



**NEWNHAM COLLEGE
SENIOR MEMBERS' HANDBOOK**



CONTENTS PAGE

INTRODUCTION TO THE SENIOR MEMBERS' HANDBOOK	4
INTRODUCTION TO NEWNHAM COLLEGE	5
GOVERNANCE STRUCTURE OF THE COLLEGE	6
PRINCIPLES OF GOOD GOVERNANCE	10
BECOMING A SENIOR MEMBER OF THE COLLEGE	12

INTRODUCTION TO THE SENIOR MEMBERS' HANDBOOK

The Senior Members' Handbook is intended to be a guide to the governance, management and procedures of Newnham College to help Fellows and other Senior Members of College understand what the College has to offer and how they can make the best contribution to College life.

The Handbook applies to all Senior Members who are entitled to attend Governing Body meetings, to Bye-Fellows and other members of the College who hold a teaching or administrative post which entitles them to Full Membership of the Senior Combination Room. Some sections apply only to those for whom the College is their main employer and who have a contractual letter of appointment. This is flagged up in the relevant sections.

The entitlements and privileges which are attached to any appointment within the College are balanced by obligations to make a contribution to the smooth running of the College as an institution and community.

This Senior Members' Handbook should be read in conjunction with the College Statutes and Ordinances. The College recognises that many office-holders or employees may be affiliated to or employed by other institutions, including the University of Cambridge or another College. While respecting the obligations a Senior Member may have to another institution, the College expects the contents of this Handbook to be observed so far as they are appropriate to the Senior Member's relationship with the College.

The Senior Members' Handbook was approved by the College Council on 17 June 2011 and may be amended from time to time through a consultative process between the Council and the Governing Body.

INTRODUCTION TO NEWNHAM COLLEGE

Newnham College is an educational charity founded in 1871 to promote academic excellence for women. It has been a College of the University of Cambridge since 1948. The College's main purpose, enshrined in its Royal Charter, is to advance education and learning among women, to provide accommodation in which they can reside and study, and to support and promote research.

The College is a charitable corporation registered with the Charity Commission. The Principal and Fellows who are members of the Governing Body together form the legal entity that is Newnham College. Members of the College Council are the College's charity trustees.

The College is a self-governing institution, operating within the context of the University of Cambridge.

Newnham College has an ethos of personal responsibility and of respect for the dignity of all members of the Newnham community, be they academic or non-academic staff, graduate or undergraduate students. We encourage an environment in which each individual can develop personally and can take on new roles when ready to do so.

Each member of the Newnham community plays her or his own part in our success. We value each individual contribution as well as the achievements of the College as a whole. We are committed to seeking the views of all members of College when making decisions that affect them and we welcome suggestions as to how we might do things better.

GOVERNANCE STRUCTURE OF THE COLLEGE

Governance framework in which the College must operate

Newnham College was created by Royal Charter granted on 12 April 1917. The Charter is the key constitutional document of the College.

The College was received into the University of Cambridge by University Statute on 27 April 1948. The College thereupon became subject to the Universities of Oxford and Cambridge Act 1923 together with the other Acts of Parliament which apply to the Cambridge Colleges. These include the Universities and Colleges Estates Act 1925 and the Universities Colleges and Trusts Act 1943. There is therefore a legislative context in which the College must operate as part of the University.

Each College also has its own independent legal status under its own governing Statutes. The Statutes for Newnham College are published on the College's website, and new Senior Members are issued with a booklet containing the Charter, Supplemental Charter and Statutes. These Statutes set out the principal rules by which the College is governed and managed, under its Charter, and within the wider context of both the University Statutes and the legislative background.

The Statutes (which can be amended only by formal process) are augmented by Ordinances in which are set out the more general rules of management. The Ordinances can be amended by the College (following due procedure) whereas any proposed alteration to the College Statutes requires the approval of HM the Queen in Privy Council.

Responsibility for governance and management

The Principal (Statute VI)

The College's Statutes provide (Statute VI(2)) that the Principal 'shall exercise a general superintendence over the affairs of the College and shall have power, in all cases not provided for by the Charter or by these Statutes or by order of the Governing Body or Council, to make such provisions for the good government and discipline of the College as she shall think fit.' The effect of this is that the Principal has final responsibility for ensuring (and is accountable for ensuring) the good governance of the College. This responsibility remains in place whether or not she is acting through the College's formal committee structure (explained further below).

Governing Body (Statute IV)

The College's Charter (Article 7) provides that the Governing Body's powers 'shall extend...to all questions affecting the good Government of the College, the promotion of the interests thereof, and the maintenance and improvement of the discipline and studies of the students'. This is understood to mean that the Governing Body is responsible for the long-term strategic vision of the College, and also provides the policy context within which the Council's management takes place. The Ordinances of the Governing Body, together with the Statutes, govern its business.

In addition to its broad general powers, the Governing Body has certain defined

responsibilities. These include: the election of the Principal (Statute VII), the appointment of the Bursar (Statute IX), election of certain Fellows (Statute III), approval of the College accounts (Statute XIX) and of the constitutions of the student bodies (Education Act 1994: Student Union Reform).

The membership of the Governing Body is prescribed by the College's Charter and consists of the Principal, Fellows in Category A, Research Fellows, Professorial Fellows, Fellows in Category D, Associate Fellows and a representative number of Junior Members.

In addition, certain Senior Members of the College (including the Bursar, the Domestic Bursar, the Development Director and male College Lecturers), if not Fellows, may be either entitled or invited to attend meetings of the Governing Body, and their attendance may be required by the terms of their appointment.

The wide membership and representation at Governing Body meetings is to ensure that the College is appropriately governed within its governance framework and that there is engagement with the College's governance responsibilities across the Senior and Junior Members of College.

The Bursar has a general duty under Statute IX(2): "The property and income of the College shall be managed by the Bursar in accordance with the directions of the Council". This is currently understood to mean that the Bursar is responsible to the College Council and Governing Body for all matters affecting the College finances and management of the College estate, properties, trust and other funds; for legal matters; for personnel and IT policy and for the maintenance and development of the College site and buildings.

The Senior Tutor, although her role is not defined in the Statutes, is currently expected to be responsible for the smooth running of the College's academic administration and its teaching and tutorial arrangements.

The College Council (Statute V)

The College Council is responsible for managing the College and conducting its general business, subject to resolutions of the Governing Body, to the Charter and Statutes (Charter Article 12, Statute V, 8).

Membership of the Council is also prescribed by the College's Charter (Article 11 and Statute V, 1 and 2). The Council is chaired by the Principal, who is an ex officio member as are the Vice-Principal, the Senior Tutor and the Bursar. The other Council members are eight Senior Members elected from the Governing Body, together with one elected representative of the Middle Combination Room and two elected representatives of the Junior Combination Room.

Members of the Council, as charity trustees, are required to fulfil their responsibilities in accordance with charity law. Charity trustees are required to ensure that there is a governance structure in place which applies throughout the organisation for which they are responsible, to support the College in fulfilling the objectives set out in its Charter.

Fellows

The categories of Fellow elected by Newnham College are set out in Statute III, 1. These are:

Members of the Governing Body: Fellows in Category A, Research Fellows, Professorial Fellows, Fellows in Category D, Associate Fellows.

Fellows who are not members of the Governing Body: Honorary Fellows, Fellows Emeritae, Bye-Fellows, Visiting Research Fellows, Travelling Research Fellows.

Further information about Fellowships may be found on the College website.

Promise to observe good governance

The importance attached to recognition of good governance within the College is underlined by the fact that new Fellows joining the College participate in the Solemn Admission procedures set out by the Governing Body.

Senior Members who do not make a Fellow's Promise are required by their contracts of employment to observe the requirements of the College's Statutes and Ordinances, and the College's approved policies and procedures as outlined in this Handbook.

Other College Offices and Roles

Because the College is a self-governing body, there are a variety of ways in which Senior Members will be expected to contribute: first and foremost amongst these is attendance at Governing Body meetings if a Member, or a Senior Member entitled or invited to attend.

There are several offices which Senior Members may be invited to hold.

In relation to the academic and teaching purposes of the College and to student welfare, these include:

Director of Studies	Tutor
Special Supervisor	Assistant Tutor
Subject Adviser	Assistant Graduate Tutor
Subject Co-ordinator	

In support of the College Community and its broader activities, these include:

Director of Music
High Table Steward/Wine Steward
Praelector
President of the Senior Combination Room
Secretary of the Governing Body
and such other positions as the Council or Governing Body may from time to time approve.

College Committees

Newnham College is a self-governing institution. Newnham's committee structure is a vital part of this.

There are eighteen Standing Committees of the Council and three of the Governing Body. Their membership and duties are laid down in the relevant body's Ordinances. A number of other committees have been set up to perform a particular function with membership and duties laid down by the Council.

These committees are an integral part of the College's democratic approach to decision-making processes and to the running of College business. Senior Members are expected to involve themselves in the committee structure by participating in one or more of the College's committees so that over time all Senior Members are able to contribute to the continuing and developing life of the College as a self-governing community.

PRINCIPLES OF GOOD GOVERNANCE

Introduction

The success of the College community depends on the contributions made by its members and the reasonable observance of the rights and responsibilities associated with membership. These are rooted in the Statutes and Ordinances and further expressed in the policies from time to time adopted by the College.

The members of College who are elected to the Council additionally assume the voluntary role of charity trustee, with all the legal obligations and responsibilities attendant on that role.

Principles of good governance

The set of principles of good governance promulgated by the Charity Commission is widely recognised as evidencing ‘best practice’ within a charitable organisation. As a guide to what is expected of all members of such an organisation, the principles provide a practical governance framework.

The principles derive from Lord Nolan’s Committee on Standards in Public Life. These have been adopted as having general application in the public, charitable and voluntary sectors and are routinely applied to the conduct of bodies in these sectors. They are: selflessness; integrity; objectivity; accountability; openness; honesty and leadership. The Nolan Principles articulate the standards of mutual consideration and professionalism traditionally expected within the College.

Embodying the principles of good governance in the College community

These principles, together with the legislative and regulatory requirements that apply to the College, have application as relevant to the differing and particular roles and responsibilities of Senior Members. Relevant legislation and regulations (relating to Health and Safety, Employment Law requirements, and other matters) have been incorporated into College policies over time. Both of these inform the Guidance Notes and Information for Senior Members which follow.

- Leadership – Members of the Governing Body contribute to the collective process of setting the College’s objectives and strategic direction; Senior Members are expected to uphold the College’s values and to set a good example to others.
- Selflessness - Individuals acting in a College role should put the interests of the College first, so far as possible. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends. Conflicts of interest which may arise, particularly between University and College duties, should be properly dealt with in line with the College’s policies and procedures.
- Integrity – Senior Members should act in accordance with high ethical

standards and should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their College duties.

- Objectivity – In carrying out their College duties, including making appointments, awarding contracts, or recommending individuals for rewards and benefits, Senior Members should make choices on merit and consider as equally as possible the best interests of all who are affected by decisions.
- Accountability – The College regularly reviews its objectives and performance in various contexts, at both strategic and detailed levels. Individuals have an important role to play in ensuring that the College is maintaining a high level of performance, as assessed in the light of its agreed objectives in any given context. Holders of College office are accountable to the College for their decisions and actions in carrying out their responsibilities.
- Openness – Senior Members should be as open as possible about the decisions and actions they take on the College's behalf and should restrict information only when the wider College interest clearly demands.
- Honesty – Senior Members have a duty to declare any private interests relating to their College duties and to take steps to resolve any conflicts arising in a way that protects the interests of the College.

By following these principles as their own mode of operation, the Governing Body and Council set the standard and values which they expect all members of College, and all College staff, to observe in their relationships with one another and in their conduct of College business.

BECOMING A SENIOR MEMBER OF THE COLLEGE

A new Senior Member of College will receive an induction. This is designed to help each new Senior Member understand the operation of the College, the opportunities and privileges available to them and what the College expects of its Senior Members.

Induction

Letters of appointment for all teaching and administrative staff are issued by the Bursar and will include the detailed terms and conditions of that individual's appointment.

Either the Senior Tutor or the relevant Director of Studies (as appropriate to the position) will be responsible for conducting the inductions of Senior Members appointed to teaching posts.

The Senior Tutor is responsible for conducting the inductions of Senior Members appointed to Tutorial posts.

The relevant Head of Department is responsible for conducting the inductions of new members of an administrative department.

The induction process will include an introduction to relevant colleagues and an opportunity to discuss the responsibilities of the job.

The Executive Assistant to the Bursary is responsible for providing:

- The College Statutes and Ordinances of the Governing Body (if applicable)
- Information about Solemn Admission (for new Fellows)
- Information about the Senior Combination Room and its facilities
- Information about Formal Occasions and guidance about College arrangements and procedures

New Senior Members will be introduced to the College's social arrangements and procedures by a College Contact.

Career development and training

The College provides Senior Members with opportunities to attend appropriate courses in order to develop their professional competence, whether these are offered by the University of Cambridge or through in-house training. However, Senior Members carry primary responsibility for their own career development, with the guidance and support of senior colleagues as appropriate. Senior Members are encouraged to seek such advice whenever they feel they need it.



NEWNHAM COLLEGE SENIOR MEMBERS' HANDBOOK



SECTION II: GUIDANCE NOTES AND INFORMATION

SECTION II: GUIDANCE NOTES AND INFORMATION FOR SENIOR MEMBERS

CONTENTS

Section II of the Senior Member Handbook provides information on employment procedures. Some of these are required by employment legislation, some are set out in the Statutes and some have been introduced by the College.

Some sections apply only to those for whom the College is their main employer, some to all who are paid by the College and some to all members of the College community. This is flagged up in the relevant sections.

REMUNERATION	4
A) Administration	4
B) Hours of Work and Times of Duty	5
C) Working Extra Hours and Its Compensation	5
D) Lateness / Absenteeism	5
E) Maternity/Paternity, Parental and Adoption Leave and Pay	5
F) Time Off for Dependants	6
G) Bereavement Leave	6
PENSION SCHEME	7
MEAL PRIVILEGES	7
PROFESSIONAL INDEMNITY INSURANCE	7
PERSONAL ACCIDENT AND TRAVEL INSURANCE	7
RESEARCH SUPPORT	8
HOLIDAY ENTITLEMENT AND PROCEDURES	9
A) Holiday Entitlement	9
B) Public, Bank or Statutory Holidays	9
C) Holidays for Joiners and Leavers	9
D) Arranging Holidays	9
E) Part-Time Staff	9
F) Carry-Over of Holiday	9
G) Cancellation of Holiday	10
H) College Closure	10
I) Service Related Holiday	10
J) Sickness During Holiday	10
ABSENCE DURING FULL TERM: SHORT LEAVE, LEAVE TO WORK AWAY; SABBATICAL, RESEARCH AND SPECIAL LEAVE	11
A) Short Leave during Full Term	11
B) Leave to work away during Full Term	11
C) Sabbatical or Extended Research Leave	12
D) Special Leave	13
E) Sponsored Migrants	13
SICKNESS/INJURY PAYMENTS AND CONDITIONS	14
A) Notification of Incapacity for Work	14
B) Evidence of Incapacity	14
C) Payments	15
D) Return to Work	16
E) General	16
F) Long-Term Ill Health	17

TERMINATION OF EMPLOYMENT	18
A) Retirement Age	18
B) Resignation	18
C) Terminating Employment Without Giving Notice	18
D) Return of College Property	18
E) College Bills and Other Debts	18
F) Payment in Lieu of Notice	19
RETIREMENT	20
A) Introduction	20
B) The Duty to Consider Process	21
C) Appeal Process	21
D) Extension of Employment Beyond the Intended Retirement Date	22
E) Pension	22
F) Early Retirement	22
RESIDENTIAL ACCOMMODATION FOR SENIOR MEMBERS	23
A) Introduction	23
B) Eligibility and Rent	23
C) Other Charges	24
GENERAL TERMS OF EMPLOYMENT, INFORMATION AND PROCEDURES	26
A) Changes in Personal Details	26
B) Other Employment	26
C) Time Off	26
D) Travel Expenses	26
E) Communications	27
F) Personal Property	27
G) Loss of, or Damage to, College Property	27
H) Parking	27
I) Post	28
J) Telephone Calls / Mobile Phones	28
K) Rooms in College	28
L) Access to College	28
M) College Bills	28
N) Eye Tests	28
RESPONSIBILITIES OF SENIOR MEMBERS	29
A) Confidentiality	29
B) Freedom of Speech	29
C) Copyright	29
D) Statements to the Media	29
E) College Security	29
F) CCTV & Access Control	30
G) Provision of IT equipment for Senior Members	30
PUBLIC INTEREST DISCLOSURE ACT 1998: WHISTLE-BLOWERS POLICY	33
STATUTE XXV	34
EQUAL OPPORTUNITIES	35
HARASSMENT AND DISCRIMINATION	35

REMUNERATION

This Section applies to all who receive payment from the College.

Administration

1. Payment

- a. For those Senior Members on the pay roll the pay period is the calendar month. Basic salaries are paid by the 26th day of the current month. Any adjustments are made one month in arrears.
- b. For those Senior Members not on the pay roll (for example, certain Professorial Fellows, Special Supervisors, office-holders), payment will be made either quarterly or as appropriate.
- c. The College reviews its pay scales from time to time in light of any cost of living increases awarded by the University and Senior Members will be entitled to receive any such increases as are agreed by the College Council.
- d. A payslip will be issued showing how the total amount of pay has been calculated. It will also show appropriate deductions that have been made: e.g. Income Tax, National Insurance, etc. Senior Members electing to pay their College Bill through their pay will see these deductions on their payslip.
- e. Any pay queries should be raised with the College Accountant.
- f. The normal method of payment is by transfer of credit to a bank account or equivalent.

2. Underpayments and Overpayments

Many Senior Members are remunerated for contracted duties, expressed in terms of hours per annum or on a per capita basis, through the payroll. Payments are made on a monthly basis on the assumption that the duties will be precisely fulfilled. At the end of the year, where those duties include supervising, a check is made against the data recorded in CamCORS and necessary adjustments are made. If a Senior Member has done more than their contracted hours then a supplementary payment is made.

If for any reason they have done fewer than their contracted hours, the total amount of the overpayment will normally be deducted from the next payment. If this causes hardship, arrangements may be made for the overpayment to be recovered over a longer period. The right to reclaim the overpayment may be waived, or waived in part, in exceptional circumstances.

3. Income Tax and National Insurance

At the end of each tax year an Inland Revenue Form **P60** will be issued to current employees which shows the total pay received from the College during that year, Statutory Sick Pay (SSP), Statutory Maternity Pay (SMP), Statutory Paternity Pay (SPP) and the total amount of deductions for Income Tax and National Insurance. A form **P11D** may also be issued showing non-salary but taxable benefits. These documents [**P60** & **P11D**] should be kept in a safe place (no duplicates can be issued) as they may be required for dealings with the Inland Revenue and other government departments, for example if completing a self-assessment form.

Hours of Work and Times of Duty

1. The hours of work for most Senior Members are not fixed and the flexibility and commitment appropriate to a Senior Member appointment are expected.
2. Some evening or weekend attendance may be expected, or this may be required. In particular, Senior Members who are members of the Governing Body are expected to attend meetings of the Governing Body.
3. Senior Members are normally expected to be in Cambridge during the working week in Full Term. [See “Holiday Entitlement and Procedures” and “Absence during Full Term...” later in this Section.]

Working Extra Hours and Its Compensation

1. Senior Members are not normally eligible for additional payment unless this has been agreed in advance in recognition of taking on additional duties for a certain period.
2. Senior Members choosing, or being required, to work Public, Bank or Statutory Holidays, particularly those falling during Full Term, are expected to take time off in lieu at their discretion. **[See also “Holiday Entitlement and Procedures” later in this Handbook]**

Lateness / Absenteeism

1. Absences due to sickness should be reported to the Bursary so that arrangements for sick pay may be made if appropriate. [See also section on **Sickness/Injury Payments and Conditions** below.]
2. Any Senior Member unable to fulfil their teaching commitment through sickness, or for any other reason, should ensure so far as possible that suitable alternative arrangements are made and students are informed as necessary. The Senior Tutor should be advised if the Senior Member is unable to make alternative arrangements so that these may be made on their behalf. The Senior Tutor should be informed of any prolonged or repeated absences.
3. Any Senior Member in a senior administrative position who is absent due to sickness, or for any other reason, should inform the College appropriately and make appropriate arrangements to ensure the continued smooth running of the College.
4. Unexplained failure to carry out the duties attached to a post may result in disciplinary action and/or loss of appropriate payment.

Maternity/Paternity, Parental and Adoption Leave and Pay

Entitlement to statutory maternity, paternity and adoption leave and pay will be applied in accordance with the current statutory provisions. In view of the complexity of the statutory regulations these are dealt with separately. The College Accountant, the Bursar or the Senior Tutor, as appropriate, should be contacted in the first instance, to establish individual entitlements and any

additional contractual pay or leave. **[Also see the College's Policies and Procedures: Family Friendly Entitlements.]**

Time Off for Dependants

The College understands the sometimes complex nature of family situations and childcare provisions and recognises that there may be occasions when a Senior Member needs time off from their College duties to take any action necessary to provide help to dependants or children. (For these purposes a dependant is a spouse, partner, child, parent, any other family member living in the same household as the Senior Member or someone who reasonably relies on the Senior Member for help in an emergency.) Should this be necessary the expected length of absence and the reason for it must be discussed with the relevant Senior Member as soon as possible. Absences of this nature are not expected to last for more than one or two days.

Senior Members who have tutorial or teaching responsibilities are expected to ensure that appropriate information is provided to their students and that alternative arrangements are made as necessary to meet their obligations to the students, and to advise the Senior Tutor accordingly.

Senior Members in administrative posts are expected to discuss arrangements with their line manager or relevant Senior Member and should note that such time off may be unpaid.

[Also see the College's Policies and Procedures: Family Friendly Entitlements.]

