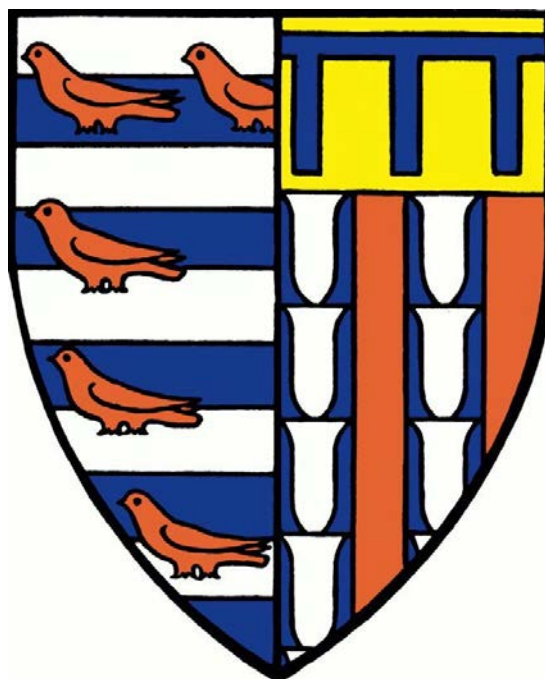


PEMBROKE COLLEGE

CAMBRIDGE



**STAFF HANDBOOK –
POLICIES AND PROCEDURES**

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ABSENCE REPORTING AND SICK PAY POLICY

1 INTRODUCTION

We are sympathetic to genuine cases of illness or other problems which might make absence unavoidable. However, excessive or unauthorised absence causes disruption to the business, lowers the morale of other staff and makes us less able to accommodate genuine cases of long-term illness. Therefore, all absences are taken seriously and unnecessary absence is likely to lead to disciplinary action.

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

2 SCOPE OF THIS POLICY

This policy applies to all employees. It does not apply to casual workers, agency workers or contractors.

3 AIMS OF THIS POLICY

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

4 LEGAL CONSIDERATIONS

The following legislation applies to this policy:

- The Social Security Contributions and Benefits Act 1992 (as amended).
- The Employment Rights Act 1996.
- The Data Protection Act 1998.

5 RESPONSIBILITIES

It is the responsibility of Head of Departments to perform return to work interviews with the employees who report to them and to support individuals whilst they are off sick and also upon their return. In addition, Head of Departments are required to complete the correct paperwork and ensure that records are given to the HR Office in order to manage absence efficiently; bearing in mind the requirements to comply with the Data Protection Act when handling confidential sensitive personal data. Head of Departments are not expected to be medical professionals and if specialist advice or guidance is required to manage a case of absence, consent and permission to obtain this should be sought.

Our employees are responsible for following our absence notification procedures, and for informing us of any medical condition that may affect their ability to perform their role safely with us. We only encourage employees to return to work when they are fit to do so, for their own health benefits and also for those with whom they work. Absence leave should only be taken however when genuinely ill and not for any reason other than the employee's own sickness. Other related policies cover different absence situations (please see below).

6 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 normal working hours, or at the beginning or end of the working day or on a day of the week when their workload tends to be quieter. However, we do realise that this may not always be possible, particularly with hospital appointments.

Employees who need to take time off to attend a medical or dental appointment should notify their Head of Department giving as much notice as possible. Such time off will be paid, but we do request that the time is made up, with the exception of hospital appointments. The Head of Department may, at his/her discretion, require the employee to produce an appointment card.

An employee who has an appointment which is not at the end of the working day will normally be expected to return to work following the appointment.

We reserve the right to ask an employee to reschedule a routine appointment if its timing would cause disruption to the running of the particular department, or the completion of vital or urgent work.

Any employee who requests or takes time off work for a medical or similar appointment when such an appointment has not in fact been made; who deliberately arranges appointments at times that are clearly inconvenient for us to accommodate; or who fails to give reasonable notice of a pre-scheduled appointment, will be subjected to disciplinary action under our disciplinary procedure.

7 ABSENCE NOTIFICATION

An employee who is unable to attend work for any reason should contact their Head of Department personally as soon as possible, but in any event no later than 30 minutes after his/her normal start time on the first day of absence. In order to minimise disruption it is important that we receive as much notice of absence as practically possible. An employee who is unable to notify us personally should ensure that a relative, neighbour or friend contacts us. In addition, the reason for the absence and an indication of its likely duration should be provided. The reason for the absence will be kept confidential if this is requested.

Absent employees are then responsible for keeping their Head of Department informed of their situation on a regular basis. They should remain in contact with us and if they are away from home at any time during their absence, should provide us with full contact details. We may contact them during a period of absence and, in addition, may visit them at home to discuss their health and progress towards returning to work.

An employee who is absent through sickness or injury for more than one week must obtain a Statement of Fitness for Work from a doctor and forward it to the Head of Department. He/she is required to notify the College of his/her continued incapacity at least once a week thereafter, unless otherwise agreed. The name of the doctor, the surgery and its contact information should be clearly stated.

If a period of medically certified absence is extended by a further Statement, the Head of Department must be informed on the same day and advised of the extension of the absence.

Statements of Fitness for Work should then continue to be sent on a regular basis until such time as the employee is able to return to work. This applies even where any entitlement to sick pay is exhausted.

If a Statement of Fitness for Work indicates that the employee is unable to undertake the full duties of his/her normal job, but may be able to do some work, we will discuss this with him/her and consider any recommendations or suggestions made by the GP which may facilitate an earlier return to work.

On return to work after absence all employees are required to complete a Sickness Self-Certification Absence Form covering the complete period of absence, irrespective of whether a Statement of Fitness for Work was submitted. The Head of Department will discuss the details with the employee during the "return to work interview" and will counter-sign the form (provided the information supplied is satisfactory), indicating whether or not payment is to be made for the period of absence. This form will then be retained on the employee's personnel file, and a copy sent to the Payroll Officer if there are payment implications.

If an employee is ill either whilst absent from work on authorised holiday, or just prior to taking authorised holiday, see the section entitled "Sickness Whilst on Holiday".

Sick pay will not normally be paid for any absences that are due to reasons other than the employee's own illness/injury. Any payments that apply to other absences are detailed in the Parental Leave and Time Off for Dependants Policy.

Whilst absent from work due to illness or injury, employees are expected to remain resting at home, unless specifically advised otherwise by their GP or other qualified medical advisor, and to refrain from any strenuous activity or activity that a reasonable person or healthcare professional would consider to be inconsistent with the reason for their absence. They are also expected to comply with the advice given by their GP or healthcare professional.

Employees must not take on any other work, either paid or unpaid, without our consent, irrespective of whether sick pay is still being paid. Employees remain bound by all of the terms and conditions of their contracts of employment.

If therapeutic work is recommended we should be informed and we will take any appropriate steps to provide this ourselves if practicable.

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

8 SICK PAY AND BENEFITS

Contractual sick pay will normally be paid for absences owing to illness or accident, up to a maximum period as follows:

CONTINUOUS SERVICE AS AT FIRST DAY OF ABSENCE

SICKNESS PAYMENT ALLOWANCE

	At a rate equal to normal salary	At a rate equal to half normal salary
During Probationary period	SSP only	SSP only
Completion of probationary period/up to one year	4 weeks	4 weeks
One year but less than three years' service	8 weeks	8 weeks
Three years but less than five years' service	12 weeks	12 weeks
Five years' service or more	26 weeks	26 weeks

The maximum period of entitlement (which may be made up of one or more periods of absence) will be calculated on a rolling 12-month basis. The entitlement to sick pay will be calculated as at the first date of absence in the current absence period, deducting any sick pay paid in the twelve month period prior to that date. For clarification, once the total maximum entitlement has been exhausted, it will not be recalculated during the current absence, irrespective of its duration or irrespective of any increased length of service.

Employees who exhaust their entitlement to contractual sick pay, may still be entitled to receive SSP (see below).

Payment of contractual sick pay depends on us being satisfied that the sick pay system is not being abused. Failure to report the reason for absence or to maintain regular contact could result in non-payment, as could repeated instances of short-term absence (where there appears to be no underlying medical reason for these) or failure to attend an occupational health appointment, if this is requested. Entitlement to contractual sick pay may also be affected if notification of absence is later than the end of the first qualifying day of absence.

Contractual sick pay will not normally be paid during any notice period (irrespective of whether the notice is given by the employee or by us). Also contractual sick pay may not be paid if the absence is due to sickness during the course of disciplinary proceedings against the employee or during investigations into alleged breaches by the employee of our rules, procedures or contractual obligations.

In the event of the self-certification of absence form not being countersigned by the Head of Department, the absence will be treated as unauthorised and payment of contractual sick pay will be withheld. An employee who feels that his /her payment has been unfairly withheld should use our grievance procedure policy.

Statutory leave will continue to accrue during periods of long-term sick leave. Contractual leave in excess of this will cease to accrue after 13 weeks' absence and will only start to accrue again on return to work.

9 STATUTORY SICK PAY (SSP)

Employees are entitled to SSP provided they meet the detailed requirements of the scheme. They cannot get SSP if they are sick for less than four days in a row as this does not form a "period of incapacity for work" (PIW). The following categories of employee are excluded from receiving SSP if:

- Their average weekly earnings are less than the lower earnings limit for National Insurance contributions.
- They have already had 28 weeks' worth of SSP from us and this new spell of sickness links to their last one.
- They were not entitled to SSP the last time they were sick, for any reason, and this spell of sickness links to that one.
- They started or returned to work after getting Employment and Support Allowance (ESA) from the Job Centre Plus and are a 'benefit recipient' who is sick within the first 104 weeks of starting, or returning to, work for us.
- They had a series of linked PIWs lasting more than three years.
- They have not done any work for us under their contract of employment.
- They are away sick during a stoppage of work due to a trade dispute, which started before the first day of sickness unless they have not taken part in the trade dispute and have no direct interest in it.
- They are pregnant and the absence is either wholly or partly because of the pregnancy, and it occurs during the qualifying period for Statutory Maternity Pay (SMP) which commences with:
 - the beginning of the week they are first entitled to SMP or the fourth week before their expected week of confinement or;
 - the beginning of the week they are first entitled to Maternity Allowance (MA) from the Department for Work and Pensions (DWP) or;

- the beginning of the fourth week before their expected week of confinement if they cannot get SMP or MA.
- They are outside the EU and we are not liable to pay employer's Class 1 NICs, even if their earnings are high enough.
- They are in legal custody.

10 QUALIFYING DAYS FOR SSP

Unless otherwise specified in the employee's contract of employment, the days on which he/she would normally have worked had he/she not fallen sick will be identified as his/her qualifying days for SSP.

11 WAITING DAYS

Employees are eligible for SSP on the fourth qualifying day in a 'period of incapacity for work (PIW)'. The first three qualifying days are known as 'waiting days', and there is no entitlement to SSP for these days.

12 LINKED PERIODS OF ABSENCE

Two or more continuous spells of sickness both lasting at least four days, which are separated by 56 calendar days or less, are linked together and counted as one. This means that an employee who has already had three waiting days in a period of incapacity, and then has a second linked spell within 56 days, will be paid SSP from the first qualifying day in the second spell.

13 DURATION OF PAYMENT

Provided the eligibility criteria are met, SSP is payable for up to 28 weeks of sickness absence in either:

- One period of incapacity for work or.
- Any number of periods linked by 56 calendar days (eight weeks) or less. These cannot extend for more than three years.

14 AMOUNT OF SSP

The Government fixes the rate of SSP, which is normally reviewed annually. To be entitled to SSP the employee must earn at least the equivalent of Class One National Insurance Lower Earnings limit. SSP is subject to Income Tax and National Insurance deductions. The amount of SSP will be shown on the employee's payslip.

15 RETURN TO WORK AFTER ABSENCE

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

If necessary, the Head of Department will also brief the employee on any developments in his/her area of work that occurred during the absence. The Head of Department will discuss the workload and how best to minimise any disruption which may have been caused by the absence. He/she will also need to know whether the employee is fully fit to return or whether he/she should refrain from any tasks for health reasons.

An employee who, for whatever reason, finds it difficult to discuss the reasons for absence with his/her Head of Department, or who prefers to speak to another Head of Department, should request this and every effort will be made to arrange it.

An employee who has been suffering from an infectious or contagious disease or illness such as rubella or hepatitis must not report for work without clearance from his/her own doctor. Separate rules relating to infectious diseases and food handlers are found earlier in this handbook (see Working Environment section) and, food handler must familiarise themselves with them.

16 PHASED RETURN

An employee who returns to work on a phased basis for a temporary period of less than four weeks will normally be paid full salary for this period. If he/she wishes to continue the reduced (or revised) hours indefinitely, he/she should make a request to his/her Head of Department to consider a permanent change to the contract of employment and the HR department will discuss the implications of this with him/her.

17 MEDICAL REPORTS

We reserve the right, at any time during employment, to require an employee to attend an independent medical examination, or to ask permission to contact his/her doctor or consultant for a report.

Prior written consent will be requested before we approach any doctor or consultant who is treating the employee, and full details will be provided of the employee's rights and obligations under the Access to Medical Reports Act.

We would normally request such a report in the following circumstances: where an employee complains of an ongoing health problem which is affecting his/her ability to do your job; where an employee claims that any aspect of his/her job is creating a health problem; where his/her absence gives cause for concern; where an employee has been absent for some time and there is doubt about when he/she may be able to return to work.

We may also request a medical report if we are considering dismissal for either unsatisfactory attendance made up of repeated short absences or a long-term health problem. In addition if an employee has any health problem that could be considered a disability we would wish to seek a report in order to obtain guidance on what, if any, reasonable adjustments should be made to assist him/her in performing his/her duties satisfactorily.

An employee who is ill either whilst absent from work on authorised holiday, or just prior to taking authorised holiday, should see the section entitled "Sickness Whilst on Holiday".

All employees are required to co-operate with our procedures, including providing medical advice, and ensuring we are kept informed of any developments in their treatment or condition.

In addition to the above, we have contracted external occupational health advisors whom we may ask to advise us generally, and also to assist with the rehabilitation of those returning to work after lengthy absences or following serious illness or injury. Our standard employment contracts contain a clause requiring that employees co-operate with us by attending any occupational health assessments organised for them. Failure or refusal to do so would be a breach of contract, and could lead to any contractual sick pay being withdrawn, as could the failure to authorise us to obtain a medical report.

18 EXCESSIVE ABSENTEEISM

Employees who have a number of short absences that together comprise an unacceptable overall level of absence, will be seen by their Head of Department/HR Manager to discuss the frequency and reasons for these absences. This will be on grounds of unsatisfactory attendance, and will apply irrespective of whether the absences are believed to be genuine or not.

If a member of staff has 5 or more days' absence, other than agreed leave, over a two-month period they will be invited to attend a review meeting.

At this meeting the reasons for the absence will be discussed and an assessment made whether any assistance can be given by Pembroke College to help the employee. Once a full assessment has been made, absence targets may be set for the employee and further review meetings arranged. If these targets not met, it is a possibility that the disciplinary process will commence.

Procedures are designed to provide protection to staff who are ill or facing other difficulties and to ensure that any problems staff might be facing at work can be dealt with quickly, whilst also ensuring that departments are able to provide an excellent service without burdening other staff.

The Head of Department will explain what we consider to be an "acceptable" level of attendance. What is "acceptable" may be different depending on the nature of the work, the ability of the department to provide cover, the employee's length of service, previous absence history, the reasons given for the absences and the treatment of other employees in similar situations.

If, despite warnings, attendance remains unsatisfactory, this may result in dismissal. Prior to dismissal, the employee will be sent a letter inviting him/her to attend a formal meeting to discuss his/her attendance. The employee may be accompanied at this meeting by a Fellow, work colleague or a trade union representative. The reasons for the absence, and the individual's overall level of attendance will be fully discussed. If a decision is taken to dismiss, this will be confirmed in writing together with details of any right of appeal and our appeals procedure.

19 LONG TERM SICKNESS

We will normally make arrangements to see employees who are absent from work for a period in excess of 4 weeks. This may be either at work or at their home, to update ourselves on their progress and to ask for their permission to obtain a doctor's or consultant's report. The employee has the right to refuse this permission, but it should be emphasised that the reason for this request is to help us manage the situation and it will usually be to his/her advantage if we are able to get further information about his/her likely date of return to work, whether any medical restrictions should be placed on his/her activities, and whether he/she has any condition which would be classed as a disability.

We will aim to inform an employee who is about to exhaust his/her entitlement to either SSP or College sick pay. Note that an employee who has exhausted his/her sick pay is still required to comply with our absence notification procedure and to send in Statements of Fitness for Work to cover his/her absence.

Employees may choose to request to take some of their annual leave during periods of sickness absence, or prior to returning to work. Employees who are unable to take at least the basic four weeks' statutory holiday entitlement during the holiday year (including any bank/public holidays taken as paid leave) the shortfall may be carried forward until the next holiday year. Statutory leave will continue to accrue during periods of long-term sick leave. Contractual leave in excess of this will cease to accrue after 13 weeks' absence and will only start to accrue again once the employee returns to work.

It should be noted that you cannot claim sickness pay for Bank Holidays as these are non-working days.

If the absence continues at a level that we deem unacceptable, or if it becomes evident that there is little likelihood of a return to work, we will reassess the situation and may take a decision to dismiss on grounds of ill-health.

If dismissal is being considered we will write to the employee giving advance notice of a formal meeting to discuss the situation. The employee may, if he/she wishes, be accompanied at this meeting by a Fellow, work colleague or a trade union representative.

Before reaching a decision we will take into account the nature of the illness, any advice we have received from a doctor, consultant or occupational health professional as to likely return to work and future capabilities, length of service, previous absence history and performance. If the absence is due to a reason related to a disability, we will also wish to explore any ways of accommodating this.

If a decision is taken to dismiss, this will be confirmed in writing, together with details of any right of appeal and the appeals procedure.

20 HEALTH CONCERNS AND CONTACT WITH INFECTIOUS AND CONTAGIOUS DISEASES

An employee who suspects that they may be suffering from, or who is diagnosed as suffering from, any condition which may affect his/her ability to do his/her job is required to notify his/her Head of Department in order that the College may take all reasonable steps to ensure his/her well-being at work.

Any employee who has been in contact with an infectious or contagious disease (including diphtheria, typhoid, paratyphoid, polio or tuberculosis) should report the fact immediately to his/her Head of Department and then obtain advice as to whether it is necessary to remain away from work. Such absence will be treated as paid sick leave.

Any employee who has been in contact with measles, mumps, whooping cough, German measles (rubella) or chicken pox need not normally remain away from work.

21 ACCIDENTS WHILST AT WORK

The details of any absence that is related in any way to an accident at work should be recorded on a First Aid Report Form at the time of the accident. This form should be completed by a First Aider of the College. If this was not completed before the absence it must be completed on the employee's return to work.

22 ABSENCE WHILST ON HOLIDAY

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

In this case the employee is required to phone his/her Head of Department on each day of the illness to confirm that he/she is ill and, if he/she would be entitled to contractual sick pay during this period, provide a medical certificate covering the total period of the absence. Note that self-certification may suffice for SSP but is not regarded as sufficient for the payment of contractual sick pay whilst absent on pre-authorised holiday.

An employee who falls sick on a working day directly before or after a bank or public holiday, or directly before or following absence for authorised holiday, WILL be required to produce a Statement of Fitness to Work in order to qualify for contractual sick pay.

23 EMERGENCY TIME OFF FOR DEPENDANTS

Our absence policy and payment schemes relate to absence due to employees' own illness or injury, not that of other members of their family or dependants. Emergency time off to deal with the urgent unforeseen needs of a dependant will be authorised but this will normally be unpaid.

24 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 a locked filing cabinet 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 Office but the employee and his/her Head of Department can request to see the individual details.

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.

25 RELATED POLICIES

We also have the following related policies: maternity, adoption and paternity leave, parental leave and time off for dependants.

26 IMPLEMENTATION, MONITORING AND REVIEW OF THIS POLICY

This policy will take effect from 1st November, 2014. The HR Manager has overall responsibility for implementing and monitoring this policy, which will be reviewed on a regular basis following its implementation (at least annually) and additionally whenever there are relevant changes in legislation or to our working practices.

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

BULLYING AND HARASSMENT POLICY

1 INTRODUCTION

We believe all employees and workers have the right to work in an environment free from bullying behaviour and any form of harassment, be it on the grounds of a protected characteristic (race, sex, disability, sexual orientation, religion or belief, age, marital status or civil partnership, pregnancy/maternity, gender reassignment) or appearance. Such behaviour will not be tolerated and we seek to ensure that our working environment is sympathetic to everyone with whom we deal in the course of our working activities and that they are treated with dignity and respect.

This policy is not contractual, but aims to set out how we normally deal with such issues.

