Old Court, Memorial Court and The Colony sites on a Thursday, with all other properties being tested on a Friday. The Fire Alarm system test consists of a 15 second sounding of the Fire Alarm, no action should be taken in this instance.

Fire Evacuation drills are conducted throughout the year, all staff are to react to the fire alarm as per an emergency evacuation and muster within the relevant areas (detailed above).

Fire Precautions

All staff are to familiarise themselves with the following emergency procedures.

- Throughout the course of the working day, familiarise yourself with the evacuation procedure, evacuation route and muster point for your relevant building.
- Never interfere with or misuse the firefighting equipment, report any issues or defects to the Fire Porter.
- Keep fire exits, routes and access to firefighting equipment clear from any obstructions and 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.
- Report any Fire hazards or risks to the Fire Porter immediately.

6.2 Smoking

The College operates a non-smoking policy throughout the College estate, with exception of the following designated smoking areas, smokers must remove themselves from the site in order to smoke:

- Memorial Court – Thirkill Drive (Smoking area)
- Old Court – North Passage (Catering staff only)
- The Colony – Castle end (Hillside Road) and The Patio in front of Castle House

6.3 Security

Although the College operates an open gate policy throughout the working week, it is the responsibility of every member of staff, in collaboration with the Porters Department to ensure the safety and security of the College and its members (including staff).

At all times, but especially when the College is closed to the public, all staff are to take reasonable precautions to prevent trespass and theft from the College grounds and / or premises by securing all valuables and equipment and closing all gates, entrances, offices, accommodation and halls etc.

All staff are to report any suspicious activity of any nature, including but not limited to; prohibited access of the public, unsolicited public tours, suspicious packages or persons to the nearest Porters Lodge immediately.

In the course of your employment, confidential or commercially sensitive information may be divulged to you; this information may concern the College, fellows, students, and employees and is to remain confidential.

Any information that is liable to cause significant harm (commercial or reputational) is not to be divulged to members of the public or outside agencies / institutions.

Such information may include but is not limited to the following:

- Correspondence.
- Information and / or records whether of a personal, academic, financial, or medical nature.
- Academic work or research.
- College finances
- Minutes and supporting documents of any Committee meeting.

Both during and after your employment with Clare College, you are obliged to keep such information confidential, except when required to carry out your duties on behalf of Clare College or as required by law.

The copying, communication, displaying, or any other use of confidential information; whether in whole or part, must meet with the approval of the Clare College Governing Body and its policies and guidelines.

All confidential information belonging to the College and /or its members shall be returned to the College on demand and /or in the event of termination of employment / contract.

6.4 Alcohol and drug abuse

If you face a situation where you have become dependent on alcohol or drugs, we will of course be sympathetic to your condition and will help you to seek appropriate treatment and allow time to recover fully. However, we have a duty to ensure, so far as is reasonably practicable, the health and safety and welfare at work of all our employees and similarly you have a responsibility to yourself and your colleagues.

You can find the full policy on Alcohol and Drug abuse [here](#) or in Section 9 of this Staff Handbook.

6.5 Accidental damage to, or loss, of your property

We do everything possible to keep our premises secure, but there is always the risk that petty crime will occur. We cannot and do not guarantee the security of your personal belongings; nor can we make insurance claims or offer financial compensation if thefts do occur. You should not therefore leave your belongings unattended. Any items of personal or financial value should either be taken home with you at the end of the day or locked away in a drawer, cupboard or filing cabinet.

Similarly, we do not accept any liability for vehicles or bicycles brought onto College premises.

6.6 Prevent

The Counter-Terrorism and Security Act 2015 imposes a duty on the College to have due regard to prevent staff and students from being drawn into terrorism and to protect their welfare.

The College has set up a Committee to deal with all issues relating to Prevent and the appropriate Fellows and all HODs have been asked to complete training on how to prevent people from being drawn into terrorism and the protocol to follow if they become concerned about a member of staff or student's behaviour.

If you become concerned about a member of staff or student's behaviour then please speak to your Head of Department.

6.7 Right of Search

We reserve the right of search to combat theft, or the use of drugs or any other illegal substances on College premises.

To this end, we may carry out random checks on visitors, workers and employees' person and property, including vehicles whilst on our premises, many of which are simple precautionary measures and do not imply suspicion.

Any employee who is searched will have the right to be accompanied by a colleague who is on the premises at the time of the search. We also reserve the right to call the police for assistance at any stage should we believe this to be necessary.

6.8 Closed Circuit Television

CCTV cameras are in operation in Clare College. These have been installed to help protect the assets of Clare College, investigate and/or to detect crime, apprehend and/or prosecute offenders, and to protect personal safety. CCTV footage may be used as evidence in criminal proceedings, in disciplinary investigations and hearings, and for safety monitoring. CCTV footage is stored securely with one authorised people having access.

6.9 Green Impact

Clare's staff, student and fellows are committed to reducing the College's environmental footprint, in many different ways, improving the efficiency of our boilers and electrical equipment, ensuring heating and lighting are only turned on when needed, recycling as much waste as possible, offering great vegetarian food, and producing our own bottled water. These efforts are paying off: In 2016/17 we won a platinum green impact award, and were rated as one of the best Cambridge college on recycling and environmental performance. The support of all college members is an essential part of sustaining this progress.

There are some easy things that everyone can do in order to reduce the College's impact on the environment. These include:

- Switching off lights when not in the room
- Turning off computers and monitors at the end of the day and when out of the office for more than 20 minutes
- Recycling – the recycling bins in all offices are co-mingled recycling. This means you can put in paper, plastic, tin, card, and any other recyclables in them
- Battery recycling bins can be found in each Porters Lodge and N Photocopy Room.

Although these are small things, they can add up to make a significant difference to how much waste is sent to landfill, and how much power is used by the College.

7. Other Rules and general information

7.1 Conduct

We wish to maintain a pleasant environment for everybody living and working in the College and to assist all staff in carrying out their duties. Your actions are crucial in helping us to achieve this, and we welcome your support and suggestions. You are expected to work together with Fellows, students and other staff for the well-being of the College as a whole and to protect the dignity of other workers and members of the College.

You are expected to be clean, neat and tidy at all times, and to be polite and reasonable with Fellows, students, staff and visitors. You must behave in a mature, professional manner, with integrity and thoughtfulness.

You are expected to be punctual in starting work, keeping appointments and dealing with your duties. You must use our resources and facilities as instructed, and help us to promote economy, efficiency and effectiveness in our activities.

You must not borrow College equipment without the specific consent of your Head of Department, which may be given subject to such conditions as thought appropriate in the circumstances. Unauthorised borrowing may be misinterpreted as theft, which is a dismissible offence.

You must be careful not to imply by your behaviour that you may be influenced by gifts while acting in an official capacity on behalf of the College.

Heads of Department and senior staff are expected to declare any links, financial or non-financial, to firms and organisations that provide, or are seeking to provide, the College with goods or services. Such declarations should be made in the Register of Interests, held by the Bursar.

7.2 Dress code

Your personal appearance is an important contribution to the image and reputation of Clare College. It is important that you present a professional image, whether your work involves meetings with external clients or not.

We expect you to be conventionally dressed and smart. This means that clothes should fit properly and be wrinkle free, with no tears, rips or holes. Your dress should be wholly appropriate and not distract or offend the people you are working with.

7.3 Personal Relationships at work

We recognise that from time to time, close personal relationships may develop between members of the College. We fully acknowledge the right of employees to privacy in their personal affairs; however, experience has shown that the effect of such relationships may have an adverse impact on our business, especially where a conflict of interest or breach of confidentiality may arise.

The full policy can be found [here](#) and in Section 9 of this Staff Handbook.

7.4 Dealing with the media

You should refer all communications and enquiries from the media to the Bursar. You must not act as a spokesperson for Clare College without permission from the Bursar.

7.5 Bribery and Corruption Policy

The College is committed to ensuring that high standards of integrity apply in all of its areas of operation and that all of its business is conducted in an honest and transparent manner. As an educational establishment and a charity deriving a significant proportion of its income from benefactions the College is concerned to protect itself, its donors and all members of the College from the detriment associated with bribery and other corrupt

activity. It is therefore committed to preventing bribery and fraud by members of the College and any third party performing services for or on behalf of the College.

The full policy can be found [here](#) or in Section 9 of this Staff Handbook.

7.6 Internal Communications

Good communications are essential to the effective running of the College and we welcome the contributions of all staff to improving communications.

It may not always be possible to communicate issues to all staff at the same time but we will endeavour to do our best. Your Head of Department is responsible for cascading information down to you.

7.7 Data Protection Policy

The College's Data Protection Policy is available in full on the College's website at:

<http://www.clare.cam.ac.uk/Data-Protection-Scheme>

The Policy sets out how the College collects, handles, and stores data. The responsibilities for individual members and staff are as follows:

- a) completing relevant data protection training, as advised by the College;
- b) following relevant College policies, procedures and notes of guidance;
- c) only accessing and using personal information as necessary for their contractual duties and/or other College roles;
- d) ensuring personal information they have access to is not disclosed unnecessarily or inappropriately;
- e) where identified, reporting personal data breaches, and co-operating with College authorities to address them; and
- f) only deleting, copying or removing personal information when leaving the College as agreed with the College and as appropriate.

The Policy also has links to a number of Data Protection Statements (DPSs) including for 'Staff and Senior members'. The DPSs set out the rights you have in relation to your personal data including:

- the right to be informed of how their personal data are being used. This right is usually fulfilled by the provision of 'privacy notices' (also known as 'data protection statements' or, especially in the context of websites, 'privacy policies') which set out how an organisation plans to use an individual's personal data, who it will be shared with, ways to complain, and so on;
- the right of access to their personal data;
- the right to have their inaccurate personal data rectified;
- the right to have their personal data erased (right to be forgotten);
- the right to restrict the processing of their personal data pending its verification or correction;
- the right to receive copies of their personal data in a machine-readable and commonly-used format (right to data portability);

- the right to object: to processing (including profiling) of their data that proceeds under particular legal bases; to direct marketing; and to processing of their data for research purposes where that research is not in the public interest; and
- the right not to be subject to a decision based solely on automated decision-making using their personal data.

Personnel files are kept securely. The information contained in these records includes personnel data, sensitive personal data, salary and benefit details, details of jobs held and information on performance and conduct. Should you wish to view your personnel file, you may send a request to the HR Manager. If the request is granted then we will aim to deliver a copy, in your preferred format, of any information requested within 30 calendar days. We will not give out your personal details to any external body unless these are legally required for the purposes of payroll administration, health and safety reasons, or a criminal or PAYE investigation etc. We will only give references for mortgage or other purposes, or employment references if you have given your permission for this.

7.8 Changes to personal details

Please ensure you advise your Head of Department and the HR Manager of any change of address, or emergency contact details.

If you change your bank details you must personally go into the Bursary Office with proof of your identity and details of the changes you wish to make.

7.9 Staff Forum

The Staff Forum is a group of 10 staff representatives who are elected by the employees. It plays an important role as one of the ways in which the College can consult employees about changes within the College, revised policies, and other matters such as staff welfare, working environment etc.

The Staff Forum does not substitute for individual consultation with employees; it also does not take away the responsibility of the Heads of Department to continue to communicate effectively with their employees. The Heads of Department meet each month to discuss current issues within the College. From these meetings the Heads of Departments inform their employees of any developments relevant to their department.

Employee consultation means the exchange of information and instructions. This enables the College to function efficiently and employees to be properly informed about developments. Consultation is the process by which management and employees (or their representatives) jointly examine and discuss issues of mutual concern. It involves seeking acceptable solutions to problems through a genuine exchange of views and information.

Good communication within the College:

- improves performance – time spent communicating at the outset of a new project can minimise subsequent rumour and misunderstanding

- improves management performance and decision making – allowing employees to express their views can help managers arrive at sound decisions which will be more readily accepted by employees as a whole
- improves employee performance
- increases job satisfaction – as employees will be more motivated if they have more of an understanding of how their job fits within the College.

The following are examples of subjects which might be discussed in the Staff Forum:

- working conditions
- new ways of working within a department
- training requirements
- new equipment
- welfare
- new policies and procedures

If you have an issue that you wish to raise you should let your representative know or the Chair of Staff Forum who is currently Allison Lewis. Allison's email address is al233@cam.ac.uk.

The Chair convenes and chairs the quarterly meetings of Staff Forum and produces the minutes. It is essential that staff representatives on Staff Forum report back to all employees within their department immediately to keep them informed. This is done by the staff representatives on Staff Forum using briefing groups, news sheets, notice boards, and circulation of Staff Forum minutes.

7.10 Redundancy

We intend to provide the greatest possible security of employment for all staff consistent with providing a world-class education at both undergraduate and postgraduate levels. However where it does become apparent, through business need, that employment levels will need to be reduced, or departments restructured, we will consider a variety of approaches aimed at minimizing the numbers of staff that might have to leave us as a result of down-sizing or restructuring.

We will also strive to ensure that if you are affected by such changes you are given every opportunity to apply for internal vacancies and offered adequate training to integrate into new roles. All staff will be treated with respect, dignity and sensitivity through a period of significant change. In a situation where we are not able to redeploy or retain you, any consequent reduction in employment levels will be conducted in a supportive manner. Help and advice will be available to you if you are affected by the need to reduce staffing levels, to help you through this transition.

If you are consulted on redundancy then the College may decide to send you home on special leave if it is felt that this is the most appropriate course of action.

8. On leaving us

8.1 Notice periods

Should you wish to terminate your employment, please discuss your decision with your Head of Department or the HR Manager. Your notice should be in writing and dated. The period of notice to terminate your employment is specified in your contract of employment.

At your request, we may waive the requirement for you to work some or all of the required period of notice. In such circumstances, salary will not be payable for the portion of the notice period which is not worked. Holiday entitlement will accrue up to your last day of employment with the College.

You may be asked to attend an exit interview and we value your co-operation in this process.

8.2 Return of property and final payments

When your employment with us ends, please ensure that all property and information including files, keys, lap tops, mobile telephone, University card is returned to your Head of Department on your last working day. Final payments cannot be released until all items are received and accounted for.

Should you leave our employment before the salaries have been processed for the month, your P45 will be posted on to you to the address we have on your personnel file.

8.3 References

We do not normally give open 'to whom it may concern' references to employees leaving our employment, but will normally reply to written requests from prospective employers who should be advised to direct such requests to the HR Manager.

8.4 Retirement

You may choose to retire at any time and we encourage you to discuss any thoughts or queries you they may have about retirement with us at any stage so that we can both plan for this more effectively.

9. Our Policies and Procedures

9.1 Equal Opportunities

Clare College is committed to being an equal opportunity employer and to ensuring that all employees, students, Fellows, job applicants and other people with whom we deal are treated fairly and are not subjected to unfair or unlawful discrimination.

This policy is not contractual, but aims to set out the way in which the College aims to manage equal opportunity. This policy applies to all members of the College.

Our policy is designed to ensure that current and potential employees, students and Fellows are offered the same opportunities regardless of race, nationality, ethnic origin, age, religion or belief, sex, sexual orientation, marital status, domestic circumstances, disability, pregnancy, gender reassignment, civil partnership or any other characteristic unrelated to the performance of the job. We seek to ensure that no one suffers, either directly or indirectly, as a result of unlawful discrimination. This extends beyond the individual's own characteristics, to cover discrimination by association and by perception.

We believe that an effective equal opportunity policy will help all members of the College to develop to their full potential, which is clearly in the best interests of both our staff and the College. We aim to ensure that we not only observe the relevant legislation but also do whatever is necessary to provide genuine equality of opportunity.

We expect everyone who works for us to be treated and to treat others with respect. Our aim is to provide a working environment free from harassment, intimidation, or discrimination in any form that may affect the dignity of the individual.

We further recognise the benefits of employing individuals from a range of backgrounds, as this creates a workforce where creativity and valuing difference in others thrives. We value the wealth of experience within the community in which we operate and aspire to have a workforce that reflects this.

Legal considerations

The following pieces of legislation apply to this policy:

- the Rehabilitation of Offenders Act 1974
- the Protection from Harassment Act 1997
- the Human Rights Act 1998
- the Sex Discrimination (Gender Reassignment) Regulations 1999
- the Racial and Religious Hatred Act 2006
- the Equality Act 2010
- the Enterprise and Regulatory Reform Act 2013
- any Codes of Practice issued by the Equality and Human Rights Commission
- plus any amendments to the above legislation.

Definitions

Discrimination may be direct or indirect, and can take different forms, for example:

- treating any individual less favourably than others on grounds of a “protected characteristic” (sex, race, marital status, religion or belief, sexual orientation, disability, age, pregnancy, gender reassignment or civil partnership)
- expecting a person, solely on the grounds stated above, to comply with requirements that are different to the requirements for others, for any reason whatsoever
- imposing on an individual requirements that are in effect more onerous than they are on others. This would include applying a condition (which is not warranted by

the requirements of the position) which makes it more difficult for members of a particular group to comply than others not of that group

- harassment ie unwanted conduct which has "the purpose, intentionally or unintentionally, of violating dignity, or which creates an intimidating, hostile, degrading, humiliating or offensive environment" for the individual
- victimisation - ie treating a person less favourably because he or she has committed a "protected act". "Protected acts" include previous legal proceedings brought against the employer or the perpetrator, or the giving of evidence at a disciplinary or grievance hearing or at tribunal, or making complaints about the perpetrator or the employer or their alleged discriminatory practices.
- discrimination by association, ie someone is discriminated against because he/she associates with someone who possesses a protected characteristic
- discrimination by perception, ie discrimination on the grounds that the person is perceived as belonging to a particular group, eg sexual orientation, religion or belief, irrespective of whether or not this is correct
- any other act or omission of an act, which has the effect of disadvantaging one person against another, purely on the above grounds of protected characteristics.

On all occasions where those in control of employees are required to make judgements between them, (for example disciplinary matters, selection for training, promotion, pay increases, awards etc) it is essential that merit, experience, skills and temperament are considered as objectively as possible.

Responsibility for this policy

The overall responsibility for implementing and monitoring the effectiveness of this policy rests with the HR Manager.

Heads of Departments have a crucial role to play in promoting equality of opportunity in their own areas of responsibility.

All employees, irrespective of their job or seniority, will be given guidance and instruction, through our induction and other training, as to their responsibility and role in promoting equality of opportunity and not discriminating unfairly or harassing colleagues or job applicants, nor encouraging others to do so or tolerating such behaviour. Disciplinary action, including dismissal, may be taken against any employee found guilty of unfair discrimination or harassment.

Recruitment and selection

We aim, through written instructions, appropriate training and supervision, to ensure that all employees who are responsible for recruitment and selection are familiar with this policy.

Selection will be conducted on an objective basis and will focus on the applicants' suitability for the job and their ability to fulfil the job requirements. Our interest is in the skills, abilities, qualifications, aptitude and the potential of individuals to do their jobs.

Person specifications will be reviewed to ensure that criteria are not applied which are discriminatory, either directly or indirectly, and that they do not impose any condition or requirement which cannot be justified by the demands of the post. Questions asked of candidates will relate to information that will help assess their ability to do the job. Questions about marriage plans or family intentions or any other issues which may give rise to suspicions of unlawful discrimination should not be asked. Selection tests will be specifically related to the job and measure an individual's actual, or inherent, ability to do or train for the job.

Job advertisements should encourage applications from all types of candidates and should not be stereotyped.

Training and development

The College recognises that equal opportunity responsibilities do not end at selection, and is committed to ensure that wherever possible all members of the College receive the widest possible range of development opportunities for advancement.

All members of the College will be encouraged to discuss their career prospects and training needs with their Head of Department. Opportunities for promotion and training will be communicated and made available to all staff on a fair and equal basis.

The provision of training will be reviewed to ensure that arrangements are made where necessary to enable part-time workers, shift or remote workers or those returning to work following a break to benefit from training. No age limits apply for entry to training or development schemes which are open to all employees.

Grievances, disputes and disciplinary procedure

Employees who believe they have been discriminated against and have not been able to resolve this informally are advised to use the College's grievance procedure. An employee who brings a complaint of discrimination must not be less favourably treated.

Harassment or bullying will not be tolerated, and any individual employee who feels that he/she has been subjected to harassment or bullying should refer to the College's Harassment policy.

When dealing with general disciplinary matters, care is to be taken that employees who have, are perceived to have, or are associated with someone who has, a protected characteristic are not dismissed or disciplined for performance or behaviour which could be overlooked or condoned in other employees.

Positive action

We also recognise that passive policies will not reverse the discrimination experienced by many groups of people. To this end, if certain groups are under-represented within the College we will actively seek to encourage applications from those groups.

Any measures taken to encourage applications should not in any way be construed as positive discrimination. The decision as to which applicant is offered a post must be based entirely on the merit of the individual.

9.2 Disciplinary Procedure

This procedure is non-contractual, and sets out the procedure Clare College will normally follow, although we reserve the right, at our discretion, to vary, replace or terminate the procedure at any stage.