Bereavement Leave

Individuals' reactions to bereavement vary greatly and it is the College's policy to grant compassionate leave where appropriate for the death of a close relative. However, the circumstances should be discussed with the Senior Tutor, Vice-Principal or Line Manager, as appropriate, to agree time off and, if necessary, to agree appropriate cover.

PENSION SCHEME

Senior Members may be eligible to join the Universities Superannuation Scheme. Details will be included in the letter of appointment. The College Accountant should be contacted for further details.

MEAL PRIVILEGES

Senior Members are offered a certain number of meals at College expense to enable them to play a full part in the College as a community. Details will be included in the letter of appointment. A table of meal and guest entitlements can be found in the Appendices.

PROFESSIONAL INDEMNITY INSURANCE

Senior Members are covered by Professional Indemnity Insurance in the course of their professional duties on behalf of the College. The College Accountant should be contacted for further details.

PERSONAL ACCIDENT AND TRAVEL INSURANCE

Chartis Insurance UK Limited provides the College with a Lifeline Plus Group Personal Accident and Travel policy. Personal Accident cover applies for the period of employment or Fellowship. Travel Insurance cover applies if the Senior Member is travelling on College business or for research purposes. Further information may be found in Section III of the Senior Members' Handbook.

RESEARCH SUPPORT

This Section relates to Senior Members in academic roles, as outlined under “Eligibility” below.

The College is committed to supporting research by Senior Members and does this in a number of ways:

- There are several funds dedicated to the support of Senior Members’ research. These are managed by the Senior Members Research Support Committee [see below].
- In addition, the College has established a scheme to make available a sum of up to £10,000 to each Research Fellow during their tenure to host a “Research Project or Event” or series of “Events”. (Further information about this scheme is supplied separately to Research Fellows on appointment.)
- The College will, so far as possible, grant leave in conjunction with any sabbatical or research leave agreed by the University for those Senior Members who are also University Teaching Officers. College Teaching Officers are entitled to apply for leave on similar terms to those applied by the University. All College Teaching Officers and others with tutorial or teaching responsibilities are expected to inform the College in good time of their intentions to apply for such research leave and to assist the College in making appropriate cover arrangements for the period. [See the Guidance Note on **Absence during Full Term: Short Leave or Leave to work away; Sabbatical, Research and Special Leave** included in this Section]

Through the Senior Members Research Support Committee [SMRS] the following support is available:

- A non-discretionary annual allowance (SMRS will advise on the amount available)
- Discretionary research support for which application needs to be made to SMRS.

Eligibility

The following Senior Members are automatically eligible for the non-discretionary annual allowance, and to apply for discretionary research support:

- Professorial Fellows
- Fellows in Category A
- Fellows in Category D who are also Directors of Studies
- Research Fellows
- Bye-Fellows who are also Directors of Studies
- College Lecturers who are not Fellows
- College Librarian
- The Director of the Skilliter Centre.

Fellows in Category D who are not Directors of Studies are not eligible for the non-discretionary allowance, but may apply for discretionary research support if undertaking academic research of benefit to the College.

SMRS consider applications each term. Further information, including the sorts of expenses for which support is provided, is circulated by the Committee.

HOLIDAY ENTITLEMENT AND PROCEDURES

Senior Members on administrative contracts are entitled to paid holiday leave. This Section does not apply to Senior Members in academic roles. Senior Members with teaching or tutorial responsibilities are expected to take holiday leave as their responsibilities allow outside Term. Please see next section for arrangements regarding Absence during Full Term, academic leave, etc.

A) **Holiday Entitlement**

The basic annual holiday leave entitlement per annum is given in the letter of appointment. This statement clarifies whether Public, Bank or Statutory Holidays are additional or are included in the entitlement and whether any additional compensation is made for working a Public, Bank or Statutory Holiday.

The normal annual holiday leave entitlement will be 25 working days, as well as the 8 Public, Bank or Statutory Holidays in a 'holiday leave year' which runs from 1st October to 30th September unless varied by the letter of appointment.

B) **Public, Bank or Statutory Holidays**

Public, Bank or Statutory Holidays are not normally working days for the College's staff, but Senior Members and some staff may choose to, or be required to, work on these days. In particular, those Public, Bank or Statutory Holidays which fall during Full Term are treated as normal working days. [See also "Working extra hours ..." under "Remuneration" above]

C) **Holidays for Joiners and Leavers**

For those Senior Members with holiday leave entitlement this will be pro-rated in the years of joining and leaving the College. For those leaving the College, the College will deduct from final salary any payment for extra days taken which exceeds the pro-rated entitlement or make payments in lieu of any outstanding accrued holiday leave that has not been taken.

D) **Arranging Holidays**

Senior Members with holiday leave entitlement are expected to take holiday leave at times appropriate to their responsibilities. This is normally expected not to be during Full Term although in exceptional circumstances a request for holiday leave during Full Term may be put to the College Council. Holiday arrangements should be agreed in advance, where appropriate, with the Senior Member's line manager or relevant Senior Member.

E) **Part-Time Staff**

Senior Members with holiday leave entitlement who work less than a standard week will have their holiday leave entitlement pro-rated to equate to the entitlement of comparable full time Senior Members.

F) **Carry-Over of Holiday**

Holiday leave entitlement must be used in the current 'holiday leave year' and the carrying forward of holiday leave is not normally permitted. However, in exceptional circumstances, holiday leave which is in excess of the statutory

provision may be carried forward by agreement with the Senior Member's line manager, or relevant Senior Member, but only for the first three months of the next 'holiday leave year' or it will be considered lost. Payment will not normally be made for unused holiday leave entitlement, other than when the Senior Member's employment with the College ceases.

G) Cancellation of Holiday

In the very unlikely circumstances that the College were to request that an employee cancel a pre-arranged holiday for which payment has already been made, the College will give notice of cancellation in as timely a fashion as circumstances allow and will reimburse appropriate costs.

H) College Closure

The College may be partially closed during certain periods in vacations. Senior Members may work normally during these periods but should note that College Staff may be required to take part or all of these periods as annual leave.

I) Service Related Holiday

Any entitlement to service-related holiday will be included in the letter of appointment. If applicable, this is:

Service (Unbroken)

Nine years

Each additional period of 3 years

Additional paid leave

1 day

1 day

(Up to a maximum of 4 additional days paid leave, except that staff members who had already qualified for additional days by 31st March 1979 under the rule that came into force on that day shall be entitled to retain those additional days)

J) Sickness During Holiday

In the event of sickness whilst on holiday, holiday may be re-instated but this is subject to the approval of the relevant College Officer, whose decision is final, and will not in any event be re-instated unless a Medical Certificate (Med 3) is provided.

ABSENCE DURING FULL TERM: SHORT LEAVE, LEAVE TO WORK AWAY; SABBATICAL, RESEARCH AND SPECIAL LEAVE

This Note was approved by the College Council on 14 March 2008 and an amendment was approved on 17 January 2014. It applies to the Senior Tutor, Vice-Principal, College Lecturers, Associate Lecturers and Affiliated College Lecturers, Directors of Studies, Research Fellows, Professorial Fellows, Fellows in Category D [who have teaching responsibilities], Tutors, Assistant Tutors, Assistant Graduate Tutors.

These procedures aim to balance the need that Senior Members may have to be away with their teaching, tutorial and administrative responsibilities, and they reflect the current arrangements for short term leave in the University. Senior Members who are intending to be away from Cambridge during Full Term are asked to take action in good time. The Council should be informed of absence during Full Term. In most cases its formal permission for leave to be away for one full week or less will not be required.

A) Short Leave during Full Term

Senior Members with Teaching and Tutorial Responsibilities

No permission is needed for absences of three working days or fewer.

Any Senior Member with teaching or tutorial responsibilities who is planning to be away from Cambridge for a period of more than three working days, but for less than one full week, should inform the Senior Tutor at least a week in advance of their intention to be away. The Senior Tutor will wish to be assured that appropriate arrangements for cover of teaching or tutorial responsibilities have been made. The details of these arrangements may be sent by email, or using the form (on the College website). The Senior Tutor will normally confirm these and notify the Council.

Senior Members are not expected to be away from Cambridge for more than one full week during Full Term in normal circumstances. Should they need to be away for more than one full week during Full Term they should inform the Senior Tutor in good time so that she can seek the permission of the Council on their behalf.

Should the Senior Tutor wish to be away from the College for more than three working days during Full Term she will seek the permission of the Council through the Principal.

B) Leave to work away during Full Term

Senior Members without Teaching and Tutorial Responsibilities

Research Fellows who are planning to undertake fieldwork or other work away from Cambridge during Full Term for more than 10 consecutive working days should seek leave from the Council by writing to the Senior Tutor with details of their request for leave. The Council will not unreasonably refuse permission, but needs to know that a Research Fellow will be absent.

Other Senior Members with no formal College duties or obligations to teach but who may be undertaking some teaching or administration (for example, Professorial Fellows or Fellows in Category D): No permission is required for absence of less than 10 days, but it is assumed you will take account of any college responsibilities in planning absences. Where appropriate (as for a major administrative post) the Senior Tutor should be notified in advance of any substantial periods away during Full Term.

C) Sabbatical or Extended Research Leave
Senior Members with Teaching and Tutorial Responsibilities

The College recognises the vital importance of sabbatical leave in the research profile of Senior Members. College Lecturers who are also UTOs can expect the College to grant leave in conjunction with any leave agreed by the University; CTOs can expect a similar leave entitlement. It is however vital that the College should be able to ensure proper support for its students. For this reason, any Senior Member with teaching or tutorial responsibilities who is planning sabbatical or extended research leave is asked to contact the Senior Tutor at the earliest stage of planning. Council permission must be sought and arrangements to cover teaching and/or tutorial responsibilities should be clarified in good time.

At its meeting on 27 June 2003, the Council approved the following more detailed guidelines concerning sabbatical and other research leave, noting that there was a joint obligation on the part of the Director of Studies or College Lecturer and of the College to ensure that the admissions process would be appropriately conducted:

“The College is in principle supportive of applications from College Teaching Officers for sabbatical and other research leave of a term or more and recognises the importance of such leave in building a research base. The College seeks, broadly and *mutatis mutandis*, to parallel the terms of sabbatical leave granted to its Teaching Officers by the University. Accordingly the officer is expected to spend a considerable portion of leave in study and to give up all teaching, administrative and examining duties for the University and for the College(s). Permission will normally be given to continue with the supervision and examining of Graduate Students.

Vacations contiguous with sabbatical terms shall generally be considered to fall under the terms of the leave as far as exemption from administrative and other duties are concerned, save only for those duties connected with the admission of undergraduates, with which the officer would normally be involved as Director of Studies or as College Lecturer. The officer shall normally be expected to participate in the admission of undergraduates and shall always be entitled to do so should they wish. If the officer is unable for good reason (such as undertaking a period of study away from Cambridge) to participate in the admissions process, it shall be the duty of the officer to assist the Senior Tutor and the Admissions Tutor to identify a suitable and qualified substitute; this may involve entering into a reasonable reciprocal agreement.”

D) Special Leave

The College also recognises that periods of extended, externally funded research leave are playing an increasingly important role in academic careers. It wishes to support Senior Members both in applying for such periods of special leave and in their tenure of them – while also ensuring that appropriate arrangements are in place for teaching and student support. At its meeting on 27 June 2003, the Council agreed the following procedures for special leave, noting that it was important for the College to be advised of plans to take special leave at the earliest opportunity -- preferably at the time of the initial application for funding:

- a) College Lecturers, Tutors or Directors of Studies applying for special leave should consult the Senior Tutor, at the earliest stage in their application, to explore ways to include the College stipend and other overheads in costs included in grant applications, whenever feasible.
- b) If a College Lecturer, Tutor or Director of Studies wished to retain a room in College during her/his leave and, in particular, if the person providing replacement teaching also required a room in College, then the cost would be greater and a higher sum should be applied for when possible.
- c) It is open to a College Lecturer, Tutor or Director of Studies to make a case to retain the use of a room in College, and the Vice Principal, in charge of room assignment, would meet a criterion of reasonableness. In certain cases, when leave is for more than one academical year, a room different from the College Lecturer's, Tutor's or Director of Studies' current room might be deemed appropriate.
- d) The Senior Tutor and Bursar, in collaboration with the College Lecturer, Tutor or Director of Studies would, when advised of a special leave application, explore the possibility of an arrangement with a Faculty whereby the person providing replacement teaching for the University might also provide replacement College teaching on some quid pro quo basis.

E) Sponsored Migrants

The College has certain obligations to monitor the whereabouts of any Senior Member working under a Tier 2 Visa. The UK Border Agency (UKBA) currently requires that if a migrant sponsored under Tier 2 is absent from work for more than 10 consecutive working days without the College's permission, the College must report this to the UKBA within 10 working days of the 10th day of absence. Senior Members working under a Tier 2 visa should complete the UKBA Leave Form (available in the Senior Members Handbook section on the intranet) and forward this to the Senior Tutor well in advance of their anticipated absence. Guidance on absence procedures for Sponsored Migrants is also available on the intranet.

SICKNESS/INJURY PAYMENTS AND CONDITIONS

This Section applies to all who receive payment from the College through the payroll. The College has statutory obligations, amongst its employment duties, to provide sick pay and has a general duty of care to its members and employees. To enable it to fulfil these duties, absences from work need to be notified. **[See Appendices for the appropriate form.]**

Sickness or injury payments can only be applied if the Senior Member informs the College of their sickness and provides a copy of their medical certificate to the Bursary. For many who have a short-term sickness, this will seem unnecessary since they will reschedule their commitments. Even so the Senior Tutor should be informed of the situation and of the arrangements which have been made.

A) Notification of Incapacity for Work

Absence from work must be notified to the Senior Tutor, the Bursar or the Principal, as appropriate, by telephone or e-mail at the earliest possible opportunity. Notification should be made personally or, if this is not possible, by a relative, neighbour or friend.

Senior Members with tutorial or teaching responsibilities should notify the Senior Tutor in time to ensure that appropriate arrangements are made for supervising or seeing students.

Senior Members with senior administrative responsibilities should make such arrangements as they can to ensure the continued smooth running of the College.

Some indication of the expected date of return should be given, if possible, and the College should be notified as soon as possible if this date changes.

If incapacity extends to more than seven consecutive calendar days, the College should be notified of the Senior Member's continued incapacity once a week thereafter, unless otherwise agreed.

B) Evidence of Incapacity

1. A Doctor's certificate (Med 3) is not normally required for short-term incapacity (up to seven calendar days). In these cases of incapacity a self-certification absence form must be completed and signed on return to work. **[Self-certification ABSENCE form – see appendices for standard form.]**
2. If sickness has lasted (or it is known that it will last) for longer than seven calendar days a Medical Certificate (Med 3) from a GP must be provided and forwarded to the Bursar without delay. Subsequently, consecutive doctors' medical certificates to cover the whole period of absence must be provided promptly and regularly.
3. Those for whom the University or another institution is the principal employer and who wish the College to deal with any remuneration paid

by the College through the payroll to recognise their sick-leave, must inform the Bursary of their situation and provide a copy of their medical certificate to the Bursar.

C) Payments

1. Contractual sickness/injury payments

The eligibility criteria for College sick pay in excess of Statutory Sick Pay (SSP) are shown in the following table, unless otherwise stated in the Individual Statement of Main Terms of Employment [offer letter]:

Entitlement to College sick pay:	At a rate equal to	Total number of weeks
Period of unbroken service from the date of appointment	basic salary	At a rate equal to half basic salary or SSP whichever is greater
Up to six months	No entitlement, except to SSP	
Up to 1 year	8 weeks	followed by 8 weeks
Over 1 year and up to 3 years	12 weeks	followed by 12 weeks
Over 3 years and up to 5 years	20 weeks	followed by 20 weeks
Over 5 years	26 weeks	followed by 26 weeks

The period of unbroken service is that applying on the first day of absence. The total number of weeks shown in the right hand column shall be reduced by the aggregate of the periods of absence due to sickness during the twelve months immediately preceding the first day of absence.

- Statutory Sick Pay (SSP)** is payable for absence because of sickness or injury provided the criteria in the current SSP regulations are met. For absences of four or more consecutive days SSP will be paid by the College where the eligibility criteria are satisfied. SSP is subject to normal deductions.
- Any Statutory Sick Pay to which the employee is entitled is deemed to be included in the amount of College sick pay payable.
- Qualifying days are the only days for which there is entitlement to SSP. These days are normal working days unless otherwise notified. The first three qualifying days of absence are waiting days for which SSP is not payable. Where a second or subsequent period of incapacity (of four days or more) occurs within 56 days of a previous period of incapacity, waiting days do not apply.
- Where the circumstances of incapacity are such that an individual receives or is awarded any sum by way of compensation or damages in respect of the incapacity from a third party, then any payments which the College may have made because of the absence (including SSP) shall be repaid by the Senior Member to the College up to an amount not exceeding the amount of the compensation or damages paid by the third party and up to, but not exceeding, any amount paid by the College.
- The level of College sick pay is the Senior Member's basic salary level.

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7. If a Senior Member is certified by a Doctor as having been ill when he/she would otherwise be absent on annual holiday leave, the relevant College Officer has discretion to treat the period concerned as sick leave and grant a substitute period of annual holiday leave at a later date. Should this prove impracticable, or if the Senior Member so requests, the period of absence concerned shall stand as annual holiday leave, to be paid at the Senior Member's basic rate of pay, and shall not count as part of his/her entitlement to payments during sickness as defined in this Handbook.
 8. If a Senior Member is certified by a Doctor as having been ill during their sabbatical leave and if the College is their principal employer, they may wish, depending on the circumstances, to ask for the sabbatical to be cancelled.
 9. If the Senior Member's principal employer is the University, then the College would expect to shadow the arrangements made with the University. In such an event the Senior Tutor should be informed of the new situation at the earliest practical opportunity and be kept informed of the situation as it develops. Information provided to the University is not communicated by the University to the College.

D) Return to Work

1. The Senior Tutor or the relevant Senior Member (as appropriate) should be notified as soon as possible as to which day the Senior Member will be returning to work, if this differs from a date of return previously notified.

Should the Senior Member returning to work after sickness be the Senior Tutor or Bursar, they should notify the Principal of their anticipated return date, and the Principal will inform the Council and others as appropriate. The Principal, returning to work after sickness, should notify the Vice-Principal who will inform the Council and others as appropriate.

2. If the Senior Member is or has been suffering from an infectious or contagious disease or illness (such as rubella or hepatitis) clearance from the GP must be given before returning to work.
3. On return to work after any period of sickness/injury absence (including absence covered by a medical certificate), a self-certification absence form must also be completed and returned to the Bursary in person.
4. Upon returning to work, the Senior Tutor, Bursar or relevant Senior Member will conduct a return-to-work interview to discuss state of health and fitness for work.

E) General

1. Submission of a medical certificate (Med 3) or sickness self-certification absence form, although giving the College the reason for absence, may not always be regarded by the College as sufficient justification for accepting absence. An excessive level of absence may lead to the capability procedures

being applied. **[Please also refer to Statute XXV in the Appendices to this Handbook.]**

2. In deciding whether absence is acceptable or not the College will take into account the reasons and extent of all absences, including any absence caused by sickness. The College cannot operate with an excessive level of absence as all absence, for whatever reason, reduces the effectiveness of the service the College provides. In such instances, the 'Capability Policy' may be applied.
3. The College will take a serious view of leave taken on the grounds of sickness/injury which is not genuine, and this may result in disciplinary action being taken.
4. An individual's permission may be requested for the College to contact the relevant GP or to arrange an independent medical examination if the College deems such contact necessary.
5. Breach of the absence notification procedures will be dealt with under the Disciplinary Procedure. **[Please also refer to the 'Disciplinary' sections contained in this Handbook.]**

F) Long-Term Ill Health

In the case of long term sickness, discussions should take place between the College and the individual to ascertain the long-term prognosis. The College may request the individual to allow the College to contact the relevant GP in accordance with the Access to Medical Records Act 1988. Also the College may request an independent Medical examination by a doctor nominated by the College or may refer the individual to the Health & Work Assessment and Advisory Service. Alternative employment or reduced hours may be considered if the operational needs of the College allow. **[Please also refer to Statute XXV in the Appendices to this Handbook.]**

TERMINATION OF EMPLOYMENT

This Section applies to all Senior Members employed by the College

A) Retirement Age

Newnham's normal retirement age for Senior Members is 67.

B) Resignation

A Senior Member wishing to resign from employment with the College, must inform the Principal, Senior Tutor or Bursar (as appropriate) in writing. Unless otherwise indicated in the letter of appointment, a Senior Member with more than one year's continuous service, will be expected to give a minimum of two months' notice. A Senior Member with less than one year's continuous service, need only give one week's notice of resignation. Senior Members with teaching or tutorial commitments are asked to honour these commitments to the end of the term in which they give notice.

A Senior Member wishing to resign from an office [see Handbook Section 1: "Other College Offices and Roles"] should inform the Senior Tutor (for roles relating to the academic and teaching purposes of the College and to student welfare), or the Principal (for roles in support of the College Community and its broader activities).

Resignation of employment, College office or role may have consequences for Fellowship status.

C) Terminating Employment Without Giving Notice

If a Senior Member terminates their employment without giving or working the required period of notice, as indicated either in this Handbook or in their letter of appointment, at the discretion of the College an amount equal to any additional cost of covering those duties during the notice period not worked may be deducted from any termination pay due. A Senior Member entitled to paid holiday leave will forfeit any contractual accrued holiday pay due over and above statutory holiday pay, if the required period of notice is not given or worked.

D) Return of College Property

On the termination of employment all College property must be returned (this includes but is not limited to, keys, car park permit and the University Card). All passwords or other codes applied to College documents should be disclosed to the College before leaving. The Bursar (the College's DPA Officer) should be consulted in case of doubt.

E) College Bills and Other Debts

On the termination of employment, outstanding College bills must be paid along with any other debts to the College. Failure to make such payments will result in the monies being deducted from any payments outstanding.