2 SCOPE OF THIS POLICY

This policy applies to all employees and workers at all levels at Pembroke College. It applies equally to an employee bullying or harassing a Head of Department as the other way round. In addition, we aim to ensure that employees are protected from harassment of any kind from clients, customers and other contacts.

3 AIMS OF THIS POLICY

This policy aims to ensure that a no-tolerance stance on bullying and harassment is implemented by all Heads of Department; to provide guidance and a means by which any employee or worker who feels that he/she is being subjected to such behaviour may raise the subject without fear of reprisal and under which any problems may be resolved and any further recurrence prevented.

4 LEGAL CONSIDERATIONS

The following pieces of legislation apply to this policy:

- The Health and Safety at Work Act 1976.
- The Protection from Harassment Act 1997.
- The Equality Act 2010 (harassment arising from a protected characteristic).

5 DEFINITIONS

Bullying is defined as persistent behaviour against an individual that is intimidating, degrading, offensive or malicious and 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 personal characteristics of an individual (whether perceived or real), or by association (e.g. related to the individual's relationship or dealings with others who have that personal characteristic). It may be persistent or an isolated incident and can take many forms, from relatively mild banter to actual physical violence.

Employees may not always realise that their behaviour constitutes bullying or harassment, but they must recognise that what is acceptable to one person, may not be acceptable to another person.

6 RESPONSIBILITY

It is the duty of Heads of Department and supervisors to implement this policy and all employees are expected to comply with it.

Any Head of Department or supervisor who becomes aware of behaviour which breaches this policy, irrespective of whether a complaint has been made or not, has a responsibility to take the matter forward through investigation and to ensure that it is dealt with confidentially and promptly.

Employees also have a responsibility to behave appropriately in the workplace. They should point out to other employees their concerns if they observe or have evidence of inappropriate behaviour and should respond promptly to any feedback on their own behaviour, be it from a colleague or Head of Department.

7 EXAMPLES OF BULLYING AND HARASSMENT

We outline below the types of behaviour that are unacceptable and the actions employees should take if they feel they are being subjected to 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 which could lead to summary dismissal.

- **Unwanted physical contact** - such as unnecessary touching; patting; pinching; brushing against another person's body; insulting behaviour or obscene gestures; physical threats; aggressive behaviour and/or assault.

- **Unwanted verbal conduct** - such as unwelcome advances; patronising titles or nicknames; offensive or insulting comments; propositions or remarks; innuendo; lewd or suggestive comments; over-familiar behaviour; slogans or songs; insensitive jokes; gossip and slander (including speculation about a person's private life and sexual activities); banter or abusive/offensive language which is either threatening or refers to a person's sex, race (including colour and ethnic or national origin), disability, religion or belief, sexual orientation, age, marital status or civil partnership, or gender reassignment.
- **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) or videos 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; and personal abuse, either in public or private, which humiliates or demeans the individual involved.
- **Virtual bullying** - includes distribution of unwanted emails, texts, images or humiliating data published on social networking internet sites or abusing our technology or the employee's own technology to contact the employee in an intimidating or malicious manner.
- **Co-ercion** - including threats of dismissal or 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 etc.
- **Isolation or non-co-operation at work** - deliberate exclusion from communications including group emails, conversations or social activities; setting unrealistic deadlines; substituting responsible tasks with menial or trivial ones; withholding information or giving false information; constantly undervaluing effort.

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, continuing after the person subjected to it makes it clear he/she wants it to stop.

All employees should note that any act of bullying or harassment committed by them in the course of their employment will be dealt with under this procedure. This includes not only situations occurring whilst at work, but also at any time on College premises, or externally whilst attending social functions or training courses etc. in the course of their employment. This policy also covers emails, phone calls and texts made outside of work using either our or the employee's own equipment, as well as abusing employees via social networking sites, such as Facebook or MySpace.

A useful reminder to employees is as follows:

- If you wouldn't say or do this in front of your parents, partner or close friend of the same or opposite sex, don't say or do it.
- If you wouldn't want your words or actions to be the subject of newspaper or TV reporting, don't say or do it.
- If in doubt, don't say or do it.

8 WORKING ENVIRONMENT

In addition to bullying and harassment at work being a violation of employment and health and safety laws, and also a contravention of criminal and/or civil law in some circumstances, this type of behaviour can reduce the effectiveness of our organisation by creating a hostile or threatening environment. The damage, tension and conflict which harassment and bullying creates not only results in poor morale for all, but also divided teams and reduced productivity. Employees can be subject to fear, stress and anxiety, which not only affect their contribution within the workplace but can also put great strains on their personal and family life, leading to illness, increased sickness absence and staff turnover.

Therefore, all employees will be informed of our policy towards bullying and harassment and that all complaints of harassment will be treated very seriously. All managers and supervisors must ensure that this policy and procedure is adhered to at all times.

The display of offensive material (including "pin-up" calendars) is not permitted and any such offending material will be removed and destroyed.

9 PROCEDURE FOR DEALING WITH BULLYING OR HARASSMENT

The sensitive nature of complaints of bullying or harassment is recognised and therefore a choice of routes is provided in order to encourage employees to discuss their problems in confidence with

someone they trust and feel comfortable talking to. Any employee who believes he/she has been the subject of harassment or bullying in the course of his/her work may either initially address the matter informally with his/her immediate Head of Department or may make a formal complaint using this or another procedure. If he/she prefers, one of the following designated people may be contacted as an alternative: Head of Department or the HR Manager. In all cases, we will treat the matter as strictly confidential.

10 DEALING WITH BULLYING AND HARASSMENT AT AN INFORMAL STAGE

If, at any time, you feel you are a victim of bullying or harassment, you should make it clear to the perpetrator that the behaviour is unacceptable to you and must stop. If you feel unable to do this verbally then a written request may be effective, or alternatively you may request one of the people designated above to approach the person on your behalf or to help you in taking such action. The latter approach may be more effective if the perpetrator is a client, customer or business contact.

The individual may wish to keep a written record of the details of any incidents of perceived bullying, and retain any texts, emails, voice messages or other evidence that may support his/her allegations.

11 FORMAL PROCEDURE

Where informal methods fail, or serious bullying or harassment occurs, you are advised to bring a formal complaint and to seek assistance from one of the people designated above to do so. Whilst recognising your feelings and the effect the alleged behaviour may have had on you, it is important to establish the facts and you will be asked to provide details of your allegations, for example,

- 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?

The complaint may be made either to your Head of Department or the HR Manager. You may, if you wish, be supported throughout the procedure and at any meetings by any of the people designated above or by a colleague of your choice.

The person receiving the complaint will carry out a thorough investigation as quickly as possible. When asking questions it is important for Heads of Department to be sensitive and to take care not to phrase questions in a way that implies that the bullying/harassment may in some way have been directly or indirectly invited, and to avoid remarks that appear to trivialise the experience, or suggest that it was imaginary. The intention of the alleged bully/harasser is irrelevant; it is the effect on the complainant that is important.

All employees (and also any external parties) involved in the investigation are expected to respect the need for confidentiality. Failure on the part of employees to comply will 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.

If the alleged bully/harasser is an employee, the Head of Department dealing with the complaint will invoke the disciplinary procedure to ensure that an employee accused of such behaviour has every opportunity to defend or explain his/her actions. The employee 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 employee believed to be guilty of bullying or harassment will be consistent with other disciplinary offences. Where the bully/harasser is given a warning short of dismissal, discussions will take place with you, and, where necessary, any reasonable steps will be taken to alter working practices to minimise contact between you.

An employee who receives a warning or is dismissed for bullying or harassment may appeal against the penalty in accordance with our 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 a complaint is made against a client/customer, or other contact of the College it will be investigated and such steps will be taken as are reasonably practicable to protect the employee or worker.

Any employee who brings a complaint of bullying or harassment will not suffer victimisation for having made the complaint. The complainant should not be moved, except at his/her request or in exceptional circumstances. However if the complaint is untrue and has been brought in bad faith (e.g. spite) disciplinary action will be taken.

12 FOLLOWING THE INVESTIGATION

Once the case has been resolved, and time has been given to allow relationships to stabilise and return to normal in the workplace, contact should be maintained with the affected employees informally. If further problems of bullying, harassment or victimisation are encountered, or you continue to suffer stress or anxiety, immediate action should be taken to investigate or find a solution.

13 GRIEVANCE PROCEDURE

Our bullying and harassment policy is intended to give guidance and support taking into account the sensitivity and serious nature of such issues. However, if you are not happy with the outcome of a complaint you have raised under this bullying and harassment policy, or if, after time, the situation has either not improved or has deteriorated again, you may wish to use the grievance procedure instead. You may also use our grievance procedure as an alternative (but not an additional procedure for the same issue) if you prefer.

14 RELATED POLICIES

We also have the following related policies: equal opportunity, whistleblowing, grievance and disciplinary procedures.

15 IMPLEMENTATION, MONITORING AND REVIEW OF THIS POLICY

This policy will take effect from 1st November, 2014. The HR Manager has overall responsibility for implementing and monitoring this policy, which will be reviewed on a regular basis following its implementation (at least annually) and additionally whenever there are relevant changes in legislation or to our working practices.

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

DISCIPLINARY PROCEDURE

1 INTRODUCTION

In any organisation there is a need for rules and standards. It is important that any breaches of our rules or failure to achieve and maintain satisfactory standards of conduct, attendance and job performance are dealt with effectively, fairly and consistently.

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

All Heads of Department are reminded of the requirement to comply with the ACAS Code of Practice on Disciplinary and Grievance Procedures.

2 SCOPE OF THIS PROCEDURE

This procedure applies to all employees, other than those in their probationary period.

3 AIMS OF THIS PROCEDURE

This procedure aims to help and encourage all of our employees to achieve and maintain satisfactory standards and to ensure consistent and fair treatment for all.

4 LEGAL CONSIDERATIONS

The following legislation applies to this procedure:

- The Employment Rights Act 1996.
- The Employment Relations Act 1999.
- The Employment Act 2008.
- The ACAS Code of Practice on Disciplinary and Grievance Procedures.

Whilst not a legal requirement, failure to follow the Code will be taken into account in any subsequent tribunal proceedings.

5 CORE PRINCIPLES

The following core principles should be followed by those dealing with disciplinary matters:

General

- No disciplinary action will be taken without full and proper investigation, undertaken by an appropriate level of management.
- In misconduct cases, where practicable, different people will carry out the investigation and disciplinary hearings. An investigatory meeting will not by itself result in any disciplinary action.
- The investigating Head of Department will establish the facts promptly before memory fades, and take statements from any witnesses.
- Each step in the procedure will be taken without unreasonable delay and the timing and location of any meetings will be reasonable and any meeting held in as private a location as possible without interruptions.
- A fair disciplinary process will always be followed, up to and including cases of dismissal for gross misconduct.
- We may omit any of the stages within the disciplinary procedure detailed below. It should be noted that, despite ongoing disciplinary action, an individual may be dismissed for another unrelated disciplinary matter if sufficiently serious.
- It is recognised that the circumstances of each case will be different and that each case therefore should be treated on its merits.
- A right to appeal will apply at every formal stage of this procedure.

Suspension

- Except for paid suspension, (used purely as a precautionary measure to allow a fair and impartial investigation to take place, and without any prejudgement of the outcome of any subsequent disciplinary hearing), no action will be taken against an employee until a disciplinary hearing has been held.

Invitation to hearing

- The employee will always be given written notice of an invitation to a disciplinary hearing of which he/she is the subject, and will be advised of the nature of the complaint against him/her, the circumstances that have led to us contemplating the need for disciplinary action or dismissal and the procedure to be followed. Copies of any written evidence will normally be provided in advance of the hearing.

- The employee will be given sufficient information and time to enable him/her to prepare a response. This may vary depending on the circumstances of each case but is not likely to be less than 24 hours.
- If either the employee or his/her chosen companion is unable to attend any meeting under this procedure for a reason that was not foreseeable at the time the meeting was arranged, we will attempt to rearrange the meeting for a date within five working days of the original planned date. However, the employee is expected to take all reasonable steps to attend the hearing on the appointed date and at the appointed time. Where an employee persistently is unable or unwilling to attend an agreed disciplinary meeting, without good reason, a decision may be made in the employee's absence based on the evidence available.

At the hearing

- At all formal stages of this procedure the person chairing the meeting is advised to be accompanied by a suitable employee of the College who will act as a witness and take full notes/or record everything that is said. Where no internal person of sufficient seniority or confidential status is available, or where preferred, an external party may be invited to attend in this capacity.
- Under no circumstances should any meeting or conversation be recorded without the prior permission of those present.
- In addition, the employee will have the right to be accompanied by a Fellow of the College, work colleague, a representative of a trade union (who must be 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 an official employed by a trade union. The employee should tell the person conducting the hearing in advance whom he/she has requested to act as a companion. If the employee does not wish to be accompanied this should be noted.
- The companion is there to act as a witness to what is said, to provide moral support and to assist and advise the employee in presenting his/her case. He/she may address the hearing (provided the employee wishes this), ask questions on behalf of the employee and confer with the employee but not answer questions on behalf of the employee, nor may the companion prevent the employer from explaining its case. Work colleagues may not be compelled to attend as a companion.
- If the employee is disabled, reasonable adjustments will be made to ensure that he/she is not disadvantaged at the hearing. This may include the provision of further assistance (e.g. for a signer or other support) where necessary. Arrangements may also be made to assist any employee who does not have English as his/her first language and who may need an interpreter.
- The person conducting the disciplinary hearing will outline the complaint against the employee and go through the evidence that has been gathered. The employee will be given the opportunity to present any information in his/her defence, explain or comment before any decision is made. Either party may ask questions, call witnesses, submit witness statements and also question any witnesses called by the other party. If the employee wishes to call any witnesses, he/she should notify the person conducting the hearing in advance. Witnesses cannot be compelled to attend.
- A disciplinary hearing may be adjourned at any stage by the person conducting the hearing in order to calm a tense situation, to check out facts, or to take advice. Such adjournments will be kept brief, wherever possible in order not to hold up the resolution of the hearing, but may be extended where particular information needs to be checked in the interests of fairness or consistency.

Making a decision

- Before making any decision on disciplinary action, the College will take into account the employee's disciplinary and general record, any similar precedents, any mitigating circumstances or explanations given by the employee, what would be reasonable under the circumstances and whether any training, additional support or adjustments to the role or workload are necessary.
- An employee who is given a disciplinary warning or improvement note will be told where his/her performance or conduct falls short of what is considered satisfactory, what improvement is required, and over what timescale this is to be achieved. For employees who are under-performing, a review date will be set and we will also confirm any support, including training that we will provide to assist the employee.
- A decision to dismiss should only be taken by someone with the authority to do so. The reason for dismissal will be confirmed in writing, together with the date on which the employment will end, the appropriate period of notice and the right of appeal.

Post hearing

- Any warning or improvement note will be confirmed in writing to the employee. It will identify the next stage in the procedure (should the employee fail to reach a satisfactory standard or commit a further act of misconduct), specify for how long the warning will stand, and will inform the employee of his or her right of appeal.

- If the employee's standard of work or conduct remains unsatisfactory, and, after warnings, remains below the level that is acceptable, he/she may be dismissed.

6 EXAMPLES OF GENERAL MISCONDUCT

The following is a non-exhaustive list of examples of offences which amount to misconduct falling short of gross misconduct:

- Unauthorised absence from work.
- Unsatisfactory time-keeping or attendance.
- Unsatisfactory job performance.
- Time wasting.
- Failure to follow a reasonable management instruction.
- Minor contravention of health and safety regulations.
- Disruptive behaviour.
- Unauthorised use of the telephone.
- Unauthorised use of e-mail and/or the Internet.
- Failure to wear personal protective equipment, if issued.
- Minor damage to College property.
- Minor breach of College rules.
- Leaving work without authority.
- Failing to follow our absence notification procedures.
- Persistent absence/sickness.
- Taking extended breaks.
- Disrupting College business by receiving and making what we consider to be excessive personal telephone calls.

7 EXAMPLES OF GROSS MISCONDUCT

An employee will not normally be dismissed for a first incident of misconduct, unless it amounts to gross misconduct, in which case summary dismissal without notice and without the need for any prior warnings may take place.

The list below is not exhaustive, but is a guide to the types of offence which normally result in summary dismissal (e.g. dismissal without notice or pay in lieu of notice):

- Theft, fraud or falsification of records e.g. Pembroke College documentation, expense claims or attendance records etc.
- Being under the influence of excessive alcohol.
- Being in possession of, or under the influence of, non-medically prescribed drugs.
- Assault or fighting, either on our premises or whilst engaged on our business, or where the act committed irrevocably damages the required trust and mutual confidence between Pembroke College and the employee.
- Violent, abusive or intimidating conduct.
- Act of unlawful discrimination, harassment, bullying or offensive behaviour.
- Misuse of property belonging to Pembroke College or of our name.
- Malicious damage to property belonging to Pembroke College, our clients/customers or other employees.
- Flagrant disregard of our procedures, rules and regulations.
- Any action in serious breach of legislative requirements which may affect the College.
- Gross negligence.
- Use of foul language or any act that violates commonly accepted standards of behaviour.
- Actions which damage the reputation of Pembroke College or bring it into disrepute - this includes taking part in activities which result in adverse publicity for the College, or which cause us to lose faith in the employee's integrity.
- Any action constituting a criminal offence which makes the employee unsuitable for employment with us.
- Unauthorised use or disclosure of confidential information.
- Failure to disclose correct information on our application form.
- Serious breach of Health and Safety rules.
- the acceptance or giving of anything that could be construed as a bribe.
- Acts of dishonesty.
- Undertaking private work on our premises and/or during working hours without express permission.
- Accepting gifts from outside organisations which have not been approved by Pembroke College.
- Driving whilst under the influence of unlawful drugs or alcohol.

- Using a hand held mobile phone whilst driving or in control of a College vehicle at any time, or whilst driving or in control of any vehicle whilst on our business.
- Smoking in an unauthorised area where this constitutes a serious risk to health and safety.
- Sleeping on duty (with the exception of the night duty Porter at the agreed hours).
- Inappropriate use of the Internet or computer misuse in breach of our policies. This includes deliberately accessing Internet sites containing pornographic, offensive or obscene material or the inappropriate use of social media.
- Setting off an alarm, such as a burglar or fire alarm, deliberately and without good cause.
- Gambling, bribery or corruption.
- Loading unauthorised software.

8 INFORMAL COUNSELLING

We recognise that cases of minor misconduct or poor performance may best be resolved through informal counselling, goal or target setting, advice or training and these do not form a formal part of this procedure.

Where an improvement is required, we will ensure that the employee understands what is required, how it will be measured and over what period. Any agreed action plan will be confirmed in writing.

Where a sustained improvement is not apparent, where matters are more serious or the issue is one of misconduct, the formal disciplinary procedure will be used.

9 SUSPENSION

We reserve the right at any stage of this procedure to suspend the employee. Suspension will be on full basic pay, and will be for as short a period as possible in order to carry out any investigation of an alleged serious offence or to prevent any recurrence. Such suspension is not disciplinary action, and does not involve any prejudgement.

If suspended the employee must be available to attend any fact-finding interview called during the suspension period. Contact will be maintained with the employee throughout the period of suspension to keep him/her informed of the investigation. An employee who is suspended will only be allowed to contact Pembroke College through a nominated person.

Heads of Department are permitted to authorise suspension.

10 STAGES OF THE PROCEDURE

Verbal warning

For unsatisfactory performance or misconduct of a relatively minor nature

First written warning (or improvement note)

For incidents of misconduct or unsatisfactory performance

Final written warning

For further continued unsatisfactory performance or further misconduct or if an incident of serious misconduct occurs

Dismissal with notice

For continued unsatisfactory performance or conduct

11 GROSS MISCONDUCT AND SUMMARY DISMISSAL

Certain offences may be regarded as so serious as to render the employee liable to summary dismissal without prior warning (see examples below). A dismissal for gross misconduct will only be made following a disciplinary hearing and will be confirmed in writing, giving the reasons for dismissal, confirming that the employment terminates immediately without notice, or pay in lieu of notice, and outlining the employee's right of appeal

12 PENALTIES OTHER THAN DISMISSAL

There may be circumstances where we consider alternative disciplinary action to dismissal to be appropriate. Such action could include suspension without pay, demotion (which may result in a reduction in pay for the employee), or transfer to another position which may result in a reduction of pay.

13 DURATION AND REMOVAL OF WARNINGS

Warnings will remain 'active' for the following periods, unless a different period is confirmed in writing to the employee:

- **Verbal warning:** six months from the date the warning is notified to the employee or such other period as may be specified.
- **First written warning or improvement note:** twelve months from the date the warning is notified to the employee or such other period as may be specified.