The full disciplinary procedure will not apply to staff with less than two years' service. It is designed to help and encourage you to achieve and maintain high standards of performance, attendance and conduct and also aims to ensure the consistent and fair treatment of all staff.

If your standard of work or conduct falls and, after warning, remains below the level which is acceptable, you may be dismissed.

Summary dismissal without notice may take place if an act of gross misconduct is committed. Gross misconduct is any act by you that is detrimental to the good conduct of the College's business. Examples of misconduct and gross misconduct are listed below. This list is not intended to be exhaustive.

Misconduct:

- a) unauthorised absence from work
- b) poor timekeeping or unauthorised absence
- c) unacceptable performance
- d) sleeping on duty
- e) inappropriate standard of dress
- f) smoking in a non-smoking area
- g) contravention of minor safety regulations
- h) disruptive behaviour
- i) misuse of College IT facilities

Gross Misconduct:

- a) dishonesty
- b) falsification of College records (including time sheets)
- c) serious insubordination
- d) violent, abusive or intimidating conduct
- e) deliberate damage to College property
- f) sexual, racial or other harassment
- g) being under the influence of alcohol or drugs on College property during working hours, where your work is affected or the safety of yourself and others is put at risk
- h) serious contravention of Health & Safety legislation
- i) any action likely to bring the College into disrepute
- j) accepting a significant gift which could be construed as a bribe

- k) failure to disclose correct and accurate information on your Job Application Form
- l) conviction for any serious criminal offence while an employee of the College
- m) unauthorised computer use or access
- n) serious misuse of College IT facilities

No disciplinary action will be taken until the case has been investigated.

We expect any minor problems to be dealt with informally and without delay by the Head of Department.

Where the matter is more serious and if the Head of Department believes you are guilty of misconduct, the procedure below will be followed.

In cases of misconduct, where practicable, different people will carry out the investigation and disciplinary hearing. One exception to this will be cases of unacceptable performance. In these cases your Head of Department will be involved. Having established the relevant facts, the Head of Department or other nominated member of staff will decide whether (i) to drop the matter, (ii) arrange informal coaching or counselling, or (iii) arrange for the matter to be dealt with under the disciplinary procedure.

At all stages of the disciplinary procedure you will be advised of the nature of the complaint and will be given the opportunity to state your case before a decision is made. You will also be given a copy of any written evidence that will be discussed at the hearing.

If it is necessary to hold a disciplinary hearing you will be informed by the HR Manager in writing, setting out the reason for the disciplinary meeting. You will normally be given five days' notice of the meeting in order for you to prepare your case. You must take all reasonable steps to attend the meeting. If you are unable or unwilling to attend the disciplinary meeting then you will be given the opportunity to submit written representation on your behalf.

When you are required to attend a disciplinary hearing, you have the right to be accompanied by a single companion who is either (1) a work colleague, (2) an official employed by a trade union; or (3) an official of a trade union certified in writing by the union as having experience of, or having received training in, acting as a worker's companion at disciplinary or grievance hearings. The companion is permitted to address the hearing (but not to answer questions on behalf of you), and may confer with you during the hearing.

After the meeting, you will be notified in writing of the decision as to the disciplinary hearing and you will also be notified of your right to appeal against the decision if you are not satisfied with it.

There are four stages to the formal disciplinary procedure as follows:

Stage I – Verbal Warning

In the case of a minor misconduct the Head of Department will give the employee an informal oral warning. A file note will be made and put on the employee's personnel file for a period of six months. The employee will be advised of the reason for the warning and that this is the first informal stage of the disciplinary procedure. Although oral, a written record will be kept of the warning.

Stage II – Written Warning

In cases of misconduct a written warning will be given to you. The written warning will outline details of the complaint and, in appropriate circumstances, the level of improvement required over a certain time scale. It will also warn of possible further action under Stage II if there is no satisfactory improvement or if there is a repetition of misconduct, and will advise of the right of appeal. A copy of the written warning will be held on your file for a period of 12 months.

Stage III – Final Written Warning

In the event of any further misconduct, or failure to improve or to achieve satisfactory results, or in the case of misconduct, not amounting to gross misconduct but sufficiently serious to warrant only one warning (in effect both first and final written warning), a final written warning will normally be given to you. This will give details of the complaint, will warn that dismissal will result if there is no satisfactory improvement, and will advise of the right of appeal. A copy of the final written warning will be held on your personnel file for 12 months.

Stage IV – Dismissal

If conduct or performance is still unsatisfactory, and you fail to reach the standards prescribed, or if the misconduct or performance is sufficiently serious, dismissal will normally result unless there are exceptional circumstances or genuine mitigating circumstances. In cases involving dismissal the College Officer responsible may suspend an employee on full pay pending investigation.

Gross Misconduct

In cases of gross misconduct, the College Office responsible may suspend you on full pay pending investigation. If you are dismissed as a result of the investigation, you will normally be dismissed without notice, or pay in lieu of notice, or of accrued holiday pay. In exceptional circumstances, or if there are any genuine mitigating circumstances, alternative disciplinary action may be taken

Appeals

If you are dissatisfied with any disciplinary decision affecting you, you may appeal to the Master.

Any appeal should be put in writing, stating the reason for the appeal, and submitted to the Master within five working days of receipt of the warning or notice of termination of employment.

The Master (or his nominee) will write to you confirming receipt of the appeal and you will be invited to an appeal hearing.

The appeal will be heard by the Master (or his nominee). You must take all reasonable steps to attend this meeting. You have the statutory right to be accompanied at the appeal meeting. A decision on any appeal will be set out in writing and will be final and binding.

In the case of Heads of Department, the College Officer responsible or the Bursar will initiate the above disciplinary procedure.

9.3. Grievance Procedure

It is in everyone's best interest to ensure that grievances are dealt with quickly and fairly. This procedure tells you how you can raise issues with your Tutor/Director of Studies/Head of Department, or College Officer for your department. It is impossible to give a list of all the issues that might give rise to a grievance, but they may include: terms and conditions of employment; health and safety; relationships at work; new working practices; organisational change; bullying and harassment; and equal opportunities. If necessary you should seek advice and support from your staff representative on Staff Forum or the HR Manager.

When you have a grievance or complaint, you should first raise it informally with your Head of Department or the College Officer responsible for your department. Many grievances can be solved informally in this way and such informal steps do not form part of the formal grievance procedure. When the matter is very serious or there are other good reasons for not raising the matter informally, you may proceed straight to the formal grievance hearing.

The fact that you raise a grievance will not (in the absence of exceptional circumstances) prevent the College from instituting, continuing or concluding disciplinary proceedings whether they involve you or other employees.

Statement of grievance

You must set out the grievance in writing and send a copy to your Head of Department.

Meeting

Your Head of Department will invite you, normally within five working days of receipt of your statement, to attend a meeting to discuss the grievance. This invitation will normally give you five working days in which to prepare for the meeting, which you must take all reasonable steps to attend.

When a member of staff is required or invited to attend a grievance hearing and reasonably requests to be accompanied at the hearing, he or she has the right to be accompanied by a single companion who is either (1) an official employed by a trade union; or (2) an official of a trade union certified in writing by the union as having experience of, or having received training in acting as a worker's companion at disciplinary or grievance hearings; or (3)

another of the College's workers. The companion is permitted to address the hearing (but not to answer questions on behalf of the member of staff), and may confer with the member of staff during the hearing.

After the meeting, your Head of Department will notify you in writing of his/her decision as to the response to the grievance, and will also notify you of your right to appeal against the decision if you are not satisfied with it.

Appeal

If you wish to appeal, you must inform the Bursar within five working days of being informed of the Head of Department's decision.

The Bursar will then write to you confirming receipt of your appeal and inviting you to a meeting to rehear your appeal. This will normally be within five working days of receipt of your notice of appeal.

You must take all reasonable steps to attend the meeting. You have the right to be accompanied by a single companion as above.

After the appeal meeting, the Bursar will notify you in writing of his decision as to the response to the appeal.

Grievance against your Head of Department

If your grievance is against your Head of Department then you must send your statement, or a copy of it, to the Bursar and follow the procedure.

Grievances against a Fellow

If your grievance is against the College Officer responsible for your Department or any other Fellow of the College then you must send your statement or a copy of it to the Master and the procedure above will be followed.

Responsible Fellow

The responsible Fellow for each department is as follows:

Tutorial Office and Library – The Senior Tutor

Medical – The Senior Tutor

Bursary – The Bursar

Bursars' Office – The Bursar

Master's Office – The Master

Buildings Office – The Bursar

Gardens – The Bursar

Development Office – The Master

Porters and Support Staff – The Bursar

Catering Department – The Bursar

Housekeeping Department – The Bursar

Conference Office – The Bursar

IT Department – The Bursar

Chapel – The Dean

Boat House – President of the Boat Club/Estates Manager

Sports Ground – Senior Tutor

9.4 Bullying and Harassment Policy

The College believes that all members of the College community – students, employees and Fellows – have the right to study/work in an environment free from bullying behaviour and any form of harassment, be it on the grounds of race, religion or belief, disability, age, gender, gender reassignment, sexual orientation, pregnancy, marital status, civil partnership or appearance. We endeavour to ensure that the College environment is sympathetic to all its members and also to those who have business dealings with us, so that everybody is treated with dignity and respect. This policy applies equally to all members of the College, irrespective of status. In addition, we aim to protect all College members from harassment of any kind from other academics or members of the University, or from clients, customers and other business contacts.

Background information

Bullying and harassment violate anti-discrimination and employment laws, and may contravene criminal and/or civil law in some circumstances. This sort of behaviour can reduce the effectiveness of the College by creating a hostile or threatening environment. The damage, tension and conflict that harassment and bullying create not only result in low morale, but also lead to reduced concentration, divided teams and lower productivity. Subjecting individuals to fear, stress and anxiety affects their participation within the College community and also puts strain on their personal and family life, leading to illness, absence and staff turnover.

Examples of bullying and harassment

Bullying is defined as persistent behaviour against an individual that is intimidating, degrading, offensive or malicious, and that undermines the confidence and self-esteem of the recipient.

Harassment is defined as unwanted conduct that either violates a person's dignity, or creates an intimidating, hostile, degrading, humiliating or offensive environment for that person. It may be related to any personal characteristic of the individual (whether perceived or real), or by association (eg related to the individual's relationships or dealings with others who share that personal characteristic). It may be persistent or an isolated incident and can take many forms, from relatively mild banter to actual physical violence.

Individuals may not always realise that their behaviour constitutes bullying or harassment.

The examples below are not exhaustive, but give a clear indication of the sorts of actions that constitute bullying or harassment. Serious examples may constitute gross misconduct that could lead to summary dismissal of an employee.

- **unwanted physical conduct** - such as unnecessary touching, patting, pinching, brushing against another person's body, insulting behaviour or obscene gestures, physical threats and assault.
- **unwanted verbal conduct, whether spoken, written or published** - such as unwelcome advances, patronising titles or nicknames, propositions or remarks, innuendo, lewd or suggestive comments, over-familiar behaviour, slogans or songs, jokes, banter or abusive/offensive language which is either threatening or refers to a person's ethnicity, nationality, religion or beliefs, disability, age, gender, sexual orientation, gender reassignment, marital status or civil partnership.
- **unwanted non-verbal conduct** - such as racially or sexually based graffiti, or graffiti referring to an individual's characteristics or private life, abusive or offensive gestures, leering, whistling, creation or distribution of suggestive or offensive pictures (including "pin-up" calendars) through any means.
- **bullying** - includes unwanted physical contact or assault but also verbal bullying such as insulting or threatening comments, comments intended to undermine, belittle, embarrass or humiliate the recipient, persistent criticism or trivial fault-finding, and personal abuse, either in public or private, which humiliates or demeans the individual involved.
- **cyber (virtual) bullying** - includes distribution of unwanted emails, texts, images or humiliating data published on social networking internet sites, and sending intimidating or malicious emails.
- **coercion** - including threats of dismissal, low marks, loss of promotion etc for refusal of sexual favours (or promises made in return for sexual favours), pressure to participate in political or religious groups.
- **isolation or non-cooperation** - deliberate exclusion from conversations or social activities.

Such conduct is employment-related if, for example:

- submission to, or rejection of, the conduct is used as a basis for an employment decision.
- the conduct interferes with the affected person's work performance.
- the conduct creates an intimidating, hostile, humiliating or offensive working environment.

Bullying or harassment can be a single serious incident or persistent and repeated; sometimes it continues even after the person subjected to it has insisted that it stop.

All members of the College should note that any act(s) of bullying or harassment committed by them in the course of their study/employment will be dealt with under this policy. It covers situations occurring at any time on College premises, or externally whilst attending social functions or training courses etc in connection with the College.

Working environment for employees

The display of offensive material (including "pin-up" calendars) is not permitted.

Abusing fellow employees via social networking sites, such as Facebook or MySpace, is a disciplinary offence.

All employees of the College will be informed of the College policy towards bullying and harassment and all complaints of harassment will be treated very seriously.

Procedure for dealing with bullying or harassment

The sensitive nature of complaints about bullying or harassment is recognised and the College provides a choice of routes in order to encourage individuals to discuss their problems in confidence with someone they trust and feel comfortable talking to. Any individual who considers someone's behaviour to fall into the category of harassment may approach the College Harassment Officer at harrasmentofficer@clare.cam.ac.uk. In addition: students may approach any Tutor, their own Director of Studies, the Senior Tutor, the Dean, the Dean of Students, the Welfare or Women's or LGBT+ Officer of the JCR, or a member of the MCR Committee; and staff may approach the Head of Department, the HR Manager, the Steward, the Bursar, the Senior Tutor or the Master. Any discussion will be confidential, and further action will not be taken without the complainant's permission.

The College also has a Harassment Monitoring Group, comprising the Harassment Officer, two Tutors and the HR Manager. Its purposes are twofold:

a) to investigate complaints brought to it either directly by complainants or on behalf of complainants (but only with their explicit consent). The Group will treat all cases with the utmost confidentiality, investigate them promptly, and endeavour to resolve them. If the Group, which has no disciplinary powers, considers a case to merit such action, it will refer it to the appropriate College disciplinary body. Before doing so, the Group will ensure that the alleged offender has been informed of the nature of the complaint face-to-face and also in writing.

b) to determine and monitor the extent of the problem. Any member of the College who becomes aware of an incident of harassment should report it to the Group, even if the matter has been resolved. These reports should preserve the anonymity of those involved. The Monitoring Group will present a totally anonymised report to the College Council under unreserved business, annually.

Dealing with bullying and harassment at an informal stage

Anyone who feels they are being subjected to minor bullying or harassment should make it clear to the perpetrator that the behaviour is unacceptable and must stop. This may be done either face-to-face, or by a written request, or by asking one of the people designated above to approach the person on their behalf or to help take action. This last approach may be more effective if the perpetrator is a senior member of the College or University, or a client, customer or business contact. Written records should be kept of the date and content of any conversations.

Formal procedure

Where informal methods fail, or serious bullying or harassment occurs, a formal complaint should be made with the assistance of one of the people designated above. As well as recognising a complainant's feelings and the effect that the alleged behaviour may have had, it is important to establish the facts. It will be necessary to provide details of any allegations, eg

- what happened?
- where did it occur?
- who was involved?
- was this the first incident?
- when did it occur?
- were there any witnesses?
- has any action been taken to prevent further repetition of the behaviour?

This complaint may be made to one of the people designated above. Anyone making a complaint may be supported throughout the procedure and at any meetings by any of the people designated above or by one or more colleagues of their choice.

The person hearing the complaint will arrange a thorough investigation as quickly as possible. It will be made clear to everyone involved that it is important not to phrase questions implying that the bullying/harassment may in some way have been directly or indirectly invited, and also to avoid remarks that appear to trivialise the experience or suggest that it was imaginary. All individuals involved in any investigation will be required to respect the need for confidentiality. Failure on the part of individuals to do so may be considered a disciplinary offence. Copies of statements made by witnesses will be made available to both the complainant and the alleged bully/harasser, but the names of the witnesses may be withheld if they request to remain anonymous, and particularly if they have a genuine belief or fear of reprisal. However, witness statements will not be considered if they are submitted anonymously.

Where the person in charge of dealing with a complaint believes that bullying or harassment may have taken place, and if the alleged bully/harasser is a member of the College, the appropriate disciplinary procedure will be invoked to ensure that any individuals accused of this behaviour have every opportunity to defend or explain their actions. Individuals will be entitled to be accompanied at any disciplinary hearing. Common responses to allegations of bullying/harassment include denial or disbelief that the behaviour was offensive or was not welcome. None of this alters the fact that a complaint has been made which may lead to disciplinary action.

The severity of the penalty imposed upon an individual believed to be guilty of bullying/harassment will be consistent with other disciplinary offences. Where the bully/harasser is given a warning but remains in the College, discussions will take place with the complainant, and, where necessary, any reasonable steps will be taken to alter working practices to minimise contact between the individuals involved.

An individual who receives a warning or is dismissed for bullying or harassment may appeal against the penalty in accordance with the College's disciplinary procedure. In serious cases, for example rape or assault, criminal charges may be appropriate and it may be necessary to refer the case to the Police.

Where the complaint is made against a member of the University, client, customer or business contact, this will be investigated and such steps will be taken as are reasonably practicable to protect the individual.

No individual who brings a complaint of bullying or harassment should suffer victimisation for having brought the complaint. The complainant should not be moved except at their request or in exceptional circumstances. However if the complaint is untrue and has been brought in bad faith (e.g. spite) disciplinary action may be taken.

Following the investigation

Once the case has been resolved and time has been given to allow relationships to stabilise and return to normal, the person considering the complaint should maintain informal contact with the affected individuals. If further problems of bullying, harassment or victimisation are being encountered, or if the complainant continues to suffer stress or anxiety, further action will be taken to investigate or find a solution.

Grievance procedure

The College's Bullying and Harassment Policy is intended to give guidance and support taking into account the sensitivity and serious nature of such issues. However, if a complainant is not happy with the outcome of a complaint, or if, after time, the situation has either not improved or has deteriorated again, they may wish to use the College's grievance procedure instead.

Any queries or comments about this policy should be addressed to the Senior Tutor or the HR Manager.

9.5 Capability Policy

The College recognises that during employment an employee's capability to carry out their duties may deteriorate over time. This can be for a number of reasons, the most common one being that the job changes over a period of time and the employee fails to keep pace with the changes and can no longer cope with the work.

This policy does not apply to cases involving genuine sickness absence. In such cases the procedure outlined in the Attendance Policy will be adopted.

This policy applies to all employees who have two or more years' length of service. This policy does not form part of any employee's contract of employment and will be reviewed on an annual basis. The College may also vary any parts of this policy, including any time limits, as appropriate in any case.

1. Principles of the Capability Procedure

- 1.1 Problems of poor performance should be dealt with promptly and fairly.
- 1.2 At each stage in the procedure the employee will be given a full explanation of the perceived weakness or deficiencies in performance.
- 1.3 At each stage of the formal procedure the employee has the right to be accompanied by a work colleague or trade union representative.
- 1.4 In cases where capability is affected by ill health and the employee does not wish to take sick leave, they should advise their Head of Department of the health problem. The Head of Department will consider whether it is possible to adjust the employee's workload and/or working conditions in the light of the problem.
- 1.5 Throughout the procedure any adjustments that have been agreed by the Head of Department will be taken in to account when the performance of the employee is considered.
- 1.6 If an employee is unable to perform their duties satisfactorily because of ill health, allowing for any adjustment/s that may have been agreed with their Head of Department, and are deemed by the College to be unfit for work, they will be required to take sick leave. It may be appropriate to seek advice from a GP/Occupational Health at this point.
- 1.7 In dealing with poor performance, the Head of Department will assess the concerns that have arisen and distinguish between cases where the reason for poor performance is within the employee's control and those where the poor performance is not. The former may be a matter of misconduct, in which case the College's Disciplinary Procedure will be followed. If the poor performance is not due to a deliberate lack of application or other act of misconduct, this policy will be followed.
- 1.8 Employees will not normally be dismissed for performance reasons without previous warnings. However in the case of gross negligence or employees who have yet to complete two years' service, dismissal without any previous warnings may be appropriate.

2. Capability Procedure

This procedure is to support employees and Heads of Departments/College Officers in dealing with problems regarding performance. It aims to:

- 2.1 ensure that the employee is aware of the standards of performance required;
- 2.2 ensure that any concerns about an employee's ability to achieve acceptable standards of work are addressed effectively through a clear and supportive procedure;
- 2.3 ensure that supervision, training, counselling and support measures are deployed appropriately to help an employee achieve acceptable standards of work;
- 2.4 provide a clear procedure, by setting out targets and a timescale for review and improvement, for the termination of employment in cases where it does not prove possible to achieve an acceptable level of performance.