F) Payment in Lieu of Notice

The College may pay basic salary and a sum equal to the cost to the College of providing benefits in lieu of all or part of the Senior Member's notice. A Senior Member dismissed for gross misconduct or for serious breach of contract will be dismissed without notice or any payment in lieu.

RETIREMENT

This Section applies to all full-time employees, Senior Members with tutorial or teaching responsibilities and Fellows other than Associate Fellows, Honorary Fellows or Fellows Emeritae.

NOTE: The rules on retirement are changing and these procedures are kept under review.

A) Introduction

The Default Retirement Age (DRA) has been abolished with effect from 1 October 2011. Age-related retirements are only allowed if they can be objectively justified by showing that the proposed retirement is a proportionate means of achieving a legitimate aim. (Examples of situations which are likely to be justified include the College's need to manage its work force in order to assist with succession planning and to maintain the Collegiate culture.) The University has adopted an Employer Justified Retirement Age for academic staff, with a retirement age fixed as the end of the academical year in which a person attains the age of 67. The majority of Colleges have adopted a similar policy. Newnham believes that retaining a specified retirement age enables an employee to end their working career in a dignified way rather than through performance management measures. It also enables the College to plan for the wider needs of our work force and, where appropriate, to provide a flow of new ideas into academic life.

A new Retirement Policy will be considered by the Council and Governing Body in the Michaelmas Term 2014. In the meantime, the College continues to follow the policy adopted in 2009 whereby the intended retirement date for all College employees is the end of the academic year (30th September) in which an employee reaches age 67, although a Senior Member wishing to retire at the age of 65 may do so on request.

When a Senior Member who either is a full-time employee or who has tutorial or teaching responsibilities is coming up to the intended retirement date, the following steps will be taken:

1. The College will notify the Senior Member in writing of their intended retirement date, at least 6 months in advance but no more than 12 months before the intended retirement date.
2. The College will inform the Senior Member of their right to make a request to work beyond their intended retirement date.
3. If the Senior Member confirms that they wish to retire at their intended retirement date the College will make the necessary arrangements.
4. If the Senior Member requests to continue working beyond their intended retirement date the College has a duty to consider this request.

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5. A written request to continue working beyond the intended retirement date must be received not less than 3 months before the Senior Member's intended retirement date.
 6. The Senior Member should write to the Senior Tutor, Bursar, or line manager (as appropriate) making such a request; a copy of this letter should also be sent to the Bursar if he was not the original recipient.

B) The Duty to Consider Process

1. Once the College has received written notification of a request to continue working beyond the intended retirement date, the Senior Tutor, Bursar, or line manager (as appropriate) will arrange a meeting with the Senior Member to discuss their request within a reasonable period of receiving it, usually within 4 weeks (unless agreeing to the request or it being impractical to hold a meeting within this time frame).
2. At this meeting the Senior Member has the right to be accompanied by either another member of staff or a trade union representative. This accompanying person will have the right to address the meeting but not to answer questions on behalf of the Senior Member and will be permitted to confer with the Senior Member during the meeting.
3. At the meeting the Senior Member will have an opportunity to discuss their request with the Senior Tutor, Bursar, or line manager.
4. After the meeting the Senior Member's request will be considered by the Academic Planning Committee (for Senior Members with teaching or tutorial responsibilities) or by the Stipends Committee or Finance Committee for other Senior Members who are full-time employees. The Senior Member will be informed of the decision of the request in writing. The law does not require the College to give a reason for the decision.

C) Appeal Process

1. A Senior Member may appeal against the decision made by the College as soon as is reasonably practical after receiving the notification of the decision (usually within 10 working days).
2. A Senior Member should write to the Executive Assistant to the Bursary as Secretary to the Council to make such a request.
3. The Senior Member is entitled to present her case to the Council in person, in writing, or both. If presenting her case in person, the Senior Member has the right to be accompanied.
4. After the meeting the Senior Member will be informed of the decision of the appeal meeting in writing as soon as is reasonably practically, and usually within 10 days.

D) Extension of Employment Beyond the Intended Retirement Date

Should the Council decide to grant the request for a Senior Member to continue working beyond their default retirement date, a new default retirement date will be set. The Council may also propose alternative working patterns as part of this agreement.

The whole procedure will be repeated each time an individual nears a new default retirement date, unless this new date is within six months of the previous date.

E) Pension

Entitlements to pension are determined by the terms of the pension scheme (if any) and by entitlements to the state pension appropriate to each Senior Member.

If a Senior Member has any questions or concerns regarding retirement and their pension these should be addressed in the first instance to the College Accountant.

F) Early Retirement

A Senior Member seeking early retirement should discuss this in the first instance with the Senior Tutor, Bursar or line manager (as appropriate), who will discuss the process with the Senior Member, and with the College Accountant who will be able to provide details regarding pension and final salary payments, etc.

RESIDENTIAL ACCOMMODATION FOR SENIOR MEMBERS

This Section applies to Senior Members who normally teach at least 80 hours a year, and to Research Fellows.

A) Introduction

The College's aims in providing accommodation for Senior Members in College are as follows:

- a) to encourage eligible Senior Members who wish to be accommodated outside the College to rent College-owned accommodation close to the College
- b) if possible, to be sufficiently attractive compared with other Colleges to attract good people in Cambridge to posts in Newnham College
- c) to find ways of encouraging by appropriate incentives applications from outside Cambridge for College posts
- d) to continue to encourage eligible Senior Members to make their homes in College
- e) as far as possible to be manifestly fair as between the various categories of persons who are accommodated in or near the College.

The Scheme outlined below was approved by the College Council on 25 June 2010 and applies to Senior Members seeking College accommodation from the end of the Easter Term 2010. Entitlements for Senior Members who had been allocated College accommodation before this date will normally continue until the end of their current contract. The task of allocating accommodation to Senior Members, including Research Fellows, rests with the Vice-Principal.

B) Eligibility and Rent

1. Eligible Senior Members (i.e. those contracted to teach more than 80 hours a year, and fulfilling that contract) shall be offered a set in College, (if available) free of rent but at a service charge.

Sets on site are not suitable for Senior Members or Research Fellows with a partner in residence (as distinct from visiting).

2. Eligible Senior Members (i.e. those contracted to teach more than 80 hours a year, and fulfilling that contract) may be offered a flat in off-site College-owned accommodation (if available) at a rent discounted against the market rent by 20%.

3. Newly recruited Senior Members with a salaried teaching contract of 80 hours of teaching or more may be offered an off-site flat rather than a set or flat in College on the following terms. They shall pay a rent on the following scale:

Year 1:	20% of the market rent
Year 2:	30% of the market rent
Year 3:	40% of the market rent
Year 4:	60% of the market rent
Year 5 and beyond:	80% of the market rent.

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4. Senior Members paying 80% of the market rent shall be eligible for an office or shared office in College. Senior Members may, by agreement with the Vice-Principal, elect to move earlier to paying 80% of the market rent and either have the right to book supervision rooms for their teaching or to have an office or share of an office in College (subject to availability). Those paying less than 80% of the market rent shall not have those entitlements, that being part of the justification for the non-taxable nature of the benefit with the larger discount in the earlier years being justified by reference to recruitment policy.
 5. Newly recruited Senior Members who are allocated a flat because they will have a partner resident in Cambridge shall pay rent on the following scale:

Year 1:	50% + 10% of the market rent
Year 2:	50% + 15% of the market rent
Year 3:	50% + 20% of the market rent
Year 4:	50% + 25% of the market rent
Year 5 and beyond:	50% + 30% of the market rent.
 6. Newly recruited Senior Members who are allocated a flat because they will have a partner resident shall not have the right to book supervision rooms for their teaching or to have an office or share of an office in College (subject to availability) until they are themselves paying 30% for their share of the flat.
 7. Junior Research Fellows shall continue to have the benefit of rent-free accommodation. This will normally be in College but may be in College-owned off-site accommodation. In such cases the Research Fellow shall not receive the taxable living-out allowance; a transfer in lieu of rent shall be made from the Research Fellowship Funds to reflect income to corporate Capital.
 8. If a Junior Research Fellow lives in College-owned off-site accommodation with a partner, then a rent set at 50% of the market rent will be payable together with half the utility bills and Council Tax.

C) Other Charges

9. **Sets and Self-contained flats within the College**
The College will pay for utilities, including VOIP telephone provision with an allowance towards telephone calls outside of the University up to £4 per month, plus VAT. The College will be responsible for cleaning and the provision of linen.

No Council Tax is payable on accommodation within the College.

10. **Self-contained flats in 27 Grange Road or 2 Clare Road, occupied as separate accommodation**

Occupants will pay Council Tax and ordinary out-goings for gas, electricity, and water for the flat.

The College will pay for data cabling and internet access to flats in 27 Grange Road and 2 Clare Road, including VOIP telephone provision (with an allowance towards telephone calls outside of the University up to £4 per month plus VAT if the occupant has no separate office in College).

Cleaning and linen will not be provided.

GENERAL TERMS OF EMPLOYMENT, INFORMATION AND PROCEDURES

This Section applies to all Senior Members covered by this Handbook unless otherwise indicated in any sub-section.

A) Changes in Personal Details

The Bursary must be notified of any change of name, address, telephone number, emergency contact number, bank account details etc. so that accurate records can be maintained and contact can be made with Senior Members in an emergency, if necessary, outside normal working hours. **(Change of Personal Details (CPD) form – see appendices for standard form).**

B) Other Employment

Senior Members who have a full-time contract with the College should not take on any other significant additional employment without prior written permission from the College. (Book reviewing, lecturing, examining, etc. are not regarded as “significant additional employment”.) Such permission will not be unreasonably withheld provided that there is no conflict of interest; it does not interfere with the execution of College duties; and it does not affect entitlements under current working time legislation.

C) Time Off

Circumstances may arise where time off is needed by Senior Members who have full-time contracts of employment with the College for medical/dental appointments, or for other reasons. Senior Members should, where possible, arrange these so as not to interfere with their College duties.

Senior Members with tutorial or teaching responsibilities are expected to keep the College appropriately informed and to make alternative arrangements where absence for any reason prevents them from keeping arrangements made with students.

D) Travel Expenses

The College will reimburse reasonable expenses incurred whilst travelling on necessary College business. Any travel for Admissions or Development Business should be agreed with the Admissions Tutor or Development Director (as relevant) in advance. Any other travel must be agreed in principle with the College Accountant or the Bursar in advance of incurring the expense.

It is expected that travel to London and other destinations easily accessible by train will be by use of the railway, and second class rail fares will be reimbursed on production of receipts.

Senior Members using their cars for travel on College business to other destinations must have business use included in their car insurance. Without this they will not be insured. Mileage is reimbursed at an appropriate rate per

mile (the current rate is available from the College Accountant) and this takes into account the cost of the full insurance cover required.

E) Communications

The College will try to keep Senior Members informed about items of interest either by e-mail or by means of the **Newnham News**. Senior Members may ask the editor [Executive Assistant to the Bursary] to include items considered of interest to the College or other members of staff. The decision as to whether items should be included is at the discretion of the editor.

F) Personal Property

The College does not accept liability for any loss of, or damage to, property that Senior Members bring onto the premises. Senior Members are advised not to bring personal items of value onto the premises and, in particular, not to leave any such items overnight.

G) Loss of, or Damage to, College Property

Any damage to stock or property (including non-statutory safety equipment) that is the result of an individual's carelessness, negligence or deliberate vandalism may render the Senior Member liable to pay the cost of repair or replacement, in full or in part.

Any loss to the College that is the result of a failure to observe rules, procedures or instruction, or is as a result of negligent behaviour or unsatisfactory standards of work may render the Senior Member liable to reimburse to the College the cost of the loss, in full or in part.

In the event of failure to pay, the College has the contractual right to deduct such costs from pay.

H) Parking

To avoid congestion, all vehicles must be parked only in the designated parking areas.

Liability cannot normally be accepted for damage to private vehicles, however caused. Most such damage would normally be covered by the individual's motor insurance. Where that is not the case or where damage has not been caused by inappropriate action on the part of a member of staff or Senior Member, then the matter should be reported to the Bursar or Domestic Bursar who will carry out a full investigation and take appropriate action.

Car park passes are available from the Head Porter and must be displayed in vehicles at all times. Any overnight or longer term parking should be arranged with the Head Porter in advance. The Head Porter will also discuss whether your car keys need to be left in the Porters' Lodge safe (in case of an emergency situation requiring the car to be moved).

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- I) Post**
All mail received at the College may be opened in exceptional circumstances, including that addressed to individual Senior Members. Under normal circumstances any mail marked 'personal' or 'confidential' will not be opened. No private mail may be posted at College expense except in those cases where a formal re-charge arrangement has been made. **[See also “Monitoring of e-mail and use of IT facilities” under “Responsibilities of Staff and Senior Members” later in this Handbook.]**
- J) Telephone Calls / Mobile Phones**
Telephones are essential for College business. Personal calls should be kept to an absolute minimum.
- It is a legal offence to use a mobile phone whilst driving and Newnham College will be liable if we “cause or permit” Senior Members to use hand-held phones whilst driving on College business. Therefore all Senior Members must have their mobile phones switched off, unless hands-free, whilst driving on College business, whether a private or College vehicle is being driven.
- K) Rooms in College**
Senior Members with a full-time employment contract with the College will be allocated a room/office, or shared room/office, in College. Senior Members with a teaching commitment of 80 or more hours a year will normally be allocated a room or shared room in College. **[Please see also “Residential Accommodation for Senior Members” earlier in this Section.]**
- L) Access to College**
Keys, cards and access codes are issued to Senior Members. These are for individual use only and should not be given to anyone else. Breach of this regulation may result in disciplinary action being taken.
- M) College Bills**
Any bills charged to Senior Members must be paid within **30** days. In the event of failure to pay, the College will normally deduct such charges from salary.
- N) Eye Tests**
A Senior Member who uses a computer for the majority of their time at work is entitled to reimbursement of the cost of a routine eye test on production of a receipt for such.

RESPONSIBILITIES OF SENIOR MEMBERS

This Section applies to all Senior Members covered by this Handbook unless otherwise indicated in any sub-section.

A) Confidentiality

1. All information that...
 - a. is or has been acquired by you during, or in the course of your employment, or has otherwise been acquired by you in confidence; and
 - b. relates particularly to the affairs of the College, Fellows, Senior Members, staff, students or visitors, or to the affairs of other persons or bodies with whom the College has dealings of any sort; and
 - c. has not been made public by, or with the College's authority;... shall be confidential, and (save in the course of the College business or as required by law) you shall not at any time, whether before or after the termination of your employment, disclose such information to any person without the College's written consent.
2. Senior Members are expected to exercise reasonable care to keep safe all documentary or other material containing confidential information, including electronic records, and shall at the time of termination of their employment with the College, or at any other time upon demand, return to the College any such material in their possession.

B) Freedom of Speech

Section 43 of the Education Act (No 2) 1986 places a duty on the College to take such steps as are reasonably practicable to ensure that freedom of speech within the law is secured for its members, students and employees and for visiting speakers. The regulations apply to ALL meetings held on College premises, including meetings organised by conferences and other outside bodies. **For the full code of practice please refer to the College's Policy and Procedures** [Section III of this Handbook].

C) Copyright

All written material, whether held on paper or electronically which was made by a Senior Member for the purposes of the College during the course of employment with the College, is the property of the College and the College's copyright. At the time of termination of employment with the College, or at any other time upon demand, any such material shall be returned to the College.

D) Statements to the Media

Any request for statements to reporters from newspapers, radio, television, etc. in relation to the College must be referred to the Principal who may refer it to the Senior Tutor, Bursar or other relevant College Officer.

E) College Security

Senior Members are expected to assist in maintaining the security of the College buildings and contents. If any unknown person is seen to be acting suspiciously in any of the College buildings, the Porters' Lodge should be immediately informed.

F) CCTV & Access Control

In the interests of security, the prevention, investigation and detection of crime the College has in operation both CCTV and access control. The data held in relation to both of these systems is subject to **Newnham's Code of Practice (available in the College's Policies and Procedures** in Section III of this Handbook) and the Information Commissioner's Code of Practice.

G) Provision of IT equipment for Senior Members

Senior Members with rooms in College and Junior Research Fellows are entitled to the College's standard "IT package" which is provided for the purposes of teaching, research and administration. Senior Members may connect their own computers to the network if they wish. Information about the options and how to do this is available from the IT Manager. [For details please see Section IV: Appendices "the College's IT package".]

Senior Members who do not have a room in College or other College accommodation may use the computer in the SCR. To use this machine you will need a College user account (so that you can be recognised by the network) and an initial password: arrangements should be made with the IT Manager.

Senior Members in administrative roles will be provided with College IT equipment and software appropriate to their responsibilities.

All Senior Members may use their laptops, mobile phones, etc. on the wireless network, which is available in all public rooms. The IT Manager will advise which wireless system should be used and will assist with setting up.

1. Use of College IT equipment and of the College network

Most of the rules and guidelines below apply to the use of any equipment connected to the College network; a few points are specific to College-owned equipment.

2. Security

It is essential that all equipment connected to the network is adequately virus-protected and patched. In the case of College-owned equipment this is dealt with by the Computer Office who advise that computers should be left switched on overnight so that security updates can be applied remotely, including the updating of anti-virus software.

For personal machines virus-protection and security patching is the responsibility of the owner; the IT Manager will advise if necessary.

Users are expected to exercise normal care when using systems on the network (e.g. being wary of unexpected attachments or other suspect emails, and of websites or emails which ask for personal or financial details).

College machines are provided with a range of commonly-required software, and other items may be requested from the IT Manager. Applications software

may not be installed on any College machine without prior permission from the Bursar or IT Manager.

All Senior Members must take reasonable precautions to keep their passwords to all systems secure, and not to share them with other users except within an office where this has been explicitly agreed. (Note that the sharing of UCS-provided passwords is explicitly forbidden by the rules of the University's Information Strategy and Services Syndicate [ISSS]).

Unauthorised copying and/or removal of computer equipment/software will result in disciplinary action.

3. **University rules**

All use of IT equipment attached to the College network (and therefore to the University Data Network [CUDN]) is subject to the rules and guidelines issued by the University's Information Strategy and Services Syndicate (ISSS).

The document *Use and Misuse of Computing Facilities* (www.cam.ac.uk/cs/iss/iss/rules/guidelines.html) provides informal guidelines to permitted use of the University network, which should be adequate for most users. Links to a range of further documents, acceptable use policies, etc., can be found at www.cam.ac.uk/cs/policies.

A breach of any of the rules issued by the University Computing Service (UCS) or in the College's own policies may result in disciplinary action in accordance with the College's disciplinary procedure.

4. **Data Protection**

The College's Data Protection Policy is included in Section III of this Handbook and is available on the College's website. "Personal data" means information relating to a living individual who can be identified either from that information or from that information together with other information which is in the possession of, or is likely to come into the possession of, the holder of the information.

Senior Members holding personal data on their own systems, whether College-owned or personal, need to handle and process the data in accordance with the requirements of the Data Protection Act (DPA). The College's DPA Officer (the Bursar) should be consulted in case of doubt. On-line training courses are available through the University: <http://training.csx.cam.ac.uk/>.

5. **Acceptable use of email and the Internet**

Most of this is covered by the guidelines referred to above. Note in particular that:

- a) Internet connectivity is provided as a shared communications and information resource for all members of the College. Extraordinarily high use of bandwidth may have an adverse impact on system performance as a whole, and will need to be investigated.

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- b) Any breach of the law on the viewing or downloading of offensive material will be taken very seriously by the College and may result in disciplinary action
 - c) All users must observe the rules of copyright, including software copyright. Software licensed to the College, or data owned and licensed by the College, must not be copied without explicit permission from the IT Department.
 - d) Occasional personal use of email (whether using the College's own email system or the University system) is permitted by the guidelines; however, the use of the College or University email systems for commercial purposes is strictly forbidden. Email must conform to all the relevant College policies including those on harassment.
 - e) Users should remember that email is not totally secure, and should exercise great care in sending personal or confidential data. Email is considered as a form of publication and therefore individuals as well as the College may be sued for libel, defamation, or breach of trust. Any concerns over the contents of an email should be brought to the attention of the Bursar or of a member of the IT Department.

6. **Monitoring of email or other use of IT facilities**

It is not the policy of the College to intercept or monitor network use by Senior Members other than for the normal practices of traffic logging in order to deal with possible disruptions to the network. However, the College reserves the right to intercept communications for the purposes permitted by the Regulation of Investigatory Powers Act 2000 and the Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000. The University reserves similar rights; see: www.cam.ac.uk/cs/network/general/rip.html.

PUBLIC INTEREST DISCLOSURE ACT 1998: WHISTLE-BLOWERS POLICY

Under certain circumstances, employees have legal protection if they make disclosures about organisations for which they work. These employees are commonly referred to as 'whistle blowers' and their activities have often received wide publicity in the media.

The Public Interest Disclosure Act 1998 is designed to prevent employees from suffering a detriment or having their employment terminated for 'whistle blowing'. The College takes very seriously any concerns which are raised under this legislation which applies equally to Senior Members. **For the full policy please refer to the College's Policies and Procedures** [Section III in this Handbook].

STATUTE XXV

Statute XXV and Governing Body Ordinance V cover:

- Redundancy
- Discipline, dismissal and removal from office
- Removal for incapacity on medical grounds
- Appeals
- Grievance procedures
- Removal of the Principal from office

They apply to:

- a) The holders of the following offices of Vice-Principal, Bursar, Librarian, Senior Tutor, Admissions Tutor, Financial Tutor, Graduate Tutor, Tutor, Domestic Bursar, Junior Bursar, Steward
- b) College Lecturers and the Lectrice
- c) Any Senior Member of the College entitled to attend meetings of the Governing Body and who is employed by the College in teaching or research on a part-time basis only as Special Lecturer, Special Supervisor or Director of Studies.

For all other Senior Members the procedures which apply are as outlined in the Staff Handbook and reproduced in the Appendices to the Senior Members Handbook.