- **Final written warning:** twelve months from the date the warning is notified to the employee, or indefinitely, depending on the circumstances resulting in the warning.

Following completion of the appropriate period the warning will no longer be active and will normally be disregarded for the purposes of any future disciplinary action. Records of disciplinary warnings will however be retained on file for purposes of disclosure as required by regulation 11 of the Transfer of Undertakings (Protection of Employment) Regulations 2006.

A copy of the written confirmation of any warnings, improvement notes, dismissal, suspension or other disciplinary penalty (plus any appeal documentation) will be given to the employee and a copy placed on the employee's personnel file. Such documentation will be regarded as confidential.

14 AUTHORITY TO GIVE DISCIPLINARY WARNINGS AND TO DISMISS

The following are authorised by Pembroke College to give warnings or dismiss as follows:

- **Verbal warning:** Head of Department.
- **First or final written warning or improvement note:** Head of Department.
- **Dismissal or other penalty such as disciplinary transfer or demotion/loss of pay:** Head of Department/Bursar.

15 APPEAL

An employee who feels that a disciplinary warning, improvement note or dismissal is unfair may appeal against it. Such appeals should be lodged, in writing, without unreasonable delay (we would expect this to be within seven calendar days of the decision being notified to the employee). The employee should clearly state the grounds on which the appeal is made (e.g. the finding is unfair, the penalty is too harsh, new evidence has come to light, or because of a procedural defect).

An appeal hearing will be arranged without unreasonable delay. Where possible, the appeal will normally be heard by a member of staff senior to the person making the original decision, and not previously connected with the disciplinary process, so that an independent decision may be made. If this is not possible, a further independent party, or other external party, may be requested to attend the hearing and advise.

The person conducting the appeal is advised to be accompanied by a suitable employee of Pembroke College who will act as a witness and take full notes of everything that is said. Where no internal person of sufficient seniority or confidential status is available, or where preferred, an external party may be invited to attend in this capacity.

The employee may, if he/she so wishes, be accompanied by a work colleague, a trade union representative (who must be 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 by an official employed by a trade union at any appeal hearing. The employee should tell the person conducting the appeal hearing in advance whom he/she has chosen as a companion. As with a disciplinary hearing, the companion will be able to address the hearing, ask questions on behalf of the employee and to confer with the employee, but not to answer questions on behalf of the employee.

If either the employee or his/her chosen companion is unable to attend an appeal meeting arranged under this procedure, for a reason which was not foreseeable at the time the meeting was arranged, we will attempt to rearrange the meeting for a date within five days of the original planned date.

If the employee is disabled, reasonable adjustments will be made to ensure that he/she is not disadvantaged at the hearing. This may include the provision of further assistance where necessary. Arrangements may also be made to assist any employee who does not have English as his/her first language and who may need an interpreter.

The grounds of the appeal will be considered when deciding the extent of any new investigation: it may be that a complete re-hearing will be held should there be any suspected procedural defects. The employee will be notified of the appeal decision in writing: whatever decision is taken at the appeal hearing will be final.

16 AUTHORITY TO HEAR APPEALS

The following are authorised by Pembroke College to hear appeals as follows:

- **Verbal warning:** Bursar.
- **First or final written warning or improvement note:** Bursar.
- **Dismissal or other penalty such as disciplinary transfer or demotion/loss of pay:** Bursar.

17 PROBATIONARY EMPLOYEES

Employees who are still within their probationary period are not covered by this procedure. If a probationary employee is not performing satisfactorily, or there are incidences of misconduct, he/she will normally be seen by his/her Head of Department, informed of any shortcomings in performance or conduct, offered training and support (where appropriate), and warned that failure to improve will result in dismissal. If there is doubt about the employee's ability to reach a satisfactory standard, the probationary period may be extended, in which case the employee will be told of this and a new date set for the expiry of the probationary period. If the employee is unable to reach a satisfactory standard of performance or conduct, he/she will normally be invited to a formal meeting (with the right to be accompanied) prior to a decision being taken concerning his/her continued employment.

A probationary employee who commits an act of gross misconduct will be summarily dismissed.

18 ABSENCE DURING DISCIPLINARY PROCEEDINGS

We recognise that disciplinary situations can be stressful for both the employee involved and also any other employees who are asked to give witness statements or to participate in the procedure in any way. However, we believe that in most cases this stress is best alleviated, and working relationships maintained, by completing the disciplinary procedure quickly.

Where an employee or worker is unfit for work, this does not necessarily mean he/she is unfit to attend an investigatory meeting or a disciplinary hearing and employees must make every effort to co-operate with us in completing the disciplinary process.

If an employee is absent due to illness or other reasons such as maternity/adoption/paternity/parental or other leave, we will consider, in consultation with the employee (and/or his GP in the case of illness), whether there are any reasonable adjustments that can be made to enable the case to be progressed (eg by allowing the employee to make further written submissions, by conference call or by holding the meeting at a different venue).

If, after an attempt to contact the employee or worker, we reasonably believe that he/she is unlikely to attend a meeting in the near future or to provide any further information, we may decide the matter without the employee or worker's further input, based on the evidence and information available to us. We will write to inform the employee of our intentions to proceed in his/her absence before taking any decisions.

19 MEDIATION

There may be circumstances where we consider that it may be beneficial to use mediation to help resolve an issue. Mediation is not suitable in all circumstances and will not necessarily be offered, but where appropriate and offered, may be introduced at any stage of the process where both parties are in agreement that this could be an effective approach.

Where mediation is introduced before or during the disciplinary process, the disciplinary procedure may be adjourned whilst the mediation is being undertaken. Should mediation prove unsuccessful the disciplinary procedure will be resumed.

20 RELATED POLICIES

We also have the following related policies: bullying and harassment, absence reporting and sick pay; grievance procedure.

21 IMPLEMENTATION, MONITORING AND REVIEW OF THIS PROCEDURE

This policy will take effect from 1st November, 2014. The HR Manager has overall responsibility for implementing and monitoring this policy, which will be reviewed on a regular basis following its implementation (at least annually) and additionally whenever there are relevant changes in legislation or to our working practices.

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

DRIVING ON BUSINESS POLICY

1 INTRODUCTION

Every week more than 20 people are killed and 250 seriously injured in 'at work' road accidents. This figure excludes accidents that occur whilst commuting to/from work.

This policy is non-contractual but seeks to set out how Pembroke College aims to manage the issue of driving on business.

2 SCOPE OF THIS POLICY

This policy applies to all Fellows, students, employees and workers and volunteers who drive on College business, whether this be in a vehicle owned/leased by Pembroke College or in their own vehicles. It includes those whose business travel is infrequent, and also those who use their own vehicles or hired vehicles to travel to/from clients, training courses, seminars or work-related functions of any kind.

3 AIMS OF THIS POLICY

We aim to ensure that those who drive on business do so safely, and that any risks are identified and reduced as far as is reasonably practicable.

In order to do this, we will:

- Maintain relevant records about those who drive on business, including their annual business mileage, where and when they travel on business, any endorsements on their licences and any health conditions that may affect their ability to drive safely.
- Carry out health and safety risk assessments and establish what their risks and exposures are, and how they can minimise these (these will include route and delivery point assessments).
- Ensure that health checks are up to date (including eyesight) for regular drivers.
- Undertake regular checks of driving licences and company vehicles.
- Require those who claim expenses for driving their own vehicle to confirm that their vehicle is taxed, MOT'd (where appropriate) and insured for business use.
- Regularly review our accident reporting procedures and ensure that any accidents whilst driving on business, including in private or hired vehicles, are promptly reported to us.
- Provide safety instruction and driving assessments where we feel this to be necessary.
- Regularly review the time spent driving on business, and ensure that working time and breaks comply with the Road Transport (Working Time) Regulations (or Working Time Regulations for those who drive infrequently on business).

4 LEGAL CONSIDERATIONS

The following pieces of legislation apply to this policy:

- The Health and Safety at Work etc. Act 1974.
- The Road Traffic Act 1991.
- The Working Time Regulations 1998.
- The Management of Health and Safety at Work Regulations 1999.
- The Road Transport (Working Time) Regulations 2005.
- The Corporate Manslaughter and Homicide Act 2007.

5 DEFINITIONS

For the purposes of this policy the following definitions apply:

- A "company vehicle" is any car or van that is provided by Pembroke College.
- "Driving on business" includes any journeys made by an employee or worker driving either a company vehicle or their own personal vehicle and covers all journeys other than to and from their normal place of work.

6 VEHICLE INSURANCE

The Insurance Policy held by Pembroke College for the College Van and any vehicle leased by the College stipulates that:

- The College Insurance Policy requires us to send a copy of the driver's licence for any driver who has acquired three penalty points over the last three years.
- Drivers who have more than six points on their licence are not allowed to drive the College Van or any leased vehicle.

Employees who use their own vehicle to drive on College business must ensure the vehicle is insured for this purpose.

7 RESPONSIBILITIES

Fellows, students and employees are expected to support this policy fully and to ensure that all practical measures are taken and appropriate resources in the form of finance, equipment, personnel and time are made available in respect of enhancing safety whilst driving at work.

Head of Departments and supervisors must:

- Bring this policy to the attention of all those who report to them and who are permitted to drive on business and ensure that it is adhered to.
- Ensure that anyone who drives on business is insured to do so.

Drivers are expected to make themselves familiar with this policy and to ensure that they practice safe methods of driving at all times.

8 RISK ASSESSMENTS

Drivers who are identified as being potentially more at risk may require a detailed risk assessment to be carried out for them. Urgent action will be taken for drivers with severe pain or a medical history of low back injury, with an inappropriate vehicle, high driving exposure or other risk factor. These drivers will be offered support until their risk is deemed to be low.

9 MINIMISING STRESS AND FATIGUE

It is appreciated that most journeys carried out by Pembroke College employees/students/Fellows are short local journeys. However, if it is deemed suitable, guidance will be issued to all drivers on how to avoid falling asleep while driving, including route planning, rest breaks and avoidance of driving long journeys if alternative transport is available. Guidance will also be provided on the importance of ergonomics, as the lack of correct comfort and position whilst driving can lead to poor posture, tiredness, irritability and lack of concentration. The correct footwear will be stressed as an important part of driving ergonomics.

Overnight stays will be offered where appropriate, rather than having long journeys at the end of a working day.

10 DRIVING STANDARDS

Drivers must drive with due care and attention, respecting all local and national traffic regulations and speed limits. They are required to take note of the condition of the vehicle, its loading, the weather and road conditions etc. and take all sensible steps to ensure the safety of the vehicle, its passengers and other road users at all times.

All drivers are reminded of the necessity to carry out regular checks on their own vehicles, including tyre condition, lights, lubricant levels, level of screenwash and any other check required for the safe operation of the vehicle whilst it is on the road.

11 JOURNEY PLANNING

Heads of Department (HODs) will encourage the proper planning of journeys to avoid known problem areas and minimise driver stress. Predicted weather conditions will be taken into account and planned journey times should be realistic. Speeding, even when under pressure to meet deadlines, will not be condoned and any employee who we believe to be guilty of driving unlawfully or without courtesy to other road users will be subject to disciplinary action.

Drivers should ensure that routes are well planned in advance wherever possible, especially if travelling alone or after dark.

Drivers should try not to drive when they would normally sleep, i.e. early morning or late at night. They should take regular breaks (a minimum break of 15 minutes is recommended after every two hours of driving) and should stop to eat and drink, rather than eating whilst driving. If feeling tired, stop in a safe place and rest for at least 15 minutes, and have a drink containing caffeine if necessary.

Drivers are also required to set their radios to pick up any traffic warnings regarding accidents etc. so that they may avoid those areas altogether.

Where possible, and where other authorised drivers are travelling together, the driving should be shared.

12 MOBILE PHONES

When driving the College Van or a vehicle leased by Pembroke College, it is a strict rule that mobile phones must not be used to make or receive calls or text messages whilst driving or temporarily stationary in busy traffic (even if the traffic is not moving). Nor must mobile phones be used whilst driving to access any sort of data (e.g. via the Internet), nor to send or receive text messages or other images. Voicemail messages should be attended to during motoring rest breaks. In addition, other Pembroke

College employees are advised not to contact colleagues on their mobile phones if they know they will be driving. This rule also applies to those with "hands-free" equipment. A driver who needs to use a mobile phone should be properly parked with the engine switched off.

Pembroke College will not be liable for the consequences of using a mobile phone under such use, and any driver who is fined for breaching the ban will be required to pay such fines themselves and may face disciplinary action.

Mobile phones may be issued to staff who do not normally have them, on a temporary basis, as a means of contacting us in case of breakdown, accident, or other risk (e.g. when travelling at night and in unsafe areas).

Employees who have a hands-free kit fitted in their own vehicle and choose to use this equipment whilst driving on College business are advised to check the insurance coverage with their insurance provider.

13 SMOKING

Smoking is not permitted in the College Van or any vehicles leased by Pembroke College.

14 HEALTH CONDITIONS AND MEDICATION

Any physical disability or illness that could affect a driver's ability to drive safely must be reported immediately to the HR Manager. Equally, an employee who is concerned that any prescribed drugs may affect his/her ability to drive safely (e.g. by making him/her drowsy or slowing his/her reactions) should always read the label on the medicine and must report any concerns to the HR Manager prior to undertaking any driving on business. The HR Manager will decide whether the driver should be able to drive the College Van.

Failure to comply with either of the above requirements will result in disciplinary action, which may include dismissal if the failure to report presents a serious risk to Pembroke College.

15 DRIVING UNDER THE INFLUENCE OF ALCOHOL OR DRUGS

Whilst driving on business, drivers are expected at all times to keep well within the legal limits for the level of alcohol in the blood whilst driving, including the 'morning after' effects of intoxicating substances in the bloodstream. Note: the drivers' breath alcohol level should not exceed 35ug/100ml; his/her blood alcohol level should not exceed 80 mg/100ml. Research shows that reactions are impaired and driving ability is reduced even when alcohol levels are well below the legal limit.

The consumption of alcohol or illegal substances is strictly forbidden either just prior to, or whilst driving a company vehicle or a personal or hire vehicle on business and will be regarded as gross misconduct, and will normally result in summary dismissal. Driving whilst under the influence of illegal drugs or other intoxicating chemicals will also be classed as gross misconduct.

We reserve the right to request anyone who drives on business to undertake a drugs/alcohol test at any time.

Any misuse of prescribed drugs while driving the College van (or a personal or hire vehicle on business), which has any potential adverse effect on the employee's fitness to drive will also render the employee liable to disciplinary action.

16 ALTERNATIVE MEANS OF TRANSPORT

We will examine alternative means of transport and encourage these to be used where practical. Where possible, we encourage the use of public transport, air or rail travel.

In order to reduce travel to external meetings, video and tele-conferencing could be used as an alternative means of communication.

17 AUDITING OF VEHICLES

Regular audits will be undertaken of vehicles owned/leased by Pembroke College. Audits will cover the condition and roadworthiness of the vehicle as well as a check of safety equipment. These checks will be carried out by the Porters Lodge/Maintenance Department.

Drivers of College vehicles are required to undertake a pre-journey check including a visual check of the vehicle, tyre conditions, windows, and lights. An inspection sheet will be given to all users by the Porters Lodge when collecting the vehicle keys.

18 ACCIDENT REPORTING

Drivers are required to report all accidents (whether driving the College Van, a leased vehicle or their own car). Near misses, including any accidents or 'near misses' in their own vehicles whilst driving on College business, must also be reported.

Drivers of the College van or any vehicle owned or leased by the College will be supplied with instructions on what to do in case of an accident and given a checklist to be completed at the site of an accident or, where this is not possible due to conditions or injury, then as soon as possible following the accident.

19 LICENCE CHECKS AND DRIVING OFFENCES

We will undertake annual checks of drivers' licences. These checks will be conducted by the HR Office. In addition, we may contact VOSA or the DVLA or use an independent verification or advisory service to check an employee's driving status or to take advice if we are concerned about the risk of driving with any health condition.

Drivers are required to immediately notify us of any speeding or other offences which may result in points on their licences. 'Points swapping' - getting colleagues or other family members to accept points from those who are closer to a driving ban - is illegal and lying about who was driving is seen as 'perverting the course of justice' and could lead to a prison sentence. Insurers view 'point swapping' as fraud and this could invalidate a policy in serious cases. Point swapping is considered to be gross misconduct by the College and may result in dismissal.

20 FINES

Pembroke College does not accept responsibility for any speeding or parking fines and requires that the driver should pay any such fines him/herself. Where fines are levied directly against the College, the amount of the fine will be deducted from the employee's next salary payment.

In addition, employees driving vehicles which are owned or leased by us are also responsible for funding the excess on insurance claims relating to them in the event of an accident caused by careless driving or negligence. In such cases a full disciplinary investigation will take place before imposing a penalty and the employee will be notified before any deductions are made from pay.

21 BREAKDOWN

Drivers of vehicles owned or leased by us will be issued with the procedures to be adopted in case of breakdown. Risk assessments will review the need for such items as a warning triangle, high visibility clothing to use in case of breakdown, first aid kits or fire extinguishers for vehicles.

22 COMMUNICATION AND ENFORCEMENT OF THIS POLICY

All those who drive on College business will be given a copy of this policy and may be reminded of it from time to time through memos, emails, training, appraisals and consultation.

23 BREACH OF THIS POLICY

We will treat offences under the policy as a disciplinary or capability issue within our disciplinary procedure. Where warnings have been issued and an employee fails to improve and puts our vehicle, him/her or members of the public at risk, then ultimately, this may lead to dismissal.

24 IMPLEMENTATION, MONITORING AND REVIEW OF THIS POLICY

This policy will take effect from 1st November, 2014. The HR Manager has overall responsibility for implementing and monitoring this policy, which will be reviewed on a regular basis following its implementation (at least annually) and additionally whenever there are relevant changes in legislation or to our working practices.

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

EQUAL OPPORTUNITIES POLICY

1 INTRODUCTION

The College is committed to ensuring that all employees, job applicants, customers, students 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 Pembroke College aims to manage equal opportunities.

2 SCOPE OF THIS POLICY

This policy applies to all employees, including those on part-time or fixed-term contracts, as well as other workers and agency staff.

3 AIMS OF THIS POLICY

The policy is designed to ensure that current and potential employees are offered the same opportunities regardless of a protected characteristic (race, sex, disability, religion or belief, age, sexual orientation, marital status or civil partnership, pregnancy/maternity, gender reassignment) or indeed 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 recognise that an effective Equal Opportunities Policy will help all staff to develop to their full potential, which is clearly in the best interests of both 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.

4 LEGAL CONSIDERATIONS

The main legislation covering equal opportunities and discrimination is contained in the Equality Act 2010. In addition, the following should be taken into consideration:

- 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.

5 DEFINITIONS

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

- Treating any individual less favourably than another on grounds of a protected characteristic (sex, race, age, disability, religion or belief, sexual orientation, marital status or civil partnership, pregnancy/maternity or gender reassignment);
- 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, e.g. 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, e.g. treating a person less favourably because he/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, e.g. someone is discriminated against because he/she associates with someone who possesses a protected characteristic;
 - Discrimination by perception, e.g. discrimination on the grounds that the person is perceived as belonging to a particular group, e.g. 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.

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.

6 RESPONSIBILITY FOR THIS POLICY

The overall responsibility for implementing and monitoring the effectiveness of this policy rests with the HR Manager of Pembroke College. Heads of Department have a crucial role to play in promoting equality of opportunity in their own areas of responsibility.

All staff, 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, job applicants or ex-employees, 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. Employees should be aware that not only is the employer liable for any cases of discrimination or harassment that occur, but individuals also may be held personally liable for their own acts and behaviour.

7 RECRUITMENT AND SELECTION

We aim through written instruction, appropriate training and supervision, to ensure that all staff responsible for recruitment and selection are familiar with this policy and apply it in conjunction with our recruitment 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.

Job Descriptions/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 us to assess their ability to do the job. Questions about marriage plans, family intentions, religious or political commitments, caring responsibilities, intention to join our pension scheme or to opt out, or about 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 adverts should encourage applications from all types of candidates and should not be stereotyped.

All adverts will state: "Pembroke College is an equal opportunity employer and values diversity". Reference to this policy will also be made on job and person descriptions.

When advertising a position which has traditionally been done by one sex, adverts should specify they are open to both sexes.

8 TRAINING AND DEVELOPMENT

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

All employees 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 part-time employees, shift workers, remote workers or those returning to work following a break are able to benefit from training. No age limits apply for entry to training or development schemes which are open to all employees.

9 TERMS AND CONDITIONS OF EMPLOYMENT

The College will ensure that all policies, including compensation, benefits and any other relevant issues associated with terms and conditions of employment, are formulated and applied without regard to a protected characteristic (sex, race, disability, religion or belief, sexual orientation, age, marital status or civil partnership, pregnancy/maternity, gender reassignment) or indeed any other characteristic unrelated to the performance of the job. These will be reviewed regularly to ensure there is no discrimination.