3. Dealing Informally with Issues of Capability

When a Head of Department has concerns about an employee's performance, they will:

- 3.1 remind the employee of the standards of performance required, let them know verbally the nature of the perceived problems and explain why the expected standards of performance do not appear to have been met. They will identify occasions when deficiencies have occurred and define the expected standard of performance;
- 3.2 endeavour to establish the reasons for the unsatisfactory level of performance, taking in to account all the factors which might have had an effect on performance, including the available resources, training, personal matters, ill health and changes in management or working practices;
- 3.3 take into account the employee's views and perception of all the matters; any additional or alternative evidence will be considered in good faith;
- 3.4 seek to establish an agreed action plan to address the problems. This may involve additional supervisory support, further training, additional resources, organisational changes, changes to workload, or, where a personal issue is identified, counselling or a period of leave. The action plan should set targets and dates for meeting any objectives that a competent holder of the post could reasonably be expected to meet. A period of one to three months duration would usually be the norm for any target/s to be met. The consequence of not meeting the required standards within such a time scale should be explained. The action plan will be a written document, a copy of which will be retained by the Head of Department and by the employee, with a copy kept on the employee's personnel file.

If the necessary improvement in performance is achieved within the agreed time scale then no further action will be taken. However, if performance continues to be unsatisfactory, the Head of Department should initiate the formal procedure set out below. At the end of each formal stage of the Capability Procedure the employee is entitled to appeal against any decisions made. The procedure for making an Appeal is outlined in section 6 of this Policy.

4. Formal Capability Procedure

The Head of Department will verbally inform the employee of any aspect/s of performance considered to be unsatisfactory, and will arrange a Capability Hearing to discuss how this should be addressed; this will be followed up in writing.

At all stages of the Formal Capability Procedure employees will have the right to be accompanied by a colleague or trade union representative. At least five days notice of the meeting will be given. The HR Manager will attend to take notes and advice on procedure.

5. Stage 1 Capability Hearing

At the meeting the Head of Department will:

- 5.1 remind the employee that this is Stage 1 of the College's Capability Procedure;
- 5.2 indicate what the expected standards of performance are and how they are not being met;
- 5.3 try to establish the reason for the continuing unsatisfactory performance;
- 5.4 invite the employee to explain why their performance has been poor;
- 5.5 be specific about the areas in which performance has been deficient;

- 5.6 set specific individual targets or standards that a competent holder of the post could reasonably be expected to meet and give a date by which these should be achieved;
- 5.7 set up monitoring and review arrangements;
- 5.8 make reasonable changes in the working arrangements and practices to facilitate the achievement of the required standards of performance, where appropriate;
- 5.9 arrange further training if necessary;
- 5.10 inform the employee of what the next step may be if the required standards are not met.

The College will confirm the outcome of the hearing to the employee in writing. If following the Stage 1 hearing the College decides that performance is unsatisfactory, the employee will be given a first written warning, setting out:

- 5.11 the areas in which the required performance standards have not been met and targets for improvement;
- 5.12 any measures, such as additional training or supervision to be taken with a view to improving performance;
- 5.13 a stated period for review;
- 5.14 the consequences of failing to improve within the review period, or of further unsatisfactory performance.

The warning will normally remain active for six months after the end of the stated review period. After the active period (stated period plus six months) the warning will be disregarded in any future capability proceedings.

During the stated review period performance will be monitored by the Head of Department and the College will write to inform the employee of the outcome:

- 5.15 if the Head of Department is satisfied with performance, no further action will be taken;
- 5.16 if the Head of Department feels that there has been a substantial but insufficient improvement, the review period may be extended;
- 5.17 if the Head of Department is not satisfied, the matter will progress to a Stage 2 Capability Hearing;
- 5.18 if the Head of Department/College Officer is not satisfied that any significant improvement has been made the matter may, in exceptional circumstances, progress to a stage 3 Capability Hearing.

6. Formal Capability Procedure – Stage 2 Capability Hearing (Final Written Warning, Redeployment/Demotion or Dismissal)

At the meeting the Head of Department will:

- 6.1 remind the employee that this is Stage 2 of the College's Capability Procedure;
- 6.2 indicate what the expected standards of performance are and how they are not being met;
- 6.3 try to establish the reason for the continuing unsatisfactory performance;

- 6.4 invite the employee to explain why their performance has continued to be poor;
- 6.5 be specific about the areas in which performance has been deficient and the level of improvement required.

The College will confirm the outcome of the hearing to the employee in writing. If following the Stage 2 hearing the College decides that performance continues to be unsatisfactory, the employee will be given a final written warning. If the employee is given a final written warning it will set out:

- 6.6 the areas in which the required performance standards have not been met; targets for improvement;
- 6.7 any further measures, such as additional training or supervision, to be taken with a view to improving performance;
- 6.8 a stated period for review;
- 6.9 the consequences of failing to improve within the review period, or of further unsatisfactory performance.

A final written warning will normally remain active for 12 months from the end of the stated review period. After the active period (stated period plus 12 months) the warning will be disregarded in further capability proceedings.

Performance will be monitored during the review period and the College will write to inform the employee of the outcome:

7. Formal Capability Procedure – Stage 3 Capability Hearing (Dismissal or Redeployment)

The College may decide to hold a Stage 3 capability hearing if it has reason to believe:

- 7.1 the employee's performance has not improved sufficiently within the review period set out in a final written warning;
- 7.2 the employee's performance is unsatisfactory while a final written warning is still active; or
- 7.3 the employee's performance has remained wholly unsatisfactory following a Stage 1 capability hearing and it is decided that it is appropriate to proceed directly to a Stage 3 hearing;
- 7.4 the employee's performance has been grossly negligent such as to warrant dismissal without the need for a previous written warning.

The HR Manager will send the employee written notification of the hearing as outlined above and the hearing will be conducted by the Head of Department and a College Officer.

Following the hearing, if the College finds that the employee's performance is unsatisfactory, it may consider a range of options including:

- 7.5 dismissal;
- 7.6 redeployment/demotion into another suitable job, should one be available;

7.7 extending an active final written warning and setting a further review period (in exceptional cases where it is believed that a substantial improvement is likely within the review period);

7.8 giving a final written warning (where no final written warning is currently active). Dismissal will normally be with full notice or payment in lieu of notice, unless the employee's performance has been so negligent as to amount to gross misconduct, in which case the College may dismiss the employee without notice or any pay in lieu.

8. Appeals

Any appeal should be put in writing, stating the reason for the appeal, and submitted to the Master within five working days of receipt of the warning or notice of termination of employment.

The Master (or their nominee) will write to you confirming receipt of the appeal and the employee will be invited to an appeal hearing.

An appeal will be heard by the Master (or his nominee).

The employee must take all reasonable steps to attend the appeal meeting, and has the statutory right to be accompanied at the appeal meeting. A decision on any appeal will be set out in writing and will be final and binding.

9.6 Alcohol and Drugs Policy

Introduction

Clare College aims to provide a working environment that is safe, which minimises any risks to health and which makes adequate arrangements for employees' welfare whilst they are at work. The use or abuse of certain substances, including drugs or alcohol, by any employees may put themselves or others at risk and/or result in harm and/or injury to themselves or others. This policy is intended to clarify the College's position and to help and protect our employees from the effects of substance use or abuse in the workplace.

Aim of the Policy

Clare College recognises that moderate consumption of alcohol is not likely to cause harm and is often an important part of social life. Prescribed drugs may often play a crucial role in treating certain medical conditions. However, substance abuse (which includes alcohol, drugs and other substances) can lead to accidents, increased levels of absence, and reduced productivity. This policy therefore aims to:

- clarify the responsibilities of those employed or contracted to work with the College in relation to the use of alcohol, drugs and other substances.
- raise awareness of the impact of misuse of alcohol and drugs, how it can be recognised and what support is available.
- clarify at what point the College regards alcohol, drug or substance use as a disciplinary matter rather than a health problem.

This policy applies to all categories of employee, irrespective of status, and is based upon guidance provided by the Advisory, Conciliation and Arbitration Service.

Responsibilities

In applying this policy the College recognises its own responsibilities by:

- placing the highest importance on the health, safety and welfare of all employees and contractors in the conduct of our business.
- accepting the legal and moral obligation to provide and maintain a safe and healthy workplace.
- providing a commitment to support employees who require help and rehabilitation for health problems associated with drugs, alcohol or substance abuse.
- ensuring that employees who place their trust in us by admitting to a substance abuse problem are treated with sensitivity and confidentiality.
- providing information to employees about the harmful effects of substance abuse to promote preventative action.

Definitions:

"**Alcohol**" means any ethyl-alcohol containing product, which if consumed, has the capacity to induce intoxication.

"**Drugs or substance abuse**" means any substance capable of causing intoxication.

The [Misuse of Drugs Act 1971](#) covers three categories of drugs:

- Class A drugs include: [heroin](#) (diamorphine), [cocaine](#) (including crack), [methadone](#), [ecstasy](#) (MDMA), [LSD](#), and [magic mushrooms](#).
- Class B drugs include: [amphetamines](#), barbiturates, [codeine](#), [cannabis](#), [cathinones](#) (including [mephedrone](#)) and [synthetic cannabinoids](#).
- Class C drugs include: benzodiazepines ([tranquilisers](#)), [GHB/GBL](#), [ketamine](#), [anabolic steroids](#) and [benzylpiperazines](#) (BZP).

The [Psychoactive Substances Act 2016](#) covers all drugs previously referred to as "legal highs" which are not Class A, B or C drugs under the Misuse of Drugs Act 1971 but are also now illegal.

"The Act makes it an offence to produce, supply, offer to supply, possess with intent to supply, import or export psychoactive substances; that is, any substance intended for human consumption that is capable of producing a psychoactive effect."

The unauthorised possession, use and supply of these drugs are criminal offences. These are regarded as very serious matters by the College

The "**workplace**" includes all land, property, car parks, buildings, structures, lockers, desks, toolboxes, vehicles or equipment owned, leased or used by Clare College for the conduct of

its business. It also includes any external venues which College employees attend, either in a business or social capacity (e.g. the staff Christmas Party).

Information about drugs, alcohol and substance abuse:

Alcohol, substance and drug misuse can lead to changes in behavior, which can have an impact on job performance, absenteeism and relationships with work colleagues. The employee's absence record may indicate a problem, e.g. unscheduled short-term absences with or without explanation, leaving work early etc. Whilst at work, signs of substance abuse include sudden mood swings, irritability or aggression, confusion, dishonesty and theft (linked to feeding a drug-taking habit), also repeated absence from post, frequent trips to the cloakroom, and the taking of long or more frequent breaks.

The effects of illegal substances vary and can include dizziness, slowing down and feelings of sleepiness, excessive thirst, being detached from reality, suffering from hallucinations etc.

Alcohol and the law:

Under sections 2, 3 and 4 of the Health and Safety at Work Act 1974, the College has a general duty to ensure the health, safety and welfare of its employees. If the College allowed an employee under the influence of alcohol to continue working and this placed the employee or others at risk, the College could be liable to prosecution.

Under section 7 of the Act, employees are required to take reasonable care of themselves and others who could be affected by what they do. They, too, could be liable to face a criminal charge if their alcohol consumption put their own and others' safety at risk.

Drugs and the law:

The Misuse of Drugs Act 1971 makes it an offence to possess, supply, offer to supply, or produce controlled drugs without authorisation. It is an offence for the College to knowingly permit the production or supply of any controlled drugs, or to allow the smoking of cannabis or opium on its premises.

Under the Health and Safety at Work Act 1974, an employer who does nothing about a drugs problem may also be liable to charges, e.g. by requiring an employee with a history of drug misuse to perform a job which requires a clear mind and a steady hand if it is to be done safely, or by knowingly allowing an employee under the influence of drugs to continue working, if this places the employee or others at risk.

Use of alcohol and illegal drugs whilst at work:

The use, possession, distribution, purchase, sale, consumption, taking of, or being under the influence of illegal drugs whilst at work is never permitted and will be regarded as gross misconduct. Employees must not, under any circumstances, bring illegal drugs into the workplace, or to any event attended in the course of their employment, including social functions organised by Clare College.

In the interests of their own and their colleagues' safety, any employee believed to be under the influence of either alcohol or illegal drugs will be escorted off College premises pending investigation.

Employees who elect to consume alcohol during lunch breaks, or outside of working hours, must ensure that their consumption does not impair their ability to carry out their job effectively on return to their duties.

Generally, alcohol is not to be consumed during the working day. The only circumstances where the consumption of alcohol is permitted during working hours are during College-organised celebratory events such as leaving and retirement parties. However, such consumption must be reasonable. Employees are also reminded that they are expected to behave appropriately at events which are organised by the College, such as training courses, seminars, Christmas parties or other such functions. Whilst drinking alcohol is permitted in moderation, the taking of illegal drugs or misuse of other substances is banned.

Members of staff may not consume any alcohol prior to, or during their working day (even if away from the premises), if they are scheduled to undertake any of the following tasks during the day:

- *Working in the Porters' Lodge.* Initial action required by Porter in cases of emergency.
- *Working in the kitchen.* This includes serving guests at College events.
- *Working at height.* This includes, but is not confined to, ladders, mobile tower scaffolds and scaffolding.
- *Driving while on College business.* This covers those who would be driving the College van or their own cars on official College business.
- *Operating heavy machinery.*

Legal substances:

From time to time employees will suffer ailments or illnesses for which legally prescribed or legally available drugs are required, either to rectify the ailment itself or to relieve the symptoms. As these drugs may also have some form of side effect, it is important that if this is likely to affect job performance in any way (eg drowsiness), any employee taking such medication should notify his or her Head of Department. The aim is to protect our employees' safety, and in certain cases it may be necessary to restrict some activities, or move the employee to other, less risky, work until he/she is fully recovered.

Employees with long-term health conditions which require medication to control them are advised to inform either their Head of Department/HR Manager of what medication they take so that these details may be kept on file and made available to first-aiders called in the case of a medical emergency or accident.

Right of search:

Clare College reserves the right to inspect and search the workplace and, with their consent, any person or personal property to enforce this policy. Whilst the College has no power to

enforce a personal search, failure to comply will be taken into account when considering whether disciplinary action is necessary.

How the College will deal with alcohol and substance misuse:

The College recognises that there may be circumstances when an employee who has a drug or alcohol-related problem requires specialist help. It is our intention to deal with these cases sympathetically. The HR Manager and the Dean will be able to give advice and guidance on how to obtain help and assistance with any drug or alcohol-related issue. However, this does not necessarily mean that the individual concerned will be excused from any consequences of their conduct that would otherwise merit disciplinary action being taken.

If any member of staff is diagnosed as having a drug or alcohol-related problem, it will be treated as a health matter. The College will give consideration to periods of absence for agreed treatment to be regarded as sick leave.

If a programme of counselling is sought and the member of staff subsequently reverts back to his/her previous level of drug or alcohol dependency, the College reserves the right to treat any resulting decline in performance or breach of policy as a disciplinary or performance matter.

Disciplinary Action:

If drug and other substance misusers can be helped by counselling and advice, it may be possible to retain the employee. However, there may be instances where an employee refuses help, or where help is not successful. In these cases it may be necessary to consider disciplinary action.

Any breach of this policy by any employee will be fully investigated and dealt with under the College's disciplinary procedure. Any other person breaching this policy will be asked to leave the workplace immediately.

The effects of drug abuse will normally be manifested in problems of conduct or performance. In either case, a fair and full investigation will be held. The employee will be allowed to state his or her case, and to be accompanied by a trade union official or co-worker if he or she wishes.

Drug, alcohol and substance misuse will become a matter for disciplinary action up and to including dismissal, in accordance with the College's disciplinary procedure, particularly where help is refused and/or impaired performance continues.

The College reserves the right to summarily dismiss, on the grounds of gross misconduct, any member of staff who, at any time, is considered to be under the influence of drugs or alcohol on College property during working hours, where their work is affected, or the safety of themselves and others is put at risk.

Clare College will inform the Police and any other appropriate authorities if there is reasonable suspicion that a criminal act has been committed in the workplace.

Rehabilitation:

The College will provide any employee, who seeks help for substance abuse problems, with support internally and through external agencies (where appropriate.) Employees must recognise that it is their responsibility and in their best interest to seek help at the earliest possible stage, when treatment is more effective and before the problems affect their work sufficiently to become a disciplinary matter. Employees enrolled in a rehabilitation programme will be subject to the normal sickness absence rules.

If the College provides support to an employee undergoing rehabilitation, and the employee either disobeys an instruction with regard to rehabilitation, or suffers a relapse during or following treatment, the College reserves the right to withdraw such support, and will deal with the matter under the disciplinary procedure.

If the College believes that an employee is under the influence of either alcohol or drugs as a result of an abuse problem, the outcome of any disciplinary procedure will generally include requiring that the person seek help from one or more of the national organisations set up to advise on such issues.

Continuation in Present role:

The College reserves the right to transfer any member of staff undergoing treatment for drug or alcohol dependency out of a safety critical role. In doing so, the needs of the individual will be considered and, wherever possible, a suitable alternative post sought.

Drinking and Driving:

A loss of driving licence due to a conviction for driving while over the legal alcohol limit can have repercussions on an individual's employment with the College. Where an employee has to drive as part of his/her job, dismissal may be inevitable, although the possibility of alternative work will be considered before any dismissal occurs.

Off-duty drug use

Off duty drug use may be a reason for dismissal if, for example, their use had an adverse effect on an individual's performance, or caused significant damage to the public image of the College.

Confidentiality:

If an employee reveals that he/she is misusing drugs or substances, strict confidentiality will be maintained at all times, subject to legal obligations. Only those who have a formal need to know will be notified of the situation.

The storage of written information will be necessary. Under the Data Protection Act 1998 this type of information is classed as "sensitive data" and will be stored in accordance with the College's Data Protection Policy.

Communication and training:

This policy will be communicated to all staff at Induction and via the Staff Handbook.

Heads of Departments will be briefed in early recognition techniques for identifying employee misuse of alcohol, drugs or other substances to ensure employees are dealt with promptly, tactfully and firmly.

Implementation, monitoring and review of the policy:

Any employee concerned about the implementation of this policy, or who has concerns for his/her health and safety, should speak to his/her Head of Department or HR Manager.

This policy, which will be reviewed on a regular basis, may be changed from time to time. Employees will be consulted about any proposed changes, and adequate notice given of these.

9.7. Sickness/Absence Policy

This policy applies to all employees. It aims to minimise the disruption caused by employee absence by setting clear guidelines on absence notification, by encouraging regular communication to assist staff to return to work as soon and as safely as possible, and by assisting managers to handle absences due to illness or injury in a fair, consistent and effective way.

This policy is not contractual but sets out the way in which Clare College plans to deal with absence at work.

Time off for medical and dental appointments

Wherever possible, and in order to minimise disruption, employees are asked to make medical and dental appointments either outside of their normal working hours, or at the beginning or end of the working day. However, we do realise that this may not always be possible, particularly with hospital appointments. In these instances you need to produce either a letter from the hospital with details of the appointment or the appointment card. If you need to take time off to attend a medical or dental appointment, you need to notify your Head of Department, giving as much notice as possible. You may be required to make this time up.

If you have an appointment which is not at the end of the working day, you will normally be expected to return to work following the appointment.

Absence notification

If you are unable to attend work for any reason, you must telephone your Head of Department as soon as possible but in any event no later than one hour after your normal start time on your first day of absence. In order to minimise disruption it is important that you give us as much notice of your absence as practically possible. If you are unable to notify us personally, please ensure that you get a relative, neighbour or friend to contact us. In addition, we ask that you notify your Head of Department of the reason for your absence

and an indication of its likely duration. The reason for your absence will be kept confidential if you request this.

It is your responsibility to keep your Head of Department informed of your situation on a regular basis.

Employees should remain in contact with their Head of Department, and if you are away from home at any time during your absence you should provide full contact details. You may be contacted by us during your absence and, in addition, we may visit you at home to discuss your health and progress towards returning to work.

If you are absent through sickness or injury for more than one week, you must obtain a Statement of Fitness for Work from a doctor and follow the procedure below:

You should telephone your Head of Department immediately you are given a Fit Note which states that you MAY BE fit for work. *(If the Fit Note states "You are not fit for work" you should send the Fit Note to your Head of Department in the usual way).*

Having received the Fit Note, your Head of Department will liaise with you to discuss whether the GP's recommendation can be accommodated. In some cases, a risk assessment may be completed to assess any risks to the College, you or to other employees.

The Head of Department will meet with you to discuss what actions the College is prepared and able to agree to. Any changes to hours, days of work, the duties to be worked, and the timescale for these changes and a monitoring process must be agreed. All agreed changes and details of the monitoring process and review date(s) will be put in writing.

Any GP advice for a return to work should be treated as ADVICE ONLY. The College is not obliged to agree and if it is not practicable to accept the recommendation, or if a risk assessment determines there are risks that are not acceptable to the Head of Department, you will be told that the College cannot accept your GP's advice (giving reasons why not) and the GP's statement "You may be fit for work taking account of the following advice" automatically reverts to the statement "You are not fit for work". You do not need to go back to your GP for a new Fit Note to confirm this.