Copies of Statute XXV and Governing Body Ordinance V are included in the Appendices to this Handbook.

EQUAL OPPORTUNITIES

The College recognises that discrimination is unacceptable and although equality of opportunity has been a long standing feature of our employment practices and procedures, the College has made the decision to adopt a formal equal opportunities policy. Breaches of the policy may lead to formal disciplinary proceedings and, if appropriate, disciplinary action.

For the full Equal Opportunities policy please refer to the **College's Policies and Procedures** [Section III in this Handbook]

HARASSMENT AND DISCRIMINATION

The College is committed to providing an environment for all College Staff, Senior Members and students which is free from all forms of bullying, unlawful discrimination or harassment as a result of their race, colour, ethnic or national origin, religious belief, political opinion or affiliation, sex, marital status, sexual orientation, gender reassignment, age or disability. All members of Newnham are expected and required to treat all colleagues with respect and dignity at all times.

Bullying, intimidation and personal harassment in whatever form it takes are unacceptable and the College will take any such incidents brought to its attention seriously.

The College has issued a code of advice and instructions which sets out the definitions of harassment and bullying and the procedures to be followed if a member of staff experiences such treatment.

For the full policy please refer to the College's Policies and Procedures [Section III in this Handbook], **or contact the Bursary Office**. The names of the College's Harassment Advisers may be found in the *College List* and in the Policies & Procedures.



NEWNHAM COLLEGE POLICIES AND PROCEDURES: SENIOR MEMBERS

POLICY/PROCEDURE

Access Control at Newnham College: Code of Practice	1
CCTV at Newnham College: Code of Practice	5
Child Care: Financial Support for Child Care Costs	10
Child Protection	12
The Management of Conflicts of Interest: Code of Practice	15
Data Protection Statement- Staff & Senior Members	19
Dignity at Work (formerly: Dealing with Personal Harassment and Bullying)	23
Environmental Policy	28
Equal Opportunities	31
Family-Friendly Entitlements	35
Food Allergies including Nuts	44
Food Hygiene	45
Freedom of Information	47
Statement on Academic Freedom and Freedom of Speech & Expression	48
Code of Practice for Upholding Academic Freedom and Freedom of Speech & Expression at College and External Events	50
Statement on Management of College Events	53
Statement on Management of External Events and External Speakers	57
Smoke-Free Policy	61
Whistle-Blowing: Making a Protected Disclosure	63
Working Outdoors: Sun Damage to Skin	66
Lone Working Policy	68
Investigation Procedure	72
Managing Attendance	75
Managing Performance Policy and Procedure	81
Appeals Procedure	85
Use of College Property	86
Training and Development Policy and Procedure	88

Access Control at Newnham College: Code of Practice

Introduction

The purpose of this paper is to set out the basis for the continued installation and use of card access controlled doors, gates and car park barriers at Newnham College.

General Purposes

The purpose of card access controlled doors, gates and car park barriers include:

- The detection and prevention of crime
- The remote management and monitoring of the College car parks
- Ensuring that only authorised card holders are able to access certain doors, gates and car park barriers at certain agreed (programmed) times

Responsibility for the proposed scheme

The Council will be responsible for the scheme. Overall responsibility lies with the Bursar (Data Protection Officer) and the Domestic Bursar, with delegation to other Heads of Department as appropriate (principally the Head Porter).

The reasons for using Access Control

1.1 Newnham College is an open site

- The College buildings are situated within gardens open to the public, and grounds are habitually used by members of the public and local residents.
- The main range of buildings, which is inhabited by undergraduates, is locked between the times of midnight and 6am when the only access is through the Porters' Lodge front door, but otherwise there is open access and each student's room door is in effect a front door.
- The openness is valued by the College, and access between buildings would be quite impractical if a regime of locking up were to be imposed.
- Incidents and thefts do occur, however, and the installation of card accessed controlled doors in certain areas such as the garden entrances to the buildings is under continuing consideration.

1.2 Car parking

There is increasing pressure on the car parks, which are used by the staff, Senior Members and some students, as well as visitors and contractors. The management of the car parks remote from the Porters' Lodge is facilitated by the use of card access controlled barriers.

Processing Data

Data will be processed only in furtherance of one of the purposes of the scheme, as set out in paragraph (0) above.

Data Protection

The College's Data Protection Policy includes information on how information is retained on the College computer systems [including the "card-use information log"] and how access to this can be sought. Day-to-day compliance with the requirements of the Code of Practice is the responsibility of the Head Porter and the Domestic Bursar.

Security and Disclosure Policies

- 1.3 Data on the card access system will be kept routinely for 30 days and destroyed automatically thereafter. During the 30-day period it will be backed up each night.
- 1.4 Members of the Porters' Lodge staff will be trained in the use of the card access system and in the data protection principles governing its operation, including the principle that the equipment must be used only in order to achieve the purposes for which it has been installed. Members of the Porters' Lodge staff will be made aware of the procedure which needs to be followed should access to see the card use information log be sought. Such a request may only be authorised by the Head Porter, Deputy Head Porter or responsible College Officer. [See 1.14]
- 1.5 If data is processed for one of the purposes outlined at paragraph (0 above, for instance to print off a card use information log for use in evidence in criminal proceedings, it will be kept in the Head Porter's safe. The data will be disclosed only to responsible College Officers and to the police. The data will be accompanied by the following documentation (collated on an **Access Control Record Request Form**):
 - The date and time on which the data held in the card-use information log were removed from the general system for use in legal proceedings
 - The reason why the data were removed from the system
 - The name of the person removing the data
 - The name(s) of any person(s) requesting the data. If this should include third parties, this will include the organisation to which the third party belongs
 - Any crime incident number to which the data may be relevant
 - The signature of the collecting police officer, where appropriate
 - The outcome, if any, of providing the data.

Installation and Maintenance

- 1.6 Upon installation, an initial check will be undertaken to ensure that the equipment performs properly.
- 1.7 The card access doors, gates and car park barriers and system will be serviced on a yearly basis. A maintenance log will be kept in the Porters' Lodge in the Access Control File.
- 1.8 The procedures to be followed if a card access controlled door, gate or car park barrier is faulty are as follows:
 - The fault should be reported to the Head Porter and the Buildings Manager
 - If the Head Porter is absent, any member of the Porters' Lodge staff may report the fault to the Buildings Manager
 - The fault should be passed on to the service provider within the next working day following the report of the fault
 - The Head Porter and Buildings Manager have the responsibility for checking that the fault has been repaired.

Access to and Disclosure of information to third parties

- 1.9 Access to, and disclosure of, the information kept on the card access system must be restricted and carefully controlled, not only to ensure that the rights of individuals are preserved, but also to ensure that the chain of evidence remains intact should the information be required for evidential purposes.
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- 1.10 Access to “card use information log” will normally be restricted to the Head Porter, the Deputy Head Porter, the IT Manager, and to responsible College Officers.
- 1.11 Access to information will be documented.
- 1.12 Disclosure of the information to third parties should only be made in limited and prescribed purposes, normally to one of the following:
- Law enforcement agencies where the information would assist in a specific criminal enquiry
 - Prosecution agencies
 - Relevant legal representatives
 - People whose information has been recorded in the log (the “data subject”) (unless disclosure to the individual would prejudice criminal enquiries or criminal proceedings).
- 1.13 All requests for access or for disclosures will be recorded. If access or disclosure is denied the reason will be documented. If access to, or disclosure of, the information is allowed, the following will be documented:
- The date and time at which access was allowed or the date on which disclosure was made
 - The identification of any third party who was allowed access to or to whom disclosure was made
 - The reason for allowing access or disclosure
 - The extent of the information to which access was allowed or which was disclosed.

Access by data subjects

All staff involved in operating the equipment must be able to recognise a request for access to the “card use information log” by data subjects.

- 1.14 **Requests for access**
- Any individual requesting access must complete an “**Access Control Record Request Form**” (these are available in the Access Control File in the Porters’ Lodge).
 - All subject access requests will be dealt with by the Head Porter, the Deputy Head Porter, the Bursar or the Domestic Bursar.
 - A copy of the “Access Control Record Request Form” will be given to the Bursar’s Office for their records and to check whether the request is, or is not, part of an ordinary Data Protection Subject Access Request.
 - A fee of £10 will be charged and the search for the information requested will not be carried out until the fee has been received.
 - One of these responsible people will locate the information requested.
 - The responsible person must provide a written response to the individual within 21 days of receiving the request setting out their decision on the request.
 - The Code of Practice will be followed.
- 1.15 The Domestic Bursar will undertake a yearly review of the documented system in order to ensure that the provisions of the Code of Practice are being complied with. This will normally take place in mid-May.
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- 1.16 A report will be made annually to the College Council, including sections on the location and maintenance of the access controlled, doors, gates and car park barriers, on the number and nature of enquiries and complaints received. The results will be assessed annually by the College Council against the stated purpose of the scheme.

Complaints Procedure

- 1.17 Any individual(s) having concerns about the access control system at Newnham College are requested to use the following procedure:
- Write to ask for a copy of the record form, the Newnham College Code of Practice and the Data Protection Commissioner Code of Practice. The request should be addressed to the Domestic Bursar, Newnham College, Cambridge CB3 9DF.
 - Follow the complaints procedure which is covered in section 5 of the “**Access Control Record Request Form**”.
 - Return the record form, with section 5 completed, together with a letter setting out your complaint, to the Bursar, Newnham College, CB3 9DF.

This procedure should be followed if you have a concern about either the use of the access control system at Newnham College, or about non-compliance with the provisions of the Data Protection Commissioner’s Code of Practice.

CCTV at Newnham College: Code of Practice

1) Introduction

The purpose of this paper is to set out the basis for the installation and use of a CCTV system at Newnham College.

2) General Purposes

Before installing and using CCTV and similar surveillance equipment, users are required to establish the purposes for which they intend to use the equipment. In the case of Newnham College, the purposes include:

- The prevention, investigation and detection of crime
- The apprehension and prosecution of offenders (including use of images in criminal proceedings)
- Monitoring the security of premises.

3) Responsibility for the proposed scheme

The Council will be responsible for the scheme. Overall responsibility lies with the Bursar (Data Protection Officer) and the Domestic Bursar, with delegation to other Heads of Department as appropriate (principally the Head Porter).

4) The reasons for using CCTV

4.1 Newnham College is an open site

- The College buildings are situated within gardens open to the public, and grounds are habitually used by members of the public and local residents.
- The main range of buildings, which is inhabited by undergraduates, is locked either automatically with the new access control system between 7.45pm and 6am, or by the Porter on duty between 10pm and 6am. Between the times of midnight and 6am the only access into the College is through the Porters' Lodge front door.
- Between 6am and the evening lock-up (either 7.45pm or 10pm) there is open access and each student's room door is in effect a front door.
- The lock-up arrangements are kept under review and may be changed from time to time by the Domestic Bursary or by the Council.
- The openness is valued by the College, and access between buildings would be quite impractical if a regime of day-time locking up were to be imposed.
- Incidents and thefts do occur, however, and the CCTV cameras will be installed at strategic points such as vending machines, bicycle sheds and the street entrances to the buildings to assist in the prevention and detection of crime.

4.2 Car parking

There is increasing pressure on the car parks, which are used by the staff, Senior Members and some students, as well as visitors and contractors. The management of the car parks remote from the Porters' Lodge would be facilitated by the use of CCTV.

5) Processing data

It is intended that data would be processed only in furtherance of one of the purposes of the scheme, as set out in paragraph (2) above.

6) **Data Protection**

The College's Data Protection Registration includes provision for the use of CCTV. A paragraph concerning the use of CCTV is included in the College's Data Protection Policy.

7) **Security and disclosure policies**

7.1 Data on the CCTV system (a digital system) will be kept routinely for 30 days and destroyed automatically thereafter. During the 30-day period it will be backed up each night.

7.2 Members of the Porters' Lodge staff will be trained in the use of the CCTV system and in the data protection principles governing its operation, including the principle that the equipment must be used only in order to achieve the purposes for which it has been installed. Members of the Porters' Lodge staff will be made aware of the procedure which needs to be followed should access to recorded images be sought. Such access may only be authorised by the Head Porter, Deputy Head Porter or responsible College Officer. [See 11.1]

7.3 If data is processed for one of the purposes outlined at paragraph 2 above, for instance to make a CD for use in evidence in criminal proceedings, it will be kept in the Head Porter's safe. The data will be disclosed only to responsible College Officers and to the police. The data will be accompanied by the following documentation:

- The date and time on which the images were removed from the general system for use in legal proceedings
- The reason why they were removed from the system
- The name of the person removing the images
- The name(s) of any person(s) viewing the images. If this should include third parties, this will include the organisation to which the third party belongs
- The reason for the viewing
- The outcome, if any, of the viewing
- Any crime incident number to which the images may be relevant
- The location of the images. For instance, if the images are handed to a police officer for retention, the name and station of the police officer.
- The signature of the collecting police officer, where appropriate.

7.4 Viewing of recorded images will take place in a restricted area, normally the Head Porter's office.

8) **Siting of equipment**

8.1 Cameras will be sited to monitor only those spaces which are intended to be monitored, as approved by the Council. Where the system potentially covers private spaces within the College, they will be blanked out. If cameras cover neighbouring property, the owners will be consulted.

8.2 Signs will alert the public that they are entering a zone which is covered by surveillance equipment. The signs will be clearly visible and legible. They will cover the identity of the scheme's organisers, its purposes and the details of whom to contact regarding the scheme. The image of a camera will be used and the wording will read:

"This scheme is controlled by Newnham College. For further information contact 01223 335700".

9) Quality of images

- 9.1 A system has been chosen which satisfies the requirement for good quality images, i.e. adequate for the investigation and detection of crime.
- 9.2 A check to record the accuracy of the recorded location of cameras and the accuracy of date and time recorded will be made on a yearly basis. The Head Porter will normally undertake the check in mid-May.
- 9.3 The purpose of the siting of each camera and the physical conditions in which the cameras are located are recorded. The cameras are designed and constructed to be as vandal-proof as possible.
- 9.4 The CCTV system is not designed to meet the requirements of an automatic facial recognition system.
- 9.5 The cameras and system will be serviced on a yearly basis. A maintenance log will be kept in the Porters' Lodge in the CCTV file.
- 9.6 The procedures to be followed if a camera is damaged are as follows:
 - The fault should be reported to the Head Porter
 - The fault should be reported to the service provider within the next working day following the report of the fault
 - If the Head Porter is absent, any member of the Porters' Lodge staff may report the fault
 - The contract with the CCTV provider ensures 24-hour service
 - The Head Porter has the responsibility for checking that the fault has been repaired, either on the next working day after the repair, or on his return from absence.

10) Access to and disclosure of images to third parties

- 10.1 Access to, and disclosure of, the images recorded by the CCTV system is restricted and carefully controlled, not only to ensure that the rights of individuals are preserved, but also to ensure that the chain of evidence remains intact should images be required for evidential purposes.
- 10.2 Access to recorded images is normally restricted to the Head Porter, the Deputy Head Porter, the IT Manager and to responsible College Officers.
- 10.3 All access to processed images will be documented.
- 10.4 Disclosure of the recorded images to third parties will only be made in limited and prescribed purposes, normally to one of the following:
 - Law enforcement agencies where the images recorded would assist in a specific criminal enquiry
 - Prosecution agencies
 - Relevant legal representatives
 - The media, at the request of law enforcement agencies and where it is decided that the public's assistance is needed in order to assist in the identification of victim, witness or perpetrator in relation to a criminal incident. As part of that decision, the wishes of the victim of an incident will be taken into account.

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- People whose images have been recorded and retained (the “data subject”) (unless disclosure to the individual would prejudice criminal enquiries or criminal proceedings).
- 10.5 All requests for access or for disclosures will be recorded. If access or disclosure is denied the reason will be documented. If access to, or disclosure of, the images is allowed, the following will be documented:
- The date and time at which access was allowed or the date on which disclosure was made
 - The identification of any third party who was allowed access to or to whom disclosure was made
 - The reason for allowing access or disclosure
 - The extent of the information to which access was allowed or which was disclosed.
- 10.6 Recorded images will not be made more widely available, for instance by being made routinely available to the media or placed on the internet.

11) Access by data subjects

All staff involved in operating the equipment must be able to recognise a request for access to recorded images by data subjects.

11.1 Requests for access

- Any individual requesting access must complete a “CCTV Record Request Form” (these are available in the CCTV file in the Porters’ Lodge).
 - All Subject Access Requests will be dealt with by the Head Porter, the Deputy Head Porter, the Domestic Bursar or the Bursar.
 - A copy of the “CCTV Record Request Form” will be given to the Bursar’s Office for their records and to check that the request is, or is not, part of an ordinary Data Protection Subject Access Request.
 - A fee of £10 will be charged and the search for the images requested will not be carried out until the fee has been received.
 - One of these responsible people, with the assistance as necessary of a Computer Officer, will locate the images requested.
 - The responsible person will determine whether disclosure to the individual will entail disclosing images of third parties.
 - The responsible person will determine whether images of third parties are held under a duty of confidence.
 - If third party images are not to be disclosed, the designated member of staff shall arrange for them to be disguised or blurred.
 - The responsible person must provide a written response to the individual within 21 days of receiving the request setting out their decision on the request.
- 11.2 The Domestic Bursar will undertake a yearly review of the documented system in order to ensure that the provisions of the Code of Practice are being complied with. This will normally take place in mid-May.
- 11.3 A report will be made annually to the College Council, including sections on the location and maintenance of the cameras, on the number and nature of enquiries and complaints received. The results will be assessed annually by the College Council against the stated purpose of the scheme.

12) Complaints procedure

12.1 Any individual(s) having concerns about the CCTV system at Newnham College are requested to use the following procedure:

- Write to ask for a copy of the “CCTV Record Request Form”, the Newnham College Code of Practice and the Information Commissioner’s Code of Practice. The request should be addressed to the Domestic Bursar, Newnham College, Cambridge CB3 9DF.
- Follow the complaints procedure which is covered in section 6 of the “CCTV Record Request Form”.
- Return the “CCTV Record Request Form” with section 6 completed, together with a letter setting out your complaint, to the Bursar, Newnham College, CB3 9DF.

This procedure should be followed if you have a concern about either the use of the CCTV system at Newnham College, or about non-compliance with the provisions of the Information Commissioner’s Code of Practice.

Child Care: Financial Support for Child Care Costs

1) Introduction

The Government's arrangements for tax-free childcare support is often referred to as the "childcare voucher scheme". This is because most schemes involve the employer providing vouchers issued by commercial companies which their members of staff pass on to a nursery or carer to cash in with the voucher company. However the scheme can also be administered by the employer paying the nursery/carers direct and this is the method the College is following.

Many employers administer the scheme with staff "sacrificing" part of their salary so that nursery fees can be paid. However at Newnham College the scheme is run as an additional payment to qualifying staff.

2) Government Rules

For the payments to be free of tax and national insurance there are various Government requirements which must be met.

2.1 Currently a maximum of £55 per week, £243 per month, can be paid but payment must be made direct (or via a voucher company) to the nursery/carers.

2.2 The childcare which is provided must be registered (by OFSTED) or approved (Surestart - run by Nestor Primecare Services Limited for the Government)

Registered and approved childcare includes:

- registered childminders, nurseries and playschemes
- out-of-hours schemes run by schools or local authorities on school premises
- childcare schemes run by approved providers
- childcare in the child's own home by a person (not a relative) approved to care for the child/ren or by a domiciliary worker or nurse from a registered agency
- childcare provided away from the child's home by a person (not a relative unless also looking after unrelated child/ren) approved to care for child/ren aged at least 8 years old.
- approved foster carers (not for their own children)

2.3 The payments can be used for childcare for children of up to the 1st September following their 15th birthday (16th if the child is registered disabled).

3) The College Scheme

3.1 For full time staff the maximum payment is currently £55 per week. For part-time staff it is £1.49 multiplied by the number of weekly hours contracted to work. If the cost of care is less than £1.98 per hour, College payments will be limited to 75% of the cost per hour of care, up to a maximum of 37.5 hours of care per week

3.2 The scheme is based on care being provided for 37.5 hours per week for pre-school children or for school age children during holidays, and 10 hours per week is the maximum for school age children in term-time care.

3.3 At least one parent (or guardian) must be employed by the College. They must continue to be employed by the College for the whole period for which payment is made.

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- 3.4 Both parents must be employed, where the child/ren are cared for by both, though it is not necessary that both parents are employed by the College. If the College member of staff works full time but the partner works part time the payment will be based on the smaller number of hours.
 - 3.5 The payment will be reduced if the member of staff's partner is in receipt of financial support for child care from their employer. However this will not apply if the partner receives child-care support by salary sacrifice.
 - 3.6 The payment will be reduced if another form of financial support for child care costs is being received by the member of staff - such as the County Council grant for nursery education for children from the term in which they reach their fourth birthday.
 - 3.7 No payment will be made towards registration fees, deposits, etc., but claims can be made for holiday payments and retainers.
 - 3.8 Payment will not be made for any claims backdated for more than 2 months except in exceptional cases such as when application processing is delayed for new entrants, or where submission of a claim by an existing user of the scheme is delayed due to the sickness or approved absence of the claimant.

4) **How to claim**

- 4.1 To claim this support, a member of staff must first fill in the College's scheme Registration Form, which is available from the Bursary, and have the nursery/carer complete the Childcare Provider Details form so that their eligibility can be established.
- 4.2 If any changes in circumstances occur the member of staff making claims must immediately inform the Bursary in writing. Such changes include:
 - Change of nursery or carer
 - Change of working hours of the claimant or partner
 - Change in the financial support for childcare by the partner's employer
 - Child reaches their 15th birthday
 - Claims for an additional child not already on the College's registration form
- 4.3 Claims relating to children in pre-school nurseries are made by completing an initial form and then confirming the arrangements each three months. The nursery/carer is then paid automatically each month direct into their bank account.
- 4.4 Claims for after-school clubs and holiday playschemes must be made each month by the 10th of the month and relate to the previous month. The nursery/carer will then be paid by bank transfer direct to their bank account within two weeks.