Employees will not be subjected to any detriment if they wish to join our pension scheme, nor will they be offered any inducement not to do so. This would include refusing promotion or training to someone who decided not to opt-out, or refusing or reducing a pay increase if it would bring the worker within the band of earnings that would make him/her eligible for auto-enrolment etc.

10 GRIEVANCES, DISPUTES AND DISCIPLINARY PROCEDURE

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

Bullying or harassment will not be tolerated and any individual employee who feels that he/she has been subjected to bullying or harassment should refer to our bullying and harassment policy. Equally, anyone who witnesses incidents of bullying or harassment should report them to his/her Head of Department or an appropriate senior member of staff.

When dealing with general disciplinary matters, care is to be taken that employees or workers 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 or workers.

11 REFERENCES

We will not discriminate against individuals who have left our organisation by providing references that are not based on factual information nor fail to provide one based on a protected characteristic.

12 RETIREMENT

We have no fixed retirement age and anyone who wishes to work beyond state pension age may choose to do so.

13 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 our College we will actively seek to encourage applications from those groups.

The decision as to which applicant is offered a post (either by recruitment or promotion) must be based entirely on the merit of the individual.

14 COMMUNICATION OF THIS POLICY

All job applicants, employees, workers and volunteers will be made aware of this policy and a copy will be included in the Employee Handbook given to all employees on joining Pembroke College.

In addition, staff will be reminded of the policy through such means as advertisements, job descriptions (which will make reference to it), application forms, posters, training courses and emails.

15 HR POLICIES AND PROCEDURES

Our HR policies and procedures will be reviewed regularly to improve, amend or adapt current practices in order to promote equality of opportunity within the College.

Relevant data will be collected to support this. Personal details provided by employees or job applicants for the purposes of equal opportunity monitoring are confidential, will be kept apart from all other records and not used for any other purpose.

16 RELATED POLICIES

We also have the following related policies: bullying and harassment.

17 IMPLEMENTATION, MONITORING AND REVIEW OF THIS PROCEDURE

This policy will take effect from 1st November, 2014. The HR Manager has overall responsibility for implementing and monitoring this policy, which will be reviewed on a regular basis following its implementation (at least annually) and additionally whenever there are relevant changes in legislation or to our working practices. Any queries or comments about this policy should be addressed to the HR Manager.

EXPENSES POLICY

1 INTRODUCTION

In accordance with our general culture, this policy does not prescribe limits upon expenditure, but instead expects employees to exercise judgement and take responsibility for ensuring their expenses are reasonable, necessary and justifiable. Expenses must be incurred wholly, exclusively and necessarily for the College to be recoverable and tax efficient.

This policy is not contractual but sets out the way in which we reimburse expenses.

2 SCOPE OF THIS POLICY

This policy applies to all employees. Employees will be reimbursed for all reasonable business-related expenditure incurred whilst engaged upon authorised business and in the performance of their duties.

3 AIMS OF THIS POLICY

This policy aims to set out clear rules relating to the reimbursement of expenses that are applied fairly and consistently across the College. The level of expenditure should ensure the effective conduct of the College and enable the employee to enjoy reasonable standards and not be out of pocket.

If either the nature or level of expenditure is irregular, authorisation must be obtained from the Head of Department before it is incurred.

We undertake to reimburse expenses promptly and, in turn, require our employees to submit claims within prescribed timescales, using the appropriate forms. Falsification of expenses will constitute gross misconduct and will result in disciplinary action that may lead to dismissal.

4 LEGAL CONSIDERATIONS

The following pieces of legislation apply to this policy:

- The Prevention of Corruption Act 1906.
- The Income Tax (Earnings and Pensions) Act 2003.
- The Bribery Act 2010.

plus related tax guidance from HMRC.

5 PROCEDURE

A record of all business expenses should be kept by each individual employee and must be supported by receipts where these are provided (original VAT receipts where available). Photocopies of receipts or credit card statements are not generally allowable. It is accepted that in exceptional circumstances it may not be possible to obtain receipts, but it is expected that this will be very much the exception.

Expenses should be claimed at the end of each month, using the approved expenses claim form (available from the Finance Office), and should be given or sent to the employee's Head of Department. Claim forms should be completed in full, using the appropriate coding, and providing sufficient relevant detail. VAT details should also be completed to enable us to check and authorise forms quickly.

Receipts should be attached to the hard copy. Employees who email their expenses claim should also send a hard copy, signed and with the receipts attached, to the Finance Department who are only authorised to release payment on receipt of this.

On receipt of a claim, the Head of Department will then check it and authorise payment. Expenses will be reimbursed by "BACS payment".

Advances for anticipated expenditure will only be made in exceptional circumstances and if approved by a Head of Department and the Finance Manager, providing that the employee has no other outstanding advances. An expense claim in respect of the advance must be made within one month of the advance being issued.

Any queries relating to expenses should be raised with the employee's Head of Department in the first instance. In the event of an unresolved dispute, the matter may be taken up through our grievance procedure policy.

6 TRAVEL FARES

Employees should use the most cost-effective mode of transport and make arrangements to "double-up" with colleagues on journeys by car. However we accept that there may be occasions where the cheapest mode of transport may not be practical or the most cost-effective in overall terms. On each occasion the employee should judge whether the additional cost is justifiable (e.g. on the basis of time that could be saved or better utilised).

All foreign travel must be booked through the employees department using an approved supplier. Flights and other travel fares should be selected on the basis of the most appropriate times, cost and destination. The offer of incentive points (e.g. avios points or air miles) or other incentives should not influence the choice.

Employees travelling abroad must ensure the following:

- Their passport is valid.
- Sufficient time is allowed to obtain a visa if required.
- They have any required vaccinations.
- They carry a copy of their E111 if travelling within the EU and/or a copy of our travel insurance policy.
- They have sufficient cash currency in case of emergencies.
- (If appropriate) their travel arrangements to the airport allow sufficient time for specified check in times and procedures.

7 RAIL FARES

Rail travel should be in standard class, using off-peak saver fares where possible. Rail fares should always be bought in advance or at the station: higher fares charged on board (e.g. for travelling at peak time with an off-peak ticket) will not be reimbursed.

8 MILEAGE IN OWN VEHICLE

Employees who use their own vehicles for business travel may claim reimbursement for business mileage in accordance with HMRC's approved mileage rates in force at the time. Such drivers must ensure that their vehicles are insured for College use and may be asked to provide a copy of their insurance documentation to verify this. Mileage should be calculated from the base location with the departure and destination detailed on the claim form. Please note usual mileage to and from work should be deducted from any claim made when attending a course etc. on a normal working day. Employees should keep an accurate record of all business mileage as this is required both for self-assessment tax purposes and the completion of the P11D form at the end of the tax year.

In addition, parking costs, road tolls and congestion charges may be claimed.

Fines for road traffic offences will not under any circumstances be met by Pembroke College. Any parking tickets, speeding fines, fines for using mobile phones whilst driving or other fines settled by us will be deducted from the employee's next expenses claim unless we are reimbursed before this. Driving offences which contravene our policy may be dealt with under the disciplinary procedure and may lead to dismissal.

9 TAXI FARES AND PUBLIC TRANSPORT

Taxi fares or other public transport fares associated with business travel will be reimbursed provided a specific College business reason is provided. All claims for taxi fares must be supported by receipts.

Expenses for taxi journeys related to social events, even if work related, will not be reimbursed unless prior authorisation is obtained.

Expenses incurred between home and place of work are NOT normally allowable. Such expenses, if authorised, will be taxed, unless the employee is required to work later than normal (at least until after 9.00pm), the journey is not a regular one, public transport has either ceased or it is unreasonable to expect him/her to use it, and the number of journeys is no more than 60 in a year.

10 HIRE CARS

It may on occasion be more efficient or necessary to hire a vehicle. Anyone requesting a hire vehicle is required to obtain prior authorisation from his/her line Head of Department. During journeys by car the driver is responsible for the following:

- Inspecting the hire vehicle thoroughly before use.
- planning the journey in advance to allow sufficient time, especially in an unfamiliar location or when travelling abroad and driving on the different side of the road.
- Ensuring that he/she has his/her driving licence at all times during the journey.
- Taking the satellite navigation appliance.
- Not smoking in the hire vehicle, nor allowing others to do so.
- Not driving if taking medication that may affect the ability to drive safely, or when feeling unwell.
- Avoiding the use of mobile phones and not using a hand held mobile phone whilst driving.
- Taking regular breaks during long journeys (every 2 hours).
- Not consuming any alcohol prior or during the journey.

- Ensuring that the recommended speed limit is not exceeded (we will not pay for any speeding fines incurred, and these are the sole responsibility of the driver).
- Not parking illegally or without paying the stipulated parking fee (any parking fines incurred will not be paid by the College and are the sole responsibility of the driver).
- Ensuring that the required insurance documents are carried at all times.

11 HOTEL ACCOMMODATION

Where a trip cannot be reasonably completed in a day, or where it is in the interests of the College for the employee to travel the day before or afterwards, the cost of overnight hotel accommodation may be claimed.

Accommodation in a reasonable value hotel (e.g. "Premier Inn", or other of similar quality), breakfast, dinner and a short telephone call home are acceptable expenses for an overnight stay. Telephone calls from hotel rooms should be kept to an absolute minimum. Laundry costs cannot be reclaimed unless travelling away from home for a minimum of one week. We will not reimburse the cost of newspapers, in-room videos or minibar costs.

Accounts should be settled with the Hotel and reclaimed as expenses.

12 MEALS AND REFRESHMENTS

The cost of meals may be claimed for journeys requiring the employee to be absent from his/her normal place of work for periods in excess of four hours.

The cost of entertaining other employees of the College will not be reimbursed, unless they are attending client meetings or functions and have been authorised in advance.

13 EXTERNAL ENTERTAINING

Expenses may be claimed for reasonable costs associated with College business in pursuit of the generation of new business or to maintain good relationships but, if possible, should be approved beforehand by the Head of Department.

Any invitation issued must serve the purpose of creating, retaining or enhancing relationships. The reason for the invitation and the business associates present must be stated on the expenses claim form or added onto the receipt.

Employees must ensure that any hospitality to clients:

- Is consistent with good business practice and local law;
- Has a business purpose;
- Is not an improper business inducement, and could not be seen as such;
- Would not embarrass Pembroke College if disclosed publicly;
- Is not in poor taste or at a venue that would reflect poorly on Pembroke College (e.g. unsavoury or sexually oriented events, or events otherwise in violation of our commitment to mutual respect);
- Does not recur frequently enough to suggest an improper motive.

Such hospitality must be modest in cost, quantity and frequency.

14 PHONE CALLS

The actual cost of business calls made from a home telephone line or mobile phone will be reimbursed, subject to the itemised phone bill being submitted clearly identifying the calls reclaimed.

Employees who regularly use their home phone may also claim a portion of the rental costs. Rental costs reimbursed will be included on P11Ds and will be taxable as a benefit in kind.

15 PROFESSIONAL SUBSCRIPTIONS

Professional subscriptions will only be paid if they are considered to be essential to the job role. The payment of such subscriptions must be authorised by the employee's Head of Department.

An employee who leaves our employment during the period of a subscription may be required to reimburse the cost equivalent to the unexpired portion of the subscription.

16 RELATED POLICIES

We also have the following related policies: driving on business

17 IMPLEMENTATION, MONITORING AND REVIEW OF THIS POLICY

This policy will take effect from 1st November, 2014. The HR Manager has overall responsibility for implementing and monitoring this policy, which will be reviewed on a regular basis following its implementation (at least annually) and additionally whenever there are relevant changes in legislation or to our working practices.

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

FLEXIBLE WORKING POLICY

1 INTRODUCTION

The College recognises the benefits both to the business and to our employees of enabling them to organise their working patterns to accommodate other aspects of their lives more effectively, whether this be their childcare or other caring responsibilities, or any other commitments or lifestyle choices.

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 another employee has requested, or been granted, permission to work flexibly does not confer any obligation to grant requests from other employees. Arrangements need to be seen as flexible and responsive to the College's needs at any particular time.

This policy is not contractual but indicates the way in which Pembroke College intends to deal with requests for flexible working.

2 SCOPE OF THIS POLICY

This policy covers all employees with a minimum of 26 weeks' service who may wish to request a more flexible way of working.

3 AIMS OF THIS POLICY

This policy aims to set out a clear procedure to enable employees who wish to make a flexible working request to do so and to enable managers to handle such requests in a fair and consistent manner.

4 LEGAL CONSIDERATIONS

The following pieces of legislation apply to this policy:

- The Employment Rights Act 1996.
- The Employment Act 2002.
- The Employment Relations Act 2004.
- The Children and Families Act 2014.

In addition, the ACAS Code of Practice for Handling Requests to Work Flexibly in a Reasonable Manner should be taken into consideration.

5 FORMS OF FLEXIBLE WORKING

Flexible working can include a whole range of working options including flexi-time, staggered hours, time off in lieu, compressed working hours, shift swapping, self-rostering, annualised hours, job-sharing, part-time working, term-time working and homeworking. Many of these offer non-financial benefits which give the employee greater control of his/her life and enable a more satisfactory lifestyle to be achieved.

6 ELIGIBILITY TO REQUEST FLEXIBLE WORKING

In order to qualify for the statutory right to request flexible working, the employee must have completed at least 26 weeks' continuous service at the date the request is made and not have made another application to work flexibly under the right during the past twelve months (regardless of the outcome).

Wherever possible some mutually beneficial arrangement will be discussed and considered.

7 PROCEDURE FOR MAKING REQUESTS

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

Requests will be dealt with in a reasonable manner and within a 'reasonable' period of time and we will notify employees of the final decision within three months, unless a longer period has been agreed.

Individual requests should be made in writing and sent to the employee's Head of Department. The request should be made on a form available from the HR Department, and the individual should specify the working pattern he/she wishes to adopt and, if possible, should explain the likely impact on Pembroke College, including suggestions as to how the request could be accommodated. The request must be dated, must state that it is a flexible working application and confirm if and when any previous applications have been made.

Once an employee has put a request in writing, if the College is happy to simply accept it, this will be confirmed in writing. If we wish to discuss the request the employee will be invited to attend a meeting (at which he/she may be accompanied by a work colleague) to discuss how the request will work in practice, i.e. if the request is for part-time work, how the outstanding hours/tasks will be covered. Alternative options may be put forward for discussion by either side.

To improve the chances of success, the working pattern should be carefully planned, the requirements of the role carefully considered and cover during working hours and breaks taken into consideration

We will consider the benefits of the requested changes in working conditions for the employee and the College as well as any adverse business impact of implementing the changes, whilst ensuring there is no unlawful discrimination, 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 then be invited to a further meeting to discuss this and a decision confirmed in writing. The employee may choose to be accompanied at this meeting by a 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 rearranged 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.

Where possible, any meetings will be held in a private place to enable a confidential discussion.

8 GROUNDS FOR REFUSING A REQUEST

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

- Detrimental effect on our ability to meet client/customer demand.
- Inability to reorganise work within available staffing.
- Inability to recruit additional staff.
- Detrimental impact on quality.
- Detrimental impact on performance.
- Burden of additional cost to the business.
- Insufficient work during the period the employee proposes to work.
- Planned structural changes.
- Any other such grounds as the Secretary of State may specify by regulations.

9 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. This will particularly apply in circumstances such as where the request is made following bereavement or to cope with short-term childcare issues, or to undertake a short course of study, or where we are unsure as to whether we can sustain the revised working arrangements. Any such arrangements will specify an agreed duration, and then, unless the employee reverts to his/her previous working arrangements and, if deemed worth continuing, may be either confirmed as a permanent alteration or may be subject to on-going regular reviews (as specified).

Regular reviews may result in the termination of a flexible arrangement which has been agreed on a trial basis, for College, economic or other reasons. Reasonable notice will be given by either party in the event of a necessary change or termination.

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 arrangements on anything other than a trial basis will not have the right to insist on a return to full-time working (or a return to their previous hours or pattern of working, whatever these were) if their circumstances change. Therefore any proposal for change should be carefully considered, especially where it may result in a drop in salary.

10 CONFLICTING REQUESTS

Where more than one person within a team requests flexible working, all requests will be given fair consideration. Care will be taken not to inadvertently discriminate against particular employees because of any protected characteristic and we note that flexible working may well be a "reasonable adjustment" for a disabled employee.

Requests will normally be considered in the order they are received. Each case will be judged on its merits and we will consider the effect on the business case and the possible impact of refusing a request. Employees should note that where one or more employees within a team have already been granted a flexible working request, the business context in which the second request is made will be different, and this will be taken into account when considering further requests. If we are unable to agree to a request because a number of other employees are already working flexibly and any further flexible working arrangements will impact adversely upon the business, we may discuss the situation with other employees in case they are willing to change their contracts to other arrangements, thereby enabling us to grant new requests to work flexibly.

However the degree of flexibility awarded may not be the same in each case as each request will be judged on its merits and according to the individual circumstances.

11 REDUCED HOURS

Employees should note that a reduction in hours will lead to a pro rata reduction in pay and benefits. A change in work pattern of the same hours will not normally alter other terms and conditions.

Exact agreements will be discussed according to particular situations and circumstances and any agreed changes confirmed in writing. Each agreed arrangement is specific to the individual and does not set a precedent for any future requests from other employees.

12 HEALTH AND SAFETY

All arrangements must comply with the Working Time Regulations and also with in-house health and safety considerations. Risk assessments will be carried out where appropriate.

13 RELATED POLICIES AND DOCUMENTS

We also have the following related policies: maternity, adoption and paternity leave; parental leave and time off for dependants policies; form to request flexible working.

14 IMPLEMENTATION, MONITORING AND REVIEW OF THIS POLICY

This policy will take effect from 1st November, 2014. The HR Manager has overall responsibility for implementing and monitoring this policy, which will be reviewed on a regular basis following its implementation (at least annually) and additionally whenever there are relevant changes in legislation or to our working practices.

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

GRIEVANCE PROCEDURE

1 INTRODUCTION

The College grievance procedure is designed to ensure that any questions and problems that arise at work are quickly aired and resolved fairly and consistently, and we therefore encourage its use.

This procedure is non-contractual but is designed to indicate how such matters should be dealt with within the College although we reserve the right at our discretion to vary, replace or terminate the procedure at any stage.

2 SCOPE OF THIS PROCEDURE

This procedure covers all employees and workers, including those on casual contracts. It does not apply to agency workers or self-employed associates.

3 AIMS OF THIS PROCEDURE

This procedure aims to encourage the early resolution of any work-related issues, and to ensure that these are resolved fairly and consistently. Grievances may relate to action which has already been taken or which is contemplated in relation to an employee or worker, or may include the actions of third parties such as colleagues. They may relate to a wide range of issues including terms and conditions of employment, health and safety, work relations, new working practices, working environment, organisational change or equal opportunities issues. The focus of the grievance procedure is to achieve resolution, not to apportion blame.

4 LEGAL CONSIDERATIONS

The following pieces of legislation apply to this procedure:

- The Employment Rights Act 1996.
- The Employment Relations Act 1999.
- The Employment Act 2008.
- The ACAS Code of Practice on Disciplinary and Grievance Procedures.

Whilst it is not a legal requirement, failure to follow the Code will be taken into account in any subsequent tribunal proceedings.

5 DEFINITIONS

Grievances are concerns, problems or complaints that are work-related. They may relate to action which has already been taken or which is contemplated in relation to an employee or worker, or may include the actions of third parties such as colleagues. They may relate to a wide range of issues including terms and conditions of employment (or their perceived unfair or inconsistent application), health and safety, work relations, new working practices, working environment, organisational change, equal opportunities or bullying/harassment.

If the grievance relates to bullying/harassment, our bullying and harassment policy may be more appropriate.

6 STAGES OF THE PROCEDURE

Our grievance procedure enables any grievances to be raised and settled as quickly and as near to the point of origin as possible. Clearly many issues will, and indeed should, be resolved informally without the need for the formal procedure. However, should an informal approach not result in the required resolution, the procedure set out below should be used:

7 STAGE ONE

An employee or worker who has a grievance and who has not been able to resolve this informally, should set out in writing the details of the grievance, giving the full grounds for the complaint and details of the resolution being sought, and send this to his/her Head of Department (unless he/she is a HoD, in which case the Bursar).

The letter should be dated and should state that the concern is being raised formally under our grievance procedure. We will respond to the letter as soon as is reasonably practicable and will meet with the employee or worker to hear the grievance. If the employee or worker has not stated what outcome he/she is seeking, clarification may be sought before proceeding. At this meeting the employee or worker will be given full opportunity to state his/her case. After giving full consideration to the points raised, and having undertaken any further investigation we consider to be appropriate, we will then confirm the outcome in writing, confirming any action we intend to take to resolve the grievance, together with the right to appeal against this outcome.