All hours not worked during the normal working week during any phased return to work or reduced hours agreements will be taken as sickness absence.

Whilst absent from work due to illness or injury, you must not take on any other work, either paid or unpaid, without our consent, irrespective of whether you are still receiving sick pay. You remain our employee and are bound by all of the terms and conditions of your contract of employment.

If therapeutic work is recommended for you, we should be informed and we will take the necessary steps to provide this.

Failure to comply with the above procedures could affect your entitlement to sick pay and, in some instances, could warrant disciplinary action.

Sick pay and benefits

This policy is not designed to decide on payment of College sick pay, as your contract of employment covers this.

Statutory leave will continue to accrue during periods of long-term sick. Contractual leave in excess of this will cease to accrue after 10 weeks' absence and will only start to accrue again once you return to work.

Return to work after absence

When you return to work, it is our policy that all employees have a return to work interview with their Head of Department as soon as possible. The reasons for your absence will be discussed in appropriate detail depending on the nature and frequency of your absence(s).

Your Head of Department will also brief you on any developments in your area of work which occurred during your absence, and will discuss your workload and how best to minimise any disruption which may have been caused by your absence. He or she will also need to know whether you are fully fit to return or whether you should refrain from any tasks for health reasons.

If for any reason you find it difficult to discuss the reasons for your absence with your Head of Department, or prefer to speak to a manager of your own sex, you should ask for this and we will make every effort to arrange this.

Excessive absenteeism

The College uses Bradford Factor to measure absence levels in the College. It will highlight individuals with excessive levels of frequent and persistent short-term absence, and is calculated as $S \times S \times D$ where:

S = the number of spells of absence in a specified period

D = the number of days (or hours) of absence in that period.

If, at any time, you have a Bradford Factor score of 120 (this score is measured by looking at absence over a rolling 12 month period) the procedure in the Attendance Policy will be followed.

Examples of absences that could result in a Bradford Factor score of 120 include:

$1 \times 1 \times 120 = 120$ (this is one occasion of absence for 120 days)

$2 \times 2 \times 30 = 120$ (this is two occasions of absence with a total of 20 days)

An employee who fails to comply with notification or certification procedures or who otherwise abuses sickness absence procedures may be subject to further action, which could include use of the Disciplinary procedure.

Health concerns and contact with infectious and contagious diseases

If at any time during your employment you suspect you may be suffering from, or are diagnosed as suffering from, any condition which may affect your ability to do your job, you are required to notify your Head of Department in order that we may take all reasonable steps to ensure your well-being at work.

If you have been in contact with an infectious or contagious disease (including diphtheria, typhoid, paratyphoid, polio or tuberculosis), you should report the fact immediately to your Head of Department and then consult your doctor to obtain advice as to whether it is necessary to remain away from work. If this is necessary, you should not resume work without a clearance certificate from your doctor. Such absence will be treated as paid sick leave.

If you have been in contact with measles, mumps, whooping cough, German measles (rubella) or chicken pox you need not normally remain away from work.

Accidents whilst at work

If your absence is related in any way to an accident at work, you are reminded of the need to report the accident to your Head of Department on the day the accident occurs.

Absence whilst on holiday

If you fall sick either prior to commencing planned holiday absence, or during a period of paid holiday, and would otherwise be unable to take at least your statutory holiday entitlement under the Working Time Regulations in the holiday year (including any bank/public holidays taken as paid holiday), you may request that the period of illness during your authorised holiday is converted to sick leave and the holiday be taken at a later date.

In this case you are required to telephone your Head of Department on each day of your illness to confirm that you are ill and, if you would be entitled to contractual sick pay during this period, provide a medical certificate covering the total period of your absence. You are asked to note that self-certification may suffice for Statutory Sick Pay but is not regarded as sufficient for the payment of contractual sick pay whilst absent on pre-authorised holiday.

If you fall sick on a working day directly before or after a bank or public holiday, or directly following absence for authorised holiday, you may be required to produce a medical certificate in order to qualify for sick pay.

Emergency time off for dependants

You are reminded that our absence policy and payment schemes relate to absence due to your own illness or injury, not that of other members of your family or dependants. Should

you need emergency time off to deal with the urgent unforeseen needs of a dependant, reasonable time off will be authorised, but this will be unpaid.

Absence records and monitoring

Details of an employee's health, either physical or mental, are categorised as "sensitive personal data" under the Data Protection Act. Health records are therefore kept in your personnel file in the HR Office.

A record for each employee is kept, detailing the number of days absent, dates and reasons given. These records are kept by the HR Manager. You and your Head of Department have the right to request to see your individual details at any time.

The College's overall absence figures and the reasons for these will be reviewed and analysed by the HR Manager on a regular basis to identify any trends or any areas of concern. Where areas of concern are highlighted, action will be taken to try to identify the causes and take appropriate action.

Implementation, monitoring and review of this policy

The HR Manager has overall responsibility for implementing and monitoring this policy, which will be reviewed on a regular basis following its implementation and may be changed from time to time.

Any queries or comments about this policy should be addressed to the HR Manager.

9.8 Attendance Policy

Frequent and Persistent Short-Term Absence

When a Head of Department becomes concerned about the level of an employee's absence and/or their level of absence meets the trigger score of 120 of the Bradford Factor, the Head of Department should adopt the following process:

- Informal Stage
- First Formal Stage
- Referral to Occupational Health Department or Report from GP
- Second Formal Stage
- Termination of Contract

Procedure

The following details the procedure to be followed. Please note if at any stage it becomes clear that the absence is due to a physical or mental impairment that is classed as a disability under the Equality Act, the College has a legal obligation to consider providing additional assistance to the employee by ensuring reasonable adjustments have been looked at.

Informal Stage

The Head of Department must meet with the employee informally in an attempt to manage the problem at an early stage. This meeting can be included as part of the return to work

interview. Employees do not have the right to be accompanied by a work colleague at this stage.

The object of the meeting is to discuss if there are underlying health problems or issues that are affecting the employee's attendance at work.

The employee should be advised at this meeting that their sickness absence has not been acceptable to the College, and that their absence will be monitored for a period of 12 weeks after which time it will be reviewed.

The employee must be made aware that if there is not a significant improvement in their sickness absence then the review meeting will be at the First Formal stage of the Attendance Policy.

If during the review period there has been no sickness absence then the next meeting may be held informally. The employee's efforts should be mentioned but advised that their absence would still be monitored over a 12 month period and deterioration in attendance would result in returning to the stage of the policy they are at currently.

Referral to Occupational Health and/or Report from GP

This may be considered and/or repeated as necessary at any of the stages including before the informal stage but **MUST** take place before proceeding to the second formal stage.

It is essential to obtain advice from Occupational Health if considering suitable alternative employment, ill health retirement or possible termination of employment.

First Formal Stage

The employee will be invited to a first formal meeting in writing and given 5 working days notice of the meeting. As the meeting is formal the HR Manager will be in attendance and the employee has the right to be accompanied by a trade union representative or work colleague.

During the meeting the employee should be given the opportunity to identify any problems that are contributing to the sickness absence.

The employee will be set a review period of 12 weeks in which they are expected to have no periods of absence. Employees will be informed that a failure to meet these objectives will result in progressing to the Second Formal Stage of the policy and could ultimately lead to their dismissal.

It may be necessary to have some discussion around:

- reasonable adjustments to the role
- reasonable adjustments to working hours
- suitable alternative employment

- any other actions which could be taken to enable the employee to work or maintain their attendance
- potential early retirement or ill health retirement

The nature of these discussions will depend on the nature of the illness/injury.

If during the review period the employee's absence has improved sufficiently then the next meeting may be held informally. The employee should be praised for their efforts but advised that their absence would still be monitored over a 12 month period and deterioration in attendance would result in returning to the stage of the policy they are at currently.

Second Formal Stage

If there has been no significant improvement in attendance after the First Formal Stage the employee will be invited to a Second Formal Meeting in writing giving 5 working days notice of the meeting. As the meeting is formal the HR Manager will be in attendance and the employee has the right to be accompanied by a trade union representative or work colleague.

Any adjustments or recommended actions implemented and their success or failure must be discussed. If the adjustments or alternative employment have not been successful then the employee must be advised that the next stage of the process is to prepare an absence report to the next level of manager. The report must outline all actions taken so far to improve the attendance of the employee. The employee will be invited to another formal meeting with the College Officer to discuss the report and consider their continued employment. One outcome could be termination of their contract.

If during the review period the employee absence has improved sufficiently then the next meeting may be held informally. The employee should be praised for their efforts but advised that their absence would still be monitored over a 12 month period and deterioration in attendance would result in returning to the stage of the policy they are at currently.

Termination of Employment on the grounds of Incapability

Once the College Officer has received the absence report they must convene a meeting with the employee to discuss it. The HR Manager will be in attendance and the employee has the right to be accompanied by a work colleague or trade union representative.

The College Officer has the right to implement a further review period if they feel this is appropriate. One outcome could be termination of their contract. Termination should only be considered after all other options have been considered.

The decision must be confirmed within 5 working days giving the reason for the dismissal and detailing the employee's right to appeal.

Appeals

Any appeal should be put in writing, stating the reason for the appeal, and submitted to the Master within five working days of receipt of the warning or notice of termination of employment.

The Master (or his nominee) will write to the employee confirming receipt of the appeal and the employee will be invited to an appeal hearing.

The appeal will be heard by a panel consisting of the Master (or his nominee) and two members of the College Council. The employee must take all reasonable steps to attend this meeting. There is a statutory right to be accompanied at the appeal meeting. A decision on any appeal will be set out in writing and will be final and binding.

Long Term Sickness Absence

In cases where employees are on long term sickness absence the following process should be followed. Long term absence is when an employee is absent for a period of 28 days or more.

Process

The Head of Department should adopt the following procedure:

- Informal Stage
- Referral to Occupational Health Department and/or GP, or the Rehabilitation Service provided by Unum (which is the College's permanent health insurer: this is only available to staff who are members of the pension scheme)
- First Formal Stage
- Second Formal Stage
- Termination of Contract

Procedure

The following sets out the procedure to be followed. Please note that if at any stage it becomes clear the absence is due to a physical or mental impairment that is classed as a disability under the Disability Discrimination Act, the College has a legal obligation to consider providing additional assistance to the employee by ensuring reasonable adjustments have been looked at.

Informal Stage

When an employee has been absent from work for a continuous period of 28 days the Head of Department should contact the member of staff to informally discuss the absence and agree how contact is maintained. The employee has a duty to maintain contact with their Head of Department through any periods of prolonged absence. The reasons for the absence should be explored and a decision taken regarding Occupational Health referral/GP referral and/or the Rehabilitation Service available through Unum (the Rehabilitation Service is only available to members of the pension scheme).

Referral to Occupational Health and/or Medical Report from GP

In most cases a referral to Occupational Health will be required before an employee returns from long term sickness absence. Occupational Health referral can be considered and/or repeated as necessary at any point during long term absence.

It is essential to obtain advice from Occupational Health if considering suitable alternative employment or ill-health retirement. Occupational Health advice should also be sought before moving to the second formal stage or when termination of employment is considered.

First Formal Stage

When absence exceeds 28 continuous days the referral to Occupational Health and/or GP should seek to determine a foreseeable return to work date. On receiving the report from Occupational Health/GP a meeting should be held with the employee to discuss the report and determine the course of action to be followed. The employee will be invited to this first formal meeting in writing and given five working days notice. As the meeting is formal the HR Manager will be in attendance and the employee has the right to be accompanied by a work colleague or a trade union representative.

The method and frequency of future communication should be agreed at this meeting. Review dates should also be agreed and it may be necessary to undertake further reviews from Occupational Health/GP.

Second Formal Stage

If long term absence continues, it may be appropriate to hold a meeting at the second formal stage of this policy. The employee will be invited to the second formal stage meeting in writing and given five working days notice of the meeting. As the meeting is formal the HR Manager will be in attendance and the employee has the right to be accompanied by a work colleague or a trade union representative.

At this stage the following should be reviewed/discussed.

- Has the employee been referred to Occupational Health and/or GP?
- Is there a foreseeable return date?
- Is further referral to Occupational Health/GP necessary?
- If required has a stress risk assessment been completed?
- If required have reasonable adjustments been identified and explored?
- Is redeployment an option?
- Is ill health retirement an option?
- Is health dismissal an option?

It is essential to obtain advice from Occupational Health/GP if considering suitable alternative employment, ill-health retirement or possible termination of employment.

At the end of this meeting it may be necessary to progress to a subsequent formal meeting to consider termination of employment. If this is the outcome an absence report will be prepared and sent to the College Officer in charge of that department. The employee will be

invited to a formal meeting with the College Officer to discuss the report. The report must outline all of the actions taken so far. As the meeting is formal the HR Manager will be in attendance and the employee has the right to be accompanied by a work colleague or a trade union representative.

Termination on grounds of Incapability

Termination should only be considered after all other options have been considered.

If after the above stages there is no foreseeable date for a return to work a formal meeting should be arranged to consider the termination of the employee's contract. The purpose of the meeting and the possible outcome must clearly be identified to the individual prior to the meeting. They must also be advised of their right to be accompanied by a work colleague or a trade union representative.

At the meeting the employee may present any factors in mitigation. If there are any relevant records these should be made available prior to the meeting. The meeting must be conducted by a College Officer who is accompanied by the HR Manager. If there is no likelihood of an early return to work, and other options have been explored, employment may be terminated at this meeting. The College Officer must be satisfied that any reasonable adjustments that are practical have been made to accommodate an employee with a disability prior to dismissal.

The decision must be confirmed in writing within five working days of the meeting. If the outcome of the meeting is termination of contract, the reason for the dismissal should be clearly stated and the letter should also give details of the individual's right to appeal.

This Attendance Policy does not relate to any absences linked to compassionate leave, maternity leave, parental leave or emergency time off for dependents.

9.9. Maternity, Paternity, Shared Parental Leave and Adoption Leave Policy

1. Policy

The following document sets out our policy on maternity, adoption, shared parental leave, paternity leave and pay. This policy is not contractual but sets out the way in which we plan to manage maternity, paternity, adoption and shared parental leave.

This policy covers all employees who meet the eligibility requirements for statutory maternity, adoption, paternity or shared parental leave pay.

This policy aims to set out our procedures for taking family leave and to ensure that employees are aware of their entitlements.

2. Health and Safety

As soon as we are advised of your pregnancy, your Head of Department will carry out a risk assessment to ensure that you do not undertake any activity during your working day that poses a risk to your health or that of your unborn child. Where applicable,

arrangements may be made to alter your working conditions, or, if this is not possible, you may be offered a suitable alternative job for the duration of your pregnancy. If you have any concerns about your health and safety you should raise these with your Head of Department.

3. Ante Natal appointments

You are entitled to take time off with pay to attend ante natal appointments and classes. Ante-natal care includes appointments with your GP, hospital clinics and relaxation classes. Wherever possible, appointments should be made at the start or end of your working day. You should give your Head of Department as much notice as possible of all appointments. You may be required to produce an appointment card to support all requests for time off.

Fathers and partners are entitled to unpaid time off to attend two ante-natal appointments of up to 6.5 hours for each appointment. (This includes travelling and waiting time).

4. Maternity Leave Period

All staff regardless of their length of service are now entitled to 52 weeks statutory maternity leave, irrespective of their length of service or the number of hours worked each week.

The first 26 weeks is known as “ordinary maternity leave” the second 26 weeks is known as “additional maternity leave”.

If you lose your baby, but meet all other eligibility conditions, you can still take maternity leave if the baby is either stillborn after 24 weeks of pregnancy or born alive at any point of the pregnancy.

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.

You may choose not to begin your maternity leave until shortly before the birth. If the baby is born before you has begun your maternity leave, the maternity leave and pay commences on that earlier date.

If you are on sick leave because of a pregnancy-related illness at the fourth week before the expected week of birth (EWB) you will commence your maternity leave at that date and will transfer from sick pay to maternity pay; if you become sick with a pregnancy-related illness after the beginning of the 4th week before the expected week of birth, your maternity pay and leave will commence on the first day of illness.

If the baby is born before the 11th week before the EWB, the maternity leave and pay commences immediately. You must inform your Head of Department/Human Resources Manager as soon as possible after the birth.

5. Maternity Pay

If you have completed one year's service before commencing your maternity leave you will receive maternity pay equal to your normal salary for 18 weeks. You will receive Statutory Maternity Pay only, if eligible, for a further 21 weeks.

If you have less than one year's service, if eligible, you will be entitled to Statutory Maternity Pay (SMP) only.

To qualify for SMP you must have at least 26 weeks' continuous service by the end of the 15th week before the week in which the baby is due and must have average earnings equal to, or greater than, the lower earnings limit for National Insurance contributions. SMP is payable whether or not you intend to return to work. SMP is payable for a maximum of 39 weeks. SMP is paid into your bank account on the same date that pay would have been paid, and is subject to deductions for tax, National Insurance and pension contributions in the usual way.

The payment during the first 18 weeks of leave will include Statutory Maternity Pay to which you are entitled, unless the amount due under the Statutory Maternity Pay scheme is greater, in which case the Statutory Maternity Pay will be payable. If you are not entitled to SMP, the salary payable will be reduced by the amount of Maternity Allowance which you are entitled to receive. If you are not eligible for the SMP it shall be deemed you are not entitled to Maternity Allowance unless you show proof to the contrary.

Maternity 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'.

Payment will be made on your normal pay date at your normal pay interval.

6. Notice requirements

By the employee:

- You must notify the College in writing of your intention to take Maternity Leave by the 15th week before your Expected Week of Birth (EWB), unless this is not reasonably practicable. You will need to complete a MAF1 form available from the HR Manager. You must also submit the appropriate authority from your doctor or midwife stating the expected week of childbirth (MAT B1).

You may change your mind about when you want to start maternity leave, providing you give the College at least 28 days notice (unless this is not reasonably practicable).

By the employer

- On receipt of your MAF1 form, the HR Manager will respond to your notification of leave plans within 28 days, providing a copy of this policy and procedure and confirmation of leave date, return date and entitlements. If you wish to return

earlier than the agreed return date you should give at least 8 weeks notice of your intended date of return.

7. Contractual benefits during leave

When you are absent on ordinary maternity leave you will be entitled to the benefit of the terms and conditions of employment which would have applied if you had not been absent, except for the terms providing for salary. You will also continue to be bound by all your obligations under your contract of employment, other than the obligation to work.

Annual leave entitlement will accrue during the maternity period. You must take all your holiday entitlement before you commence Maternity Leave and will be entitled to take accrued holiday up to the date of your anticipated return from Maternity Leave. Accrued annual leave has to be taken within 3 months of returning to work after maternity leave.

A member of staff returning to work at the end of her paid maternity leave period has the right to return to her previous post. Should you take additional, unpaid maternity leave, you will normally return to your previous post; however if that should not be feasible you are entitled to return to work on terms and conditions no less favourable than those which applied before your maternity leave. Should a redundancy situation arise which could affect your post, you will be consulted about the continuation of your employment, and if your post becomes redundant you will be offered any suitable alternative vacancy which are available.

If you are also a member of the Clare College Contributory Pension Scheme and receive any contractual remuneration or SMP you will make normal contributions, for the period of paid maternity leave only, based on the pay, which you actually receive. The College will pay the balance of the employee contributions and the full employer contributions based on the salary you would have received if you had not been absent on maternity leave up until SMP or contractual remuneration have ended. At the end of paid maternity leave your membership will be suspended until such a time as you resume employment or leave the College.

8. Keeping in Touch Days

You can, with the agreement of her Head of Department, carry out up to 10 days work during your statutory maternity leave period, without bringing your maternity leave to an end. In accordance with legislation, any work carried out on any day shall constitute a full day's work. This provision does not apply during the two week period commencing on and including the day on which childbirth occurs.

Work means any work done under the contract of employment and may include training, attending meetings and committees or any activity undertaken for the purposes of keeping in touch with the workplace.

It should be noted however that this provision does not mean that the department has a right to require any work to be carried out during the statutory maternity leave period, nor

any right on you to request work during this period. Also, there is no obligation on either side to make use of these days.

Any day's work carried out will not have the effect of extending the total statutory maternity leave period.

9. Arranging cover during Maternity Leave

If you intend to return to work after your maternity leave, your Head of Department (and/or the HR Manager) will meet with you, before you commence maternity leave, to discuss arrangements to provide cover for your work. If you have staff reporting to you, the College will endeavour to ensure you are involved in all decisions relating to the temporary reporting arrangements to cover your maternity leave.

10. Contact during Maternity Leave

Reasonable contact between the Head of Department and you is encouraged to facilitate communication. Under legislation, either party is entitled to initiate this during the maternity period (for example to discuss your return to work or potential work related issues that may concern them) and such contact will not bring the maternity period to an end.