[September 2006]

Child Protection

1) Introduction

The College recognises that members or staff of the College may occasionally work with children in the course of their duties, for example when there are student visitors to the College or students attending residential courses.

In this context, the College is committed to:

- respecting the rights, wishes and well-being of young people with whom it is working;
- taking all reasonable practical steps to protect young people from physical, sexual and emotional abuse;
- safeguarding and promoting the welfare of young people and their protection within a relationship of trust.

2) Responsibility and Designated Safeguarding Lead

The Senior Tutor is the Designated Safeguarding Lead.

The Admissions Tutor, the Admissions Co-ordinator, the Schools Liaison Officer, the Senior Tutor and the two permanent Night Porters have been checked by the Disclosure and Barring Service (DBS).

Accompanying teachers/other adults are expected to take part in all time-tabled activities and are not to leave visiting students in the sole care of Newnham staff or undergraduate helpers.

Teachers/other accompanying adults also take full responsibility for their students during the night, if visiting groups are staying over.

In addition, the College will have two tutors, the Senior Tutor and the Admissions Tutor, available from 08.00 to 22.30 via phone to give advice in an emergency and to whom complaint can be made if there is any inappropriate or harmful behaviour.

In an out-of-hours emergency teachers/other adults should contact the College Porters. The Porters' Lodge telephone number is: 01223 335700. The Porters will be able to give out the telephone numbers of the Admissions Tutor and the Senior Tutor if necessary.

Any event or emergency that requires the schoolteachers' attention during the night must be reported to the Newnham Admissions Office, at the earliest opportunity the following day.

A number of undergraduate helpers may help on student visits.

3) Records

Secure lists of undergraduate helpers and visitors (including parental consent forms and medical information) will be kept on file securely in the Admissions Office for the duration of the residential visit. Secures lists of all under 18 school visitors and/or under 18 residential conference guests organised via the Conference Office will be kept in the Conference Office and with the external Conference Organisers.

This confidential file will normally be accessible only to the Newnham College staff members overseeing the administration of the project (for example the Admissions Tutor, Admissions Co-ordinator, Schools Liaison Officer or Conference and Events Co-ordinator), but in an emergency it can be accessed by the College Porters and College first-aiders.

Any complaints can be entered into a separate file which is accessible by the Senior Tutor only.

4) **Training**

All student volunteers will be well briefed in relation to the risk issues associated with activities they are involved in.

Where possible student undergraduate helpers will undergo training in the processes of monitoring, reporting and resolving problems with school visits.

All undergraduate helpers will be made aware that they should share any concerns they have with the Senior Tutor, the Admissions Tutor, or the schoolteachers.

5) **Complaints and Vigilance**

If a complaint is made the Senior Tutor will take notes of the complaint, investigate and report back to the complainant within 24 hours. The complaint will remain confidential unless disciplinary action is to be taken.

Any teacher, undergraduate helper or staff member who suspects a case of abuse, or to whom a suspected case of abuse is reported, whether this is by a stranger, student attendee, undergraduate helper or adult working in or around the access visits, must immediately report the incident to the Senior Tutor.

If the complaint is deemed serious, it will be referred to the Head of Schools and Colleges Liaison / Widening Participation and the person with expertise in child abuse issues at the Cambridge Admissions Office.

Any complaints received with regard to a school visit or residential conference organised via the Conference Office will be dealt with via the Domestic Bursar, the Conference and Event's Co-Ordinator and the external organiser as appropriate.

6) **Illness and Injury**

Newnham staff or undergraduate helpers cannot administer medication in any form, unless written consent has previously been given by a parent or carer. In the event of illness or injury, a qualified College first-aider will be called, or the child will be taken to the local doctors' surgery or hospital as appropriate.

In such circumstances, the parent/carers and GP will be informed.

7)

Parents/carers will be contacted in the event that their child is ill or has suffered an injury, or has severely breached the code of behaviour, or has been involved in or subject to a suspected case of alleged abuse.

As a last resort, in the unlikely event of a serious incident, arrangements will be made with their parents/carers for the affected student(s) to be sent home.

If there has been a criminal offence, we may contact the police.

Contact information for each attendee at a residential event will be kept in the Admissions Office, accessible only in the event of an emergency. Contact information for any school visitors or residential conferences organised via the Conference Office will be kept in the Conference Office.

8) **Conference Guests**

All students attending a summer school and their parents or carer will have agreed to the rules listed in the Newnham Code of Behaviour and to any other rules explained by Newnham staff during the event.

The external conference organiser(s) has overall responsibility for the safeguarding and welfare of all under 18 delegates attending their conferences (whether residential or day visits) and to ensure they have the appropriate ratio of trained staff (with DBS certification if appropriate) to under 18 delegates.

April 2015

The Management of Conflicts of Interest: Code of Practice

(Text in italics is provided as explanation)

1) Material interests

- (a) A material interest is any matter which may influence the judgment of the person possessing it, or may reasonably appear as capable of influencing that person's judgment, so that the judgment may not be, or may not appear to be, exercised wholly and exclusively in the interests of the College.

The test for deciding whether or not an interest is material is an objective one. It also depends on appearances—the test is not simply whether the interested person might be influenced, but whether the possibility of influence might reasonably seem to arise. It should be remembered that an interest may derive from a family member.

It was asked at the meeting of the Colleges' Committee on 28 October 2006 to what extent shareholdings in public companies should be included in the register of interests. A College might reasonably decide to follow the local authority model code of conduct (see SI 2007/1159), which limits attention to shareholdings in excess of £25,000 nominal value or 1% of the total issued share capital.

- (b) But an interest shall not be a material interest unless the person having the interest either knew about it or should reasonably have been aware of it.
- (c) Any position as a company director or charity trustee shall not constitute a material interest unless there is a reasonable possibility that the company or the charity, as the case may be, may be engaged in some business, appeal, or transaction involving the College.

But the directorship of a trading company wholly owned by the College is virtually certain to be a material interest. Any College officer who is a director of a subsidiary company of the College will already know of the special care necessary to manage the conflict that can arise between his or her duty to the College and that to the company, and of the need to be aware at all times in which capacity he or she is acting.

- (d) If the Principal considers that any member of the Council may have a material interest in an item of business, then the Principal may refer the matter to the Council, who shall, in the member's absence but after hearing his or her views, determine the matter. The determination of the Council shall be binding on the member concerned.

The basic principle is that it is for each member of the Council, having conscientious regard to the management of conflict, to judge for him or herself when a material interest arises and to act according to the rules. But this rule provides for an objective external control of the matter by the College.

2) **Register of Interests**

The Bursar shall maintain a Register of Interests of members of the Council, into which shall be entered such information as may be required by these rules or by Ordinance or as may reasonably be requested by the Bursar.

- (a) The Register of Interests shall include a statement of membership of any Faculty or Department in the University, and the holding of any office or position in the University. It shall also include any other matters as may be specified by the Council by Ordinance.

The information to be entered in the Register of Interests will be the nature of the interest of the member concerned and not the quantum of it. For example, the interest (if such there be) in a shareholding is in the company in which the shares are held and not in their amount. Thus the Register should refer to a shareholding in that company without recording the number or value of the shares held.

- (b) The Bursar shall seek information for entry into the Register of Interests from members of the Council when they become members, and also annually. Members of the Council shall notify the Bursar of changes in their information relevant to the Register of Interests as they occur.

- (c) The Register of Interests shall be available for inspection in the Bursary by any member of the College entitled to attend a meeting of the Governing Body.

3) **Declaration of Interests**

- (a) Each agenda for a meeting of the Council shall contain an early item "Declaration of Interests".
- (b) A member of the Council who has a material interest in an item of business before the Council shall declare that fact on each occasion that the business is under consideration. But that shall not be required
- (i) for business solely for report which is not discussed by the Council; or
 - (ii) where the interest arises from the holding of an office or position in the College, where the other persons holding such an office or position in the College have a similar interest; or
 - (iii) where the interest arises from membership of a Faculty or Department in the University, or the holding of an office or position in the University, where the other members of the Faculty or Department or the other persons holding such an office or position in the University, as the case may be, have a similar interest.

A member of the Council should not declare any interest that is not a material interest; but the primary judgment of whether or not an interest is or is not material is that of the member and should not normally be questioned.

The principle behind the exemptions in (ii) and (iii) is that such interests may be taken to be well-known and of common occurrence within the College. The member may, however, quite properly decide to declare his or her interest in such a case, and it should then be treated as any other declared interest would be.

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- (c) A member of the Council declaring an interest shall withdraw from any part of a meeting at which the business is under consideration, and shall not speak or vote on the matter.
 - (d) But if the interest is not a pecuniary interest, then the Council may resolve that the member may remain present, and may further resolve to permit the member to speak or to vote on the matter.

The ordinary rule for material interests is exclusion, but that can be relaxed by the Council in any particular case either wholly or partially (for example, the member may be allowed to remain and speak, but not to vote). However pecuniary interests exclude absolutely.

“Pecuniary interest” is undefined. However, in order to require declaration (and thus exclusion) a pecuniary interest must be (i) a material interest, and (ii) not within one of the exempt categories in Rule (3)(b).

- (e) Where a member withdraws from a meeting in accordance with Rule (3)(c), that fact shall be recorded in the minutes of the meeting. Any resolution of the Council under Rule (3)(d) shall be recorded in the minutes of the meeting at which it is made.

It follows from Rules (3)(b) to (d) that all declarations of interests should be minuted. Minuting provides good evidence that the members of the Council have addressed their minds to the importance of avoiding conflict of interest.

Any resolution to permit a member who has declared an interest to remain, or to speak, or to vote, should be minuted. The reasons for such resolution need not be minuted however, and it would be unusual to do so.

The wording of the final sentence of Rule (3)(e) allows for a single resolution to permit presence, speaking or voting at all meetings at which an item of business is discussed. However, Rule (3)(b) requires the declaration of the interest at each such meeting.

4) **Special Decisions**

- (a) A special decision of the Council is one in which a majority of the decision-makers have a material interest.
- (b) For this purpose the decision-makers shall be taken to comprise the members of the Council present when the decision is made, except for any member who is not entitled to vote in consequence of these rules or for any other reason.

Rule (4) addresses the problem that arises in consequence of the nature of the College as a self-governing academic community: only the Council can decide on the general control and management of the administration of the College, and yet on occasion they, or the great majority of them, will be conflicted. That may occur, for example, in relation to a decision to approve an across-the-board pay increase in the College, or a general restructuring of academic pay, or an increase in the level of Fellows’ book grants from, say, £200 to £250 a year.

*The procedure set out in this rule to deal with that situation is based on the judgment in *Public Trustee v. Cooper* [2001] WTLR 901.*

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- (c) Before the Council make a special decision they will consider, having taken full regard of all the circumstances of the matter
- (i) whether the nature of the conflict of interest is so pervasive throughout the Council that they have no alternative but to surrender their discretion by seeking the direction of the Charity Commission; or
In this case an application for an order should be made in writing under section 26 of the Charities Act 1993
 - (ii) whether, notwithstanding the conflict of interest, they are nevertheless able fairly and reasonably to take the decision; and in that case,
 - (iii) whether, before making their decision, they should seek the advice of the Charity Commission in the matter.
In this case an application for advice should be made in writing under section 29 of the Charities Act 1993.

Each case must be judged on its facts, but in most cases it is unlikely that the Council will conclude that the advice of the Charity Commission should be sought. The examples referred to in the comment on Rule (4)(b) illustrate the point: an across-the-board pay increase following a national settlement or some other negotiated or otherwise rationally determined rate cannot merit an application for advice; neither can a general restructuring of academic pay, always supposing that the College has acted in a demonstrably principled way, considering comparators and basing its decision on a reasoned report; an increase in the level of Senior Members' book grant will be of a dimension to lie comfortably within the proper discretion of the charity trustees, despite their conflict. By contrast, suppose that the College had sold part of its ancient estate for a very large amount and wished to increase the pay of members of the Council or of the Governing Body by sums ranging from £3,000 to £10,000 for each of the next three years. Any Council acting reasonably would conclude that an application to the Charity Commission under either section 26 or 29 represented the only proper way forward.

5) Committees and other bodies

- (a) The above rules shall apply with necessary modifications to committees, working parties and other bodies within the College, as they apply to the Council.
- (b) But Rules (1)(d), (0 and (4) shall not apply, and any other rule may be disapplied either generally or for specified items of business by decision of the Council.

The extension of the provisions to committees, etc. represents good practice. But members of committees will not, by such membership alone, be charity trustees of the College.

Data Protection Statement- Staff & Senior Members

How we use your personal information

This statement explains how Newnham College (“we” and “our”) handles and uses information we collect about our staff and senior members (“you” and “your”). For these purposes, “staff” is intended to include employees, workers and casual workers and contractors (e.g. undergraduate supervisors, ad-hoc or temporary maintenance, kitchen or catering staff etc.) In broad terms, we use your data to manage your employment and/or membership with the College, including your role and the performance of it, how we support you as an employer, and how you are paid, as well as other statutory requirements.

The controller for your personal information is Newnham College, Sidgwick Avenue, Cambridge CB3 9DF. The Data Protection Officer for the College is the Office of Intercollegiate Services Ltd (12B King’s Parade, Cambridge; 01223 768745; college.dpo@ois.cam.ac.uk): OIS Ltd. should be contacted if you have any concerns about how the College is managing your personal information, or if you require advice on how to exercise your rights as outlined in this statement. The person within the College otherwise responsible for data protection at the time of issue, and the person who is responsible for monitoring compliance with relevant legislation in relation to the protection of personal information is the Bursar, Mr Christopher Lawrence, Bursar@newn.cam.ac.uk.

Unless otherwise stated, the legal basis for processing your personal data is that it is necessary for the performance of the employment contract or membership agreement we hold with you, or for statutory purposes (e.g. processing your monthly salary, tax and pension contributions).

How your data is used by the College

Your data is used by us for a number of purposes, including:

A. supporting your employment and your performance in your role:

Personal data includes:

- i) * *personal details, including name, contact details (phone, email, postal, both work and personal) and photograph;*
- ii) *your current and any previous role descriptions;*
- iii) *your current and any previous contracts of employment and related correspondence;*
- iv) *any occupational health assessments and medical information you have provided, and related work requirements;*
- v) * *your training and development qualifications, requests and requirements.*

B. ensuring that you have the right to work for the College:

Personal data includes:

- i) * *your recruitment information (including your original application form and associated information submitted at that time);*
- ii) *other data relating to your recruitment (including your offer of employment and related correspondence, references we took up on your appointment, and any pre-employment assessment of you);*
- iii) * *evidence of your right to work in the UK (e.g. copies of your passport).*

C. paying and rewarding you for your work:

Personal data includes:

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- i) * your bank details;
 - ii) * details of your preferred pension scheme;
 - iii) your current and previous salary and other earnings (e.g. maternity pay, overtime), and the amounts you have paid in statutory taxes
 - iv) correspondence between you and the College, and between members and staff of the College, relating to your pay, pension, benefits and other remuneration.

In addition, we maintain records of your use or take-up of any benefit schemes provided by us, which we collate and monitor to review the effectiveness of these staff benefits. The legal basis for this processing is that it is in our legitimate interest to ensure that any staff benefit schemes represent good value for money to both you and us, and to ensure that you do not overuse your entitlements.

- D. administering HR-related processes, including records of absences and regular appraisals of your performance and, where necessary, investigations or reviews into your conduct or performance:

Personal data includes:

- i) * records of your induction programme and its completion;
- ii) * records of your performance appraisals with your line manager;
- iii) records, where they exist, of any investigation or review into your conduct or performance;
- iv) records of absences from work (including but not limited to annual leave entitlement, sickness leave, parental leave and compassionate leave)
- v) correspondence between you and the College, and between members and staff of the College, regarding any matters relating to your employment and/or membership and any related issues (including but not limited to changes to duties, responsibilities and benefits, your retirement, resignation or exit from the College and personal and professional references provided by the College to you or a third party at your request).

- E. maintaining an emergency contact point for you:

*Personal data includes details of your preferred emergency contact, including their name, relationship to you and their contact details.**

- F. monitoring equality and diversity within the College:

*Personal data includes information relating to your age, nationality, gender, religion or beliefs, sexual orientation and ethnicity.**

- G. disclosing personal information about you to external organisations, as permitted or required by law.

If you have concerns or queries about any of these purposes, or how we communicate with you, please contact us at the address given below.

Data marked with an * relate to information provided by you, or created in discussion and agreement with you. Other data and information is generated by the College or, where self-evident, provided by a third party.

We would not monitor social media sites for any personal data relating to you, unless we believed there was a legitimate interest for us to do so (e.g. monitoring compliance with an agreed plan, such as a homeworking agreement) and only if we inform you we might do this in advance. Consequently, we do not routinely screen your social media profiles but, if aspects of these are brought to our attention and give rise to concerns about your conduct, we may need to consider them.

We also operate CCTV on our site, which will capture footage (see “CCTV Code of Practice” in “Policies & Procedures: Staff”.)

For certain posts, we may use the Disclosure and Barring Services (DBS) and Disclosure Scotland to help assess your suitability for certain positions of trust. If this is the case, we will make this clear to you in separate correspondence. Certificate and status check information is only used for this specific purpose, and we comply fully with the DBS code of Practice regarding the correct use, handling, storage, retention and destruction of certificates and certificate information. We recognise that it is a criminal offence to pass this information on to anyone who is not entitled to receive it.

Who we share your data with

For staff and senior members we would normally publish (on our website and elsewhere) your name, photograph (if you have provided one), your email and College contact phone number and basic biographical information relating to your College and University posts.

We share your personal information where necessary and appropriate across the collegiate University. The University and its partners (including all of the Colleges) have a data sharing protocol to govern the sharing of staff and members of the College. This is necessary because they are distinct legal entities. The parties may share any of the above categories of personal information, and the agreement can be viewed in full at <https://www.ois.cam.ac.uk/policies-and-protocols/data-sharing-protocols>.

Any transmission of information between partners is managed through agreed processes that comply with UK data protection legislation.

We share relevant personal data with our sub-contracting agents (payroll, HR, health and safety) and with relevant government agencies (e.g. HMRC) and your pension provider. Information is not shared with other third parties without your written consent, other than your name, role and employment contact details which are made publically available. Generally, personal data is not shared outside of the European Economic Area.

We hold all information for the duration of your employment and for no more than twelve months after the end of your employment or cessation of your membership. After that time, we retain a small subset of personal data for up to seven years after your relationship with the College ends:

- I* personal details, including name and your preferred personal contact details (if we still have these);
- II your previous salaries and other earnings, pensions and the amounts you have paid in statutory taxes;
- III records of your performance appraisals with your line manager;
- III records, where they exist, of any investigation or review into your conduct or performance;
- IV your reasons for leaving and any related correspondence;
- V any references we have written subsequent to your employment with us.

Those marked with an * relate to information provided by you, or created in discussion and agreement with you.

We reserve the right to retain the personal data longer than the periods stated above, where it becomes apparent that there is a need to do so – for example, in the event of a major health or personal injury incident, records may need to be kept for up to forty years.

We then store in a permanent archive:

- i) your full name and title;
- ii) your job title(s) or College affiliation(s) and the corresponding dates of employment/membership;

Your rights

You have the right: to ask us for access to, rectification or erasure of your data; to restrict processing (pending correction or deletion); and to ask for the transfer of your data electronically to a third party (data portability). Some of these rights are not automatic, and we reserve the right to discuss with you why we might not comply with a request from you to exercise them.

Failure to provide the information reasonably requested of you may result in disciplinary action taken by the College, which could ultimately lead to your dismissal from employment.

You retain the right at all times to lodge a complaint about our management of your personal data with the Information Commissioner's Office at <https://ico.org.uk/concerns/>

Dignity at Work (formerly: Dealing with Personal Harassment and Bullying)

1) Dignity at Work: College Policy.

The College is committed to providing a work environment free from bullying, harassment, embarrassment, intimidation, threats or discrimination. It aims to protect the dignity of staff, Fellows, Senior Members, students, visitors to the College, and all members of the College community in their work and their interactions with others.

The policy applies to interactions between College staff, Fellows, Senior Members and students and all visitors to the College, including academic visitors and visiting researchers, those attending public events, contractors and their staff. This list is not exhaustive.

The policy covers bullying and harassment in the workplace and in any work related setting outside the workplace, e.g. business trips and work related social events.

The aim of this policy and the accompanying procedure is to prevent bullying and harassment, to provide guidance and to resolve any problems should they occur and prevent further recurrence.

The College recognises that to work and study effectively staff, Fellows, Senior Members and students need an environment in which they are respected and valued for their contributions, irrespective of their, age, sex, gender reassignment, pregnancy, maternity, race (which includes colour, nationality and ethnic or national origins), sexual orientation, religion or belief or because someone is married or in a civil partnership.

Bullying and harassment at work are a violation of employment and discrimination laws, and may also contravene criminal and/or civil law in some circumstances. In addition, this sort of behaviour can reduce the effectiveness of our College 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 can also put strains on personal and family life, leading to illness and increased staff turnover.

The following principles will guide the College's actions:

- 1.1 Bullying, intimidation and any form of harassment on the grounds of any of the Protected Characteristics referred to above is wholly unacceptable behaviour, and the College will take any such incidents brought to its attention seriously.
- 1.2 Newnham College does not tolerate bullying or harassment of their staff by third parties. If you experience bullying or harassment from third parties please bring this to the attention of the Harassment Adviser immediately using the procedure outlined below.
- 1.3 Complaints will be considered with all reasonable speed and the College will take appropriate action as quickly as possible.
- 1.4 The College regards confidentiality as extremely important. On the one hand, complainants will find that their case is dealt with more easily if they act with care and discretion in seeking help. On the other hand, imposed secrecy is often a component of intimidation and a victim is not obliged to protect his or her harasser. The Harassment Advisers will always act confidentially in so far as this is practicable but they may have to disclose information to relevant people, almost always with the agreement of the complainant, if further action or

investigation is to be undertaken. Where very serious harassment is alleged, it may be necessary for the College to act without the consent of the complainant. The College may be obliged by a Court or Tribunal to make disclosure.