8 STAGE TWO

Failing a satisfactory solution at stage one, the employee or worker may appeal to the Bursar. An appeal should be received by the nominated person within seven calendar days of receipt of our letter.

Again this should be lodged in writing if possible. The Bursar (or a person designated by the Bursar to hear the appeal) will arrange to meet with the employee or worker as soon as is reasonably practicable to discuss the grievance and again full opportunity will be given to state the case. The Bursar (or his nominated deputy) will attempt to resolve the matter to the satisfaction of both the employee or worker and the College. Whatever decision is taken by him/her will be final and will be confirmed in writing.

Should the grievance relate to the behaviour or decisions made by the employee's Head of Department, then the matter should be raised, as soon as possible, at stage two. In this case if the person hearing your grievance is unable to resolve it to the employee or worker's satisfaction, the right of appeal will be to another Head of Department, if practicable.

9 GUIDELINES

Grievances should be raised, and the above procedure followed, without unreasonable delay at any stage.

At all formal stages of this procedure the person hearing a grievance is advised to be accompanied by a suitable employee of Pembroke College who will act as a witness and take full notes of everything that is said. Where no internal person of sufficient seniority or confidential status is available, or where preferred, an external party may be invited to attend in this capacity.

At all stages of this procedure you may choose, if you wish, to be accompanied by either a Fellow of the College, work colleague, a trade union representative (who must be 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 an official employed by a trade union. You should tell the person conducting the hearing, in advance, whom you have chosen as your companion. If the employee does not wish to be accompanied this should be noted.

The companion is there to act as a witness to what is said, to provide moral support and to assist and advise the employee in presenting his/her case. He/she may address the meeting (provided the employee wishes this), ask questions on behalf of the employee/worker and confer with the employee, but not answer questions on behalf of the employee. Nor may the companion prevent the employer from explaining its case. A work colleague or Fellow of the College may not be compelled to attend as a companion.

You should make every effort to attend the meeting. However if you or your chosen companion is unable to attend any meeting under this procedure, for a reason which was not foreseeable at the time the meeting was arranged, then we will attempt to rearrange the meeting for a date within five days of the original scheduled date.

The timing and location of meetings will be reasonable and we will aim to ensure that the procedure is followed without unreasonable delay. Meetings will be confidential and, wherever possible, will be held in a private location and without interruptions.

At the grievance meeting you will be invited to re-state your grievance and explain how you would like it to be resolved. You will be given the opportunity to present any information and answer questions before any decision is made.

The person conducting the meeting may adjourn it at any stage in order to calm a tense situation, to check out facts or take advice.

If you are a disabled employee, reasonable adjustments will be made to ensure that you are not disadvantaged in any way at the meeting. You should inform us of any particular requirements (e.g. for a signer or other support) where necessary. Arrangements may also be made to assist any employee who does not have English as his/her first language and who may need an interpreter.

To ensure that any issue raised is resolved effectively, all parties should:

- Focus on the facts and ignore rumours or hearsay;
- Limit the issue to those involved and show discretion at all times;
- Work only to resolve the issue and actively pursue a positive outcome;
- Be honest about their own role and involvement;
- Demonstrate understanding, empathy and flexibility to ensure that the other person's perspective is accommodated;

- Strengthen relationships once the outcome is known and positively apply any learning points for the future.

When considering a suitable resolution, the person hearing the grievance will consider whether similar grievances have been raised before, how they have been resolved and any follow-up action that was taken.

10 RECORDS

Notes will be made of all meetings held under the grievance procedure, with one copy being given to the person raising the grievance and one being kept on file. Such documents will be regarded as confidential.

11 DISCRIMINATION

An employee or worker who believes that he/she is subject to conduct or capability-related disciplinary action which is unlawfully discriminatory, or who feels that the action is being taken for reasons other than his/her own conduct or capability, should use our grievance procedure rather than appealing within the disciplinary procedure. In such cases, the disciplinary process will normally be suspended whilst the grievance is investigated and resolved.

12 ABSENCE

We recognise that grievances can be stressful for both the employee raising the grievance and also any other employees against whom a complaint is made. However, we believe that in most cases this stress is best alleviated, and working relationships maintained, by completing the grievance procedure quickly. Where an employee or worker is unfit for work, this does not necessarily mean he/she is unfit to attend an investigatory meeting or a grievance hearing and employees must make every effort to co-operate with us in completing the grievance process.

If an employee is absent due to illness or other reasons such as maternity/adoption/paternity/parental or other leave, we will consider, in consultation with the employee (and/or his GP in the case of illness), whether there are any reasonable adjustments that can be made to enable the case to be progressed (eg by allowing the employee to make further written submissions, by conference call or by holding the meeting at a different venue).

If, after an attempt to contact the employee or worker, we reasonably believe that he/she is unlikely to attend a meeting in the near future or to provide any further information, we may decide the matter without the employee or worker's further input, based on the evidence and information available to us. We will write to inform the employee of our intentions to proceed in his/her absence before taking any decisions.

13 MEDIATION

Mediation may be considered as an appropriate alternative method of resolving any differences between employees and workers. Where mediation is introduced before or during the grievance process, all parties will be asked to confirm in writing that they agree to the grievance process being adjourned whilst mediation is being undertaken.

Should mediation prove unsuccessful, the grievance process will be resumed; where it is successful, the grievance will be regarded as resolved.

14 FORMER EMPLOYEES

Ex-employees may also raise grievances at any time up to three months after their employment has ended. In such cases, we would normally ask that they set out the details of their grievance in writing and we will then respond in writing without the need for a grievance meeting and without a further right of appeal.

If your complaint relates to your dissatisfaction with a dismissal decision, you should appeal against that decision in accordance with the appeal process set out in our disciplinary procedure.

15 RELATED POLICIES

We also have the following related policies: bullying and harassment, equal opportunity, whistleblowing, disciplinary procedure.

16 IMPLEMENTATION, MONITORING AND REVIEW OF THIS PROCEDURE

This policy will take effect from 1st November, 2014. The HR Manager has overall responsibility for implementing and monitoring this policy, which will be reviewed on a regular basis following its implementation (at least annually) and additionally whenever there are relevant changes in legislation or to our working practices.

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

LONE WORKERS POLICY

1 INTRODUCTION

Lone workers are those who work by themselves without close or direct supervision or support.

This policy is not contractual but sets out the responsibilities and arrangements for such employees within Pembroke College and, where the lone worker is based at home, should be read in conjunction with our home working policy.

2 SCOPE OF THIS POLICY

This policy covers all lone workers. This includes those who either work alone on separate premises; who work outside our normal working hours (for example maintenance, IT); those who travel to and work outside the main College site and those who work from home. It may also include those who work normal working hours but who are physically isolated within the same building.

3 AIMS OF THIS POLICY

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

4 LEGAL CONSIDERATIONS

The following pieces of legislation apply to this policy:

- The Health and Safety at Work etc. Act 1974.
- The Management of Health and Safety at Work Regulations 1999.
- The Display Screen Equipment Regulations 1992.
- The Manual Handling Operations Regulations 1992.
- The Provision and Use of Work Equipment Regulations 1998.
- The Control of Substances Hazardous to Health Regulations 2002 (as amended) (COSHH).
- The Data Protection Act 1998.

5 RESPONSIBILITIES

Pembroke College has responsibility for the health, safety and welfare of all its employees as well as the health and safety of those affected by the work, e.g. customers, clients, visitors and the self-employed.

These responsibilities extend to those who work alone on our behalf. It is our duty, through Heads of Departments, to assess the risks to such workers and to take such steps as are necessary to avoid or control these.

Employees and workers have a duty to take reasonable care of themselves and others affected by their work and to co-operate with Heads of Departments in meeting our legal obligations. This includes ensuring that their Head of Departments are constantly aware of their movements/work diaries to allow adequate supervision.

6 ASSESSING AND CONTROLLING THE RISK

There are no legal restrictions on working alone but the Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999 apply. These lay a responsibility upon the employer to identify any hazards, assess the risks involved and put measures in place to avoid or control those risks.

The Head of Department will carry out risk assessments of each lone worker upon appointment and thereafter whenever there is a change or when a routine review would take place anyway. The risk assessment will be prepared in consultation with the individual, the H&S Officer for Pembroke College and the H&S Consultant, and will be recorded in writing so that it may easily be reviewed.

We aim to ensure all relevant hazards are identified and appropriate control measures put in place, including proper instruction, training, supervision and protective equipment.

The risk assessment will determine the correct level of supervision. Where it indicates there is a risk to the safety of a lone worker, but the work is still to be done by one person, the Head of Department will make arrangements to provide help or back up when necessary. Under no circumstances is a lone worker authorised to undertake high risk activities for which an additional person is required to be present, such as working in a confined space or electrical work near live conductors.

Where there is any reasonable doubt about the safety of a lone worker in a given situation, consideration should be given to sending a second worker or making other arrangements to complete the task. All

employees working alone and who are mobile should be issued with a mobile phone which is linked to the Lone Worker System used by the College.

If a lone worker discovers a building has been broken into, he/she must not enter alone but should contact the Porters Lodge at the College and wait for support.

7 SAFE WORKING ARRANGEMENTS

When establishing safe working arrangements for lone workers, we will firstly consider whether one person can adequately control the risks of the job. Precautions should take account of normal work and foreseeable emergencies, e.g. fire, equipment failure, illness and accidents. In particular, we will consider the following:

- Workplace: does the workplace present any special risk to the lone worker?
- Alarm systems - are these tested regularly?
- Access: is there a safe way in and out for one person? Can any temporary access equipment such as a ladder be safely handled by one person? Is a key code required for access? If so, is this changed regularly?
- Equipment: can all the equipment, substances and goods involved be handled safely by one person?
- Environment: is there a risk of violence? Can night workers park near their working environment, rather than walking through dimly lit car parks or buildings?
- Contact and accidents: are telephone and first aid box accessible in an emergency situation?
- Women and young employees: are women or young employees especially at risk if they work alone?
- Home workers: are personal contact details kept confidential, such as location, email address and telephone number? Employees will be warned that even ex-directory numbers may display on phones with caller-ID so care must be taken to keep the number private.
- Travel: journey time, driver fatigue, vehicle suitability, distance, remoteness of destination and general location of destination.
- Communication: could the employee experience problems such as lack of a mobile phone signal?

8 INDIVIDUAL CONSIDERATIONS

Once the role has been fully assessed, we will consider whether the individual worker is fit and suitably experienced to work alone, and whether he/she has any medical condition which may create a risk if working alone.

It is important that any existing medical conditions which may make employees unsuitable for working alone are properly considered. Where necessary, such assessments will be conducted by a medical practitioner appointed by Pembroke College.

9 TRAINING

Training is particularly important where there is limited supervision to control, guide and help in situations of uncertainty. Training may be critical to avoid panic reactions in unusual situations.

Lone workers must be sufficiently experienced and fully understand the risks and precautions of each task they undertake. Heads of Department will set limits to what can and cannot be done while working alone and should ensure employees under their control are familiar with the warning signs of a potential risk; are aware of the location of emergency exits and first aid facilities, and are competent to deal with circumstances which are new, unusual or beyond the scope of training. Employees and workers should be advised of the types of circumstances when they should stop work and seek advice, how to handle aggressive/difficult individuals or when the emergency services should be called.

10 SUPERVISION

The extent of supervision required will depend upon the tasks involved and the ability of the lone worker to identify and handle health and safety issues. The level of supervision required will be a management decision based on the findings of the risk assessment: it will not be left to individual employees to decide if they need assistance.

Procedures to be put in place to monitor lone workers to ensure safety include:

- Periodic visits from supervisors.
- Regular contact via telephone/radio/email as appropriate to the type of work.
- Automatic warning systems or devices if the required level of contact is not maintained by the lone worker.
- Alarm devices to be used in emergencies.
- A full detailed record of travel/working hours/appointments with regular checks of the lone worker.
- An agreed plan of action should an employee fail to report in as required.

- A report to be completed following any incidents so that lessons can be learnt and control measures implemented.

11 ILLNESS AND ACCIDENT

Lone workers must report any illness or accident, however minor, to their Head of Department. Emergency procedures should be established and appropriate training given.

12 EMPLOYERS' LIABILITY INSURANCE

All lone workers will be insured against workplace injury or disease under our Employers' Liability Insurance.

13 RELATED POLICIES

We also have the following related policies: health and safety, violence at work.

14 IMPLEMENTATION, MONITORING AND REVIEW OF THIS POLICY

This policy will take effect from 1st November, 2014. The HR Manager has overall responsibility for implementing and monitoring this policy, which will be reviewed on a regular basis following its implementation (at least annually) and additionally whenever there are relevant changes to our working practices. Any queries or comments about this procedure should be addressed to the HR Manager.

MATERNITY, ADOPTION AND PATERNITY LEAVE POLICY

1 INTRODUCTION

All employees have the right not to suffer any detriment on the grounds of pregnancy, childbirth, or for taking maternity, adoption or paternity leave. This right applies in relation to both an act and a failure to act. We comply with all statutory requirements and offer benefits which are in line with the statutory benefits scheme.

This policy is not contractual but sets out the way in which we plan to manage maternity, adoption and paternity leave.

2 SCOPE OF THIS POLICY

This policy covers all employees, including those on fixed-term contracts, who meet the eligibility requirements for statutory leave and pay.

3 AIMS OF THIS POLICY

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

An employee who has any questions about this policy or about any other aspect of his/her statutory entitlements should contact the HR Manager.

4 LEGAL CONSIDERATIONS

The following pieces of legislation apply to this policy:

- The Social Security Act 1989.
- The Employment Rights Act 1996.
- The Maternity and Parental Leave Regulations 1999.
- The Work and Families Act 2006.
- The Equality Act 2010.

5 DEFINITIONS

Maternity

- AML: Additional Maternity Leave (the second 26 week period of leave)
- CML: Compulsory Maternity Leave (lasts for two weeks from the date of childbirth, and an employee may not work for her employer during this period)
- EWC: Expected Week of Childbirth (the week in which the baby is expected to be born - as stated on the MATB1 form)
- KIT days: Keeping in Touch days (the employee may work for up to ten days without losing her entitlement to SMP)
- MA: Maternity Allowance (claimed directly from the Jobcentre Plus by employees with less than 26 weeks' service as at the QW)
- MAT B1 form: form issued by the doctor or midwife and which confirms the EWC - this must not be issued more than 20 weeks before the EWC
- MPP: Maternity Pay Period (the 39 week period during which SMP is payable to eligible employees)
- OML: Ordinary Maternity Leave (the first 26 weeks)
- SMP: Statutory Maternity Pay (paid to eligible employees for up to 39 consecutive weeks)
- Qualifying Week: the 15th week before the expected week of childbirth - employees must have 26 weeks' continuous service by the end of this week to qualify for SMP
- 11th week before EWC: the earliest date on which an employee can begin her maternity leave and receive Statutory Maternity Pay (SMP)

Adoption

- AAL: Additional Adoption Leave (the second 26 week period)
- KIT days: Keeping in Touch days (the employee may work for up to ten days without losing her entitlement to SAP)
- Matching week: the week (beginning on a Sunday and ending on a Saturday) in which the employee is notified of having been matched with the child
- OAL: Ordinary Adoption Leave (the first 26 week period)
- SAP: Statutory Adoption Pay (paid to eligible employees for 39 weeks)

Paternity

- ASPL: Additional Statutory Paternity Leave (up to six months' leave taken once the mother/primary adopter has returned to work)
- ASPP: Additional Statutory Paternity Pay
- SC7: form used to indicate an intention to take additional statutory paternity leave
- SPL: Statutory Paternity Leave (two weeks)

- SPP: Statutory Paternity Pay (paid for two weeks)

6 MATERNITY- TIME OFF FOR ANTE-NATAL CARE

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

Employees should advise their Head of Department of any absence as far in advance of the appointment as possible, and, following the first appointment, may be asked to produce an appointment card.

There will be no deduction of pay for attending authorised ante-natal appointments.

Employees receiving IVF treatment will be entitled to paid time off for ante-natal care only after the fertilised embryo has been implanted.

7 MATERNITY - RISK ASSESSMENTS

Immediately an employee notifies us of her pregnancy, a separate, individual risk assessment will be undertaken to ensure that all practicable measures are taken to prevent the risk of damage to the health or safety of the mother or her unborn child. Any employee who has concerns about her health and safety should raise these with her Head of Department or the H&S Officer. In addition, we request that employees who return to work and who are breastfeeding notify us of this in order that suitable arrangements can be made to facilitate this.

8 MATERNITY - ILLNESS DURING PREGNANCY

Absence due to illness will be treated the same as any other sickness absence, in line with our absence notification and sick pay policy, unless it is pregnancy-related and occurs during the period starting four weeks before the EWC, in which case the maternity leave will automatically begin from this date.

9 MATERNITY - LEAVE

All employees are 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" (OML); the second 26 weeks is known as "additional maternity leave" (AML).

If an employee becomes pregnant again during maternity leave, she has the right to further ordinary and additional maternity leave.

If an employee loses her baby, but meets all other eligibility conditions, she 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.

10 MATERNITY - COMMENCING MATERNITY LEAVE

Maternity leave may begin at any time after the start of the 11th week before the week in which the baby is due. The only exception to this is if the employee falls ill because of pregnancy at any time after the start of the fourth week before the child is due. In such circumstances, maternity leave will start on the first day of absence.

11 MATERNITY - NOTIFICATION REQUIREMENTS

The employee must notify us of her pregnancy, the expected date of her baby's birth, her intention to take maternity leave, and the date on which she intends this to start. This notification should be in writing, and should be provided no later than the end of the 15th week before the expected week of childbirth. The employee should subsequently also provide a form MAT B1, signed by the doctor or midwife, confirming her pregnancy.

We will write to the employee to confirm receipt of her notification within 28 days of receiving this, and to confirm the date on which her maternity leave will end. This will normally be 52 weeks from the intended start date of her leave.

In exceptional circumstances notification can be given after the child is born, but as a general rule failure to serve notice at the relevant time will mean the loss of the right to take maternity leave.

12 MATERNITY - WORK AND CONTACT DURING THE MATERNITY LEAVE PERIOD

An employee on maternity leave can work for a few days without losing her right to maternity leave or a week's statutory pay, via "keeping in touch" or KIT days. The number of days is limited to ten, irrespective of the length of maternity leave taken by the employee. KIT days may be worked at any time during the maternity leave period (excluding the first two compulsory maternity leave weeks) and may be worked singly or in blocks.

The employee and her Head of Department should agree in advance what work will actually be done on KIT days. There is no obligation to work any KIT days and we are under no obligation to provide them. Payment will be agreed with the employee – noting that the minimum that will be paid for any week during the maternity pay period will be the SMP rate to which the employee is entitled. Lower rate SMP may be offset against this.

Employees on maternity leave are encouraged to keep in touch with the College and we will continue to make reasonable contact with them during their maternity leave.

13 MATERNITY - PAY

To qualify for Statutory Maternity Pay (SMP), employees must have at least 26 weeks' service extending into the 15th week before the week in which the baby is due (the 'qualifying week') and must have average earnings equal to, or greater than, the lower earnings limit for National Insurance contributions. SMP is payable whether or not the employee intends to return to work.

SMP is payable for a maximum of 39 weeks. Week one of the maternity pay period is the week after the employee leaves work or starts her maternity leave. To claim SMP the employee must give 28 days' written notice of when she wishes her SMP payments to commence.

The rate of SMP will vary depending upon earnings and the amount of maternity leave taken: the first six weeks are paid at 90% of average weekly earnings, followed by the lesser of either 90% of average earnings or the lower statutory weekly rate for up to 33 weeks. SMP is paid into the employee's bank account on the same date that her salary would have been paid, and is subject to deductions for tax, National Insurance and pension contributions in the usual way.

Employees who do not qualify for SMP may be entitled to claim Maternity Allowance.

Employees who are taken into legal custody or who work for another employer during their MPP must notify us of this as their entitlement to SMP may be affected.

Pembroke College supplements the above scheme by paying enhanced maternity pay so that an employee who is entitled to receive SMP receives full basic salary for the first 18 weeks of maternity leave (inclusive of SMP), and then SMP thereafter. Employees will be expected to return to work for a minimum period of six months, otherwise they will be required to pay back the enhanced maternity pay paid to them by the College.

14 MATERNITY - CONTRACTUAL BENEFITS

Full holiday entitlement will continue to accrue throughout the period of maternity leave.

Other non-pay contractual benefits (such as life or private health insurance, medical cover or childcare vouchers) will continue to be provided during the full period of maternity leave. The entire period of maternity leave will also be included when calculating the employee's length of service for the purposes of any contractual benefits. Note: employees may not be eligible to join a childcare voucher scheme via a salary sacrifice arrangement whilst on maternity leave as SMP is a statutory payment which cannot be altered and employees cannot therefore join whilst receiving SMP only.