11. Notification of return to work

If you return to work at the end of your paid Maternity Leave period you are not required to give notice of your return; if you wish to return earlier you should give 8 weeks notice of your intention to return using the MAF2 form.

There are no notification requirements for you to give any further notification to the College when you are off on Extended Maternity Leave (EML). However, if you want to return after EML, you must give the College 8 weeks notice and complete a MAF2 form so that the College can make arrangements for workloads and cover can be planned.

A mother may elect to end her maternity leave and share the remainder of her maternity leave and pay with the father/partner. See "Shared Parental Leave" below.

12. Non-return to work

If you are unable, because you are medically unfit to work, to return to work at the end of your entitlement to Maternity Leave, you should submit medical certification in the usual way and you will then transfer from maternity leave to sick leave. Subsequently the normal sickness procedure will follow.

13. Repayment

If you do not return to work after maternity leave, or return to work but does not subsequently continue in the employment of the College for a period of at least three months, the College shall have the right to reclaim from your pay which she has received in excess of the amount to which you are entitled under legislation in force at the time. The amount deducted shall be all the excess pay if you do not return, two thirds of the excess pay if you return and continues in employment for one month, and one third of the excess

pay if you return and continues in employment for two months. In exercising this right the College shall have regard to individual circumstances. The normal repayment term will be in full at the leaving date. In circumstances where you are not certain whether you will return to work after maternity leave, you may opt to hold over any pay in excess of your statutory entitlement and to receive this pay in full once you have returned to work for three months.

14. Paternity Leave

Working fathers (or an adoptive parent who is not taking adoption leave) are entitled to two weeks' paid paternity leave. If you have a year's qualifying service before taking paternity leave then an amount equivalent to your normal salary will be paid. If under a year's service then paternity leave will be paid at the same rate as lower SMP.

The entitlement applies to staff who:

- are the natural or adoptive father or a child born, or placed with them for adoption
- have a minimum of 26 weeks' continuous service ending with the week immediately preceding the 14th week before the expected week of the child's birth (or placement)
- can demonstrate that he/she has (or expects to have) responsibility for the child's upbringing or is married to (or the partner of) the child's mother
- have average earnings at least equal to the lower earnings limit for NI contributions.

Leave must be taken during the eight-week period beginning with the child's birth date (or placement with its new parents for adoption). You may only take paternity leave in a block of one or two weeks.

In the case of adoption, where a child is adopted jointly, either of the adoptive parents may take a two-week period of paternity leave. The partner of an individual who is adopting may also be able to qualify for paternity leave and pay if he can demonstrate that he is to share responsibility for the child's upbringing.

You must notify the College of the date on which you intend to take paternity leave by the end of the 15th week before the mother's expected week of childbirth (EWC). You must also confirm that you are eligible for paternity leave and pay by completing the relevant forms available from the HR Manager. For adoptive fathers, notification must be within seven days of the date on which the adopter has been officially notified of having been matched with the child.

Once the start date of the leave has been notified, you may amend this, but must provide the College with 28 days' notice of the new start date.

15. Adoption Leave and Pay

If you have completed one year's service before commencing your Adoption Leave you will receive pay equal to your normal salary for 18 weeks. You will receive Statutory Adoption Pay only, if eligible, for a further 21 weeks.

Only one of the adoptive parents may take adoption leave. The other parent may be entitled to take paternity leave. One adoptive parent may transfer part of the adoption leave to the other adoptive parent under the rules of Shared Parental Leave.

Staff adopting a child under 5 years of age who are the prime carer may apply for up to 52 weeks' leave to care for the child

To qualify you must:

- have at least 26 weeks' continuous employment by the end of the week which you are notified of having been matched with the child
- have notified the adoption agency that you agree that the child should be placed with you, and the date of the placement.

The leave and pay offered to staff who adopt a child aged over five years will be at the discretion of the College but will be no less than the statutory provision.

Ordinary adoption leave may begin on the actual date on which the child is placed with you, or it may start on a predetermined date which falls within the period from 14 days before the child is placed until 14 days after the placement.

16. Notification requirements

You must give notice of intention to take statutory adoption leave, specifying the days of placement and the date on which you wish to commence your leave. This must be given within seven days of the date on which he/she is notified of having been matched with the child. Documentary evidence which shows the name and address of the adoption agency, the name and date of birth of the child, and date of notification of matching and the expected date of placement are also requested. You may vary the start date of the leave at a later date by giving the College at least 28 days' notice.

17. Length of Adoption Leave

Statutory adoption leave lasts for 52 weeks.

18. Contractual benefits

The same as in point 7 above.

19. Statutory adoption pay

Statutory adoption pay is paid at the lesser of either 90% of normal weekly earnings or the fixed weekly rate during the first 39 weeks of adoption leave. The remaining 13 weeks are unpaid.

20. Keeping in Touch Days

The same as in point 8 above.

21. Notification of return

If you intend to return to work at the end of the ordinary or additional adoption leave, you need do nothing further. If, however you wish to return to work earlier than this, at least 56

days (eight weeks) notice of the date of intended return must be given. If you fail to give the minimum 56 days notice we may postpone your return until 56 days notice has been given.

If you wish to change your working pattern or hours on return from adoption leave you must apply to do so following the proper statutory procedure for requesting flexible working arrangements.

22. Repayment

The same as in point 13 above.

23. Return to work

You may be able to return from Adoption Leave by graduated steps, and/or part-time, provided that your department can make arrangements to cover your duties at no extra cost to the College. If you wish to discuss any change in working arrangements on your return to work, you should contact your Head of Department at the earliest opportunity, not later than 28 days before you return to work. Any agreement to a change in working arrangements (e.g. to work part-time) will be considered on the basis of the operational requirements of the department.

24. Emergency Leave

You have a statutory right to short periods of unpaid leave in order to make arrangements to deal with family emergencies. In addition to this statutory provision Heads of Department have discretion to grant compassionate leave where circumstances justify so doing.

25. Shared Parental Leave

Shared Parental Leave enables eligible parents to choose how to split the available leave between them and enables them to be off work together or at different times. Its purpose is to give parents more flexibility in considering how to best care for, and bond with, their child in the first 52 weeks following birth or adoption, instead of simply taking maternity/adoption and paternity leave.

26. 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.

Both parents must share the main responsibility for the care of the child at the time of the birth/placement for adoption.

Additionally if you are seeking to take Shared Parental Leave you must satisfy all of the following criteria:

- where you are the mother/adopter of the child you must be entitled to statutory maternity/adoption leave;
- where you are the father or partner of the mother/adopter, the mother/adopter must be entitled to statutory maternity pay ('SMP') or statutory adoption pay ('SAP'), statutory maternity or adoption leave, or maternity allowance ('MA').
- You must still be employed by the College in the week before the leave is to be taken;
- You must have a minimum of 26 weeks' continuous employment at the end of the Qualifying Week;
- the other parent must meet the 'employment and earnings test' requiring them in the 66 weeks leading up to the EWC (or in the case of adoption the Qualifying Week), to have worked for at least 26 weeks and earned an average of at least £30 per week (this is correct as of 2016 but may change annually) for 13 of those weeks;
- both parents must give the necessary statutory notices and declarations (as summarised below), including notice to end any maternity or adoption leave, SMP or SAP, or MA periods..

The Qualifying Week is the 15th week before the Expected week of Childbirth (EWC) or, where the child is being adopted, the week the adoption agency notifies you that you have been matched with a child for adoption

The Expected Week of Childbirth (EWC) is the week, beginning on a Sunday, in which the doctor or midwife expects the child to be born.

27. Duration of Shared Parental Leave

Eligible parents are entitled to take or share up to 52 weeks Shared Parental Leave during the child's first year in their family, less the weeks spent by the mother on maternity leave (or in receipt of SMP or MA) or, where you are adopting, less the weeks of adoption leave taken by either yourself or your partner (or the weeks in which the partner has been in receipt of SAP if they were not entitled to adoption leave).

If you the employee is the mother, you cannot start Shared Parental Leave until after the compulsory maternity leave period, which lasts until two weeks after birth.

Where you are adopting, either you or your partner must take at least two weeks of adoption leave and/or pay.

The father/partner can take Shared Parental Leave immediately following the birth/placement of the child, but may first choose to exhaust any paternity leave entitlements. Shared Parental Leave is in addition to any paternity leave entitlement but any untaken paternity leave entitlement will be lost once the father/partner starts a period of Shared Parental Leave.

Shared Parental Leave must end no later than one year after the birth/placement of the child. Any Shared Parental Leave not taken by the first birthday or first anniversary of placement for adoption is lost.

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.

28. Opting into Shared Parental Leave and Pay

If you intend to take Shared Parental Leave you must give the College notification of your intention to take Shared Parental Leave using a **SPL1**, at least eight weeks before you intend your period of Shared Parental Leave to start.

29. Requesting further evidence of eligibility

The College will request, within 14 days beginning on the date on which you give notice of an intention to take Shared Parental Leave:

- the name and business address of your partner's employer (or where your partner has no employer a declaration to that effect)
- in the case of biological parents, a copy of the child's birth certificate (or, where one has not been issued, a declaration as to the time and place of the birth).
- in the case of adoption, one or more documents issued by the adoption agency containing the name and address of the adoption agency, the date on which you were notified of having been matched with the child and the date on which the agency expects to place the child with you.

You must produce this information within 14 days of our request.

30. Ending maternity leave or adoption leave

If you are the child's mother and want to opt into the Shared Parental Leave scheme, or if you are taking adoption leave, and want to opt into Shared Parental Leave you must give the College at least eight weeks' written notice to end your maternity leave or adoption leave via a **SPL2** (a curtailment notice) before you can take Shared Parental Leave. The mother can give the notice before or after they give birth, but they cannot end their maternity leave until at least two weeks after birth. Similarly, notice can be given before or after adoption starts but at least 2 weeks adoption leave must be taken; and at the same time as the curtailment notice is given, you must also give notice to opt into the Shared Parental Leave scheme or a written declaration that the other parent has given their employer an opt-in notice and that the employee has given the necessary declarations in that notice.

The other parent cannot start Shared Parental Leave until the curtailment notice has been given.

31 Booking Shared Parental Leave Dates

In addition to opting into the Shared Parental Leave system you will also need to book your leave by giving the College a period of leave notice using a form **SPL3**.

32. Continuous leave

A period of leave notice can be for a period of **continuous leave**, which means a notification of a number of weeks taken in a single unbroken period of leave (for example, six weeks in a row).

If you submit a period of leave notice requesting one continuous block of leave, you will be entitled to take the leave set out in the notice.

All applications for continuous leave will be confirmed in writing by the HR Manager.

33. Discontinuous leave

A single period of leave notice may also be for two or more periods of **discontinuous leave**, which means asking for a set number of weeks of Shared Parental Leave with periods of work in between (for example, an arrangement where you will take six weeks of Shared Parental Leave and then work every other week for a period of three months).

The College will consider a discontinuous leave application but has the right to refuse it.

If you request a discontinuous period of leave, the College will either agree it or start a two week discussion period with a view to agreeing an arrangement that meets both the needs of you and the College. The request may be granted in full or in part: for example, the College may propose a modified version of the request. At the end of that period, any agreed arrangements will be confirmed in writing. If it has not been possible to reach agreement you will be entitled to take the full amount of leave requested as one continuous block, starting on the start date given in the period of leave notice. Alternatively you may:

- choose a start date (which is at least eight weeks from when the period of leave notice was originally given) and must notify the College of that date within 5 days of the end of the two week period; or
- withdraw the period of leave notice within 15 days of giving it (in which case the notice will not be counted and you may submit a new one if you choose).

All requests for discontinuous leave will be carefully considered by the College, in liaison with the HR Manager if necessary, weighing up the potential benefits to yourself and to the College against any adverse impact.

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

Final formal grant of leave will be confirmed in writing by the HR Manager.

34. Discussions regarding Shared Parental Leave

Once the College receives a period of leave notice the College will usually arrange a meeting with you to discuss it. Where a request for discontinuous leave can without further

discussion be approved in the terms stated in your application, a meeting may not be necessary.

35. Statutory Shared Parental Pay (ShPP)

You may be entitled to take up to 39 weeks ShPP while taking Shared Parental Leave (less any weeks of SMP, MA or SAP claimed by you or your partner).

ShPP may be payable during some or all of Shared Parental Leave, depending on the length and timing of the leave.

In addition to meeting the eligibility requirements for Shared Parental Leave, if you are employee seeking to claim ShPP you must further satisfy each of the following criteria:

- If you are the mother/adopter, you must be/have been entitled to SMP/SAP or MA and must have reduced your maternity/adoption pay period or maternity allowance period;
- You must at the date of the child's birth/ placement for adoption have the main responsibility, apart from the partner, for the care of the child;
- You must be absent from work and intend to care for the child during each week in which ShPP is received;
- You must have normal weekly earnings for the period of eight weeks ending with the 15th week before the EWC(or at the end of the week in which the adopter is notified of having been matched for adoption with the child) which are not less than the lower earnings limit for national insurance contributions;
- You must have at least 26 weeks continuous employment as at the end of the Qualifying Week (or at the end of the week in which the adopter is notified of having been matched for adoption with the child) and remain in employment until the last week before taking Shared Parental leave;
- You must give proper notification in accordance with the rules set out above.

In addition, in order for you to be eligible, your partner must:

- at the date of the child's birth/ placement for adoption have the main responsibility, apart from the partner, for the care of the child;
- have been employed or been a self-employed earner for at least 26 of the 66 weeks leading up to the EWC (or at the end of the week in which the adopter is notified of having been matched for adoption with the child);
- Have average weekly earnings of at least the maternity allowance threshold in the 13 highest earning weeks in the 66 weeks leading up to the EWC(or at the end of the week in which the adopter is notified of having been matched for adoption with the child);
- where the employee is the mother/adopter, they must be/have been entitled to SMP/SAP or MA and must have reduced their maternity/adoption pay period or maternity allowance period.

If you are entitled to receive ShPP you must, at least eight weeks before receiving any ShPP, give the College written notice advising whether you intend to claim ShPP (and if so for what period). To avoid duplication, if possible, this should be included as part of the notice of entitlement to take Shared Parental Leave.

In addition to what must be included in the notice of entitlement to take Shared Parental Leave, any notice that advises of an entitlement for ShPP must include:

- the total number of weeks for which you would be entitled to ShPP (disregarding any intention there may be for their partner to claim ShPP);
- the total number of weeks in which you and your partner each intend to claim ShPP, and a non-binding indication of when you expect to claim ShPP;
- a signed declaration from you confirming:
 - that the information you have given is correct;
 - that you meet, or will meet, the criteria for ShPP;
 - (if you are the mother) that you will immediately inform the College should you cease to be eligible or (where you are the partner) that you will immediately inform you if they cease to be entitled;
 - (where the employee is the mother) the date on which the maternity pay period or maternity allowance period began and the number of weeks by which it will be reduced.

It must be accompanied by a signed declaration from your partner confirming:

- their agreement to you claiming ShPP
- they met/will meet the criteria for their partner to be entitled to ShPP
- they consent to the College processing the information they have provided;
- their name, address and NI number
- (in the case whether the partner is the mother/ adopter) the date on which her maternity pay period or maternity allowance period began and the number of week by which it will be reduced;
- (in the case whether the partner is the mother/ adopter) that they will immediately inform their partner should they cease to satisfy the eligibility conditions.

Any ShPP due will be paid at a rate set by the Government for the relevant tax year.

36. Enhanced Shared Parental Pay (EShPP)

Clare College employees eligible to take Shared Parental Leave are only entitled to 18 weeks Shared Parental Leave at full pay if they have a minimum of one year's service before the commencement of Shared Parental Leave minus any weeks enhanced maternity/adoption or paternity pay they have already received. If the employee has less than a year's service they will only be entitled to statutory ShPP.

If both parents are employees of Clare College then the total period of paid leave will not exceed 39 weeks, whichever parent takes the leave. The mother, or primary adopter must

take at least two weeks of statutory maternity or adoption pay. The maximum amount of ShPP that can be created is therefore 37 weeks.

EShPP is comprised of a contractual SPL pay provision and any Statutory SPL Pay (SShP) to which you are entitled. This would include payments for teaching related and academic posts such as Directors of Studies and Tutors. If the amount due is less than the SShP provision, only SShP will be payable. The amount payable cannot be more than your regular weekly earnings during the contractual employment period.

You may opt to hold over the 18 weeks EShPP that is in excess of your statutory entitlement and receive this as back pay owing to you once you have returned to work for a period of not less than three months.

EShPP 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' below).

If you choose not return to work for a minimum of three months after a period of SPL you will be required to repay any EShPP that you have received under the same terms as an employee on maternity leave who does not return to work.

37. Benefits during leave

During Shared Parental Leave the contract of employment continues in force. All terms and conditions of the contract continue with the exception of stipend or salary. Continuity of service is maintained, and any standard salary increase due to take place during the Shared Parental Leave will be implemented.

Annual leave entitlement will continue to accrue as normal for the entire period of Shared Parental Leave. All accrued annual leave must be taken within three months of returning to work following Shared Parental Leave.

38. Effect on sabbatical leave

For academic staff with an entitlement to leave under Statute D,II,5, all terms on Shared Parental Leave are counted as reckonable service for sabbatical leave purposes.

38. Pension Implications

For members of both the USS and the College Pension Scheme during any period of paid Shared Parental Leave, pension benefits are accrued as if the member is at work. The following paragraphs give general information about the procedures operating in the two pension schemes available to staff in the College. However this does not cover all individual circumstances and all queries relating to pension entitlement should be referred to the Finance Manager.

For members of USS, contributions are maintained in full for any period when the member is in receipt of any pay, whether contractual (EShPP) or statutory (ShPP). Where a member is not entitled to EShPP or to ShPP, contributions also have to be maintained for the first 39 weeks of SPL pay or the period up to two weeks after the baby's birth/placement if this is longer. The member's contributions during this period are based on their actual income and

any shortfall is made up by the College. A member of USS on unpaid leave is treated as being on suspended membership of the scheme and does not receive any service credits. On their return they may, if they wish, buy in this service by paying both employer and employee contributions.

For members of the College Pension Scheme the College will continue to make up its normal pension contributions during this period based on their notional annual salary. Employee pension contributions continue based on actual salary paid including statutory payments. When a member goes on unpaid leave all contributions cease for that period of that leave. On their return they may pay AVCs to make up these contributions if they wish.

39. Contact during Shared Parental Leave

Before your Shared Parental Leave begins, the College will discuss the arrangements for them to keep in touch during your leave. The College reserves the right in any event to maintain reasonable contact with the employee from time to time during their Shared Parental Leave. This may be to discuss your plans to return to work, to ensure you are made aware of any possible promotion opportunities, to discuss any special arrangements to be made or training to be given to ease your return to work or simply to update you on developments at work during your absence.

40. Shared Parental Leave in Touch (SPLIT) days

You can agree to work for the College (or attend training) for up to 20 days during Shared Parental Leave without bringing your period of Shared Parental Leave to an end. These are known as "Shared Parental Leave In Touch" or "SPLIT" days. Any work carried out on a day or part of a day shall constitute a day's work for these purposes

SPLIT days are in addition to any KIT days that the mother/adopter may have taken during their maternity/adoption leave.

The College has no right to require you to carry out any work, and is under no obligation to offer you any work, during your Shared Parental Leave. Any work undertaken is a matter for agreement between the College and you.

With the agreement of the College, you may use SPLIT days to work part of a week during SPL. The College and you may use SPLIT days to effect a gradual return to work by yourself towards the end of a long period of Shared Parental Leave or to trial a possible flexible working pattern.

You will receive **full pay** for the **hours worked** during a SPLIT day.

Alternatively, you may choose to take paid 'time off in lieu' (TOIL) instead of payment for hours worked. Therefore, if you who take a SPLIT day you may choose to receive no additional payment for that day beyond your ShPP but instead choose to gain an additional day's annual leave to be taken after your return to work

41. Cancelling the decision to end maternity or adoption leave

The mother or adopter may be able to change their decision to end their maternity or adoption leave early in order to take Shared Parental Leave. The mother or adopter may be able to revoke a leave curtailment notice by serving a revocation notice.

A curtailment notice can only be revoked if the maternity/adoption leave has not yet ended and one of the following applies:

- (a) if you realise that neither you nor the other parent are in fact eligible for Shared Parental Leave or ShPP, in which case you can revoke the curtailment notice in writing up to eight weeks after it was given;
- (b) if you as the mother gave the curtailment notice before giving birth, you can revoke it in writing up to six weeks after birth; or
- (c) if the other parent has died.

Once you have revoked a curtailment notice you will be unable to opt back into the Shared Parental Leave scheme, unless you are the child's mother and revoked it in the circumstances in paragraph (b) above.

42. Variations to a granted period of Shared Parental Leave

You are permitted to vary or cancel an agreed and booked period of Shared Parental Leave using a **SPL4**.