- 1.5 The Harassment Advisers will use their best endeavours to protect and support any complainant (and, if requested, the alleged harasser) until a complaint is resolved with the agreement of all parties; or until the outcome of Grievance and Disciplinary Procedures is established; and at any future time if repercussions occur.
- 1.6 It is important that the rights of the alleged harasser to natural justice are respected.
- 1.7 Malicious or vexatious behaviour by either an alleged harasser or a complainant may be a disciplinary matter and may lead to dismissal. Malicious gossip by, or to, a third party may also be a disciplinary matter.
- 1.8 Bullying and harassment may be criminal offences.

2) **What is bullying and harassment?**

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 any personal characteristic of the individual (whether perceived or real), or by association (ie 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.

Acts of discrimination, harassment, bullying or victimisation against staff, Fellows, Senior Members, students or visitors are disciplinary offences and will be dealt with under the College's disciplinary procedure. Conduct of this type will often be gross misconduct which can lead to dismissal without notice.

Staff 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.

The examples below are not exhaustive but give a clear indication of the sorts of actions that constitute bullying or harassment.

- **unwanted physical conduct** - such as unnecessary touching, patting, pinching, brushing against another person's body, insulting behaviour or obscene gestures, physical threats and assault.
- **unwanted verbal conduct** - such as unwelcome advances, patronising titles or nicknames, propositions or remarks, innuendo, lewd or suggestive comments, over-familiar behaviour, slogans or songs, 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 origins), disability, sexual orientation, religion or belief, age, marital status or civil partnership, pregnancy/maternity or gender reassignment.

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- **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 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, persistent criticism or trivial fault-finding, 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 company technological facilities to contact the member of staff in an intimidating or malicious manner.
 - **coercion** - 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 conversations or social activities.

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.

3) **Action to take if you suffer Harassment or Bullying**

Should you feel you are suffering from any harassment or bullying, you are encouraged to take action as soon as possible. Failure to take action promptly may make it difficult for the College to investigate your grievance fairly and adequately. The College reserves the right to refuse to investigate any grievances raised more than three months after the alleged incident.

3.1 **Personal action**

A member of staff or a student who feels that s/he is being bullied or harassed may feel able to approach the person whom s/he perceives as the harasser. The complainant may seek support on a confidential basis in formulating what s/he wants to say, and in speaking or writing to the other person. If a successful resolution is achieved, the HR Officer may keep a confidential record and in some cases to inform a party's immediate Line Manager in general terms, if s/he considers this appropriate.

In some situations this course of action may not be possible. However if the complainant is confident enough and/or the person complained against had no intention of giving offence, a resolution of this kind should make it possible to restore good working relationships.

3.2 **Informal complaint**

The complainant may be unable or reluctant to approach the person complained against. If so, the complainant is encouraged to approach their immediate Line Manager or someone they trust and feel comfortable talking to. To further support staff, the College has four volunteer Harassment Advisors that can also act as a source of support for those who feel they are being bullied and harassed, or those who have been accused of bullying and harassment.

The confidential helper of choice may then support the complainant to make it clear to the harasser on an informal basis that the behaviour is unwelcome and

must stop. If s/he is unable to do this verbally then a written request may be effective, or alternatively the confidential helper may approach the person on behalf of the complainant.

If it is not possible to resolve the difficulty informally, the parties will be asked to consider entering a mediation process with the support of a Harassment Adviser. Mediation requires that both sides of a situation are understood. Perceived harassment may be unintentional, it may occur in the context of a complex relationship, it may be a consequence of a mental illness, or it may be malicious and wholly one sided. Mediation may result in an apology, an acknowledgement that behaviour was inappropriate, an agreement on the part of the alleged harasser to seek medical treatment or sick leave, or some other resolution, such that complainant, alleged harasser and Harassment Adviser are all convinced that the matter is fully resolved and that no repercussions are expected. The Harassment Adviser may keep notes of the complainant's allegation and the alleged harasser's response but these notes will not be available to anyone else. No notes will be kept in employment or College files. Protection and support will be provided throughout a process of attempted mediation.

3.3 **Formal complaint**

If the Informal Stage is unsuccessful, or inappropriate, the Harassment Adviser will inform the appropriate College Officer of the names of the complainant and the alleged harasser. This is to protect both parties from retaliation or unexpected repercussions. The details of the complaint may not be disclosed at this stage. If either a complainant or alleged harasser offers his or her resignation during the investigation of a complaint, the Harassment Adviser shall be consulted before that resignation is accepted. This is to ensure that resignations are not made under pressure.

The Harassment Adviser may then suggest a course of action depending on circumstances and the position of the alleged harasser i.e. whether the alleged harasser is a member of Newnham, the University or the public. The course of action will attempt to achieve resolution but, unlike the informal stage, it will be made clear to both parties that, in the event of failure to achieve a resolution, the Harassment Adviser may recommend that the complainant instigate a Grievance Procedure (see section 6 below). A Grievance cannot be taken out anonymously.

In situations where the alleged harasser is not a member of Newnham it may be appropriate to raise the matter with relevant University authorities, with the College of which the alleged harasser is a member, or with the police. You are advised to act in conjunction with one of the Harassment Advisers if you wish to pursue these options.

If a person who is not a member of Newnham has a complaint against a member of Newnham, they may contact one of the Harassment Advisers who will act on their behalf according to the stages outlined above.

Note:

The Harassment Advisers may have recourse to the following documents which may also be relevant in a possible case of harassment or bullying:

- *Staff Handbook: Disciplinary Procedures*
- *Policies and Procedures: Staff – Grievance Procedures*

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- *Policies and Procedures: Students – Complaints Procedures*
 - *Ordinance IV of the Council. 'Procedure in case of serious disciplinary offence.'* (junior members)
 - *Part III 'Discipline, dismissal and removal from office' and Part VI 'Grievance procedures' of Statute XXV of Newnham College (academic staff)*
 - *Ordinance V of the Governing Body. 'Procedure in case of serious disciplinary offence.'* (Senior Members)

4) **Action to take if you are physically assaulted**

Depending on the seriousness of the assault, you should contact any of the following as soon as possible: a Harassment Adviser, your tutor (if you are student), College Nurse, your GP, Accident and Emergency Services, the police, the Counselling Service, a Rape Crisis Centre. The Porters will help you to contact the appropriate people, especially if the assault has occurred at night. You should not wash, change your clothes or drink alcohol if the assault is sufficiently serious for medical treatment to be required, or if the police are called. Assault may be more serious than it at first appears. If in doubt, consult a doctor and the police. You may feel unable to cope with a police interview but one of the Harassment Advisers, or other contacts, will help you. A short report to the police may be all that is necessary in the first instance. At a later time you may make a fuller statement, or request that the matter be taken no further. It may be difficult to press charges if you have not contacted the police within a reasonable time. If you did not make any of the contacts described above, but realise later that you should have done so, then you should still contact them. You should continue to use the support services described above for as long as necessary. The psychological aftermath of an assault can be protracted if it is not adequately dealt with.

5) **Sources of help for staff**

Head of Department

College Officers: Bursar, Domestic Bursar, Senior Tutor, Vice-Principal

College Harassment Advisers: Please see the College List (page 6) for full details of these Advisers.

External Help

Newnham Walk Surgery, tel: 366811

Linkline (Cambridge 67575)

Samaritans, 4 Emmanuel Street (Cambridge 364455)

Black Women's Support Group (Cambridge 369753)

University Counselling Service (Cambridge 332865)

Cambridge Rape Crisis Centre (Cambridge 358314)

London Rape Crisis Centre (0171 837 1600)

6) **Grievance and Disciplinary Procedures**

The Grievance and Disciplinary Procedures are not part of the Harassment Procedure since they may be instigated directly in response to matters not covered by this policy. In the case of harassment, the Harassment Advisers will have established that the complainant has a reasonable case but attempts at resolution in the Informal and Formal Stages of the Harassment Procedure will have failed to produce a reliable resolution. Protection and support will be provided throughout a Grievance and Disciplinary Procedure brought as a consequence of a Harassment Procedure.

The Grievance Procedure and the Disciplinary Procedure are included in the Staff Handbook.

Environmental Policy

1) Introduction

Newnham College recognises the need to function all year round in a manner that minimises its harmful environmental impact. To this end Newnham College will:

- Maximise the proportion of waste that is recycled & minimise the quantity of non-recyclable refuse.
- Reduce energy consumption, especially of energy derived from fossil fuels.
- Ensure that improvements, purchases and developments are environmentally sound.
- Minimise the use of unsustainable transport by all members of the College.
- Minimise consumption of water.
- Minimise the use of chemical pollutants.
- Ensure that the Environmental Policy is enacted, enforced and reviewed

2) **Maximise the proportion of waste that is recycled & minimise the quantity of non-recyclable refuse.**

Newnham College is already committed to:

- 2.1 Reducing the amount of waste that it produces from College kitchens, buttery, staff offices and student accommodation.
- 2.2 Making full use of the recycling facilities provided by Cambridge City Council including glass, cans and white paper.
- 2.3 Collecting for composting all organic and green waste from the college gardens.
- 2.4 Recycling or safely disposing of all white goods, computers and electrical appliances.
- 2.5 Using reusable resources and containers and avoiding unnecessary packaging where possible.
- 2.6 Always purchasing recycled resources where these are both suitable and available.
- 2.7 Providing sufficient, accessible and well-publicised collection points for recyclable waste, with responsibility for recycling clearly allocated.
- 2.8 Making specific arrangements for events, such the May Ball/June Event and 'Bops', where significant recyclable waste is likely to be produced, in order to both minimize the waste produced and maximize what is recycled/reused.
- 2.9 Promoting the reuse of items and waste recycling among staff, students and conference guests through training, posters and incentives.
- 2.10 Returning print cartridges to the manufacturers and office suppliers for refilling (through the JCR and the Bursar's Secretary).

Newnham College will aim to: (over the next 12 months)

- 2.11 Increase the recycling facilities provided in College by Cambridge City Council to include bins for plastic containers and cardboard.

3) **Reduce energy consumption, especially of energy derived from fossil fuels.**

Newnham College is already committed to:

- 3.1 Providing energy efficient heating systems with adjustable controls for individual heating appliances.
- 3.2 Encouraging its staff, students and conference guests to save energy through visible reminders and information to increase awareness. This particularly concerns turning off electrical appliances when not in use in both communal and residential rooms.
- 3.3 Monitoring and understanding the importance of different sources of College energy consumption, and setting appropriate and measurable targets for a

reduction in certain areas of consumption and/or in the overall consumption of energy.

Newnham College will aim to: (over the next 1 - 5 years)

- 3.4 Give preference to the most energy efficient and environmentally sound appliances available, this includes using energy-saving light bulbs.
- 3.5 Investigate renewable and carbon-neutral electricity options for the purchase of energy, with the aim of supplying all College properties with electricity that can be attributed to renewable and carbon-neutral sources. *(Any increase in the cost of this energy may need to be passed onto the students and so a debate needs to take place with the students to decide whether they are willing to pay extra for renewable and carbon-neutral suppliers.)*
- 3.6 Consider purchasing electricity contracts independent of any consortium in order to obtain a renewable and carbon-neutral supply.

Newnham College will aim to: (over the next 5 - 10 years)

- 3.7 Consider on-site micro-generation of renewable electricity.

4) **Ensure that improvements, purchases and developments are environmentally sound.**

Newnham College is already committed to:

- 4.1 Seeking and acting upon professional advice in order to minimize the adverse environmental impact of any new developments. This includes efficient heating and water systems, appropriate space for recycling, and the use of recycled and/or sustainable building materials where possible.

Newnham College will aim to: (over the next 1 – 5 years)

- 4.2 Purchase efficient and environmentally sound appliances in order to fulfil the commitments in Section (2), and consider replacing old stock with 'greener', more efficient alternatives.
- 4.3 Purchase food that has been produced and delivered with minimal impact on the environment, this includes buying locally produced, organic and free-range food.

5) **Minimise the use of unsustainable transport by all members of the College.**

Newnham College is already committed to:

- 5.1 Making available information about bicycle and pedestrian routes and public transport services to staff and students.
- 5.2 Reducing the proportion of travel on College business carried out in private transport and eliminating unnecessary and inefficient use of College vehicles.

Newnham College will aim to: (over the next 1 – 5 years)

- 5.3 Make available information about car-share schemes to staff and students.

6) **Minimise consumption of water.**

Newnham College is already committed to:

- 6.1 Repairing sources of water leakage, such as dripping taps and showers as quickly as possible.
- 6.2 Purchasing the most efficient washing machines available which have an economy setting as default.

Newnham College will aim to: (over the next 1 – 5 years)

- 6.3 Encourage a decrease in water usage among staff, students and conference guests, through visible reminders and information to increase awareness.
 - 6.4 Install appliances that reduce water consumption.
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- 7) **Minimise the use of chemical pollutants**
Newnham College is already committed to:
- 7.1 Making available non-harmful washing up liquid
 - 7.2 Ensuring that all cleaning products used by College staff have a minimal detrimental impact on the environment, i.e. are biodegradable and non-toxic, even where this exceeds the 7.3 Control of Substances Hazardous to Health (COSHH) regulations
 - 7.3 Minimising the use of fertilisers in College grounds, opting for the use of compost produced on site wherever possible.
 - 7.4 Minimising or eliminating the use of pesticides where possible.
- 8) **Ensure that the Environmental Policy is enacted, enforced and reviewed.**
Newnham College is already committed to:
- 8.1 Ensuring that Newnham College has an Environmental Policy that is enforced and reviewed on an annual basis at the appropriate committee.
- Newnham College will aim to: (over the next 12 months)***
- 8.2 Monitor progress and set measurable targets wherever possible.

[2007]

Equal Opportunities

1) Introduction

Newnham College was founded to provide a liberal education for women. Its student body is female and, by its Statutes, only women may be elected into a Fellowship. This complies with legislation on sex discrimination, given in the Equality Act 2010, Section 5(3) of the Employment Act 1989, and Article 3 of the College Charter.

2) Statement of Policy

2.1 The College is committed to an active approach to equality of opportunity, one which encourages an inclusive culture and values diversity.

We recognise that discrimination is unacceptable and although equality of opportunity has been a long standing feature of our employment practices and procedure, we have made the decision to adopt a formal equal opportunities policy. Breaches of the policy may lead to formal disciplinary proceedings and, if appropriate, disciplinary action.

2.2 This policy has been developed with regard to the Equality Act 2010, the Equality and Human Rights Commission and its predecessor organisations.

2.3 The aim of the policy is to ensure no job applicant, member of staff or worker is discriminated against either directly or indirectly on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity (including the relevant times for those undergoing IVF treatment), race, religion or belief, sex and sexual orientation (the "Protected Characteristics") or the fact that someone is a part-time worker or a fixed-term member of staff.

2.4 The College also recognises that all members of staff should normally receive equal pay for the same work, work rated as equivalent or work of equal value.

2.5 The policy will be implemented in accordance with the appropriate statutory requirements and full account will be taken of all available guidance and in particular any relevant Codes of Practice.

2.6 We will maintain a neutral working environment in which no member of staff or worker feels under threat or intimidated. (See "Dignity at Work" in "Policies & Procedures: Staff".)

3) Responsibilities

The College Council has overall responsibility for ensuring that the College meets its obligations under employment legislation and that the principles of equality of opportunity are given due regard in its strategic planning.

Responsibility for the implementation and review of the policy as it relates to different sections of the College community will be allocated as follows:

- The Bursar and Domestic Bursar (for non-academic staff)
- The Senior Tutor and the Bursar (for members of the teaching staff)
- The Senior Tutor, the Graduate Tutor, Tutors, Assistant Tutors, Assistant Graduate Tutors and Directors of Studies (for current students)
- The Admissions Tutor, the Graduate Tutor and the Senior Tutor (for candidates for admission to the College)

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- The Principal and Convenors of the Fellowship Electors (for candidates for Junior Research Fellowships).

All members and members of staff of the College who have managerial responsibilities have a duty to put the Equal Opportunities Policy and its procedures into practice and to follow appropriate procedures if breaches of the policy occur. They should ensure that all staff know about their responsibilities and receive guidance and training as appropriate.

All members and members of staff of the College have responsibilities to respect the Equal Opportunities Policy and to keep up to date with the requirements of the law and to take up training opportunities.

4) **Forms of Discrimination**

- 4.1 This policy sets out basic definitions of direct and indirect discrimination and refers staff to a Dignity at Work (anti-harassment) policy.
- 4.2 Discrimination by or against a member of staff is generally prohibited unless there is a specific legal exemption. Discrimination may be direct or indirect and it may occur intentionally or unintentionally.
- 4.3 Direct discrimination occurs where someone is treated less favourably because of one or more of the Protected Characteristics referred to above. Discriminating against someone because of a wrongly held perception that they possess a particular Protected Characteristic or because of their association with someone with a particular Protected Characteristic will similarly not be tolerated by the College.
- 4.4 Indirect discrimination occurs where someone is disadvantaged by an unjustified provision, criterion or practice that also puts other people with the same Protected Characteristic at a particular disadvantage.
- 4.5 Harassment related to any Protected Characteristic is prohibited. Harassment is unwanted conduct that has the purpose or effect of violating someone's dignity, or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. Harassment is dealt with further in our Dignity at Work policy.
- 4.6 Victimisation is also prohibited. This is detrimental treatment of someone who has complained or given information about discrimination or harassment, or supported someone else's complaint.

5) **Recruitment and Selection**

- 5.1 The recruitment and selection process is crucially important to any equal opportunities policy. We will endeavour through appropriate training to ensure that members of staff making selection and recruitment decisions will not discriminate on the grounds of any of the Protected Characteristics, whether consciously or unconsciously, in making these decisions, except where legally permitted.
 - 5.2 Applicants will not be asked questions about health and disability before a job offer is made, except where these questions are necessary to:
 - (a) establish whether the candidate can comply with a requirement necessary to the selection process;
 - (b) establish whether any reasonable adjustments are required for the selection process;
 - (c) establish whether the candidate will be able to carry out a function that is intrinsic to the work concerned;
 - (d) monitor diversity;
 - (e) take positive action;
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- (f) ascertain whether a candidate has a disability where this is an occupational requirement of the job.
- 5.3 Promotion and advancement will be made on merit and all decisions relating to this will be made within the overall framework and principles of this policy.
- 5.4 Job descriptions, where used, will be kept under review to ensure that they are in line with our equal opportunities policy. Job requirements will be reflected accurately in any personnel specifications.
- 5.5 We will adopt a consistent, non-discriminatory approach to the advertising of vacancies.
- 5.6 All applicants who apply for jobs with us will receive fair treatment and will be considered solely on their ability to do the job.
- 5.7 All members of staff involved in the recruitment process will periodically review their selection criteria to ensure that they are related to the job requirements and do not unlawfully discriminate.
- 5.8 Short listing and interviewing will normally be carried out by more than one person where possible.
- 5.9 Interview questions will be related to the requirements of the job and will not be of a discriminatory nature.
- 5.10 We will not automatically disqualify any applicant because he/she is unable to complete a standard application form.
- 5.11 Selection decisions will not be influenced by an applicant's association with someone with a Protected Characteristic nor any perceived prejudices of other staff.
- 6) **Training, Promotion and Conditions of Service**
- 6.1 All staff will be given appropriate access to training to enable them to progress within the organisation.
- 6.2 Our conditions of service, benefits and facilities are reviewed regularly to ensure that they are available to all staff who should have access to them and that there are no unlawful obstacles to accessing them.
- 6.3 Senior staff will receive training in the application of this policy to ensure that they are aware of its contents and provisions.
- 7) **Termination**
- 7.1 We will monitor redundancy criteria and procedures to ensure that they are fair and objective and are not directly or indirectly discriminatory.
- 7.2 We will also ensure that disciplinary procedures are carried out fairly and uniformly for all staff, whether they result in the giving of disciplinary warnings, dismissal or other disciplinary action.
- 8) **Monitoring**
- 8.1 We will maintain and review the employment records of all members of staff in order to monitor the progress of this policy.
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- 8.2 Monitoring may involve:
- the collection and classification and examination of information regarding the Protected Characteristics of all applicants and current members of staff including the distribution of members of staff and the success rates of applicants; and
 - recording recruitment, training and promotional records of all members of staff, the decisions reached and the reason for those decisions.
- 8.3 The results of any monitoring procedure will be reviewed at regular intervals to assess the effectiveness of the implementation of this policy. Consideration will be given, if necessary, to adjusting this policy to afford greater equality of opportunities to all applicants and staff.

9) **Complaints / Breach**

- 9.1 Any member of staff or job applicant who believes that they may have been discriminated against, contrary to the terms of this policy, is encouraged to raise the matter in accordance with the College's Grievance Procedure or in the case of a job applicant by writing to the Bursar.
- 9.2 Any member of staff who is found to have committed an act of discrimination will be subject to disciplinary action in accordance with the College's Disciplinary Procedures. Such behaviour may constitute gross misconduct and may result in dismissal without notice.

The Grievance and Disciplinary Procedures are set out in the Staff Handbook.

Family-Friendly Entitlements

1) Introduction

The Government has been committed to encouraging the growth of flexible working and other work-life balance policies in the UK for working parents. To ensure that every child has the best start in life and to create more choice for all parents; helping fathers and mothers better control the balance between work and time spent with their child, whilst ensuring that the needs of business are met. To meet this commitment, employment legislation has been put in place which provides working parents with the following entitlements:

- **Maternity leave and pay**
- **Adoption leave and pay**
- **Paternity leave and pay**
- **Parental leave**
- **Shared Parental leave**
- **Time off for dependants**
- **Flexible working**

2) Maternity leave and pay

A member of staff has the following statutory maternity rights:

- Protection against being exposed to any significant risk while at work
- Time off work for antenatal care with pay
- Maternity leave and pay
- Protection against unfair treatment or dismissal

A member of staff must present written notification of her pregnancy and the expected date of confinement as soon as possible. This notification should be forwarded to the Bursar or Domestic Bursar so that the member of staff can be informed in writing of their specific entitlements.