Pension contributions will however be paid during the period of paid maternity leave only (up to 39 weeks), and will be based on the full pensionable pay the employee would receive if working.

15 MATERNITY - RETURNING FROM MATERNITY LEAVE

The first two weeks after the birth must not be worked. This is referred to as 'compulsory maternity leave'.

An employee returning to work after ordinary maternity leave has the right to return to the same job. The right to return following additional maternity leave is to the same job unless this is not reasonably practicable, but any alternative job must be both suitable and appropriate. The terms must be no less favourable than those which would have applied had the employee not been absent on maternity leave.

The first two weeks after the birth must not be worked. This is referred to as 'compulsory maternity leave' (CML) and increases to four weeks for employees who work in a factory.

Employees who return to work at the end of their statutory maternity leave period do not need to notify us in advance of the date of return. However, we do request they keep in touch with us and notify us of any changes in their intentions as soon as possible.

If an employee wishes to return to work before the end of her statutory maternity leave period she must give us 56 days' (eight weeks) advance written notice specifying the date of return.

An employee who is unable to attend work at the end of her maternity leave due to sickness or injury should follow our normal arrangements for notifying sickness absence.

An employee who decides not to return to work at the end of her maternity leave is required to give full contractual notice.

Parents may choose to transfer up to the second six months of maternity leave to the father/partner, once the mother has returned to work. For further details, see below: 'Additional Statutory Paternity Leave'. Any employee who wishes to change her working pattern or hours on return from maternity leave should apply to do so in accordance with our flexible working policy.

Please note that a mother who returns from maternity leave early, in order to enable her partner to take the remainder of the leave, must give her permission for us to release any information confirming her return to our employment and the period of her maternity leave and pay to her partner's employer, before we may do so. Such information will not be disclosed otherwise, which may result in delay in the partner receiving any remaining maternity pay or his/her ASPL being authorised by his/her employer.

16 MATERNITY - REDUNDANCY

If an employee who is on maternity leave would have been made redundant were she present, the normal redundancy consultation procedures will be followed. However, in some cases it may be appropriate to extend the consultation period for an employee on maternity leave until this has come to an end.

An employee who is made redundant at or following the 15th week prior to her EWC or at any time during her period of maternity leave will still receive her full entitlement to SMP. SMP will not be paid if the employee leaves our employment before the 15th week prior to her expected week of childbirth (EWC). In such circumstances, SMP may be paid weekly or as one lump sum. Any benefits such as a company car or holiday entitlement will only accrue to the end of the notice period once the employee is made redundant.

Employees on maternity leave and who are at risk of redundancy have the right to apply for other vacancies, along with other employees 'at risk'. Where an employee becomes redundant during the course of her maternity leave she is entitled to be considered for any suitable alternative employment in preference to other employees.

17 ADOPTION - INTRODUCTION

One adoptive parent (of either sex) may be entitled to take up to 52 weeks' adoption leave. This is made up of 26 weeks' Ordinary Adoption Leave and 26 weeks' Additional Adoption Leave. Statutory Adoption

18 ADOPTION – ELIGIBILITY REQUIREMENTS

To qualify the employee must:

- Be the adopter of a child aged up to 18 years.
- Have at least 26 weeks' continuous employment extending into the 'matching week'. This is the week (beginning on a Sunday and ending on a Saturday) in which he/she is notified of having been matched with the child.
- Have notified the adoption agency that he/she agrees that the child should be placed with him/her, and on the date of placement.

Only one person may take adoption leave in respect of a child at any time - where a couple is adopting a child jointly, one may take adoption leave and the other may take statutory paternity and/or additional statutory paternity leave (see below).

19 ADOPTION – LEAVE

Statutory adoption leave lasts for up to 52 weeks.

Adoption leave may begin on the actual date on which the child is placed with the employee, or it may start on a pre-determined date which falls within the period from 14 days before the child is placed until the expected date of the placement. If an employee is adopting a child from abroad, the leave may start on either the date the child enters the UK, or a pre-determined date no later than 28 days after the date the child enters the UK. Adoption leave can start on any day of the week.

20 ADOPTION - NOTIFICATION REQUIREMENTS

The employee must give us notice of his/her intention to take statutory adoption leave, specifying the date of placement and the date on which he/she wishes to commence his/her leave. For the adoption of a child based in the UK, 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.

We will write to confirm our receipt of this notification within 28 days of receiving it, and confirming the date on which the statutory adoption leave will end. (This will normally be 52 weeks from the intended start date.)

The employee may vary the start date of the leave at a later date by giving us at least 28 days' notice.

Employees who are adopting a child from overseas should give written notice in three stages as follows:

- Where the employee has 26 weeks' qualifying service, he/she should inform the College within 28 days of receiving official notification of the date on which he/she received official notification of the placement and the date the child is expected to enter the UK. If the employee has less than 26 weeks' qualifying service, the notice should be given within 28 days of completing 26 weeks' service.
- In all cases, the employee must give 28 days' notice of the actual date he/she wants the adoption leave to start. (For adoptions from abroad, this cannot be before the child enters the UK.) This date can be changed by giving at least 28 days' notice (or as soon as is reasonably practicable). We will write to confirm receipt of this notification within 28 days of receiving it.
- The employee must tell us the date the child entered the UK within 28 days of entry.

21 ADOPTION - LENGTH OF ADOPTION LEAVE

Statutory adoption leave lasts for up to 52 weeks.

22 ADOPTION - WORK AND CONTACT DURING THE ADOPTION LEAVE PERIOD

Those on adoption leave are able to work for a few days without losing their right to adoption leave or a week's statutory pay, via "keeping in touch" or KIT days. See maternity section, above.

23 ADOPTION - PAY

Statutory Adoption Pay (SAP) is payable for a maximum of 39 weeks. 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.

Week one of the SAP period is the week after the employee leaves work or starts adoption leave. To claim SAP the employee must give 28 days' written notice of when they want SAP payments to commence.

SAP is paid into the employee's bank account on the same date as salary would have been paid, and is subject to deductions for tax, National Insurance and pension contributions in the usual way.

Pembroke College supplements the above scheme by paying enhanced adoption pay so that an employee who is entitled to receive SAP receives full basic salary for the first 18 weeks of adoption leave (inclusive of SAP), and then SAP thereafter. Employees will be expected to return back to work for a minimum period of six months, otherwise they will be required to pay back the enhanced adoption pay paid to them by the College.

24 ADOPTION - CONTRACTUAL BENEFITS

Full holiday entitlement will continue to accrue throughout the period of adoption leave.

Other non-pay contractual benefits (such as life or private health insurance, medical cover or childcare vouchers) will continue to be provided during the full period of adoption leave. Note: employees may not be eligible to join a childcare voucher scheme via a salary sacrifice arrangement whilst on adoption leave as SAP is a statutory payment which cannot be altered and employees cannot therefore join whilst receiving SAP only. The entire period of adoption leave will also be included when calculating the employee's length of service for the purposes of any contractual benefits.

Pension contributions will however be paid during the period of paid adoption leave only (up to 39 weeks), and will be based on the full pensionable pay the employee would receive if working.

25 ADOPTION – RETURNING FROM ADOPTION LEAVE

An employee returning to work after ordinary adoption leave has the right to return to the same job. The right to return following additional adoption leave is to the same job unless this is not reasonably practicable, but any alternative job must be both suitable and appropriate. The terms must be no less favourable than those which would have applied had the employee not been absent on adoption leave.

26 ADOPTION - NOTIFICATION OF RETURN

If the employee intends to return to work at the end of the ordinary or additional adoption leave, he/she need do nothing further. If, however, the employee wishes to return to work earlier than this, at least 56 days' (eight weeks) notice of the date of intended return must be given. If the employee fails to give the minimum 56 days' notice we may postpone his/her return until 56 days' notice has been given, provided that this is no later than the end of the additional adoption leave.

Any employee who wishes to change his/her working pattern or hours on return from adoption leave should apply to do so in accordance with our flexible working policy.

An employee who decides not to return to work at the end of his/her adoption leave is required to give full contractual notice.

Parents may choose to transfer up to six months of adoption leave to the father/partner, once the primary adopter has returned to work. For further details, see below: 'Additional Statutory Paternity Leave'.

Please note that an employee who returns from adoption leave early, in order to enable his/her partner to take the remainder of the leave, must give his/her permission for us to release any information confirming his/her return to our employment and the period of adoption leave and pay to his/her partner's employer, before we may do so. Such information will not be disclosed otherwise, which may result in delay in the partner receiving any remaining adoption pay or his/her ASPL being authorised by his/her employer.

27 PATERNITY - STATUTORY PATERNITY LEAVE (SPL)

Subject to meeting the eligibility requirements, an employee who is the father of a child, or its mother's husband/partner, and who expects to have responsibility for the child's upbringing (or an adoptive parent who is not taking adoption leave) is entitled to two weeks' paid statutory paternity leave

28 PATERNITY – SPL – ELIGIBILITY REQUIREMENTS

This entitlement applies to employees who:

- Is the natural or adoptive father of a child born, or placed with them for adoption, or the mother's husband or partner.
- Has a minimum of 26 weeks' continuous service ending with the 15th week before the expected week of the child's birth (for adoption, a minimum of 26 weeks' continuous service extending into the 'matching week'. This is the week beginning on a Sunday and ending on a Saturday in which the employee is notified of having been matched with the child).
- Can demonstrate that they have (or expects to have) responsibility for the child's upbringing or are married to (or the partner of) the child's mother.
- Has average earnings at least equal to the lower earnings limit for NI contributions.

29 PATERNITY – SPL – LEAVE

Leave must be taken during the eight-week period beginning with the child's birth date (or placement with its new parents for adoption within the UK, or date of entry into the UK for overseas adoptions). It can be taken either as one single week's leave or two consecutive weeks' leave, but a week can start on any day, for example Tuesday - Monday.

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

30 PATERNITY – SPL – NOTIFICATION REQUIREMENTS

The employee must notify the College of the date on which he/she intends to take statutory paternity leave by the end of the 15th week before the mother's expected week of childbirth (EWC). For an employee who is adopting a child in the UK, notification must be within seven days of the date on which the adopter has been officially notified of having been matched with the child.

An employee who is adopting a child from overseas should give written notice in three stages as follows:

- Where the employee has 26 weeks' qualifying service, he/she should inform us, within 28 days of receiving official notification, of the date on which he/she received official notification of the placement and the date the child is expected to enter the UK. If the employee has less than 26 weeks' qualifying service, the notice should be given within 28 days of completing 26 weeks' service.
- In all cases, the employee must give 28 days' notice of the actual date he/she wants the paternity leave to start. (For adoptions from abroad, this cannot be before the child enters the UK.) This date can be changed by giving at least 28 days' notice (or as soon as is reasonably practicable). We will write to confirm receipt of this notification within 28 days of receiving it.
- The employee must tell the College the date the child entered the UK within 28 days of the entry.

Once the start date of the leave has been notified, the employee may amend it, but must provide us with 28 days' notice of the new start date.

31 PATERNITY – SPL – PAY

Statutory paternity leave is paid at the same rate as lower rate SMP (or 90% of the employee's earnings, if this is less).

Full holiday entitlement will continue to accrue throughout the period of paternity leave and all other non-pay contractual benefits such as a company vehicle, life or private health insurance, medical cover or childcare vouchers) will continue to be provided during the full period of paternity leave.

32 PATERNITY - ADDITIONAL STATUTORY PATERNITY LEAVE (ASPL)

In addition to the standard statutory paternity leave parents may choose to transfer up to six months of maternity/adoption leave to the father or partner once the mother/primary adopter has returned to work. This is known as additional statutory paternity leave ("ASPL").

33 PATERNITY - ASPL - ELIGIBILITY

Note the term 'father' in this context may be the biological father, the spouse of the mother, or a partner or a civil partner under a same sex relationship.

To be eligible for additional statutory paternity leave the employee must have been continuously employed by the College for 26 weeks ending with the 15th week before the baby is due. In an adoption situation, where the adoption is from within the UK, the employee must have 26 weeks' continuous service ending with the week in which the child's adopter is notified of having been matched with the child. Where the adoption is from overseas, the employee must have 26 weeks' continuous service by the end of the week in which the official notification of approval for adoption was received or, where the employee has changed employer since the official notification was received, since his/her employment with us began.

In both maternity and adoption situations the employee must remain in continuous employment with the College until the week before the first week of the additional statutory paternity leave.

34 PATERNITY - ASPL - TAKING LEAVE

It is important to note that ASPL can only be taken once the mother/adopter of the child has returned to work; so both parents cannot take maternity leave and ASPL at the same time.

In a birth situation, an employee who qualifies for additional statutory paternity leave can take between 2 and 26 weeks' additional leave in the period that begins 20 weeks after the child is born and ends one year after the birth. The child's mother's period of maternity leave must have come to an end.

In an adoption situation, an employee who qualifies for additional statutory paternity leave can take between 2 and 26 weeks' leave in the period that begins 20 weeks after the child's placement for adoption and ends one year after the placement. The employee's partner's statutory adoption leave must have come to an end.

If the child's mother, or the other adoptive parent, dies in the first year of the child's life, the additional statutory paternity leave can begin at any time after the death and last until the child's first birthday.

Additional statutory paternity leave must be taken as 1 continuous period, in multiples of complete weeks. The minimum period of leave is 2 consecutive weeks and the maximum is 26 consecutive weeks.

35 PATERNITY - ASPL - GIVING NOTICE TO TAKE ADDITIONAL STATUTORY PATERNITY LEAVE

The employee must give us at least eight weeks' notice of his/her start and finish dates for the additional statutory paternity leave.

A leave notice, a signed declaration from the employee and a signed declaration from the mother/adopter to prove his/her eligibility are required - this is most easily provided on HMRC form SC7.

The 'leave notice' is a written notice specifying the child's expected week of birth (for adoption, the date the employee was notified of having been matched with the child); the child's date of birth/adoption and the dates the employee has chosen as the start date and end date for the period of leave.

The 'employee's declaration' must state that he/she is either the biological father, husband, partner or civil partner of the child's mother (for adoption, that he/she is either married to, or the partner or civil partner of, the adopter, and that the child has been matched with him/her for adoption); that he/she is taking the

leave to care for the child and has, or expects to have, the main responsibility (apart from any responsibility of the child's mother/adopter) for the upbringing of the child.

The 'mother's declaration' (adopter's declaration' for those adopting) must state the mother's/adopter's name and address; the date of his/her return to work; his/her national insurance number; that the employee is the child's father or is the mother's/adopter's spouse, partner or civil partner; that the employee has, or expects to have, the main responsibility (apart from any responsibility the mother/adopter has) for the upbringing of the child; that the employee is, to the mother's/adopter's knowledge, the only person exercising the right to take additional statutory paternity leave in respect of the child; and that he/she consents to the employer processing this data. The employee must notify us if his/her circumstances change, in case this affects his/her eligibility.

We will also request a copy of the child's birth certificate (for adopters, evidence in the form of documents issued by the adoption agency showing: the name and address of the adoption agency; the date that the employee was matched with the child; the expected date of placement) and details of the name and address of the mother's (or adopter's) employer (or his/her business address if he/she is self-employed).

In most cases we will want to check with the mother's/adopter's employer that she has returned to work and the details of her maternity/adoption leave and pay taken to date. Written authorisation will always be requested from the mother/adopter before we do this.

36 PATERNITY - ASPL - CHANGING THE DATES

If an employee withdraws his/her request to take ASPL less than 6 weeks before the start date, and it is not reasonably practicable for us to accommodate the requested change, the employee may be required to start the leave on the original date specified. This will end no later than 6 weeks after the date on which withdrawal notice was given to the College, or the end date specified in the leave notice, whichever is the earlier.

Once the period of additional statutory paternity leave has begun, if the employee wishes to return to work earlier than planned, we may delay the return until no later than six weeks after the date on which the employee gave us withdrawal notice, or the end date specified in the leave notice, whichever is the earlier.

If the employee wishes to vary the dates of the leave before the leave period has begun, he/she should give us at least six weeks' written notice of the change; failure to do so may result in us postponing the employee's return so that we have six weeks' notice of return.

37 PATERNITY - ASPL - PAY

If the child's mother (or the other parent in an adoption situation), ends his/her period of maternity or adoption leave before taking the maximum entitlement to 39 weeks' statutory maternity pay, maternity allowance or statutory adoption pay, the employee taking additional statutory paternity leave is entitled to be paid for the remainder of the 39-week period, assuming that he/she has average earnings of at least the lower earnings limit for National Insurance purposes. In effect, the couple are paid for 39 weeks between them.

Additional statutory paternity leave is paid at the statutory maternity pay rate, or 90% of the employee's earnings, if this is less than the statutory rate.

38 PATERNITY - ASPL - TERMS AND CONDITIONS

After a period of statutory or additional statutory paternity leave, an employee has the right to return to the same job on the same terms and conditions of employment as if he/she had not been absent. An employee who takes a period of parental leave after his/her statutory paternity leave has the same right of return, provided that the period of parental leave does not exceed four weeks.

39 PATERNITY - ASPL - 'KIT' DAYS

An employee on ASPL is entitled to take up to ten "Keeping in Touch" days (as for those on maternity/adoption leave) and the current provisions on redundancy during maternity leave and the right to be offered any suitable available vacancy is extended to him/her.

40 MANAGING ANNUAL LEAVE

Employees on maternity/adoption/additional paternity leave continue to accrue their full contractual holiday. If this is untaken at the end of the holiday year it will be carried forward.

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

41 FLEXIBLE WORKING

Employees who wish to change their working pattern, or hours, on return from maternity/adoption/paternity leave should apply to do so making accordance with our flexible working policy.

Where possible, we will aim to grant such requests, however this is subject to the overriding needs of the College.

42 SURROGATE PARENTS

Any employee having a child placed with him/her through surrogacy will not normally be eligible for Statutory Maternity or Adoption Leave (any maternity rights, as might be expected, fall to the birth mother).

However the employee will be eligible for unpaid parental leave once he/she has attained a parental order (for further details of parental leave, see our policy on parental leave and time off for dependants). Also, if the intended parent is the biological father of the surrogate child, then he would be eligible for paternity leave (subject to meeting all other eligibility requirements set out above).

43 RELATED POLICIES

We also have the following related policies: parental leave and time off for dependants, flexible working policy.

44 IMPLEMENTATION, MONITORING AND REVIEW OF THIS POLICY

This policy will take effect from 1st November, 2014. The HR Manager has overall responsibility for implementing and monitoring this policy, which will be reviewed on a regular basis following its implementation (at least annually) and additionally whenever there are relevant changes in legislation or to our working practices.

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

PARENTAL LEAVE AND TIME OFF FOR DEPENDANTS POLICY

1 INTRODUCTION

The following document sets out our policy on parental leave and time off for dependants. This policy is not contractual but sets out the way in which we plan to manage this.

Any employee who has any questions about this policy or about any other aspects of parental leave or dependant care rights should contact the HR Manager.

2 SCOPE OF THIS POLICY

This policy applies to all employees, including those on fixed-term contracts.

3 AIMS OF THIS POLICY

This policy aims to explain the statutory rights to parental leave and time off for dependants and the process that should be followed by employees who wish to take such leave.

4 LEGAL CONSIDERATIONS

The following pieces of legislation apply to this policy:

- The Employment Rights Act 1996.
- The Maternity and Parental Leave etc. Regulations 1999.
- The Parental Leave (EU Directive) Regulations 2013.

5 DEFINITIONS

Parental leave is time off work to look after a child or to make arrangements for the good of the child. A disabled child is one for whom the parents receive disability living allowance.

A dependant is a parent, spouse, civil partner, child or someone who lives with the employee as part of the family or who reasonably relies on the employee for care in the event of illness or injury.

6 ELIGIBILITY TO TAKE PARENTAL LEAVE

Employees have the right to parental leave if they have one year's continuous employment AND are either

- The parent of a child who is under five years old and are either named as a parent of the child on the birth certificate or have formal parental responsibility for the child although separated in marriage and/or not living with the child OR;
- Have adopted a child who is under the age of 18. This entitlement lasts for five years from the date on which the child is placed for adoption or until the child's 18th birthday, whichever is the sooner OR;
- Have acquired formal parental responsibility for a child who is under five years old OR;
- Have a disabled child under the age of 18.

Note that foster parents are not entitled to parental leave.

7 TAKING PARENTAL LEAVE

A maximum of 18 weeks' parental leave is available for each eligible child. Part-time employees are entitled to parental leave on a pro-rata basis. Parental leave is unpaid.