You can cancel a period of leave by notifying the College at least eight weeks before the start date in the period of leave notice.

You can change the start date for a period of leave, or the length of the leave, by notifying the College at least eight weeks before the original start date and the new start date.

If a child is born before the EWC you may be able to start SPL in the eight weeks following birth even though you cannot give eight weeks' notice. If you have given a period of leave notice to start SLP on a date in the eight weeks following the EWC, but your child is born early you can move the start date forward by the same number of days. In such cases you are asked to notify the College in writing of the change as soon as they can.

You can combine split periods of leave into a single continuous period of leave by notifying the College in writing at least eight weeks before the start date of the first period.

You can request that a continuous period of leave be split into two or more discontinuous periods with periods of work in between. The College will consider any such request as set out in section 3.6

If you wish to return to work earlier than the expected return date, you must give at least eight weeks' notice of the new return date.

If you wish to extend your Shared Parental Leave, assuming they still have unused Shared Parental Leave entitlement remaining, you must give the College notice at least eight weeks before the date you were due to return to work.

Any variation or cancellation notification made by you, including notice to return to work early, will usually count as one of your three period of leave notices unless a change is as a result of a child being born earlier or later than the EWC (or being placed for adoption earlier or later than the expected placement date), or as a result of the College requesting it be changed, or if agreed otherwise

If you have already used your three period of leave notices to book and/or vary leave then the College does not have to accept the notice to return early but may do at its discretion.

Any variation will be confirmed in writing by the HR Manager.

43. Returning to work after Shared Parental Leave

You will be advised in writing of the end date of any period of Shared Parental Leave. You are expected to return on the next working day after this date, unless you notify the College otherwise.

On returning to work after Shared Parental Leave, you are normally entitled to return to work to the same position you held before starting Shared Parental Leave on the same terms and conditions of employment.

However, if it is not reasonably practicable for you to return to the same position, you will be offered another suitable and appropriate job on terms and conditions that are not less favourable, but only in the following circumstances:

- (a) if your Shared Parental Leave and any maternity, paternity or adoption leave you have taken adds up to more than 26 weeks in total (whether or not taken consecutively); or
- (b) if you took Shared Parental Leave consecutively with more than four weeks of ordinary parental leave.

If you want to change your hours or other working arrangements on return from Shared Parental Leave you should make a request under the Flexible Working Policy. It is helpful if such requests are made as early as possible.

44. Special Circumstances

In certain situations your rights and requirements regarding Shared Parental Leave and ShPP may change. In these circumstances the College will abide by any statutory obligations.

9.10 Personal Relationships between Staff and Students

1. A personal relationship of a sexual and/or other intimate nature between a member of staff and a student, with whom that member of staff also has a professional connection, gives rise to an actual or apparent conflict of interest. In particular, such a relationship creates, or may reasonably be perceived to create, a risk of favouritism or abuse of authority. It also undermines the relationship of trust and confidence which is intrinsic to interactions between staff and students.
2. Members of staff are under a duty to act with integrity and not to place themselves in a position of actual or apparent conflict. A personal relationship in the circumstances described above should consequently be avoided.
3. In the event that:
 - 3.1 a personal relationship arises between a member of staff and a student with whom that member of staff also has a professional connection; and/or
 - 3.2 there is or has been a personal relationship between a member of staff and a student with whom that member of staff is due to have a professional connection;the member of staff in question must disclose the relationship immediately to the Senior Tutor. If a member of staff is unsure whether or not a relationship with a student should be disclosed under this Policy, the member of staff should disclose it.
4. Following disclosure, the Senior Tutor will ensure as appropriate that the student is aware of the disclosure and that alternative arrangements are put in place to avoid the member of staff having any professional connection with the student.
5. Failure to comply with this Policy, or any arrangements which are put in place under it, may be treated as a disciplinary matter.
6. For the purposes of this policy:
 - 6.1 'member of staff' includes any person who is engaged by the College as an employee or worker and/or who holds a College office or post, as well as any person to whom the College makes available any of the privileges or facilities normally afforded to its employees - where graduate students are working for the College in a teaching or related capacity, this Policy will apply to them in that capacity as if they were employees of the College;
 - 6.2 'student' includes any person pursuing a course of study leading to the award of a degree, diploma, or certificate of the University;
 - 6.3 'professional connection' means any arrangement where a person in his or her capacity as a member of staff has any academic, pastoral or administrative or similar responsibility for a student, including for supervising, tutoring, teaching, selecting, assessing, protecting, safeguarding, or providing a reference for, the student; and
 - 6.4 'personal relationship' means any association, however brief, of a sexual or other intimate nature, either in person or remotely (for example, via social media, email or text messaging).

9.11 Mobile Phone Policy

Introduction

This policy covers the use of mobile phones issued to staff by Clare College, and also the use of personal mobiles within our workplace. This policy is not contractual but sets out the way in which we allocate mobile phones and our rules relating to these.

Provision of mobile phones

Mobile Phones will be issued to staff where operational requirements or health and safety considerations require the use of a mobile phone (ie there is a need to be able to contact the employee outside of the office). All requests for a mobile phone will be treated as a special expenditure request. If a mobile phone is required for the sole use of making and receiving calls then a basic Nokia phone will be provided. If access to emails and the internet is needed then a Samsung Galaxy will be provided.

Security

Employees who are issued with a mobile phone are responsible for the security of the phone and should take all reasonable steps to ensure its safekeeping. All employees with a mobile phone are required to use a PIN code and to keep this confidential. This is especially important if you have a Smartphone, as this can provide access to our email system. A password/PIN facility securing access should be enabled at all times as a minimum security measure.

When out of the office, the mobile should be kept with the employee and not left unattended in a vehicle, or elsewhere, at any time.

Personal usage

The College provides mobile phones to help you to carry out your job. Staff are strictly prohibited from using the mobile phone for personal use.

You must not use the mobile phone to access, use or distribute any material, or to participate in any activity, which is not, or might reasonably be regarded as, distasteful, offensive or indecent or harmful to other users. The following list gives examples of the sort of material or activities that will be regarded as unacceptable. It is not exhaustive.

- Bullying or harassment
- Personal insults, attacks or abuse
- Racist or sexist activity
- Chain letters or games
- Pornography

Mobile phone bills

We receive individually itemised mobile phone bills on a monthly basis. Each bill shows the user's number and includes the line rental and the date, duration, telephone number and cost of all calls made.

Lost or stolen phones

Support Services should be notified immediately if a mobile phone belonging to Clare College is lost or stolen so that the phone can be barred or disconnected.

On leaving – return of phone

On leaving our employment, any mobile phones plus associated equipment (eg earphones, chargers etc) issued by us must be returned to Support Services.

Personal mobile phones

Employees who need to use their own personal mobile phone for essential work calls may claim back the cost of such calls through our expenses procedure.

Personal mobile phones should not be used excessively during working hours. If a Head of Department considers that an employee is making or receiving an unreasonable number of calls/texts during working hours, we reserve the right to request the employee to turn the phone off, other than during break periods.

Using mobile phones whilst driving

Employees should ensure that they do not answer mobile phone calls whilst driving.

Clare College will not be liable for such use, and any employee who is fined for breaching the ban will be required to pay such fines themselves and may face disciplinary action.

Confidentiality

Employees should be aware that other people may overhear conversations made on mobile phones, and take steps to ensure they do not inadvertently breach any of our rules on confidentiality.

Health and safety considerations

In addition to not using them while driving, those who are issued with mobile phones are instructed not to use them whilst doing anything else where safety is important and their use might interfere with concentration.

Courtesy to others

Out of courtesy to colleagues, employees should ensure that their mobile phone ring is discreet. To avoid unnecessary interruptions, we normally require that mobile phones are turned off during meetings and training sessions.

Holidays

Due to the high cost of internet and call charges whilst abroad, phones provided for work purposes should not be taken on holiday without prior approval of the Bursar. Ideally, the phone should be left with another member of staff in the department who can deal with any problems that arise.

Breach of this policy

Any breach of this policy will be treated as a potential disciplinary issue and dealt with through our disciplinary procedure.

9.12 Lone Worker Policy

This policy is designed to alert employees to the risks presented by lone working; to identify individual responsibilities and to describe procedures designed to minimise risks. It is not intended to overstate the risks of lone working but to give a framework for managing potentially risky situations.

The Lone Worker Policy exists:

- to ensure that arrangements are in place for employees to work alone (where necessary) in safety.
- to ensure that employees working alone are monitored.

Departmental risk assessments for tasks or areas of work considered potentially dangerous should be completed and reviewed annually by the Head of Department, and should include safe working arrangements that have been put in place to reduce the risks. Risk assessments should include:

- foreseeable emergencies, e.g. fire, equipment failure, illness, accidents, acts of violence.
- fitness of person to work alone.
- whether work can be done safely by a lone worker.
- what reporting system has been identified and implemented.

Employees with a known medical condition may be excluded from lone working if appropriate. Employees must be trained in the safe use of any potentially dangerous equipment, and each department and the H&S Officer must keep records of all training.

Identified Lone Workers:

The College has identified two types of lone workers:

Designated Lone Workers:

- Housekeeping Assistants and Supervisors
- Porters
- College Archivist
- Maintenance staff
- College Nurse
- Fellows Butler
- Grounds man
- Boatman
- Schools Liaison Officers
- Library Invigilators

Occasional Lone Workers:

- Gardeners, (including the Head Gardener), when working alone.
- Admin staff (while working alone in offices).

Responsibilities: (Heads of Departments)

- To carry out departmental risk assessments on tasks or areas of work considered potentially dangerous. Risk assessments should include all safe working arrangements that have been put in place to reduce the risk.
- Issue relevant staff with safe working practices and lone worker instructions.
- Identify tasks that should not be attempted by one person.
- To keep records of inspections and maintenance of potentially dangerous equipment.
- Issue staff with a list of tasks and locations when lone working is not permitted.
- Instruct identified lone workers what to do in the event of an accident or emergency.
- Ensure that first aid facilities are available to all lone workers.

Monitor the safety of lone workers at all times, if necessary by making visits to their area(s) of work.

Procedure to be followed by Lone Workers:

All lone workers must ensure that someone knows where they are and what they are doing.

Lone workers who work in offices after hours may choose to notify the porters lodge that they are on site and working alone. This is an arrangement in addition to the arrangements made within each department for lone working. If this option is taken they are required to notify the porters when they leave. A register will be kept in each lodge to record who has notified the Porter of their presence. If this option is taken a contact number should be provided in the register so that the Porter can call and check that the worker is OK at some point if required. **MUST** sign in with the Duty Porter in the Porters' Lodge before completing the task, or before commencing their shift.

Porters lodges can be notified by:

- Telephone: (3) 33200/33261
- E-mail: porters@clare.cam.ac.uk
- or by signing the Lone Worker Register in the Porters' Lodge.

Information provided in the register must include:

- The area(s) they will be working in.
- how long they expect to be working in that area(s).
- mobile phone number or college telephone number that they can be contacted on.

Important note: If their work takes longer than the estimated time given to the Duty Porter, Lone Workers **MUST** contact the Duty Porter again to say how much longer they expect to be working in that area.

Responsibilities of the Duty Porter(s) in monitoring the Lone Worker Register:

It is essential that the Duty Porter:

- Carries out regular checks of the Lone Worker Register to ensure that staff who have checked in with the Porters' Lodge also sign out.

- Telephones any Lone Worker who does not sign out (or make any subsequent telephone or e-mail contact) at their expected time of departure to check if they are safe and well.
- Reports immediately to the Head Porter or Deputy Head Porter any instances where contact with a Lone Worker cannot be made so that their absence can be investigated. **
- *** If neither the Head Porter nor Deputy Head Porter are available, the Duty Porter should contact the relevant Head of Department, or the HR Manager.*
- *** Out of hours, and in the absence of the Head Porter, Deputy Head Porter, the Head of Department, or the HR Manager, the Duty Porter is required to investigate the absence.*

Responsibilities:

Heads of Departments are responsible for the implementation of this Policy and for the development of departmental measures to protect lone workers

The H&S and HR Manager are responsible for reviewing the policy and procedure for Lone Workers.

9.13 Child Protection Policy**Introduction**

Clare College recognises that fellows, staff and students of the College may sometimes work with children in the course of their duties. In this context, the College is committed to respecting the rights, wishes and well-being of children with whom it is working; taking all reasonable steps to protect children from physical, sexual and emotional abuse; promoting the welfare of children and their protection within a relationship of trust.

The following policy is established to support these commitments and to ensure that the College fulfils its obligations under the Safeguarding Vulnerable Groups Act 2006 and any subsequent legislation.

The designated officer responsible for implementing the College's policy for the protection of children is the Senior Tutor.

Definitions

A "child" is anyone under the age of 18.

Special Provisions

College staff who may come into regular unsupervised contact with children will be asked to undergo an appropriate level of DBS check.

All volunteers who have not undergone a DBS check must ensure that they are not left alone with an individual child or group of children and must always make sure that appropriate staff are present.

Those working with children must follow the Code of Practice below.

You must:

- treat all children and young people with respect
- provide an example of good conduct you would wish others to follow
- ensure that whenever possible, there is more than one adult present during activities with children, or at least that you are within sight or hearing of others
- respect a child's right to personal privacy
- encourage children to feel comfortable and caring enough to point out attitudes or behavior they do not like.

You must not:

- have inappropriate physical or verbal contact with children
- be alone with a child, if possible
- allow yourself to be drawn into inappropriate attention-seeking behavior
- make suggestive/derogatory remarks or gestures in front of children
- jump to conclusions about others without checking facts
- exaggerate or trivialise child abuse issues
- show favoritism to any individual
- rely on your good name or that of the College to protect you
- believe "It could never happen to me"
- take a chance when common sense, policy and practice suggest a more prudent approach

GENERAL GUIDANCE

Planning and Supervision

All activities or assignments involving children should be planned in advance to ensure they take into account the age range and ability of the participants. Staff supervising activities or assignments involving children or vulnerable adults should be competent and trained to do so. Where appropriate, a risk assessment will be undertaken and documented.

All staff are required to ensure that, whenever possible, there is more than one adult present during activities with children, or at least that they are in sight or hearing of others.

Physical Contact

On no account should any member of staff, worker or volunteer have any physical contact with a child unless it is to prevent an accident or injury to themselves or anyone else (e.g. to prevent a fall) or in the case of medical assistance being needed (e.g. to administer first aid), in which case the prior consent of the affected person should be requested where possible. Where appropriate, consent from parents or those with parental or caring responsibility should be obtained.

If a child is hurt or distressed, the staff member, worker or volunteer should do his/her best to comfort or reassure the affected person without compromising his/her dignity or doing anything to discredit the person's own behaviour.

Communication

Communication with children is vital in establishing relationships built on trust. Those working with children or vulnerable adults should listen to what they are saying, and respond appropriately. Children are entitled to the same respect as any member of staff, worker or volunteer. It should also be made clear to them what standards of behaviour and mutual respect are expected from them. It is important to remember that behaviours and intentions can easily be misinterpreted, no matter how well intentioned.

Those working with children should behave appropriately, ensure that language is moderated in their presence and should refrain from adult jokes or comments which are clearly unsuitable.

Suspicious of Abuse

If a staff member receives from a child an allegation that the child or another child is being abused, has been abused, or is at risk of abuse they should:

- listen carefully and stay calm
- Ensure that they do not interview the child. However, if necessary, they may seek to clarify, using open questions and without putting words into the child's mouth, in order to be sure that they understand what the child is telling them
- Reassure the child that by telling them they have done the right thing
- Inform the child that they must pass the information on, but that only those that need to know about it will be told
- Inform the child to whom they will report the matter
- Make a detailed note of the date, time, place, what the child said and did and the questions asked of the child, etc

The staff member should then give the details to the Senior Tutor. It is NOT the College's responsibility to investigate any suspicions. This requires expertise which the College does not have, and the responsibility is to report it only.

The Senior Tutor will appropriately record an allegation or reported incident. She will be responsible for contacting the statutory child protection agency such as the Local Safeguarding Children Board or the Police if necessary. The Senior Tutor will consult with the Master, the Bursar and the HR Manager about any decision to contact the appropriate authority. During an investigation into allegations of abuse, it may be appropriate to suspend a worker or remove them from having any contact with children until an investigation has been carried out.

Any allegations of abuse made against a staff member will be thoroughly investigated and dealt with through the disciplinary procedure. Serious breaches may lead to dismissal.

Safety

The safety of people at work is paramount and the College is therefore committed to providing a safe environment within which to work. Those working with children should ensure that all appropriate risk assessments and security checks have been carried out prior

to any activity or assignment. This should include first aid cover and accident reporting.

If transporting children, the transport should be checked to ensure it is roadworthy and adequate for the purpose. Any equipment used must be safe and only used for the purpose for which it is intended. Users should be adequately trained. Appropriate insurance should be up to date and adequate to cover such assignments and should cover the children.

Confidentiality

All information regarding children is highly confidential and should only be shared with appropriate parties on a need to know basis.

Anyone who is likely to have access to confidential material regarding children will be required to sign a non-disclosure agreement. The requirement for confidentiality is emphasised.

Contact

Contact should not be made with any of the children for any other reason unrelated to the particular work. In particular, staff are required to do everything to maintain the College's reputation for integrity and responsibility in dealing with such people, and should not enter into any social or other non-work related arrangements with them.

Gifts and inducements

On no account should anyone from the College give a child a gift or do anything which could be in any way considered a bribe or inducement to enter into a relationship or give rise to any false allegations or improper conduct against the individual.

9.14 Conflicts of Interest Policy

Introduction

This policy has been approved by the Governing Body, Council and the Finance Committee to advise on how conflicts of interest will be considered and dealt with. It is intended to offer advice but it does not override or supersede any College Statute or Ordinance. This policy will be sent to the Chair of each College committee, who will be asked to ensure that the procedures are followed.

Each member of the Council and the Finance Committee undertakes to act in support of the College as a place of Education, Religion, Learning and Research. Each is required, as a trustee of a charity, to ensure that their fiduciary duties to the charity do not appear to be in conflict with other interests and/or other duties. Decisions should be based solely on the interests of the College and its charitable purposes.

Register of Interests

The Master will ensure that a register of interests is maintained in the College. Whenever a new member of the Council and/or the Finance Committee is appointed, they will be required to record in the register of interests any particular financial and/or personal

interests that might potentially conflict with their responsibilities as a trustee. They will also be asked to maintain this register as their interests change. Each year, at the Annual Meeting of the Fellowship, the Master will remind trustees of their duties to maintain this register and to ask for any changes to be recorded.

Interests that need to be recorded are:

- a. Financial interests in companies and/or organisations from whom the College may purchase goods or services, and/or to whom the College may offer goods or services; and/or
- b. Employment by, and/or membership of, organisations that may seek to influence decisions by the College; and/or
- c. Personal interests including but not restricted to a close personal relationship with another member of the College.

In particular, trustees should record their membership of a University Department, positions held within the University, and directorships of the College's subsidiary companies.

The register of interests will be kept in the College and will be available for inspection by any member of the Governing Body, the Council, and/or the Finance Committee on application to the Master.

Recording Declarations of Interests at Meetings

All trustees have promised to uphold the interests of the College as 'a place of Education, Religion, Learning and Research'. Therefore, whenever they are members of a College committee, they must determine the interests of the College and act to further those interests. A material interest is any matter which may influence the judgement of the person possessing it, or may reasonably appear as capable of influencing that person's judgement, so that the judgement may not be, or may not appear to be, exercised wholly and exclusively in the interests of the College.

Any person present at a meeting of a College committee should declare any potential material interest in the matters to be discussed as soon as possible. They should explain the nature of the conflict and whether or not they wish to make representation to the committee on the item concerned. This applies to all committees established by College Statute or Ordinance. However, such an interest need not be declared where the interest is apparent and arises directly from holding a position within the College or the University.

At the start of each meeting, the Chair will ask if any of those present need to declare a conflict of interest. Any such conflicts of interest, whether declared then or in advance, will be notified to all present and recorded in the minutes. If the Chair considers that any member present has a material interest in an item to be discussed, then the Chair may refer the matter to the committee who will consider the member's views and, in their absence, determine the matter.

There are three sorts of conflict of interest that may arise:

- a. Where someone has a pecuniary interest in a decision; and/or
- b. Where someone will be directly affected by a decision; and/or
- c. Where someone's interests make it doubtful whether they can properly act in the interests of the College.

In the first case, the person concerned must withdraw from that part of the meeting and take no part in any discussion and/or vote. In all other cases, the person would be expected to withdraw from the meeting while the matter is discussed. They should be allowed to make representations to the meeting either orally or in writing.

A particular difficulty might arise if a member of a committee felt bound by agreements with other Fellows and/or mandated junior members to vote in a particular way. It should be clear that all members of College committees bear a personal and individual responsibility and are not representative of others. This does not, of course, prevent the views of others and their arguments being reported. However, trustees and all members of College committees need to argue and decide in terms of the statutory interests of the College.