A risk assessment should be carried out by the Head of Department (with the College's Health and Safety Officer), specific to the member of staff, to identify any hazards that could pose a health or safety risk and take appropriate action to remove or reduce the risk. The Head of Department should regularly monitor and review any assessment made to take into account possible risks that may occur at different stages of the pregnancy. Appropriate action should not be to the detriment of the member of staff but may entail looking at alternative work, more frequent breaks or even suspension from work on paid leave.

All female members of staff, regardless of service or part-time, full-time status, are entitled to:

(i) **Ante-natal Care:**

Entitlement to reasonable paid time off during normal working hours to receive ante-natal care. The staff member should give as much notice as possible of the appointment.

From 1 October 2014, prospective fathers or a mother's partner can also take reasonable paid time off to attend up to two ante-natal appointments.

(ii) **Maternity Leave:**

All staff, regardless of length of service, have an entitlement to 26 weeks ORDINARY maternity leave (OML) and 26 weeks ADDITIONAL maternity

leave (AML) immediately following OML. The member of staff can choose when the OML will begin by notifying the College in writing no later than the end of the 15th week before the baby is due of their intention to take maternity leave but maternity leave may not start earlier than the beginning of the 11th week before the baby is due, unless the baby is born earlier. The date on which maternity leave may start may be varied depending on circumstances or upon 28 days' notice.

Included in the OML is a period called **COMPULSORY maternity leave** which commences on the day the baby is born; during this period the member of staff is not permitted to work for **two weeks** immediately after giving birth.

Maternity leave may be triggered by pregnancy-related absence at the 4th week before the baby is due or at the date of premature birth. The member of staff may further request up to 4 weeks unpaid leave under the parental leave entitlement.

(iii) ***Maternity Pay entitlement.***

Qualification for the Statutory Maternity Payment (SMP) is dependent on the member of staff's current earnings and length of service and medical evidence (see table for further information). Medical evidence is normally a MATB1 form which is issued around the 20th week before the week the baby is due, usually in the 21st week of pregnancy and completed by a doctor or registered midwife. This certificate must be provided to the College as soon as it is issued and no later than 3 weeks after the date your SMP is due to commence.

Provided the member of staff has satisfied the statutory maternity pay conditions, **contractual maternity pay** will be:

- a. for the first 18 weeks of maternity leave – the member of staff's normal basic pay (plus any bonus, arrears, overtime, holiday pay, etc.);
- b. for the next 21 weeks of maternity leave – statutory maternity pay in accordance with current legislation, as summarised on the "Gov.uk" website. (<https://www.gov.uk/maternity-pay-leave/overview>)

Statutory Maternity Pay (SMP) is currently payable for 39 weeks to those who are entitled to it. Any SMP to which the member of staff is entitled is deemed to be included in the amounts payable under (a) and (b) above unless the amount of SMP due is greater in which case the higher amount will be paid.

Payments will be made on the member of staff's normal pay day and at her normal pay intervals. Once contractual maternity pay has been exhausted only SMP is payable (subject to eligibility).

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

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

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

In exercising this right to reclaim pay, the College will take into account personal circumstances.

(iv) **Keeping in touch days:** (KIT Days)

Members of staff can work for up to ten days without losing SMP or bringing their maternity leave to an end and the College can keep in regular contact with the member of staff during their leave. If the member of staff on maternity leave and the College both agree, that member of staff can do up to ten days work during their OML or AML. These days are known as "Keeping In Touch Days" (KIT Days). These days are not limited to the member of staff's normal role and these days could be used for training or other events.

A member of staff is not required to take up any "KIT Days": it is up to the member of staff to choose. Nor does the College have to offer these "KIT Days" to the member of staff. Also the College cannot demand that a member of staff comes into work at any time during their maternity leave period nor can the member of staff be penalised for refusing to take up a "KIT Day".

Further details regarding these "KIT Day" arrangements, including what a member of staff would be doing and how they would be paid, will be discussed and agreed on an individual basis.

(v) **Return to Work:**

A member of staff returning to work after Maternity Leave is not obliged by law to advise the College of her intention to return unless she wishes to return earlier than the end of her full entitlement to leave. However, the member of staff concerned is encouraged to advise her Line Manager of her anticipated return date to help ensure a smooth handover of responsibilities.

If the member of staff intends to return to work before the end of the Ordinary or the Additional Maternity Leave period, or, has previously given an earlier return date but wishes to change that date, she must give at least eight weeks' notice in writing.

In the case of Ordinary Maternity Leave, the member of staff is entitled by law to return to the same job in which she was employed before her absence which may have been subject to general improvements to the rate of pay or other terms and conditions (in which case such improvements would have been automatically applied to the members of staff position whilst she was away).

In the case of Additional Maternity Leave, the member of staff is entitled to return to the same job or, if this is not reasonably practicable, to another job which is both suitable and appropriate and her other terms and conditions should not be less favourable than those which would have applied if she had not been absent.

(vi) **Annual Leave:**

During OML and AML, annual leave will accrue at the rate provided under your contract.

If the holiday year is due to end during your maternity leave, you should ensure that you have taken the full year's entitlement before starting your maternity leave. The normal annual holiday leave entitlement will be 25 working days, as well as the 8 Public, Bank or Statutory Holidays in a 'holiday leave year' which runs from 1st October to 30th September unless varied by the Individual Statement of Main Terms of Employment.

3) **Adoption leave and pay**

Rights to leave and pay for adoptive parents were introduced for members of staff whose children are placed with them on or after 6 April 2003 and staff are protected from suffering detriment or unfair dismissal for reasons related to taking, or seeking to take, adoption leave.

Adoption leave and pay may allow one member of an adoptive couple to take paid time off work when their new child starts to live with them. Paternity leave and pay may be available for the other member of the couple, or an adopter's partner.

Adoption leave and pay is not available in circumstances where a child is not newly matched for adoption, for example when a step-parent is adopting a partner's child or children.

To qualify for adoption leave, the member of staff must:

- be newly matched with a child for adoption by an adoption agency
- have worked continuously for their employer for at least 26 weeks ending with the week in which they are notified of being matched with a child for adoption

The contract of employment continues during their adoption leave and the member of staff will receive all contractual benefits except wages or salary, and may be eligible for Statutory Adoption Pay (see below).

(i) ***Matching certificate:***

The member of staff should ask their adoption agency for a Matching Certificate which will include basic information on matching and expected placement dates to verify their entitlement to adoption leave and/or Statutory Adoption Pay.

Adopters are entitled to up to 26 weeks' Ordinary Adoption Leave (OML) followed immediately by up to at least 26 weeks' Additional Adoption Leave (AAL) - a total of up to 52 weeks' leave.

(ii) ***Adoption Pay Entitlement:***

During their adoption leave, most adopters are entitled to Statutory Adoption Pay (SAP) from the College. Qualification for adoption payment is dependent on the member of staff's current earnings, length of service and matching evidence (see table for further information).

Provided the member of staff has satisfied the statutory adoption pay conditions, contractual adoption pay will be paid on the same basis as contractual maternity pay.

Following the placement of a child for adoption, the rights to paternity leave and pay give eligible members of staff the right to take paid leave to care for their new child or support the adopter. The member of staff may also request up to a further 4 weeks' unpaid leave under the parental leave entitlement, subject to meeting the eligibility requirements for such leave.

4) **Paternity leave and pay**

(i) **Ordinary Paternity Leave:**

In order to qualify for two weeks' ordinary paternity leave, the member of staff must:

- have been employed for at least 26 weeks by the end of the 15th week before the expected week of childbirth or 26 weeks ending with the week in which the adopter is notified of being matched with a child
- have or expect to have responsibility for the upbringing of the child
- be the biological father OR be married to OR be the partner of the child's mother
- take the leave for the specific purpose of caring for the newborn-child and supporting the mother (or for the purpose of caring for the child newly-placed for adoption and supporting the adoptive parent).

Only one period of leave is available irrespective of whether more than one child is born as a result of the same pregnancy or adopted as part of the same arrangement.

The two weeks leave must be taken either as one complete unit of two weeks or two one week units, within 56 days of the child's birth or expected week of childbirth or, in adoption cases, within 56 days of the child's placement. A member of staff should inform their Head of Department who will contact the College Accountant so that the member of staff can be informed in writing of their specific entitlements.

Provided the member of staff has satisfied the statutory paternity pay conditions, contractual paternity pay will be:

- for 2 weeks of paternity leave – the member of staff's normal basic pay.

Any Statutory Paternity Pay (SPP) to which the member of staff is entitled is deemed to be included in the amounts payable under (a) above, unless the amount of SPP due is greater in which case the higher amount will be paid.

(ii) **Additional Paternity Leave:**

A member of staff will be entitled to Additional Paternity Leave (APL), provided:

- The member of staff remains employed by the College before the first week of their APL;
- The child's mother or co-adopter, as the case may be, has been entitled to statutory leave:
 - a. In birth cases, the child's mother has been entitled to maternity leave, statutory maternity pay or maternity allowance in respect of her pregnancy, or
 - b. In adoption cases, the child's adopter has been entitled to one or both of adoption leave or statutory adoption pay in respect of the child's adoption; and
- The child's mother or co-adopter, as the case may be, has returned to work.

APL must be taken as multiples of complete weeks and as one period. The minimum amount of APL that can be taken is two weeks and the maximum is 26 weeks.

APL must be taken in the period beginning 20 weeks after the child's date of birth, or adoption placement, and ending 12 months after that date of birth or adoption.

If a member of staff wishes to take APL in relation to a child's birth, they must provide the following at least eight weeks before the date on which they would like to start their leave:

- A written "leave notice" stating:
 - a. The Expected Week of Childbirth;
 - b. The child's date of birth; and
 - c. The dates on which they would like their APL to start and finish.

- A signed "member of staff declaration" confirming that:
 - a. They are either the child's father or the spouse, partner or civil partner of the child's mother;
 - b. Apart from the child's mother, they expect to have the main responsibility for the upbringing of the child; and
 - c. They wish to take APL in order to care for the child.

- A written "mother declaration" from the child's mother stating:
 - a. Her name, address and National Insurance number;
 - b. The date she intends to return to work;
 - c. The member of staff's relationship with the child;
 - d. That, to her knowledge, the member of staff is the only person exercising an entitlement to APL in respect of the child; and
 - e. That she consents to the College processing the information she has provided.

The College will write to the member of staff to confirm the start and finish dates of their APL within 28 days of receiving their leave notice, member of staff declaration and mother's declaration.

The College may require the member of staff to provide a copy of the child's birth certificate and the name and address of the mother's employer or, if she is self-employed, her business address.

Where the member of staff is to take APL, they are entitled to give the College written notice to cancel or vary the start and/or finish dates that they previously notified to the College in accordance with the provisions above. The member of staff must do this:

- At least six weeks before the date they originally told the College was the date on which they wanted their APL to start; or
- If they want to start their APL earlier than that original start date, at least six weeks before the date on which they now wish their APL to start.

If the member of staff is unable to give six weeks' notice, they should give the College written notice of their wishes as soon as possible. However, in these circumstances, if the College is unable to accommodate their request, the College may require the member of staff to take a period of APL of up to six weeks starting on either the member of staff's original or revised start date.

If the member of staff takes APL in accordance with this policy, they will be entitled to Additional Statutory Paternity Pay (ASPP). Whether and, if so, for how long they will be entitled to ASPP will depend on:

- Their average weekly earnings being not less than the lower earnings limit set by the government; and
- The child's mother or co-adopter, as the case may be, having returned to work without having taken at least two weeks of their maternity allowance, maternity pay or adoption pay period. Their entitlement to ASPP will equate to the number of weeks of unexpired maternity allowance, maternity pay or adoption pay that remained when the child's mother/co-adopter returned to work.

ASPP will be paid at the prescribed rate set by the government for the relevant tax year, or 90% of the member of staff's average weekly earnings, if this is lower.

(iii) ***Keeping in touch days:*** (KIT Days)

The College may make reasonable contact with the member of staff from time to time during their APL.

A member of staff may work for up to ten days without bringing their paternity leave or ASPP to an end however, they are not obliged to undertake any such work during their paternity leave.

Please see the **Maternity Policy** for further information regarding KIT Days.

(iv) ***Return to work:***

A member of staff returning to work following OPL or APL is entitled to return to the same position they held before commencing leave. Their terms of employment will be the same as they would have been had they not been absent.

If the member of staff wishes to return early from APL, they must give the College **at least six weeks' prior notice**, as detailed above.

5) **Ordinary Parental Leave**

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

18 weeks' unpaid Parental Leave will be available in respect of each child born or adopted of a member of staff who meets the following criteria:-

- The member of staff has one year's continuous employment with the College
- The member of staff is the parent of a child under the age of 18 (father, mother or other person with formal parental responsibility for the child)

A member of staff will have parental responsibility if he/she has parental responsibility within the meaning of the Children's Act 1989, or is registered as being the father on the child's birth certificate.

NB: Parental Leave for part-time members of staff will be prorated, e.g. a "week's leave" for a member of staff working three days a week will be three days.

5.1 **Conditions for taking Parental Leave**

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

5.2 **Notice Requirements**

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

6) **Shared Parental Leave**

From 5 April 2015, mothers, fathers or adopters will be able to opt to take shared parental leave within the first year after the birth or adoption placement. This will apply to parents of babies due or children placed for adoption on or after this date.

Under these arrangements, fathers' and mothers' partners will be able to take some time off concurrently and will be able to decide how they share the one year of shared parental leave following a child's birth or adoption placement. Adopters' pay and leave entitlements will also be brought into line with those of birth parents.

As a College we follow the University of Cambridge policy which is available on the policies and procedures section of the University HR website, replacing the Additional Paternity Leave Policy with immediate effect:

<http://www.hr.admin.cam.ac.uk/policies-procedures/shared-parental-leave-policy>

If you have any further questions please contact the Bursary for further details.

7) **Time off for Dependants**

A member of staff may be allowed a reasonable amount of unpaid time off during working hours to take care of or deal with immediate problems or sort out longer term arrangements in respect of a dependant: i.e. if a child/parent falls ill or to cope with the unexpected breakdown of arrangements for caring for a dependant.

A dependant is the member of staff's parent, wife, husband, civil partner, child or someone who lives with the member of staff as part of the family or someone who

depends on the member of staff in the particular circumstances of an illness. No pre-determined maximum is set out on the amount of time off which can be taken, however it is expected that normally one or two days will be the most that are needed to deal with the immediate issues and to sort out longer term arrangements if necessary.

If a member of staff wishes to take time off in accordance with this policy, they should tell the College as soon as reasonably practicable the reason for their absence and how long they expect to be away from work.

8) **Right to Request Flexible Working**

Any member of staff is entitled to request a variation of their individual terms and conditions (one application in any 12-month period) if they have at least 26 weeks' service with the College.

The application has to be in writing addressed to your Head of Department, and should:

- state it is an application for the statutory right to request flexible hours or a variation in their individual terms and conditions
- state whether any previous application has been made
- specify the proposed change and effective date of change
- explain how the change may affect the College and how in the member of staff's opinion this effect may be dealt with

A meeting will be held to discuss the application within 28 days of receipt of a written request. The member of staff has the right to be accompanied by a fellow member of staff, or a Senior Member or a trade union representative. The College will give written notification to the member of staff within 14 days of the meeting either approving the application and specifying details of the change or confirming the decision to refuse. A refusal should be on one or more of the following grounds:

- the burden of additional costs
- detrimental effect on ability to meet the needs of the College
- inability to reorganise work among existing staff to meet the needs of the department
- inability to recruit additional staff
- detrimental impact on performance or quality
- insufficiency of work during the periods the member of staff proposes to work
- planned structural change.

9) **Children in the workplace**

The College recognises that there will be times when childcare problems arise, which can cause difficulties for parents/ carers of children (those under 18 years of age). However there are health, safety, environment and regulatory concerns that must be addressed when considering the presence of children in the workplace.

Children of members of staff are not allowed into College on a regular basis, during the member of staff's working hours. In extremely rare circumstance, and with the approval of the member of staff's line manager/HOD (or, in the case of Academic Staff, the Vice-Principal or Senior Tutor), a child may be permitted to enter College for a very short and unavoidable period of time. In all cases of children in the workplace, the College is not responsible for ensuring the child is safe and well supervised. Parents/carers are fully responsible for the safety and supervision of the child for the entire visit.

Food Allergies including Nuts

A member of staff, Senior Member or student suffering from a food allergy, e.g. nuts or similar condition is responsible for carrying his/her own medication and epi-pens.

A member of staff or Senior Member with a medical condition should ensure that the College Nurse is informed. Students should ensure that the Tutorial Office is informed as well as the College Nurse.

The Catering Department labels food carefully on menus and at the point of choice.

Changes in the law (introduced 13th December 2014) require the department to identify & provide allergenic information to all guests. The department uses a key code to identify the allergenic content of buttery dishes which is further supported by a recipe book which identifies the core content of all dishes prepared on site. Labels are in use on food counters using the appropriate abbreviations for all dishes. Should anyone wish to view the content of any of the daily dishes they are requested to speak to a member of the catering management team who will happily oblige.

Updated November 2015

Food Hygiene Policy

1) Introduction

The College is fully committed to ensuring that all statutory provisions governing the purchase, storage, preparation and serving of food are observed at all times. College catering is bound to comply with the Food Hygiene Regulations of 2006 relating to food and beverages prepared & supplied by the College.

The Catering Operations Manager is absolutely responsible to the Domestic Bursar, on a day to day basis, for the implementation of the Food Hygiene Policy through codes of practice and schedules, working closely with the Executive Chef.

2) Policy

The policy requires that all food supplied by the College will have been produced to the highest standards, complying with all food safety and hygiene legislation, good practice, guidance notes and codes of practice issued within the catering industry. The College will ensure that resources, both in staffing and finances, will be available to enable this policy to be complied with. This policy will be available for inspection at all times.

3) Implementation

The following have a key role in implementing this policy:

3.1 Catering Operations Manager with the Executive Chef:

- For the selection, appointment and training of staff
- For disciplining of non-conforming staff

3.2 Domestic Bursar:

For planning availability of adequate resources to ensure that all catering equipment and buildings connected with catering are maintained and repaired to the standards necessary to ensure compliance with statutory directives and guidance; and for reporting, as necessary, to the College Council.

3.3 Bursar

For ensuring that adequate financial resources are made available to enable compliance with this policy.

4) Duties of key personnel

4.1 The Catering Operations Manager with the Executive Chef are responsible for:

- Ensuring compliance with the Food Safety Policy in all areas under their control by adequate training of staff, monitoring and management of control systems;
- Ensuring that all staff under their control maintain standards of hygiene and cleanliness within all catering areas to ensure compliance with the policy;
- Ensuring that staff are trained according to the statutory directives and guidance;
- Implementing the policy by the use of monitoring systems and management control systems and then auditing them on a not less than monthly frequency;

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- Developing the codes of practice in conjunction with relevant personnel and ensuring that they are adhered to.

5) Codes of Practice

Internal departmental codes of practice and schedules are to be used to ensure that this policy is implemented by all relevant staff.

6) Review

This policy will be reviewed internally by the Catering Operations Manager, Executive Chef and Domestic Bursar annually. Any amendments will be forwarded to the Safety Committee to approve and then be forwarded to the College Council for information).

*Issued November 2015
Updated by Safety Committee 25 February 2019
Approved by the College Council 15 March 2019*

Freedom of Information

Under the terms of the Freedom of Information Act 2000 the College is defined as a “public authority” and is required to provide public access to all types of “recorded information”. The College’s Publication Schemes can be found on the website (click on “Freedom of Information”) and provide access to information which is publicly available. Since 1 January 2005 individuals have been able to request other information. Access to information concerning living individuals is governed by the Data Protection Act.

The College’s Data Protection Statement can be found in this booklet and on the College website.

To ensure that we can respond efficiently to such requests, the College Archivist, on behalf of the College Records Advisory Group, are conducting a survey of the records created and held by Senior Members and staff.

Statement on Academic Freedom and Freedom of Speech & Expression

Context

1. Colleges are required by law to outline principles for their members in relation to their right to freedom of speech in the context of other legal responsibilities of the College. This Statement takes into account the specific legal responsibilities, as set out in Section 43 of the Education (No 2) Act 1986, the Equality Act 2010 and the Counter-Terrorism and Security Act 2015.
2. This Statement outlines the principles of free speech which apply to all members of the College, staff or students connected to the University or another College, and visiting speakers (i.e. speakers who are not members of the University of Cambridge or one of the Colleges).

Principles

3. The College is strongly committed to the principle of freedom of speech and expression. It fosters an environment where all of its members can participate fully in the life of the College, and where each member feels confident and able to research, question and test received wisdom, and to express new ideas and controversial or unpopular opinions, without fear of isolation, marginalisation or discrimination.

Equally, the College expects its members to receive and respond to intellectual and ideological challenges in a constructive and peaceable way.

The College also acknowledges its statutory duties in protecting its members and other people from “radicalisation”, which in this context means being drawn in by others to support terrorism, or to commit acts of terrorism.

4. Subject to paragraph 3 above, no premises of the College will be denied to any member or body of members by reason of the beliefs or views of that individual or of that body or the policy or objectives of that body.
5. In holding to these key principles, the College will take into account its obligations regarding freedom of speech, the management of the health and safety of its members and the general public, the promotion of equal opportunities and prevention of discrimination on the grounds of belief, race, gender or sexual orientation or other legally-protected characteristics, and its duties associated with preventing people from being drawn into terrorism or the promotion of terrorist activities.