Parental leave should be taken in blocks of one week. If taken in blocks of less than a week, a full week will be deducted from the employee's entitlement (unless the child is disabled, in which case leave may be taken in multiples of a day).

A maximum of four weeks' parental leave can be taken each year. Note: a year is calculated as a twelve-month period commencing at the anniversary of starting employment with us (if the employee already has a child under five) or commencing with the child's date of birth if the employee already has twelve months' service.

Parental leave must be taken within five years of the birth/formal adoption of your child, other than for parents of disabled children, who may take the leave at any time up to the child's 18th birthday.

Upon returning from parental leave of four weeks or less employees are entitled to return to their same job, on the same terms and conditions. If the employee takes more than four weeks parental leave (for example where leave spans across an anniversary of employment or the birth of the child) and the employee takes both years' entitlement, or leave is taken for more than one child) he/she is entitled to return to the same job unless this is not reasonably practicable, in which case he/she must return to a job which is suitable and appropriate. The right to return is on terms and conditions not less favourable.

8 GIVING NOTICE TO TAKE PARENTAL LEAVE- PLANNED PARENTAL LEAVE

Employees must give at least 21 days' notice before a period of parental leave begins, of both the start and end dates of the leave period the employee wishes to take.

Parental leave may be postponed for up to six months due to the requirements of the College (except for prospective parents and adoptive parents for time off requested immediately after the time the child is born or is placed with the family for adoption). The reason for any such postponement will be explained, but if an employee feels that a request for leave has been unreasonably refused or postponed, he/she may raise a grievance using our grievance procedure.

Employees should provide their Head of Department with a copy of the child's birth certificate or adoption certificate (only required for the first period of parental leave for each child).

9 GIVING NOTICE TO TAKE PARENTAL LEAVE- UNPLANNED PARENTAL LEAVE

Employees who wish to take leave immediately after a baby is born or a child is placed with them for adoption, should give at least 21 days' notice before the beginning of the week in which the birth or adoption is expected.

Once the timing of the leave is agreed, a copy of your child's birth certificate or adoption certificate should be provided to the employee's Head of Department (only required for the first period of parental leave for each child and in the case of new born babies to be provided as soon as possible).

10 TIME OFF FOR DEPENDANTS

All employees have a right to take reasonable time off (unpaid) in the case of emergencies relating to a dependant. This right applies to all employees irrespective of their length of service or hours worked.

The right to time off as follows:

- To help when a dependant is ill or injured.
- To cope when the arrangements for caring for a dependant unexpectedly break down.
- When a dependant gives birth.
- When a dependant dies.
- To deal with an unexpected incident involving a dependant child during school hours or on a school trip.

11 TIME OFF FOR DEPENDANTS - TAKING LEAVE

Employees may only exercise this right if they tell their Head of Department about the reasons for time off. Where possible they should do so beforehand but, if this is not possible, notification should be made as soon as reasonably practicable. Failure to inform the Head of Department could lead to disciplinary action under our disciplinary procedure for absence without leave.

Note that there is no definition of "reasonable" and no legal limit on the duration of this leave, but as a guide, we would expect that the amount of leave will be one to two days in order to deal with the immediate problem and make any longer term arrangements. This leave is not intended to be used for the purposes of caring for a sick dependant.

12 TERMS AND CONDITIONS OF EMPLOYMENT

During any parental leave or time off for dependants employees will remain bound by their duty of good faith to Pembroke College and their duty not to disclose confidential information. They will remain employed during parental leave or time off for dependants, will accrue unbroken continuity of service and will continue to accrue statutory holiday entitlement under the Working Time Regulations.

Parental leave and time off for dependants is unpaid.

13 RELATED POLICIES

We also have the following related policies: maternity, adoption and paternity leave; flexible working.

14 IMPLEMENTATION, MONITORING AND REVIEW OF THIS POLICY

This policy will take effect from 1st November, 2014. The HR Manager has overall responsibility for implementing and monitoring this policy, which will be reviewed on a regular basis following its implementation (at least annually) and additionally when necessary.

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

RECRUITMENT AND SELECTION POLICY

1 INTRODUCTION

We recognise the importance our recruitment strategy, processes and practices make to the continued success of the College. Current and future employees are our key resource in the delivery of our services.

This policy is not contractual, but aims to set out the way in which the College manages its recruitment activities.

2 SCOPE OF THIS POLICY

This policy applies to all recruitment activity, including internal promotions and secondments, and including roles that are filled on a fixed-term contract basis of more than six months' duration.

3 AIMS OF THIS POLICY

We seek to employ the best individuals to fill our vacancies and to provide the essential skills and attributes to meet the current and future needs of our business.

This approach naturally embraces diversity, to provide expertise, challenge and imagination, and all individuals should be recruited solely on the basis of their ability and in accordance with our equal opportunity policy.

4 LEGAL CONSIDERATIONS

The Equality Act prohibits discrimination on grounds of a protected characteristic (sex, race, disability, sexual orientation, religion or belief, age, pregnancy/maternity, marital status/civil partnership or gender reassignment), but care should also be taken to ensure that part-time employees and those on fixed-term contracts are treated fairly. This is broadly interpreted, and unlawful discrimination may take a number of forms: direct, indirect, harassment, victimisation, discrimination by association and discrimination by perception. The candidate does not necessarily have to have the protected characteristic him/herself in order to bring a claim.

A decision to shortlist, interview or offer employment will not take account of an applicant's trade union membership or non-membership

It is unlawful to refuse to employ someone purely because they have reached the State Pension Age or who are 65 or over unless this can be objectively justified. It is also unlawful to induce a candidate to give up or opt out of membership of a qualifying pension scheme, or to subject any candidate to a detriment for seeking to enforce his/her pension rights.

Positive discrimination (selecting a candidate purely on grounds of membership of a particular minority group) is unlawful (with the exception of employees on maternity leave or at risk of redundancy, where special rules apply). However employers are permitted to discriminate in favour of under-represented groups in the workforce when choosing between candidates who are otherwise equally qualified.

Under the Data Protection Act 1998, unsuccessful candidates can request copies of any notes held on them that are stored in a structured way. Therefore it is essential to record selection decisions in an objective and non-discriminatory way, i.e. demonstrating where the candidate does/does not measure up as well as other candidates with regard to the skills and knowledge for the job. Notes of all interviews should be made using our standard documentation and will be kept on file for six months after the selection decision is made.

5 THE RECRUITMENT PROCESS

Whenever a vacancy arises the decision whether to recruit a replacement will be carefully considered by the appropriate Head of Department who will evaluate whether the duties of the role should be carried out in a different way.

Equally, there may be an internal candidate who could transfer or develop the skills necessary for the role or an existing member of staff who is able to take on some additional duties within his/her existing role.

Heads of Department who have responsibility for recruitment must ensure they undertake any recruitment in a clear, consistent and professional manner and in line with our equal opportunity 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.

To ensure objectivity, the duties and skills required of the post will be reviewed and any existing documentation updated so that candidates are assessed against the same framework. Person specifications will be carefully considered to minimise the risk of direct or indirect discrimination, and to

ensure they do not impose any condition or requirement which cannot be justified by the demands of the post - especially with regard to qualifications and previous experience.

Standard documents and forms are used for all recruitment activity to ensure a professional and consistent approach. All candidates (including internal applicants) will be required to complete a standard application form to ensure better comparability of information.

6 INTERNAL APPLICANTS

With very few exceptions (see below) all vacancies will be advertised internally to ensure that existing staff are given the opportunity to apply and thus develop their skills and careers. This approach also gives us the following additional benefits: staff are made generally aware of career opportunities available to them; an internal candidate will already be familiar with our College, its policies, procedures, internal structure and systems; an internal candidate may be able to take up the post earlier than an external one and we save on the cost and time involved in external recruitment.

However vacancies will not be advertised internally either where there is a reorganisation within a department and we have employees "at risk" of redundancy for whom we will seek posts in the new structure, or where we have an obligation to place somebody in another post (e.g. for health or safety reasons or for an employee returning from maternity leave whose original job is no longer available). In these instances, the needs of the employee to be redeployed will take priority.

7 ATTRACTING CANDIDATES

To ensure that the best candidate is attracted and appointed we may use any or all of the following methods: advertising the vacancy on the Internet; external advertisement in an appropriate newspaper or journal; using networks including our own staff referral scheme (although balancing this with the need for diversity).

Since the way that we recruit reveals a lot about the College to external candidates and contacts, as well as describing the role well, it is essential to also convey the culture and environment within which we work. All adverts will state: "Pembroke College is an equal opportunities employer and values diversity." A copy of our Equal Opportunity Policy will also be made available to candidates on request.

All applications will be handled in confidence and circulated only to those involved in the recruitment process.

8 ASSESSMENT METHODS

Care will be taken to use selection methods and techniques that are relevant to the post. These will be reviewed regularly to ensure their fairness and consistency of application.

Interviews should always be conducted or supervised by trained individuals. Where possible, the same people will be involved in the whole recruitment process, including shortlisting and interviewing, and if interviews take place on separate days the same people should interview on both occasions.

All short-listed candidates will be offered a face-to-face interview. This will be structured to follow a previously agreed set of questions that mirror the person specification.

Questions asked of candidates will relate to information that will help us to assess their ability to do the job. Questions about marriage plans, family intentions, religious or political commitments, caring responsibilities, or about any other issues which may give rise to suspicions of unlawful discrimination should not be asked. Candidates will not be asked whether they plan opt-out of auto-enrolment, nor will any statements be made (whether written or verbal) that either state or imply that the offer of a post could depend on whether or not they opt-out of an automatic enrolment pension scheme.

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.

The information provided by applicants will be thoroughly considered. Candidates should also be given the opportunity to ask questions.

If any tests are to be given (e.g. skills tests, presentations, aptitude tests), the candidates will be given details in advance. Any tests/presentations must be relevant to the post and measure an individual's actual, or inherent, ability to do or train for the job and, if necessary, guidance from appropriate professionals given, particularly in the case of psychometric tests. Where any psychometric or aptitude tests are administered, qualified test administrators will offer appropriate feedback to candidates.

9 DISABLED CANDIDATES

At all stages of the recruitment procedure, reasonable attempts will be made to accommodate the particular needs of any candidate who has notified us of a disability. This may include changing the timing of location of any interview to enable the candidate to attend, providing information in different formats or larger type, etc.

10 USE OF EXTERNAL RECRUITMENT AGENCIES

Where necessary (because of time constraints or specific skills shortages), consideration will be given to using external recruitment agencies. When this is the case, any agencies instructed will be fully briefed about the role and our College, and supplied with information to provide to all potential candidates.

11 OFFERS OF EMPLOYMENT

Offers of employment may initially be made verbally but should always be confirmed in writing, and specify a timescale in which the successful candidate should confirm his/her acceptance or rejection of the offer.

All appointments will be made subject to a satisfactory probationary period, usually of six months' duration.

12 REFERENCES

All offers of employment are made subject to the receipt of references that are satisfactory to the College, unless the candidate has previously worked for us and left our employment no more than six months prior to the offer being made.

Candidates will be asked to provide the details of two referees, one of whom should be their current or most recent employer, where applicable. References will always be taken up on external candidates, once an offer of employment has been made and accepted.

Where possible, references should be received prior to any new employee starting work for the College and it may be that we delay the start date of a new employee until the references are received and checked.

13 PRE-EMPLOYMENT CHECKS

Following the offer and acceptance of employment, employees should not commence working for the College until all appropriate checks have been made. All successful candidates will be required to provide proof of their entitlement to work in the UK prior to starting work with us. In addition, and depending on the requirements of the post, we may also require proof of qualifications, driving licence or a medical report.

Where the duties of the postholder will involve working with children or vulnerable adults, any appointment will be made subject to a satisfactory check with the Disclosure and Barring Service (DBS).

14 EXPENSES

Candidates may be reimbursed necessary travel expenses incurred as a result of attending interviews, in line with our current rates.

15 RELATED POLICIES

We also have the following related policies: equal opportunity.

16 IMPLEMENTATION, MONITORING AND REVIEW OF THIS POLICY

This policy will take effect from 1st November, 2014. The HR Manager has overall responsibility for implementing and monitoring this policy, which will be reviewed on a regular basis following its implementation (at least annually) and additionally whenever there are relevant changes in legislation or to our working practices. Part of this review process will include consideration of feedback from exit interviews of recent leavers to identify possible improvements which may avoid excessive turnover.

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

TRAINING AND DEVELOPMENT POLICY

1 INTRODUCTION

Pembroke College recognises the value and importance of providing opportunities to all of our employees to develop their job-related knowledge and skills, and expects that training and development will increase individual effectiveness and enable employees to make a greater contribution to the success of the College.

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

This policy is not contractual, but indicates the way in which the College wishes to manage its training and development activities.

2 SCOPE OF THIS POLICY

This policy covers all employees, including those on fixed-term contracts.

3 AIMS OF THIS POLICY

The College aims to equip all employees with the necessary knowledge and skills to be able to carry out their duties safely and without risk to themselves or others, to do their jobs successfully and with confidence, and to support all employees to reach their full potential. We recognise that well-managed development and training can help our employees to: identify and develop their potential; respond positively to change uncertainty and conflict; increase their job satisfaction; improve their self-confidence, motivation and initiative and also extend their range of responsibility. All training and development undertaken must be clearly focused on achieving the College objectives and will normally seek to achieve improvement in one or more of the following areas: team working; customer service; productivity; management competence or safer working practices.

We aim to provide:

1. Development and training that will ensure the implementation of College policies.
2. Planned, consistent induction training for all new starters to help ensure that they understand their role as it relates to the College and their individual responsibilities in the workplace.
3. Support, development and training for those at or near the beginning of their careers to enable them to gain appropriate technical or professional qualifications and/or experience that will assist their subsequent career development.
4. Appropriate career development opportunities and training to help maintain and enhance standards of performance over a period of time - we would expect to provide an average of at least 2 days training and development per employee each year.
5. Regular performance reviews, with a focus on future career progression and personal development plans.
6. Support for development and training for any employees faced now, or in the foreseeable future, with new roles, organisation or environment, to help them to deal competently with their work.
7. Support for continuing professional development.

4 LEGAL CONSIDERATIONS

The following pieces of legislation apply to this policy:

- The Health and Safety at Work etc Act 1974 (HASAWA).
- The Employment Rights Act 1996.

5 RESPONSIBILITIES

It is the responsibility of the HR Manager to oversee implementation of the College's Training and Development Policy. The training budget will be allocated firstly to allow statutory training to be undertaken. Further requirements will then be considered alongside other demands on the budget.

The HR Manager will play a key role in working with Heads of Department to identify appropriate employees for promotional development and to ensure that they receive suitable training to enable them to take up more senior appointments and to cope with the resulting pressures.

The Bursar and the HR Manager will liaise with all those with line management responsibilities and provide guidance to them in meeting their obligations listed below.

6 HEADS OF DEPARTMENT

Heads of Department will be responsible for:

- a. Identifying areas of their own work and work done by staff for whom they are responsible which could be assisted by training and development activities.

- b. Identifying statutory training requirements and ensuring these are met.
- c. Prioritising non-statutory training.
- d. Ensuring that new employees reporting to them are provided with proper induction training (see below).
- e. Ensuring that all staff for whom they have management responsibility receive regular feedback on their performance, and that both the annual and end of probation performance reviews are completed on time, with clear targets set and any training needs clearly identified.
- f. Contributing to any training plans, and regularly reviewing these to ensure that planned training is being delivered on time and that it meets the stated objectives.
- g. Ensuring that staff who are attending organised training sessions know the reasons for the training, its objectives, the expected outcomes and standards of performance; that their performance is measured against this and the training properly evaluated.
- h. Ensuring that staff who are undertaking professional qualifications are given the appropriate support and encouragement and that regular monitoring is carried out to ensure their studies are progressing in a satisfactory manner.
- i. Complying with the statutory process for handling requests for time off for training purposes.
- j. Supporting the HR Manager in the implementation of this policy.

7 INDIVIDUAL RESPONSIBILITIES

We aim to create an environment where employees take responsibility for their individual effectiveness and personal and career development. All staff are required to participate in periodic reviews, training and staff development as may be agreed from time to time. We expect that all reasonable efforts will be made to attend training courses but, if this is not possible, that we will be notified well in advance. Should an employee fail to attend a course without good reason, we retain the right to treat it as a disciplinary matter.

For some training needs it may be appropriate to borrow equipment such as CDs and laptops for use at home. Employees are reminded to ensure they have the relevant authorisation before taking such equipment home, that they have notified their Head of Department that they are in possession of this equipment and that it is returned in the same condition as it was borrowed.

8 APPRAISAL REVIEWS

It is our policy that all employees have an annual appraisal/performance review with their Head of Department. Training and development needs will be assessed at this time and ways of meeting these will be identified and an appropriate timescale agreed.

9 INDUCTION TRAINING

We recognise the need to ensure that all new recruits receive planned thorough induction to enable them to settle quickly into the College and become fully operational in as short a timescale as possible.

It is each Head of Department and the HR Manager's responsibility to ensure that new employees are provided with proper induction training, ongoing monitoring and coaching during their probationary period and that the end of probation performance review is undertaken before the end of the probationary period to enable a timely decision to be made regarding confirmation in post.

All new employees, and also other workers on College premises such as agency temps, work experience students, contractors and volunteers, will be informed of our procedures for fire safety, first aid and any workplace hazards.

10 'ON THE JOB' TRAINING

Sometimes the most relevant form of training will be 'on the job' training. This should be planned in the same way as any other learning method to ensure a systematic consideration of the skills required, proper delivery and evaluation, and also full equality of opportunity for training and development for all staff.

Where an employee's job involves the operation of tools or machinery, specific on-the-job training will be provided by the Head of Department. It is the responsibility of the Head of Department to ensure that this is carried out. This training will also be given if an employee changes jobs. If new machinery or equipment is purchased, further training is likely to become necessary. If so, this will be arranged before work on the new machinery etc. commences.

11 HEALTH AND SAFETY TRAINING

It is a requirement of the Health and Safety at Work Act 1974 that we provide adequate training to our staff to enable them to carry out their duties without jeopardising either their health and safety or that of their colleagues and visitors. Other, more specific legislation and regulations may necessitate specific training as appropriate, e.g. that which relates to the use of machinery, lifting and handling activities, handling hazardous substances, noise, VDU usage and the wearing of personal protective equipment.

The Health and Safety Officer provides or advises on training in all areas of health and safety. Every Head of Department should ensure that statutory requirements applying to their teams are met and that health and safety training is monitored and evaluated.

For non-statutory training a risk assessment will be used to determine whether any training is necessary in order to carry out the job safely. The specific needs of the individual will also be considered.

12 MANAGEMENT TRAINING

The College recognise the importance of good “people management” and will seek to ensure that all those with supervisory or management responsibilities are trained in implementing our policies, in effective recruitment, equal opportunities awareness, handling grievance and disciplinary issues, bullying and harassment,, and managing absence. In addition, personal skills training in time management, delegation, coaching and mentoring may be delivered where appropriate.

13 EQUAL OPPORTUNITIES TRAINING

All staff, irrespective of their 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 or tolerating other employees to do so.

14 IT TRAINING

The IT Department is responsible for ensuring that all those who use computers or VDU equipment are properly trained. Workplace assessments are undertaken by the H&S Officer.

We recognise that changes in technology are ongoing, and will ensure that training on new or upgraded software packages will be organised as necessary. Heads of Departments are responsible for ensuring that those who use computers or VDU equipment are properly trained and are fully aware of the requirement to comply with our IT and data protection policies.

15 INDIVIDUAL TRAINING EXPENSES

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

The College will consider financial support associated with the cost of training for proficiency at work and/or career development. Subject to approval of the request in principle, Heads of Department, along with the HR Manager, will normally approve the following expenditure in relation to the course: course fees, travelling expenses, where appropriate, course materials such as books or essential equipment (which shall remain the property of Pembroke College), examination fees, professional memberships etc. In addition, paid study leave of a specified duration may be authorised for certain professional qualifications.

Such funding will however normally only be offered to those employees who are prepared to commit to the College and any such training expenditure is normally dependent on the employee agreeing to sign a repayment agreement, should he/she leave within a specified period following the completion of the training, or abandon the training without good reason.

16 TRAINING BUDGET

We aim to allocate the appropriate resources to support training and development activities. All training and development expenditure must be authorised by the HR Manager.

17 EXTERNAL FUNDING

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

18 EVALUATION

The benefit 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.

Employees are required to provide feedback on external training, to complete the Training Evaluation form and discuss this with their Head of Department.

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

19 RELATED POLICIES

Our training activities cover the whole range of our operation, and therefore should be read in conjunction with other appropriate policies.

We also have the following related policies: equal opportunity, health and safety, recruitment and selection, disciplinary procedure, grievance procedure, bullying and harassment, absence reporting and sick pay.