If any member of the College is uncertain as to whether they do face a conflict of interest, they should raise the issue with the Chair of the relevant committee. If there is any doubt, they should consult the Master without delay.

Special Decisions

A special decision of a College committee is one in which a majority of the decision-makers have a material interest in the matter being considered. In such circumstances the committee must consider carefully the circumstances of the matter and determine whether the committee is nonetheless able fairly and reasonably to take that decision or whether it needs to seek advice and/or determination by another body. The determination must be based on whether a reasonable observer would judge that the decision might be affected by the conflict of interests. The result of that consideration, and the arguments considered, should be recorded in the minutes.

Where a College committee considers that it is unable to make a special decision fairly and reasonably, it should refer that matter to the College Council, the Finance Committee, and/or the Governing Body. Where the College Council, the Finance Committee, and/or the Governing Body is unable to make a special decision fairly and reasonably, it should refer that matter to the Charity Commission.

9.15 Staff Training and Development Policy

Clare College is committed to the support of staff development for all staff. The key purpose is to facilitate personal and professional development enabling individuals and groups to achieve their full potential at work.

The College also recognises that, as an institution concerned with learning, it has a special responsibility to encourage and support learning for all employees.

The College's operational success is based largely on the contribution, commitment and achievements of individual members of its employees, working individually and in teams or groups. The College wants to support employees in the performance of their designated roles and to help them to fulfil their potential during the course of their employment. Training and development includes any activity, which contributes to the enhancement of their knowledge, skills, competence, and working practices. Staff development is thus a key contributor to the success of individuals and ultimately to the success of the College as a whole.

Equality

There will be equality of access to staff training and development opportunities for all employees. No employee will be treated less favourably than another. Involvement in staff training and development will be determined only by personal merit, performance and by the application of appropriate criteria.

Identification of Staff Development Needs

An assessment of the skills of individuals, when they are appointed to a new role, will lead naturally to the identification of their need for training and development, related to duties that they are to perform. In addition, staff training and development needs may be identified in a variety of ways, e.g. by skills audit, by feedback and by staff performance appraisal. It is our policy that all employees have at least one annual performance review a year with their Head of Department or line manager, at which time, training and development needs will be assessed and ways of meeting these will be identified, and an appropriate timescale agreed.

It is the responsibility of the HR Manager to oversee implementation of the College's training and development policy.

The HR Manager is responsible for the budget for statutory training to be undertaken. The HR Manager will work with Heads of Departments to identify statutory training requirements and ensure these are met.

Heads of Department's Responsibilities

The HR Manager will provide guidance to them in meeting their obligations listed below.

Heads of Departments are responsible for their budgets for non statutory training and:

- the planning and implementation of cost-effective training
- identifying areas of their own work and work done by employees for whom they are responsible which could be assisted by training and development activities
- ensuring their employees attend all statutory training requirements
- Prioritising non-statutory training

- ensuring that new employees reporting to them are provided with appropriate induction training
- ensuring that all employees for whom they have line management responsibility receive regular feedback on their performance, and that end of probation performance reviews and annual performance reviews are completed on time, with clear objectives set, and any training needs clearly identified
- developing a training and development plan which supports the College and departmental objectives, and regularly reviewing this to ensure that planned training is being delivered on time and that it meets the stated objectives
- ensuring that employees who are attending organised training know the reasons for the training, its objectives, the expected outcomes and standard of performance, then ensuring that their performance is measured against this and the training properly evaluated
- ensuring that employees who are undertaking professional qualifications are given the appropriate support and encouragement, and that regular monitoring is done to ensure they are proceeding well with their studies
- Supporting the HR Manager in the implementation of this policy.

Central to the implementation of the policy is the College's annual training plan, which identifies general training needs across all operations, departmental-wide training needs and also individual training needs, and specify how and when these are to be met.

A range of development methods will be used to meet these needs. This may include (but is not limited to) formal training courses, seminars, e-learning presentations, conferences, secondments, training for professional qualifications, on the job training, coaching and mentoring, background reading and project work.

Particular emphasis will be given to the use of Level 2 NVQs which are available at no cost to the College.

Individual responsibilities

The College aims to create an environment where employees take shared responsibility for their own individual effectiveness, personal and career development. All employees are required to participate in staff performance reviews, and to make all reasonable efforts to attend training and staff development as may be identified and agreed from time to time.

Individual training expenses

The College is fully committed to the career development of all employees and are therefore willing to meet the costs associated with necessary and identified personal study and training focused on the College's requirements. Expenses incurred attending short term training courses, seminars etc during normal working hours, will be dealt with under our normal expense procedures.

Study Leave and Professional Development

The College will consider financial support for costs associated with training for proficiency at work and/or career development. Employees who are interested in pursuing longer-term

training opportunities in excess of one week will be required to complete an Application for Staff Training and Development Scheme of Assistance Form, which includes a repayment agreement clause should he/she leave within 2 years of completion of the training, or abandon the training without good reason.

Employees who have been accepted for a course must attend regularly and schedule their annual leave to avoid being away for any course or examination dates. The College reserves the right to ask course organisers for periodic reports on any employee's progress.

In the event of examination failure, the Head of Department should consider the individual's circumstances and seek the Bursar's permission before any additional course fees, or payments for re-sits are made.

Training Budget

The College aims to allocate the appropriate resources to support training and development activities identified in annual training plans. All training and development expenditure should be agreed with the respective College Officers at budget review meetings, for approval by Finance Committee.

The HR Manager will be responsible for identifying any potential sources of external funding for training (e.g. government funding) and for investigating and applying for grants as appropriate.

Training Evaluation

The benefits of training activities undertaken by individuals or staff teams should be reviewed within the relevant department following each activity. Evaluation may also take place via informal feedback and departmental meetings etc.

Evaluation and review will also be undertaken centrally by the HR Manager, particularly where training is offered to a group of employees or where substantial investment is involved.

Implementation, monitoring and review of this policy

The HR Manager has overall responsibility for implementing and monitoring this policy, which will be reviewed annually.

9.16 Use of Computer Facilities Policy

This policy applies to all employees of the College.

Emails and Internet Usage

Email accounts are automatically assigned to employees unless the IT Department is specifically instructed by their Head of Department not to. Employees may make reasonable personal use of computing facilities provided by the College as long as this does not interfere with the performance of their duties or the functioning of the College network, or cause any difficulty or distress to others. Employees should not install non-work related software on any computer owned by the College, or reconfigure one without the approval

of the IT Department. Employees may not make use of the College's IT facilities for private financial gain or for commercial purposes outside the scope of official duties or functions, without specific authorisation to do so. As part of your induction all administrative staff will be required to complete an online cyber security training course.

Because electronic communications can sometimes go astray, highly confidential or sensitive information should not be transmitted via e-mail unless it is encrypted.

When composing and sending emails, the following guidelines should be observed:

- Always display courtesy when writing and sending messages
- Emails can be produced in a Court of Law, so consider if the content is appropriate before sending one
- Defamatory statements should never be written in email messages
- Before forwarding an email, consider carefully whether the originator of the message would be happy for you to do this
- Further information relating to email usage within the University can be found at <http://www.cam.ac.uk/cs/docs/email.html> which has specific links regarding email etiquette and email messages and their structure.

Use of Social Media

The College recognises that employees use social media such as Facebook, Twitter, LinkedIn and blogs to talk about their lives and interests, and it supports the responsible use of this technology. The following principles have been developed in the use of social media both within and outside of normal working hours.

- Unless you are participating in social networking for professional reasons, such as contacting alumni, you should limit your access to such sites during working hours unless you are on a break.
- You should be careful when mixing your work and personal life. External sites are public and customers and colleagues may see what you post. You will not be able to control who sees it as information can be forwarded and you are responsible for what you post. Once you post something it becomes a permanent record.
- Comments about the College or colleagues either in an official or personal capacity which could be regarded as abusive, humiliating, discriminatory or derogatory will be treated as a serious disciplinary offence.

Security

Confidential material and personal information needs to be guarded by the use of passwords and other security measures. Sensitive material can be protected through the use of encryption. The IT Department can advise employees on this. Do not disclose passwords to other people.

Do not leave a computer with confidential information displayed on the screen. Additionally, a computer should not be left logged on to the source of such information, unless it is in a secure location. If you have been given (or have made) a list of email

addresses, do not pass this on to anyone else, as this may be a breach of the Data Protection Act. If you send out an email to a long list of people, use the 'Blind Carbon Copy' (Bcc) facility to prevent each recipient from getting a full list of the other recipients.

The same high standards of confidentiality should be observed for electronically held or generated information as for information held on paper.

Misuse of computing facilities

As stated above, the College permits reasonable personal as well as use of computing facilities. You should be careful not to misuse these facilities, for instance by:

- Hacking – attempting to access systems or information within or outside the College without authority, or encouraging others to do so.
- Using the Internet in a way which is contrary to the rules laid down by the College or the CUDN (see <http://www.clare.cam.ac.uk/Network-Rules-and-Penalties/>). Among other things, these rules prohibit the use of the University network for any illegal, defamatory, or indecent purpose. Accidental breaches of these rules can sometimes occur; if you are concerned that such a breach has taken place you may wish to report your concerns to the IT Department or other appropriate person.
- Sending email communications which constitute bullying or harassment, as defined in the Harassment policy.
- Causing high volumes of traffic on the internet (for which the College has to pay).
- Impersonation of others, e.g. sending an email which does not appear to come from you.

Investigation of misuse and interception

The College needs procedures in order to be able to investigate any suspected misuse of computing facilities. If there is a need to access files, the employee will normally be asked for his/her consent; however in certain exceptional circumstances it may be necessary to obtain access without consent including:

- If urgent access is critically required for operational purposes but the employee is absent and cannot be contacted.
- If there is prima facie evidence that an employee may be misusing facilities to an extent which would be considered serious or gross misconduct or if there is a need to initiate an investigation and there is a serious possibility that evidence might be destroyed.

The privacy of individuals will be respected as far as possible. For instance, in the case of email, only subject headings would usually be scanned. The contents of the messages would be read only where it appears that the message is one sent or received as part of the individual's duties as an employee, or if a prima facie case of misuse has already been established.

As part of normal procedures, computers linked to networks may be scanned automatically for vulnerability and the College may authorise routine monitoring of internet access generally, including e-mail traffic volume (but not content), within their local area networks.

All employees need to be aware that they are subject to the College's disciplinary procedures if an investigation shows misuse of computing facilities.

9.17. Retirement Policy

Retirement is a time of major change for employees. The College recognises that the timely provision of appropriate advice and information, combined with proper planning, can assist both employees and the College in embracing this.

This policy is not contractual but outlines the way in which the College aims to manage the retirement process.

Retirement Age

The normal retirement age for staff is the date on which you reach the age of 65. However, the College will not be enforcing employees to retire at this age.

Retirement Procedure

No more than twelve months but at least six months before you are due to retire the HR Manager will write to you confirming your expected retirement date.

Reduced hours prior to retirement

Should you wish to prepare for retirement by gradually reducing your working hours, the College will consider this, subject to the operational needs of your department and the College.

Careful consideration should be given to this, as reduced hours would result in a pro-rata reduction in salary and benefits and will result in lower contributions to your pension. Where reduced hours are requested, you should consider the impact on the College and how this could be accommodated.

Retirement Parties and Leaving Gifts

Retirement parties will be organised by your Head of Department. The College will fund any retirement party for you provided you have more than one year's service and any leaving gift will be considered by the College's Finance Committee in the light of your personal contribution to the College.

Your Head of Department will be making the arrangements for recognising your retirement.

Monitoring and Review

This policy will be reviewed from time to time by the College and may be changed at any time by written notification. The policy does not form part of your contract of employment and any changes to the policy will not give grounds for any claim for breach of contract.

Any queries regarding this policy or procedure should be raised with your Head of Department.

9.18. Smoking Policy

Introduction

The College aims to provide an environment which is safe and minimizes the health-risks for our Fellows, Staff, students and visitors.

It is illegal for anybody to smoke in a public room. In addition, we have a legal responsibility to protect people against the effects of passive smoking and so we cannot permit smoking anywhere inside the College's buildings; this restriction includes Fellows' rooms and students' rooms.

The College has adopted the following Policy concerning smoking within the College and its grounds. This Policy sets out how smoking is managed within the College.

Scope of the Policy

This Policy applies to all Fellows, Staff, students and visitors regardless of seniority; it applies to private accommodation as well as to public rooms; it applies to all College sites and buildings, wherever they are located.

Aims of the Policy

This Policy seeks to ensure as far as possible that non-smokers breathe only air that is free of smoke, while also taking account of the needs of those who do smoke.

Legal background

The following piece of legislation applies to this Policy:

- [The Health Act 2006 and the Smoke-free \(Premises and Enforcement\) Regulations 2006](#)

In addition, employers have a common law duty to provide a safe place and system of work under the [Health and Safety at Work etc. Act 1974](#) (HASAWA).

Definitions

Section 1 of the Health Act 2006 defines smoking as '*smoking tobacco or anything which contains tobacco, or smoking any other substance*' and states that '*smoking includes being in possession of lit tobacco or of anything lit which contains tobacco, or being in possession of any other lit substance in a form in which it could be smoked.*' '*Enclosed*' means premises that have a ceiling or roof, and (excluding doors, windows and passageways) are wholly enclosed whether permanently or temporarily. Tents and marquees are therefore included.

Bans on smoking

- Smoking is prohibited in any enclosed area on our premises. This includes the Porters' Lodges and entrances, corridors, stairs and lifts, meeting rooms, rest rooms and toilets, as well as outside areas that are not designated as smoking areas.

- Smoking is also banned in all outside areas unless they are specifically exempted: see the section 'Designated Smoking Areas'. In particular, there is to be no smoking in the entire Old Court complex (except for Friday ENTS nights; and for catering staff only, who are permitted to smoke in one specific Designated Smoking Area, see below).
- Staff are only permitted to smoke during any recognised rest periods or lunch breaks. Employees who smoke will not be allowed longer or more frequent breaks than their non-smoking colleagues; use of the Designated Smoking Areas must not interfere with normal job performance.

Designated Smoking Areas

The College provides litter/ash bins at these Designated Smoking Areas. Cigarettes, cigars and pipes etc must be extinguished using the receptacles provided and smokers should ensure that there is no risk of fire. These areas will be monitored to ensure an acceptable standard of cleanliness and adherence to safety.

Old Court

Smoking is normally completely banned in the whole Old Court area. There are only three exceptions:

- On Friday ENTS nights, there is a temporary smoking area between 9pm and 1am located on the north side of Old Court between H staircase and the Chapel. A bench will be placed there and the area will be cordoned off. The responsibility for setting this up and for leaving the area completely clean and free of cigarette butts lies with the ENTS team; any infringements will result in the removal of this privilege.
- At the May Ball, smoking is allowed in the Designated Smoking Area in the Fellows' Garden.
- Members of the Catering Department are allowed to smoke in the temporary Designated Smoking Area in the North Passageway.

Memorial Court

Students should not congregate to smoke on University property just the other side of the exit by the Gate House. The Designated Smoking Area is in the area with the bench in Thirkill Drive.

The Colony

There are two Designated Smoking Areas. One is in the patio area to the rear of Castle House. The other is at the rear of Castle End next to the access road. Both areas have an ashtray.

Visitors

Visitors including customers, suppliers, contractors and temporary staff are expected to comply with this Policy. Anybody who brings visitors to the College, or who is responsible for temporary staff or contractors etc must explain the Policy and ensure compliance.

Assistance to those who smoke

Passive smoking adversely affects the health of everyone. Some smokers may wish to reduce or give up smoking, but may have difficulty in doing so. Some details of where to obtain advice and guidance on giving up smoking are listed below:

Quit line: 0800 002 200

NHS smoking helpline: 0800 169 0 169 and from their website:
<http://www.gosmokefree.co.uk>

Electronic cigarettes

The use of electronic cigarettes is also banned within College premises, even though they are not officially covered by the smoking legislation. Guidance from the British Medical Association states that there is a lack of evidence about the health risks to the user and to those in close proximity, and the College has a duty of protection. In addition, the College is concerned that electronic cigarettes may create the false impression that smoking is accepted within the workplace, especially as it can be difficult to differentiate visually between e-cigarettes and normal cigarettes.

Enforcement and monitoring of this Policy

Smoking in any area other than in those Designated Smoking Areas will be dealt with in accordance with the following disciplinary procedures.

Smoking inside rooms

We have a responsibility to protect the health of our Fellows, Staff, students and visitors. Any bedder who notices that a room is smoky will no longer enter and clean it, but will immediately report the matter to the Accommodation Manager, who will then report it to the Dean of Students. The student will be given one warning, followed by a fine of £25 for any subsequent offences, and increasing in £25 steps to a maximum of £75. After three offences, the student will be asked to leave College accommodation. If there is any damage eg it is necessary to clean carpets and curtains, the student will be charged in full.

Smoking outside away from Designated Smoking Areas

Reports of students seen smoking should be sent directly to the Dean of Students. Students will receive one warning, followed by fines starting at £25, and increasing in £25 increments with no upper limit.

Implementation, monitoring and review of the Policy

The College Council has overall responsibility for implementing and monitoring this Policy, which will be reviewed on request and/or when there are relevant changes in legislation.

9.19. Whistle-blowing Policy

Introduction

Clare College aims to conduct its business at all times with the highest standards of integrity and honesty. We expect all employees to maintain the same standards in everything they do. All those who work for us are therefore strongly encouraged to report any perceived wrongdoing by the College or its members that falls short of these principles.

This policy is not contractual but sets out the way in which we plan to manage such issues.

Scope of this policy

It is the aim of this policy to ensure that as far as possible employees are able to tell us about any wrongdoing at work which they believe has occurred or is likely to occur. We recognise that employees may not always feel comfortable about discussing their concerns internally, especially if they believe that the College itself is responsible for the wrongdoing. It aims to protect those who make 'a protected disclosure' either during their employment and also after this has ended, and also enable them to take action in respect of any victimisation.

For a disclosure to be protected it must reasonably appear to the employee that it is in the "public interest".

This policy does not cover any potential breaches of an employee's contract: these should be raised under the College's grievance procedure.

Nor is this policy intended to be used to question any financial or business decisions taken by us, nor as a means of reconsidering any matters that have already been addressed under our bullying and harassment, grievance, disciplinary or other procedures.

Aims of this policy

The aim of this policy is to ensure that they are confident that they can raise any concern about our business activities in the knowledge that it will be taken seriously, and that no action will be taken against them.

Legal Considerations

The following pieces of legislation apply to this policy:

The protection from Harassment Act 1997

The Public Interest Disclosure Act 1998

The Bribery Act 2010

The Enterprise and Regulatory Reform Act 2013

All of our employees are encouraged to use the procedure set out below if they have a concern about any of the following:

- wrongdoing at work, including any criminal offence
- a failure to comply with legal obligations
- a miscarriage of justice
- a health and safety danger

- an environmental risk
- a concealment of any of these above.
-

This list is not exhaustive but indicates the types of concerns that should be raised:

- misuse of assets
- failure to comply with appropriate professional standards
- bribery, corruption or fraud including the receiving or giving of gifts or hospitality on breach of our procedures
- falsifying records
- failure to take reasonable steps to report and rectify any situation which is likely to give rise to a significant avoidable cost, or loss of income to Clare College or would otherwise seriously prejudice it
- abuse of authority
- using the power and authority of Clare College for any unauthorised or ulterior purpose
- causing damage to the environment

The employee does not have to be able to prove the allegations, but should have a reasonable and genuine belief that the information being disclosed is true. Some allegations may prove to be unfounded, but we would prefer the issue or concern to be raised, rather than run the risk of not detecting a problem early on.

If in the course of investigation any concern raised in relation to the above matters appears to the investigator to relate more appropriately to grievance, bullying or harassment, or discipline, those procedures will be invoked.

Procedure

If appropriate, the employee should discuss this issue with his/her line manager in the first instance. However, should he/she prefer (perhaps because the Head of Department is unavailable or indeed might be the cause of the concern), then any of the following, all of whom are designated to deal with such matters, may be approached: or College Officer in charge of department.

Where requested, we will respect (so far as we can legally) the confidentiality of any whistleblowing complaint received, but cannot guarantee that the investigation process will not result in colleagues speculating on the identity of the whistleblower. It must be appreciated that it will be easier to follow up and to verify complaints if the individual is prepared to give his/her name and unsupported anonymous complaints and allegations are much less powerful and therefore will be treated with caution.

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

If the employee remains unhappy about the speed or conduct of the investigation or the way in which the matter has been resolved, he/she should refer the matter to the Master.

Following further investigation of the complaint, the employee will be informed of the result and what, if any, action has been taken.

The College undertakes that no worker who makes a bona fide report under this procedure will be subject to any detriment as a result, in accordance with Section 47B of the Employment Rights Act 1996. If any worker feels that he/she is being subjected to a detriment by any person within the College as a result of his/her decision to invoke this procedure, he/she must inform the immediately and appropriate action will be taken to protect him/her from any reprisals.

However, if it should become clear that the procedure has been invoked for malicious reasons or to pursue a personal grudge against another worker, this will constitute misconduct and will be dealt with through our disciplinary procedure.

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

Implementation, Monitoring and Review

This policy will be reviewed at least annually to see if it needs to be updated and to ensure compliance with statutory requirements. Any comments on the effectiveness of this policy should be made to the HR Manager.

9.20 Policy against bribery and corruption

Introduction

This policy has been introduced in response to the Bribery Act 2010 ('the Act').

The Act creates four key offences:

- Active bribery (the offence of offering to bribe another)
- Passive bribery (the offence of accepting or requesting a bribe)
- Bribery of a foreign public official
- Failing to prevent bribery (the offence by a commercial organisation, including potentially a university, of failure to prevent bribery by any person associated with it).

Background and purpose

1. The College is committed to ensuring that high standards of integrity apply in all of its areas of operation and that all of its business is conducted in an honest and transparent manner. As an educational establishment and a charity deriving a significant proportion of its income from benefactions the College is concerned to protect itself, its donors and all members of the College from the detriment associated with bribery and other corrupt activity. It is therefore committed to preventing bribery and fraud by members of the College and any third party performing services for or on behalf of the College.

The purpose of this policy is to assist those working for or on behalf of the College by:
(a) setting out their responsibilities in observing and upholding the College's position on bribery and fraud; and

(b) providing information and guidance on how to recognise and deal with bribery and fraud issues.

The Bursar shall oversee the implementation of this policy, provide advice as necessary, and monitor and report to the Finance Committee on breaches of policy, and the general application of the policy.

Bribery and fraud are punishable for individuals by up to ten years' imprisonment. If the College is found to have taken part in corruption it could face an unlimited fine and face damage to its reputation. The College therefore takes its legal responsibilities very seriously.

Application of the policy

2. This policy applies to all Fellows and 'staff', meaning all individuals working within the College at all levels and grades, including College officers, Fellows, employees (whether permanent, fixed term, or temporary), workers, trainees, agency staff, volunteers, interns, or any other person working in any context within the College.

3. This policy also applies to 'associated persons', meaning any individual or organisation performing services for and on behalf of the College, recipients of grants, partners in collaborative working arrangements, suppliers, distributors, business contacts, agents, advisers, and public bodies.

Statement of policy

4. The College will take appropriate action to prevent bribery and all forms of fraud in the College.

5. No Fellow, member of staff or associated person shall seek a financial or other advantage for the College through bribery. No Fellow, member of staff or associated person shall offer, promise, give, request, agree to receive, or accept a bribe for any purpose.

6. College Fellows or staff who suspect that bribery or fraud has occurred are required to report such instances to the Bursar or directly to the Finance Committee. The matter will be appropriately investigated.

7. Bribery and fraud by staff will be treated as a serious disciplinary offence resulting, potentially, in dismissal and legal action.

8. Schedule 1 contains more detailed guidance in relation to areas of activity where it is considered that the risk of bribery and fraud is particularly high, namely:

- Donations
- Hospitality and entertainment
- Facilitation payments

Implementation

9. Responsibility for implementation of this policy lies with the Finance Committee, supported by the Bursar.

10. The commitment by the College to preventing bribery and fraud shall be clearly and regularly communicated to staff and associated persons. All College Officers and HODs will complete an annual on line training course available through the University on the Bribery Act. <http://training.csx.cam.ac.uk/event/1202501>

11. Fellows, Staff and associated persons are encouraged to undertake risk assessments where they consider that there is a risk that bribery and/or fraud might occur in relation to a particular transaction, third party, or territory, and to undertake appropriate due diligence prior to proceeding.

Schedule 1- Specific guidance

The College has policies and procedures which include provisions to combat fraudulent or corrupt practices with which Fellows and employees are expected to comply for all aspects of College business.

There are also specific areas where it is considered advisable to provide more specific guidance;

(a) Financial Procedures

The College's Financial Procedures not only govern in detail the required financial practice within the College, but establish ethical considerations for the conduct of all College business and clarify individual responsibility. In addition, the Procedures provide greater detail on day to day administration of College finances and clarity in certain areas such as business and staff entertainment, and the receipt of gifts and hospitality by Fellows and staff.

(b) Donations

The College does not make political donations, and only makes and receives charitable donations in accordance with the Financial Procedures of the College. Any charitable donations received by the College must be requested and received for exclusively charitable purposes and shall not improperly influence any decisions made by or on behalf of the College.

(c) Hospitality and entertainment

Excessive hospitality in relation to business transactions or arrangements with donors might constitute bribery.

No College Fellow, employee or associated person may receive hospitality in connection with College business otherwise than in accordance with and subject to the limits contained in the Financial Procedures.

No hospitality should be accepted from a third party where there is or could be any expectation that it will lead to a business advantage for them whether or not provided directly by the College.

Provision of gifts

(d) To prevent conflicts of interest and bribery ANY gift of ANY amount received by a member of staff or College Officer from a non-member of the College e.g. a conference delegate, external supplier etc must be declared to their Head of Department who will inform the College Secretary to be recorded.

Any gift valued over £25 must not be personally accepted and must be handed to the College Secretary.

Gifts from College members e.g. students, Fellows or other staff do not need to be recorded.

(e) Facilitation payments and kickbacks

The College will not make any unlawful facilitation payments. Facilitation payments are payments intended to secure or expedite routine or necessary Government action by a public official. A facilitation payment includes a payment to a public official to do their job properly as well as payment to do their job improperly.

(f) Any Fellow or member of staff who has reasonable grounds for believing there is serious malpractice within the College should raise their concerns using the procedure outlined in the College's Whistleblowing Policy.

9.21. HIV/Aids Policy

The College has adopted the following policy:

Acquired Immune Deficiency Syndrome (AIDS) is the most serious of the conditions which can be caused by the Human Immunodeficiency Virus (HIV). HIV is a virus that damages the cells of the immune system. AIDS describes a condition where one of a number of serious opportunistic infections or illnesses has been diagnosed, arising from this damage or directly from the action of HIV. There is no cure for HIV, but anti-HIV drugs have been developed which, taken in combination, can slow or halt the progression of the infection. People who are HIV positive may show no symptoms and remain well and healthy for many years. They may be unaware that they are infected with the virus.

Transmission

HIV is transmitted through infected body fluids. HIV is not transmitted through ordinary social or occupational contact but in the following ways:

- through contaminated blood entering a person's bloodstream
- through the use of shared equipment when injecting drugs
- through unprotected vaginal or anal intercourse
- from an infected mother to her baby, during pregnancy or delivery, or from breast milk.

Occupational Transmission

Current medical opinion suggests that there is virtually no possibility of HIV transmission in work situations which do not involve direct contact with blood or blood products.

People with certain responsibilities, e.g. First Aiders, may be more likely to encounter cases of accidental blood spillage. Members of such groups should make themselves acquainted with more specific instructions, such as those produced by the University Occupational Health Service.

Domestic staff should be given clear instructions about hygienic and protective measures (wearing gloves, using appropriate disinfectants, etc) when handling any material that may be contaminated with blood, semen or vaginal fluid, and supervisors must ensure that these precautions are always observed.

The College Nurse and Head Housekeeper will ensure that they themselves are aware of and follow the latest practices recommended by the Cambridge Health Authority for preventing infections at work. They will ensure that the College domestic staff are fully trained in their implementation and understand the reasons for it. It must be stressed that the HIV is by no means the only dangerous virus that may be transmitted by contact with infected blood; in that sense there is nothing unique about HIV and AIDS.

If these precautions are taken, domestic staff have nothing to fear from looking after the room of an HIV antibody positive person, or a person living with AIDS.

Travel and study abroad

AIDS and HIV infection occur in all parts of the world, although much attention has been focused on certain areas with known high prevalence. Those concerned with travel and study abroad are encouraged to seek information on medical provision and relevant foreign entry requirements.

The requirements for short trips of less than a month may be different from the requirements for extended study visits. In some places it may be wise to carry sterile syringes and other medical supplies. For further information about travel abroad staff should contact their G.P or Cambridge DHIVERSE.

Sports

Sports which are likely to involve injury (wounds, cuts, bites or scratches) may present some risk of transmission of blood-borne infection. Any open cuts or breaks in the skin must be washed with plenty of water. Sponges and cloths should not be re-used. Wounds should then be securely covered with a waterproof dressing. A person who is HIV antibody positive may be advised not to play sports where there is a high risk of bloodshed.

HIV Test

The College will not screen employees routinely for HIV infection. Testing for HIV and other sexually transmitted infections is offered locally by Clinic1A, the Genito-Medical Clinic at Addenbrooke's Hospital. Appointments are necessary, but clients can telephone Clinic 1A directly without referral by a General Practitioner. All tests are confidential.

Notes at Clinic 1A are kept separate from other records. They do not enter the hospital file and GPs are not informed. It is possible to attend any G-M clinic and clients may remain anonymous if they wish.

Confidentiality

The College has been advised that except in the most exceptional circumstances they are not permitted to reveal HIV status to anyone, including future employers and insurance companies, without consent.

It is strongly advised that disclosure should take place only on terms agreed with the individual concerned, whose informed consent should be sought on each occasion.

Discrimination

The College will not discriminate against HIV infected individuals. It will treat them no differently from others in respect of accommodation, employment and dispensation for periods of absence through ill health. The College will try to accommodate the special needs of people with HIV/AIDS just as it would for those with other serious medical conditions.

It should be noted that as sufferers of a long-term (and potentially fatal) illness, those with HIV/AIDS are protected from discrimination etc by the Disability Discrimination Act 1995.

Due to the low risk of infection from a person with HIV, all employees are expected to continue to work with any colleague who has, or is suspected of having, an HIV infection or AIDS. Any member of staff who refuses to work with a person that has an HIV infection or AIDS will be interviewed to determine their reasons for not doing so. If the reason is not appropriate, he/she will be subject to disciplinary measures.

It must be realised that there is no way that an employee who simply works with or alongside someone suffering from the HIV virus or AIDS is at risk of contracting the disease from that person. For any employee believing this not to be the case, or for anyone who remains concerned, the College is prepared to arrange counselling sessions.

Rights of the College

The College has the right to expect that its employees will behave responsibly towards one another and that staff who are HIV positive will take care to avoid risk to others.

The College undertakes to make available to employees and Fellows information and advice on HIV and AIDS.

Point of Contact

Employees of the College are encouraged to go for advice or help to:

Cambridge DHIVERSE,
Office B, Dales Brewery,
Gwydir St. Cambridge CG1 2LJ
Tel: 01223 508805

Fax:01223 508808

e-mail: info@dhiverse.demon.co.uk

Website: www.dhiverse.org.uk

(For advice, information, training and support including befriending, counselling and a gay men's health project)

Occupational Health

Fenner's

Gresham Rd. Cambridge CB1 2ES

Tel: 01223 336590/336594

(For advice on occupational health at work)

Senior University Occupational Health Nurse

Fenner's

Gresham Rd. Cambridge CB1 2ES

Tel: 01223 336597

(For advice on travel abroad)

University Counselling Service

13, Trumpington St. Cambridge CB2 1QA

Tel: 01223 332856

(For counselling)

The Bridge Project

154, Mill Rd. Cambridge CB1 3LP

Tel advice & info line: 01223 214614

Mon-Thurs 09.00-17.00hrs

Fri. 09.00-16.00hrs

Weekends-answer phone

(Drug information and treatment service, needle exchange, self-referral for counselling and health assessments)

National Aids Helpline

Tel: 0800 567123 (freephone 24 hrs every day)

Guidelines for dealing with spillages of blood and other body fluids

Personal Hygiene

- Razors, toothbrushes or other equipment which could become contaminated with blood should not be shared.
- Minor cuts, open or weeping skin lesions and abrasions should be covered with waterproof or other suitable dressings.
- Sanitary towels must be burnt in an incinerator or put into sealed units for collection. Tampons may be flushed down the toilet.

Accidents Involving External Bleeding

- Normal first aid procedures should be followed, which should include the use of disposable gloves where possible for additional protection.
- The wound should be washed immediately with soap and water and a suitable dressing and pressure pad applied if necessary. Where possible the injured person should be encouraged to carry out this task.
- Medical advice should be sought as soon as possible, should this prove necessary.
- In dealing with splashes of blood from one person to another:
 - splashes of blood on the skin should be washed off immediately with soap and water;
 - splashes of blood into the eyes or mouth should be washed out immediately with copious amounts of water;
 - medical advice should be sought as soon as possible, especially if the injured person is known to be HIV positive, as prophylactic treatment may be required for the exposed person.
- Blood or body fluid spillage should be cleared up as soon as possible. Contaminated surfaces should be cleaned by using suitable bleach/disinfectant.
- The disposable gloves, paper towels or cloths and contaminated dressings etc. should be put into a clear plastic bag. The bag should then be sealed and put into a refuse sack in the normal manner.

General Hygiene

1. Cleaning:

- normal methods should be used. No special disinfectants are necessary for either the bath or toilet;
- paper towels or disposable cloths should be used;
- separate cloths or paper towels should be used for the kitchen, bathroom and toilet;
- Spillages of blood and vomit should be cleared up as quickly as possible.
- household bleach, diluted 1 in 10, should be applied liberally to the spillage. Disposable gloves should be worn as this substance is irritating to the skin. The area should be well ventilated;
- individual paper towels should be put into a plastic bag and into the waste bin. Gloves should be discarded in the same manner.
- Cloths and linen that are stained with blood should be washed in a washing machine at 95 degrees Celsius for 10 minutes.

Everyone should ensure that their own cuts and abrasions are covered with waterproof or other suitable dressings before giving physical care.

Storage of Disposable Gloves, Bleach, and Other Materials.

Everyone should be made aware of where gloves, bags and bleach or disinfectant, etc., are stored. Departments will need to determine suitable locations so that all may use the supplies as necessary.

Waste Disposal

- Urine and faeces should be eliminated or discarded into the toilet in the normal manner.
- Soiled waste (nappies and pads) should be burnt unless alternative arrangements, approved by the Safety Officer, exist. If this cannot be done, the rubbish, including protective disposable gloves, should be put into a plastic bag and effectively secured. This waste will be collected for disposal in the normal manner.
- Used condoms should be wrapped and disposed of in a sealed disposal unit. If this is not possible, wrapped used condoms should be placed in a plastic bag, sealed effectively and disposed of in the normal rubbish disposal. Condoms should not be flushed down the toilet.
- Sanitary towels should be burnt in an incinerator or put into sealed units for collection. If this is not possible, sanitary towels should be wrapped and placed in a plastic bag, sealed effectively and disposed of in the normal rubbish disposal. Tampons may be flushed down the toilet, but it might be environmentally preferable for them to be disposed of as sanitary towels.

Hands should be washed and dried when work is completed.

9.22 Mental Health and Stress Management Policy

Introduction

The College is committed to protecting the health, safety and welfare of its Fellows and Staff ('employees'). It recognises that mental health problems and workplace stress are health and safety issues, and acknowledges the importance of identifying and reducing stress in the workplace. The College is committed to ensuring that there is no stigma attached to mental health issues, and to cultivating an ethos where positive mental health is promoted alongside other forms of healthy living.

It is the intention of the College that all employees should follow safe and healthy working practices and not be subjected to excessive workloads, or an environment which may cause them unacceptable negative stress.

The purpose of this Policy is for the College to establish, promote and maintain the mental health and wellbeing of all employees through workplace practices, and to encourage employees to take responsibility for their own mental health and wellbeing.

Aims of the Policy

The College aims to provide a working environment where employees who believe they are suffering from the negative effects of mental health and/or stress, feel able to approach their Head of Department in confidence in order that the necessary support mechanisms can be considered and where appropriate put in place.

This Policy therefore seeks to clarify the College's responsibilities in relation to dealing with mental health problems and/or stress management, raising awareness of these issues, how they can be recognised, and outlining what support is available.

What is Mental Health?

Mental health is defined by the World Health Organisation (WHO, August 2014) as *'a state of well-being in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community.'*

The positive dimension of mental health is stressed in the WHO's definition of health as contained in its Constitution (1946): *'Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.'*

Poor mental health can affect the way you think, feel and behave. This can vary from feeling 'a bit down', to common issues such as anxiety and depression, to more severe mental health conditions such as bipolar disorder or schizophrenia. It can feel just as bad, or worse, as any other physical illness – only you cannot see it. Approximately 1 in 4 people in the UK experience a mental health problem each year (1)

Mental health problems can emerge suddenly, as a result of a specific event or incident, or gradually, over a period of time when the condition may worsen or improve. Some conditions are persistent and may be classed as a disability, while others come and go, giving an individual 'good days' and 'bad days'.

What is and what is not a mental health condition?	
√ Depression	X Specific Learning Difficulties – e.g. dyslexia
√ Anxiety	X Myalgic Encephalopathy (ME)/Chronic Fatigue Syndrome
√ Bipolar Disorder	X Autism Spectrum Disorders including Asperger Syndrome
√ Schizophrenia	X Epilepsy
√ Psychosis	

What is Stress?

The Health and Safety Executive defines stress as *'the adverse reaction people have to excessive pressure or other types of demand placed on them'*. In other words, stress occurs when the pressures on an individual exceed their ability to deal with them. This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress which can be detrimental to mental and physical health if excessive and prolonged. Stress can be caused by a variety of reasons, including heavy (or light) targets and workloads, insufficient resources, ineffective equipment or tools, long working-hours, rapid change and uncertainty, poor communication within a team, [harassment or bullying in the workplace](#), ill-health and personal, financial or legal problems.

College Responsibilities

Legislation requires the College to take reasonable steps to look after its employees' mental health and welfare. This means that it needs to ensure that the College does not place

excessive demands on its employees in their jobs. As stress may also be caused by bullying, harassment and/or violence, the College aims to provide a working environment that is, as far as is reasonably practicable, free from these influences. Equally, it is entitled to assume that all employees can cope with the normal day-to-day pressures of their job: if this is not the case, then it is in everyone's interest for the College to be made aware of this.

In applying this Policy the College recognises its responsibilities by:

Placing a high importance on the health, safety and welfare of all employees in the conduct of its business;

Accepting the legal and moral obligation to provide and maintain a safe and healthy workplace;

Providing a commitment to support employees who require help for mental health and/or stress related problems ;

Providing information to employees about the harmful effects of stress to promote preventative action; and

Requiring its Heads of Departments to be ambassadors of this Policy, and ensuring that they set an example themselves with sensible working practices and consider how to ensure that their teams perform at their best without affecting their health.

Heads of Departments' Responsibilities

To minimise the risk and impact of mental illness and work-related stress, Heads of Departments will:

Ensure employees are fully trained to perform their duties;

Monitor workloads to ensure that employees are not overloaded;

Monitor working hours and overtime to ensure employees are not overworking, and are taking their breaks;

Monitor holidays to ensure that employees are taking their full entitlement;

Ensure that bullying, harassment, and violence are not tolerated within their Department;

Schedule work and handover periods to ensure that employees are able to take their rest breaks;

Check records of 'call out hours' to ensure that appropriate compensatory rest has been provided;

Be vigilant and offer additional support to any employee who is experiencing stress outside work e.g. because of bereavement or separation;

Conduct and implement recommendations from risk assessments;

Ensure good communication with employees, particularly where there are organisational and procedural changes; and

Support employees who have been off sick with a mental health and/or stress related problem and assist them with a planned return to work.

Treat all health information received from employees sensitively and in accordance with obligations set out in Data Protection legislation.

Employees' Responsibilities

Employees are asked to:

Co-operate fully with their Head of Department to ensure that, wherever possible workplace stress levels are kept to a minimum;
Take all appropriate rest breaks and annual leave entitlement;
Take an active part in their annual appraisal;
Avail themselves of any opportunities for support when recommended to do so;
Remain in close contact with the College during any period of absence and, with their Head of Department, work towards a structured plan of return to work after any absence for stress-related problems;
Support their colleagues if they believe they are experiencing work-related stress, and encourage them to talk to someone about it.

Employees are encouraged to:

Notify their Head of Department if they are experiencing mental health or stress related problems and/or they are concerned about their ability to cope at work because of external/work pressures

Advise their Head of Department about any prescribed medication which the College or Hospital would need to know about in the event of an emergency.

Support and Resources available from the College

Unum Lifeworks (www.unumlifeworks.co.uk) provides work-life assistance 24 hours per day to staff at no cost including one to one counselling.

Medicash provides a range of complementary and alternative therapies e.g. reflexology, acupuncture, Indian head massage, hypnotherapy and reiki.

Advice and Support from Occupational Health either through self-referral or management referral.

Communication

The College will ensure that:

All employees receive a copy of this Policy during the induction process;

This Policy is easily accessible by all employees of the College;

Employees are empowered to actively contribute and provide feedback to this Policy; and

Employees are notified of all changes to this Policy.