20 IMPLEMENTATION, MONITORING AND REVIEW OF THIS POLICY

This policy will take effect from 1st November, 2014. The HR Manager has overall responsibility for implementing and monitoring this policy, which will be reviewed on a regular basis following its implementation (at least annually) and additionally whenever there are relevant changes in legislation or to our working practices.

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

VIOLENCE AT WORK POLICY

1 INTRODUCTION

The College takes its duties under the Health and Safety at Work etc. Act 1974 (HASAWA) seriously. These include the provision of a safe place and a safe system of work for our staff and all others who may be affected by our activities. We recognise that violence at work and threatening behaviour are issues of concern to many and could have health and safety implications for the College.

2 SCOPE OF THIS POLICY

This policy covers all employees, including casual workers, and also any agency workers and contractors working at our premises.

3 AIMS OF THIS POLICY

This policy aims to reduce the risk of workplace violence towards our employees and workers, as well as to students and visitors to our premises, and to ensure that a clear "no tolerance" stance is adopted throughout the College.

4 LEGAL CONSIDERATIONS

The following pieces of legislation apply to this policy:

- The Health and Safety at Work etc. Act 1974.
- The Protection from Harassment Act 1997.
- The Management of Health and Safety At Work Regulations 1999.

The Health and Safety at Work etc. Act 1974 provides that "it shall be the duty of every employer to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all employees". This duty also extends to visitors such as contractors and suppliers. In order for us to fulfil these duties, we will:

- Carry out a risk assessment in order to assess the risks to employees, students and visitors.
- Decide what control measures, if any, are necessary.
- Implement any control measures if the assessment shows that they are necessary.
- Monitor any arrangements to ensure that they are effective.
- Review this from time to time and update as necessary.

5 DEFINITIONS

Violence at work has been defined as "any incident in which a person is abused, threatened or assaulted in circumstances relating to their work". Whilst this definition applies to everyone, some may be at more risk than others. In our own workplace, we have identified the following groups of staff as being most at risk:

- Porters.
- Those who deal directly with visitors.
- Lone workers.
- Those who work outside of normal working hours,
- Cash handlers.
- Those who work within the community, e.g. with vulnerable individuals.

6 HEADS OF DEPARTMENTS RESPONSIBILITIES

All HODs have a responsibility to:

- Be familiar with this policy, implement it and ensure that anyone under their control is aware of it and understands it.
- Perform risk assessments in order to assess the risks to employees, workers and other visitors such as clients, and keep these up-to-date.
- Decide what control measures, if any, are necessary in their areas of operation.
- Implement any control measures if the assessment shows that they are necessary.
- Monitor any arrangements to ensure that they are effective.
- Take any report of work-related violence very seriously, and take immediate action, recording the details in writing.
- Support any employees or workers affected by any incidents or threats.
- Take on board any suggestions from employees or workers to prevent future violence.
- Co-operate with any external investigations (such as by the police or HSE).
- Continue internal investigations concurrently with external ones as necessary.
- Do not incite or increase the likelihood of a violent act nor ignore a violent act.

- Review the risk assessment as well as this policy from time to time and make any suggestions as to how any risk(s) could be better controlled or reduced.

7 EMPLOYEES' RESPONSIBILITIES

All employees have a responsibility to take reasonable steps to ensure that they do not place themselves, or others, at risk of harm. They are also expected to co-operate fully with us in complying with any procedures that the College may introduce as measures to protect their safety and well-being, as well as that of visitors. Staff must not incite or increase the likelihood of a violent act nor ignore a violent act.

Our employees are also responsible for ensuring that their family and friends do not get involved in any dispute between us and our workforce. Any relative or friend of an employee who is aggressive or disruptive will be asked to leave our premises and, if necessary, we will call the police. Unless the employee is disabled and in need of additional help and support, we will normally only deal directly with our employees regarding any employment related matters.

8 PROCEDURES

The following are guidelines on action that we will take to reduce the risk of violence to employees, students and visitors. They are not exhaustive, but are a set of principles to be followed if a risk is perceived or occurs:

- As part of the risk assessment process, we will talk to employees and workers in order to assess what, if any, further preventative measures are required.
- All employees or workers are actively encouraged to discuss with their Head of Department any concerns that they may have. All approaches will be treated sympathetically.
- Where immediate action is required in response to a violent act, the employee or worker should approach his/her Head of Department or a colleague for help. Department heads should respond to the situation by talking to the perpetrator, explaining that their behaviour is not acceptable. They should try to resolve the problem and, if that is not possible, call the Porters Lodge for assistance. They will remove the person where required. Medical assistance should be provided immediately if needed and consideration given to whether the member of staff feels able to continue working or needs to go home (chaperoned if necessary).
- The police should be informed of any serious incident or persistent cases of violence. CCTV footage should be retained to comply with any subsequent investigations (either internal or by the police). Statements should be taken from any witnesses promptly and a copy sent to the HR Manager/H&S Officer.
- Any incident of violence, threats or verbal abuse must be entered in the Porters Lodge book, as well as being reported to the individual's Head of Department.
- If an incident causes death, major injury or more than seven consecutive days off work (including weekends) it should be reported under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.

9 DEALING WITH VISITORS

The safety of our staff is paramount. Any employee or workers who faces rude or aggressive visitors must never return aggression as this is how anger can escalate into violence. Instead they should try to adopt a calm and reassuring attitude and speak slowly and gently. In the unlikely event that a situation escalates, the employee or worker should always withdraw from it, where possible, and seek advice from their Head of Department or Porters Lodge.

10 PREVENTING WORKPLACE VIOLENCE

We have CCTV monitoring on the premises which may be used in any investigation of violence in the workplace. Signs are posted around the College informing visitors of this monitoring. These must not be removed, covered over or obliterated by having anything placed in front of them.

All new employees and workers (including agency workers) should be made aware of this policy. Those who have daily direct contact with visitors or members of the public should in particular be given a copy of this policy to read.

11 TRAINING

Should a risk assessment identify that training for certain groups is necessary in order to reduce the risks, this will be provided.

12 PROTECTIVE CLOTHING OR AIDS

Where our risk assessment suggests that protective clothing or aids (such as a panic button under the desk or mobile alarm) would reduce the risk of workplace violence, we commit to providing this.

13 ADVICE AND COUNSELLING

The College recognises that counselling or other specialist help may be appropriate for anyone who suffers an incident of violence at work. We aim to deal with these cases constructively and sympathetically. The HR Manager/College Nurse will give advice and guidance on how to obtain help and

assistance with any workplace violence related issue. All requests for help will be treated in the strictest confidence.

14 RELATED POLICIES

We also have the following related policies: health and safety, lone workers, working with children and vulnerable adults.

15 IMPLEMENTATION, MONITORING AND REVIEW OF THIS POLICY

This policy will take effect from 1st November, 2014. The HR Manager has overall responsibility for implementing and monitoring this policy, which will be reviewed on a regular basis following its implementation (at least annually) and additionally whenever there are relevant changes in legislation or to our working practices.

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

WHISTLEBLOWING POLICY

1 INTRODUCTION

Pembroke College aims to conduct its business at all times with the highest standards of integrity and honesty. We expect all employees and workers 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 employees, workers, contractors or agents that falls short of these principles.

This policy is not contractual but sets out the way in which we plan to manage such issues.

2 SCOPE OF THIS POLICY

This policy covers all employees and workers, including those on fixed-term contracts, any casual workers or agency workers. It aims to protect those who make a 'protected disclosure' either during their employment (or duration of the contract/agreement in the case of workers and also after this has ended and also enables them to take action in respect of any victimisation.

For a disclosure to be protected it must reasonably appear to the employee or worker that it is in the "public interest". The previous requirement that it should be brought in "good faith" is removed; however a disclosure that is not made in good faith may result in a reduction of up to 25% in any compensation subsequently awarded by a tribunal.

Note that the scope of this policy does not cover any potential breaches of an employee's employment contract: these should be raised under our grievance procedure.

3 AIMS OF THIS POLICY

This policy aims to assist us in the early detection of any inappropriate behaviour or practices within Pembroke College and to provide a clear procedure for our employees and workers to report to us any wrongdoing at work which they believe has occurred, or is likely to occur.

We recognise that individuals may not always feel comfortable about discussing their concerns internally, especially if they believe that the College itself is responsible for the wrongdoing. The aim of this policy is to ensure that they feel confident and able to raise any reasonable concern about our business activities in the knowledge that it will be taken seriously and that no action will be taken against them by either the College or their colleagues.

4 LEGAL CONSIDERATIONS

The following pieces of legislation apply to this policy:

- The Protection from Harassment Act 1997.
- The Public Interest Disclosure Act (PIDA).
- The Bribery Act 2010.
- The Enterprise and Regulatory Reform Act 2013.

5 RESPONSIBILITY

The overall responsibility for implementing and monitoring the effectiveness of this policy rests with the senior management of Pembroke College.

Heads of Departments have a crucial role to play in encouraging employees and workers under their supervision to report any concerns they may have.

Any employee or worker who has knowledge of, or reasonably suspects, any fraud, theft or other suspicious or unlawful act taking place within Pembroke College is required to report this to his/her Head of Department, or to use the procedure set out below.

All employees and workers, irrespective of their job or seniority, are required not to subject any other employee or worker to any detrimental treatment nor harass or bully such an individual on the basis that he/she has raised a concern under this policy. They are also required not to encourage others to do so nor to tolerate such behaviour. Disciplinary action, including dismissal, may be taken against any employee found guilty of such behaviour. In addition, an employee or worker who has victimised a colleague may be personally liable for any such victimisation.

6 PROCEDURE

All of our employees and workers 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 or breach of any statutory Code of Practice, (however, note that any complaint relating to an alleged breach of an employee's individual contract should be raised under our grievance procedure)

- A miscarriage of justice.
- A health and safety danger.
- An environmental risk.
- A concealment of any of these.

This list is not exhaustive but indicates the types of concerns that should be raised:

- Misuse of assets (including stores, equipment, vehicles, buildings, computer hardware and software).
- Failure to comply with appropriate professional standards.
- Bribery, corruption or fraud including the receiving or giving of gifts or hospitality in 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 the College or would otherwise seriously prejudice the College.
- Abuse of authority.
- Using the power and authority of Pembroke College for any unauthorised or ulterior purpose.
- Causing damage to the environment.

The employee or worker 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 appropriate, he/she should discuss the matter with his/her Head of Department 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: another Head of Department or HR Manager.

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. Unsupported, anonymous complaints and allegations are much less powerful and therefore will be treated with caution.

If the matter requires further investigation this will be carried out and the individual raising the concern will be informed of the outcome of the investigation and what action, if any, has been taken.

If he/she 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 Bursar.

Following further investigation of the complaint, the individual will be informed of the result and what, if any, action has been taken.

The College undertakes that no employee or worker who makes a bona fide report under this procedure will be subjected to any detrimental treatment as a result. If any employee or worker feels that he/she is being subjected to a detriment by any person within Pembroke College as a result of their decision to invoke this procedure, he/she must inform the Bursar immediately and appropriate action will be taken to protect him/her from any reprisals.

However, if it should become clear that the procedure has not been invoked in good faith (for example for malicious reasons or to pursue a personal grudge against another worker), this will constitute misconduct and will be dealt with through our disciplinary procedure.

7 REFERRAL TO EXTERNAL BODIES

The College recognises there may be matters that cannot be dealt with internally and external authorities (such as the police, the Health and Safety Executive or external auditors) will need to become involved. Where this is necessary we reserve the right to make such a referral without the employee's or worker's consent.

8 EX-EMPLOYEES AND WORKERS

Any protected disclosures made by ex-employees or workers after the termination of their employment/contract should also be dealt with under this procedure. In such cases, we would normally ask that the employee/worker sets out the details of his/her concerns in writing and we will then respond in writing, having undertaken such investigations as we deem to be appropriate.

9 RELATED POLICIES

We also have the following related policies: grievance procedure, bullying and harassment, data protection.

10 IMPLEMENTATION, MONITORING AND REVIEW OF THIS POLICY

This policy will take effect from 1st November, 2014. The HR Manager has overall responsibility for implementing and monitoring this policy, which will be reviewed on a regular basis following its implementation (at least annually) and additionally whenever there are relevant changes in legislation or to our working practices.

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

WORKING WITH CHILDREN AND VULNERABLE ADULTS POLICY

1 INTRODUCTION

The College carries out activities which bring employees and people working on behalf of the College into regular unsupervised contact with children and/or vulnerable adults. This includes students and those participating in seasonal training courses.

This policy is non-contractual but indicates the way in which Pembroke College intends to deal with such matters. It should be read in conjunction with our guidelines on working with children and vulnerable adults.

2 SCOPE OF THIS POLICY

This policy applies to all employees or workers whose duties bring them into contact with children and/or vulnerable adults.

3 AIMS OF THIS POLICY

This policy aims to create and maintain the safest possible environment for the children and vulnerable adults with whom we deal, as well as for our staff and workers, and all reasonable steps will be taken to prevent all parties from harm.

4 LEGAL CONSIDERATIONS

There is a considerable body of legislation designed to ensure that children and vulnerable adults are protected and it is important to understand that everyone is responsible for their safety. The main pieces of legislation that affect this policy are:

- The Health and Safety at Work etc. Act 1974 (HASAWA).
- The Rehabilitation of Offenders Act 1974.
- The Children (Protection from Offenders) (Miscellaneous Amendments) Regulations 1997.
- The Police Act 1997.
- The Working Time Regulations 1998.
- The Protection of Children Act 1999/Criminal Justice and Court Services Act 2000.
- The Care Standards Act 2000.
- The Conduct of Employment Agencies and Employment Business Regulations 2003.
- The Safeguarding Vulnerable Groups Act 2006 (VBS).
- The Protection of Freedoms Act 2012.
- Also the United Nations Convention on the Rights of the Child.

In addition, special rules apply to the working time and breaks for any young people who work for us.

5 DEFINITIONS

- A "child" is anyone under the age of 18.
- A "vulnerable adult" is a person aged 18 years or over who is:
 - In residential accommodation provided in connection with care or nursing or receiving care or nursing at home.
 - Receiving health care.
 - In lawful custody or under the supervision of a probation officer.
 - Receiving a welfare service of a prescribed description or direct payments from a social services authority.
 - Receiving services, or taking part in activities, aimed at people with disabilities or special needs because of his/her age or state of health.

It may be a person who is unable to take care of him/herself, or unable to protect him/herself against significant harm or exploitation. He/she may be elderly or frail, have learning disabilities, suffer from mental illness, have a physical disability, be a substance misuser, be homeless or in an abusive relationship.

6 CRIMINAL RECORDS

Those who are involved in work situations where they have sustained or prolonged unsupervised access to children or vulnerable adults are exempt from the Rehabilitation of Offenders legislation. This means that prospective employees, self-employed contractors and volunteers must declare all criminal convictions, however long ago; and these will be taken into account when deciding on their suitability for working with children or vulnerable adults. No-one will be permitted to undertake a role which involves regular contact with children or vulnerable adults without a satisfactory Disclosure and Barring Service (DBS) check.

However, a criminal record may not prevent a person from working for Pembroke College in any other capacity: if that person is then asked to undertake tasks which will bring him/her into unsupervised

contact with children or vulnerable adults, such as work experience placements, any record must be declared to the HR Manager who will take appropriate advice where necessary and will decide whether this task should be allocated to another member of staff.

7 PLANNING AND SUPERVISION

All activities or assignments involving children or vulnerable adults should be planned in advance to ensure they take into account the age range and ability of the participants. Employees, freelancers or volunteers supervising assignments involving children/vulnerable adults should be competent and trained to do so. Supervision should take account of the age, gender, nature of the activity and any special needs of the individuals. Where appropriate, a risk assessment will be undertaken and documented.

All workers should avoid working alone with a child or vulnerable adult wherever possible. If it is unavoidable, they should plan their work so that at least two adults are present at any time where possible, including a Pembroke College employee. If possible the worker should also move to a workstation where he/she and the child/vulnerable adult can both be seen by other colleagues or other adults. This guidance applies also to transport in vehicles - workers should not offer to transport a child or vulnerable adult anywhere unless accompanied by a further person or as part of a formal arrangement.

8 PHYSICAL CONTACT

On no account should any employee, worker or volunteer have any physical contact with a child or vulnerable adult unless it is to prevent 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), or to provide nursing or other general care. The prior consent of the affected person should be requested. Where appropriate, consent from parents or those with parental or caring responsibility should be obtained.

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

It should be noted that physical contact might be necessary in some sporting activities and dancing. The shaking of hands is acceptable as a greeting.

9 COMMUNICATION

Communication with children/vulnerable adults 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 and vulnerable adults are entitled to the same respect as any employees, workers and volunteers. It should also be made clear to them what standards of behaviour and mutual respect are expected from them.

Those working with children/vulnerable adults should behave appropriately, ensure that language is moderated in their presence and should refrain from adult jokes or comments which are clearly unsuitable. Staff should also note that what may be acceptable language to their friends may not be regarded as such by those of an older generation.

10 BEHAVIOUR AND ABUSE

We should all aim to promote an environment of trust and understanding. Those working with children/vulnerable adults should not tolerate anti-social behaviour, but should try to ensure good working relationships.

All employees, workers and volunteers at Pembroke College have a strict duty never to subject any child/vulnerable adult to any form of harm or abuse. This means that it is unacceptable, for example, to treat a child/vulnerable adult in any of the following ways:

- To cause distress by shouting or calling them derogatory names.
- To slap them.
- To hold them in such a way that it causes pain, or to shake them.
- To physically restrain them (except to protect them from harming themselves or others).
- To take part in horseplay or rough games.
- To allow or engage in inappropriate touching of any kind.
- To do things of a personal nature for the person that they can do for themselves (this includes changing clothing, or going to the toilet with them, unless another adult is present).
- To allow or engage in sexually suggestive behaviour within a person's sight or hearing, or make suggestive remarks to, or within earshot, of the child/vulnerable adult.
- To give or show anything which could be construed as pornographic.
- To seek or agree to meet them anywhere outside of our normal workplace without the full prior knowledge and agreement of the parent, guardian or carer. To engage with them online in an unacceptable manner.

11 SUSPICION OF ABUSE

Any worker who witnesses, or suspects, abusive behaviour towards a child/vulnerable adult should record the details and report it to the HR Manager. If a worker has suspicions, he/she must act on these and not ignore a potentially very serious situation. It is NOT the individual's responsibility to investigate these suspicions nor to decide how serious the matter might be - this requires expertise which he/she is not expected to have.

Any allegations of abuse made against anyone working for Pembroke College will be thoroughly investigated and dealt with through the disciplinary procedure. Serious breaches may lead to dismissal.

The HR Manager will appropriately record an allegation or reported incident. He/she will be responsible for contacting the statutory child protection agency such as the Local Safeguarding Children Board or the Police, if necessary.

We will aim to maintain any request for witness anonymity, where appropriate and possible, and to provide support if required.

12 SAFETY

The safety of the people we work with is paramount and we are committed to providing a safe environment within which to work. Those working with children/vulnerable adults should ensure all appropriate risk assessments and security checks have been carried out prior to any assignment. This could include first aid cover and accident reporting.

If transporting children/vulnerable adults, 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.

13 CONFIDENTIALITY

All personal information regarding children/vulnerable adults is highly confidential and should only be shared with appropriate people on a need-to-know basis.

Anyone who is likely to have access to confidential material regarding children or vulnerable adults, or any of the bodies on behalf of whom Pembroke College is working, will be required to sign a non-disclosure agreement. The requirement for confidentiality is emphasised.

14 CONTACT OUTSIDE OF WORK

Contact should not be made with any of the children/vulnerable adults with whom we are working for any reason unrelated to the particular work. In particular, employees are required to maintain our 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.

15 GIFTS AND INDUCEMENTS

On no account should anyone from Pembroke College give a child/vulnerable adult a gift or buy refreshments etc. which could in any way be considered as a bribe or inducement to enter into a relationship with the employee or give rise to any false allegations of improper conduct against the individual.

16 COMMUNICATING THIS POLICY AND CONCERNS

All employees, workers and volunteers at Pembroke College will be made aware of this policy and a copy is available in the Staff Handbook. This kept for anyone to view in the office of each Head of Department, and on the College Website.

17 BREACH OF THIS POLICY

Failure to follow the guidelines in this policy is considered a serious offence and will be investigated thoroughly and dealt with through our disciplinary procedure. Serious breaches may lead to dismissal (for employees) and termination of any agreement (for workers).

18 IMPLEMENTATION, MONITORING AND REVIEW OF THIS POLICY

This policy will take effect from 1st November, 2014. The HR Manager has overall responsibility for implementing and monitoring this policy, which will be reviewed on a regular basis following its implementation (at least annually) and additionally whenever there are relevant changes in legislation or to our working practices.

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