As an example of this, the College reserves the right to refuse access to its premises if it is of the opinion that a visiting speaker or the purpose of a meeting is likely to give rise to the incitement of crime and/or is likely to cause a breach of the peace.

Policies and procedures

6. In determining the likelihood of risk of harm to members of the College and/or the general public, or members of the College being drawn into terrorism, or otherwise promoting any violent or illegal action, the College publishes policies and/or procedures to set out and manage:
 - a) the behavioural expectations of students and student unions, as set out in the College’s [Dignity@Study statement](#);

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- b) the management of College events at which controversial views may be expressed (whether or not they are held at the College), as set out in the College's Statement on Management of College Events; and
 - c) the management and conduct of visiting speakers at meetings held within the College, as set out in the College's Statement on Management of External Events and External Speakers.

In all cases, the College's Code of Practice for Upholding Academic Freedom and Freedom of Speech and Expression at College and External Events should also be read in conjunction with the relevant statement(s), and its requirements met.

22 June 2016

Annex

Dignity@Study

The College's core values encompass freedom of thought and expression, and freedom from discrimination. As a place of learning, teaching and research, the College provides an environment in which to exchange ideas, opinions and views. The College is committed to maintaining a learning and working environment in which the rights and dignity of all members of the University community are respected.

The College expects all members of its community to treat each other with respect, courtesy and consideration. All members of the collegiate University community have the right to expect professional behaviour from others, and have a corresponding responsibility to behave professionally towards others. Appropriate behaviour is fostered by a University culture which encourages positive, supportive and open interactions.

The College recognises that to work and study effectively, students need a climate of equal opportunity in which they are respected and valued for their contribution, irrespective of their sex, gender identity (including reassignment), marital, parental or partnership status, race, ethnic or national origin, colour, disability, sexuality, religion or belief, or age. The University will not tolerate the harassment or bullying of any member of its community by another.

There is a need for procedures to deal with any less positive relationships in general and in particular with inappropriate behaviour (including bullying, harassment, victimisation, or discrimination) that may affect the well-being of individuals within the University. Students who have complaints concerning the behaviour of other students or Senior Members (and who consider that they have been harassed or bullied by another student or students or Senior Member); and students who have complaints concerning the behaviour of members of College staff (and who consider that they have been harassed or bullied by a member of staff), are advised that such complaints, including allegations of harassment or bullying which arise within the College teaching, learning and working environment will normally be dealt with under the College's complaints procedures.

Code of Practice for Upholding Academic Freedom and Freedom of Speech & Expression at College and External Events

Introduction

1. Section 43 of the Education Act (No.2) 1986 places a duty on the College to take such steps as are reasonably practicable to ensure that freedom of speech within the law is secured for its members, students and employees and for visiting speakers. A copy of the section is annexed to this Code of Practice.

The section also requires the College to issue and keep up to date a Code of Practice to be followed by students, other members and employees of the College.

This sets out the procedures to be followed when events are to be held on College premises, or when College events are to be held at an external venue, and lays down the conduct required in connection with events.

This Code of Practice therefore applies to all students, other members and employees of the College in respect of events on any of the College's premises. Outdoor as well as indoor events on College premises are included, as are College events held at external venues.

2. This Code of Practice also takes into account the specific legal responsibilities of the Counter-Terrorism and Security Act 2015.

Code of Practice

3. No member of staff, Senior Member or student shall intentionally or recklessly disrupt or impede or attempt to disrupt or impede the activities and functions of the College, or of any part thereof, or of the University.
4. No member of staff, Senior Member or student shall intentionally or recklessly impede academic freedom, freedom of speech and expression, or lawful assembly on any premises of the College, or at a College event held at a venue external to the College.
5. Paragraphs 3-4 also applies to all staff or students connected to the University of Cambridge or another College, and visiting speakers and guests (i.e. who are not members of the University or one of the Colleges and/or from outside of Collegiate Cambridge).
6. These regulations apply to all events held on College premises, including events organised by external parties, and to all College events held at venues external to the College.

Members of the College are reminded that actions that disrupt meetings or impede academic freedom, freedom of speech and expression or lawful assembly will also constitute offences under the University's regulations for discipline (for students, see University Student's Handbook): see also paragraph 7 below.

7. The organisers of any event on College premises, or of any event held by the College at an external venue, and persons attending the event, must comply with instructions given by any College officer or by any other person authorised to act on behalf of the College (including the Proctors) in the proper discharge of their duties.

Other legal requirements

8. The attention of organisers of public meetings and assemblies is drawn to Sections 11 and 14 of the Public Order Act 1986, concerning processions and assemblies. Further details are available separately.

Other legal requirements may affect the conduct of meetings. A speaker, for example, who incites an audience to crime, to breach of the peace and/or to discrimination on the grounds of any legally-protected characteristics, may be committing a criminal offence.

Equally, assemblies of persons, even if directed to lawful purposes, cease to be lawful if they threaten serious public disorder or breaches of the peace.

Application of the code

9. Any person who is in any doubt about the application of this Code of Practice to any event in the College, or organised by the College at an external venue, is under an obligation to consult the Bursar (for members of staff of Senior Members) or the Senior Tutor (for students) who will determine whether the provisions of the code apply.

Breach of the code

10. A breach of the code by any member of staff, Senior Member or student of any of the requirements of this code may be treated as a serious disciplinary offence.

22 June 2016

Annex**Section 43 of the Education (No 2) Act 1986**

- 43 - (1) Every individual and body of persons concerned in the government of any establishment to which this section applies shall take such steps as are reasonably practicable to ensure that freedom of speech within the law is secured for members, students and employees of the establishment and for visiting speakers.
- (2) The duty imposed by subsection (1) above includes (in particular) the duty to ensure, so far as is reasonably practicable, that the use of any premises of the establishment is not denied to any individual or body of persons on any ground connected with -
- (a) the beliefs or views of that individual or of any member of that body, or
 - (b) the policy or objectives of that body.
- (3) The governing body of every such establishment shall, with a view to facilitating the discharge of the duty imposed by subsection (1) above in relation to that establishment, issue and keep up to date a code of practice setting out -
- (a) the procedures to be followed by members, students and employees of the establishment in connection with the organisation –
 - (i) of meetings which are to be held on premises of the establishment and which fall within any class of meeting specified in the code; and
 - (ii) of other activities which are to take place on those premises and which fall within any class of activity so specified; and
 - (b) the conduct required of such persons in connection with any such meeting or activity; and dealing with such other matters as the governing body consider appropriate.

(4) Every individual and body of persons concerned in the government of any such establishment shall take such steps as are reasonably practicable (including where appropriate the initiation of disciplinary measures) to secure that the requirements of the code of practice for that establishment, issued under subsection (3) above, are complied with.

(5) The establishments to which this section applies are -

- (a) any university;
- (b) any establishment which is maintained by a local education authority and for which section 1 of the 1968 (No 2) Act (government and conduct of colleges of education and other institutions providing further education) requires there to be an instrument of government; and
- (c) any establishment of further education designated by or under regulations made under section 27 of the 1980 Act as an establishment substantially dependent for its maintenance on assistance from local education authorities or on grants under section 100(1)(b) of the 1944 Act.

(6) In this section: -

"governing body", in relation to any university, means the executive governing body which has responsibility for the management and administration of its revenue and property and the conduct of its affairs (that is to say the body commonly called the council of the university);

"university" includes a university college and any college, or institution in the nature of a college, in a university.

(7) Where any establishment -

- (a) falls within subsection (5)(b) above; or
- (b) falls within subsection (5)(c) above by virtue of being substantially dependent for its maintenance on assistance from local education authorities:

the local education authority or authorities maintaining or (as the case may be) assisting the establishment shall, for the purposes of this section, be taken to be concerned in its government.

(8) Where a students' union, occupies premises which are not premises of the establishment in connection with which the union is constituted, any reference in this section to the premises of the establishment shall be taken to include a reference to the premises occupied by the students' union.

Statement on Management of College Events

Context

1. Colleges are required to have written procedures to demonstrate their compliance with their new legal duties as set out in the Counter-Terrorism and Security Act 2015 and the *Prevent* duty guidance issued by government. In particular, they are required to have written procedures on how they manage the risk assessment and subsequent management of College events, which in this context relates to scheduled or advertised meetings or activities that include speakers who are members of the University or one of the Colleges and/or significant numbers of attendees from within Collegiate Cambridge.
2. This applies, for example, to events hosted by Senior Members and by student societies, and to other internal bookings made with the College (e.g., Senior Members' Research Forum, events hosted by Newnham Associates for students). It also applies to events hosted by the College at venues other than at the College (e.g., at a departmental lecture theatre or hall).

Principles

3. The College is strongly committed to the principle of freedom of speech and expression and has published a statement to that effect: this must be referenced in an appropriate place for those seeking to book College rooms for an internal event, or booking a venue other than at the College site for a College event; students who take the lead in managing College student societies (including but not limited to the JCR and MCR) should have it brought to their attention.
4. This document outlines key elements of written procedures for:
 - d) the management of internal events at which controversial views may be expressed (whether or not they are held at the College); and
 - e) the management of speakers at meetings held by the College (whether or not they are held at the College).

Approval and risk management of events

5. All rooms and meeting places of the College have a designated owner. In all cases, the designated owner has the responsibility of ensuring that the rooms and meeting places are used appropriately, and may specify in writing particular terms and conditions relating to the use of that room or meeting place, which may include terms and conditions relating to any particular meeting or activity, if appropriate.
6. No College event can take place in a room or meeting place without prior approval by the designated owner (or clearly-indicated nominated members of staff with delegated authority). Such decisions are made in the light of information provided by an event organiser (who must be a specific person, acting on their own behalf or on behalf of an organisation responsible for the College event) through mechanisms approved by the nominated members of staff.
7. Conditions apply to all room bookings for College events, including:
 - The College reserves the right to seek additional information before confirming a booking.
 - The College event organiser (i.e. the named person making the booking) agrees as a condition of submitting the room booking request to notify the College if any of the details submitted change.
 - The College reserves the right to review its decision on allowing a College event to proceed if any of the information provided changes.

- The deliberate provision of false or incomplete information by the College event organiser may be addressed under the disciplinary procedures of the College, if appropriate, or otherwise invalidate the booking.
8. An initial room booking should be made through the published process, and will not be considered complete unless it includes the following information, as a minimum:
- name and contact details of the College event organiser;
 - title of the proposed College event;
 - names and contact details of formal presenters or speakers at the College event, if any;
 - details of any College organisation or society represented or publicised at the event;
 - brief description of proposed talks and/or activities;
 - dates and times of the proposed College event;
 - if a College event at an external venue, details of the venue including contact information for the venue's facilities manager or equivalent;
 - projected number of attendees, including:
 - student members of the College;
 - other members of the College;
 - other members of the University;
 - people external to the College and the University.
9. The designated owner (or clearly-indicated nominated members of staff with delegated authority) will use this information to assess the likelihood of a range of risks: this will include the assessment of risks specifically relating to the protection of freedom of speech and the Colleges' responsibility in preventing crime (including the promotion of illegal discrimination or terrorism).
10. Activities likely to be considered inappropriate to be conducted on College premises or at events organised by the College at an external venue include:
- internal or external speakers giving talks which directly or indirectly promote violence towards members of the College or the general public, or which may advance the radicalisation of College members (as it is defined in the College's statement on freedom of speech);
 - internal or external speakers whose presence or activity, in the view of the College, carries a reasonable likelihood of risk to the health or safety of its members or of the general public;
 - physical activities where there has not been due regard for the safety of participants and onlookers;
 - activities where the College has been advised by the police that they represent a high risk at the specified time or location proposed.

22 June 2016

Annex

Process for Booking College Events and Meetings

Rooms and meeting places for events are managed by the following people on behalf of the College:

Name	Role	Phone/Email
Ms Melanie Searle (for booking function rooms and the	Conference Manager	conference@newnham.cam.ac.uk

gardens, and organising bookings of College events at external venues)		
Mr Bob Watson (for booking JCRs)	Head Porter	head.porter@newn.cam.ac.uk
MCR President, in consultation with Dr Kate Fleet, Graduate Tutor (for exceptional use of the Middle Combination Room other than for or by Newnham Graduate students)	MCR President Graduate Tutor	mcr.president@newn.cam.ac.uk kfh11@cam.ac.uk
Miss Wendy Evans	Domestic Bursar	dburs1@newn.cam.ac.uk

Undergraduate students can also book the Junior Combination Rooms (JCRs) on-line.

Information required from the event organiser at the time of making the booking:

- name and contact details of the College event organiser;
- title of the proposed College event;
- names and contact details of formal presenters or speakers at the College event, if any;
- details of any College organisation or society represented or publicised at the event;
- brief description of proposed talks and/or activities;
- dates and times of the proposed College event;
- if a College event at an external venue, details of the venue including contact information for the venue's facilities manager or equivalent;
- projected number of attendees, including:
 - student members of the College;
 - other members of the College;
 - other members of the University;
 - people external to the College and the University.

Details of room layout, equipment needed and catering requirements will also be required at the time of the booking.

Requests for events must be provided in writing by the event organiser and ideally no later than 24 hours in advance for the JCRs and at least a week in advance for the function rooms in advance of the event. Requests to make a booking at an external venue will require earlier notification to enable liaison with the venue owner; the Conference and Events Co-Ordinator should be contacted as early as possible for advice and assistance. (In any event, the organiser will need to take into account any lead time he or she may wish to have to publicise the event: an event should not be publicised before approval has been granted.)

The College reserves the right to refuse outright any requests for the use of a room or meeting place if such a request is made within 24 hours of the proposed event.

Bookings should be made through contacting the persons above for a bookings form; or, in respect of the JCRs, these can be booked through the use of an on-line booking form.

When part of any booking envisages the use of the Garden, permission must be sought separately and explicitly.

No event may be publicised as taking place until confirmation has been received from the College. If an event or room booking is refused, you may appeal the decision to the Domestic Bursar, who may refer the matter to the College Council. The appeal decision will be the final decision of the College.

In addition:

- No out-of-College or private functions may be arranged from the first week of May to mid-June.
- The College reserves the right to seek additional information before confirming a booking.
- The event organiser (i.e. the named person making the booking) agrees as a condition of submitting the room booking request to notify the College if any of the details submitted change.
- The College reserves the right to review its decision on allowing an event to proceed if any of the information provided changes.
- The deliberate provision of false or incomplete information by the event organiser may be addressed under the disciplinary procedures of the College, if appropriate, or otherwise invalidate the booking.

Specific Guidelines for Garden Parties & Functions

The Garden is in great demand for parties in the summer and most particularly during May Week. Senior Members wishing to have a party in the Garden then should make the necessary arrangements early in the Easter Term, but are asked to accept that Junior Members have priority. Bookings on behalf of Faculties or Departments will not be accepted earlier than the week before May Week to allow Junior Members an opportunity to book private parties.

- Organisers of functions must comply with any conditions set by the College authorities.
- Functions are not permitted in the gardens during the Easter Term from 1 May until the Friday of the last week of Full Term inclusive.
- No meetings may be held in the gardens.
- Parties are permitted only on Old Hall Chestnut Tree Lawn and the lawn south of Peile.
- Music is not allowed at parties in the garden.
- All parties must end by 9.00 pm.
- The number of people attending must not exceed that applied for.
- Plays may be performed during the same period as parties. Finishing times for plays to be arranged separately.
- Whenever you use the garden, please take care to keep it tidy.
- Smoking is permitted only in designated areas [*See Smoke-Free Policy*].

Who may hold functions in the garden:

- Newnham College students
- Newnham College Clubs and Societies, including Newnham Associates
- Other College or University Clubs and Societies – provided that the booking is made by a Newnham student member of the club or society who is prepared to be present throughout the function and is prepared to take full responsibility for the function
- Senior Members and College Staff, including the Development and Roll Office

22 June 2016

Statement on Management of External Events and External Speakers

Context

1. Colleges are required to have written procedures to demonstrate their compliance with their new legal duties as set out in the Counter-Terrorism and Security Act 2015 and the *Prevent* duty guidance issued by government. In particular, they are required to have written procedures on how they manage the risk assessment and subsequent management of “external events”, which in this context relates to scheduled or advertised meetings or activities that include visiting speakers (i.e. speakers who are not members of the University or one of the Colleges) and/or significant numbers of attendees from outside of Collegiate Cambridge.
2. This applies, for example, to student society events hosting a visiting speaker held in College or elsewhere, and to external bookings made with the College (e.g. graduate seminars, alumnae events and conferences).

Principles

3. The College is strongly committed to the principle of freedom of speech and expression and has published a statement to that effect: this must be referenced in an appropriate place for those seeking to book College rooms for an external event; students who take the lead in managing College student societies (including but not limited to the JCR and MCR) should have it brought to their attention.
4. This document outlines key elements of written procedures for:
 - f) the management of external events at which controversial views may be expressed (whether or not they are held at the College); and
 - g) the management of visiting speakers at meetings held within the College.

Approval and risk management of events

5. All rooms and meeting places of the College have a designated owner. In all cases, the designated owner has the responsibility of ensuring that the rooms and meeting places are used appropriately, and may specify in writing particular terms and conditions relating to the use of that room or meeting place, which may include terms and conditions relating to any particular meeting or activity, if appropriate.
6. No external event can take place in a room or meeting place without prior approval by the designated owner (or clearly-indicated nominated members of staff with delegated authority). Such decisions are made in the light of information provided by an external event organiser (who must be a specific person, acting on their own behalf or on behalf of an organisation responsible for the external event) through mechanisms approved by the nominated members of staff.
7. Conditions apply to all room bookings for external events, including:
 - The College reserves the right to seek additional information before confirming a booking.
 - The external event organiser (i.e. the named person making the booking) agrees as a condition of submitting the room booking request to notify the College if any of the details submitted change.
 - The College reserves the right to review its decision on allowing an external event to proceed if any of the information provided changes.

- The deliberate provision of false or incomplete information by the external event organiser may be addressed under the disciplinary procedures of the College, if appropriate, or otherwise invalidate the booking.
8. An initial room booking should be made through the published process, and will not be considered complete unless it includes the following information, as a minimum:
- name and contact details of the external event organiser;
 - title of the proposed external event;
 - names and contact details of formal presenters or speakers at the external event, if any;
 - details of any external organisation represented or publicised at the external event;
 - brief description of proposed talks and/or activities;
 - dates and times of the proposed external event;
 - projected number of attendees, including:
 - student members of the College;
 - other members of the College;
 - other members of the University;
 - people external to the College and the University.
9. The designated owner (or clearly-indicated nominated members of staff with delegated authority) will use this information to assess the likelihood of a range of risks: this will include the assessment of risks specifically relating to the protection of freedom of speech and the Colleges' responsibility in preventing crime (including the promotion of illegal discrimination or terrorism).
10. Activities likely to be considered inappropriate to be conducted on College premises include:
- internal or external speakers giving talks which directly or indirectly promote violence towards members of the College or the general public, or which may advance the radicalisation of College members (as it is defined in the College's statement on freedom of speech);
 - internal or external speakers whose presence or activity, in the view of the College, carries a reasonable likelihood of risk to the health or safety of its members or of the general public;
 - physical activities where there has not been due regard for the safety of participants and onlookers;
 - activities where the College has been advised by the police that they represent a high risk at the specified time or location proposed.

22 June 2016

Annex

Process for Booking External Events and Meetings

Rooms and meeting places for events are managed by the following people on behalf of the College:

Name	Role	Phone/Email
Ms Melanie Searle (for booking function rooms)	Conference Manager	conference@newnham.cam.ac.uk
Mr Bob Watson (for booking JCRs)	Head Porter	head.porter@newn.cam.ac.uk

Miss Wendy Evans	Domestic Bursar	dburs1@newn.cam.ac.uk
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Undergraduate students can book the Junior Combination Rooms (JCRs) on-line.

Information required from the event organiser at the time of making the booking:

- name and contact details of the external event organiser;
- title of the proposed external event;
- names and contact details of formal presenters or speakers at the external event, if any;
- details of any external organisation represented or publicised at the external event;
- brief description of proposed talks and/or activities;
- dates and times of the proposed external event;
- projected number of attendees, including:
 - student members of the College;
 - other members of the College;
 - other members of the University;
 - people external to the College and the University.

Details of room layout, equipment needed and catering requirements will also be required at the time of the booking.

Requests for events must be provided in writing by the event organiser and ideally no later than 24 hours in advance for the JCRs and at least a week in advance for the function rooms in advance of the event. (In any event, the organiser will need to take into account any lead time he or she may wish to have to publicise the event: an event should not be publicised before approval has been granted.)

The College reserves the right to refuse outright any requests for the use of a room or meeting place if such a request is made within 24 hours of the proposed event.

Bookings should be made through contacting the persons above for a bookings form; or, in respect of the JCRs, these can be booked through the use of the on-line booking form.

When part of any booking envisages the use of the Garden, permission must be sought separately and explicitly.

No event may be publicised as taking place until confirmation has been received from the College. If an event or room booking is refused, you may appeal the decision to the Domestic Bursar, who may refer the matter to the College Council. The appeal decision will be the final decision of the College.

In addition:

- No out-of-College or private functions may be arranged from the first week of May to mid-June.
- The College reserves the right to seek additional information before confirming a booking.
- The event organiser (i.e. the named person making the booking) agrees as a condition of submitting the room booking request to notify the College if any of the details submitted change.
- The College reserves the right to review its decision on allowing an event to proceed if any of the information provided changes.
- The deliberate provision of false or incomplete information by the event organiser may be addressed under the disciplinary procedures of the College, if appropriate, or otherwise invalidate the booking.

Specific Guidelines for Garden Parties & Functions

The Garden is in great demand for parties in the summer and most particularly during May Week. Senior Members wishing to have a party in the Garden then should make the necessary arrangements early in the Easter Term, but are asked to accept that Junior Members have priority. Bookings on behalf of Faculties or Departments will not be accepted earlier than the week before May Week to allow Junior Members an opportunity to book private parties.

- Organisers of functions must comply with any conditions set by the College authorities.
- Functions are not permitted in the gardens during the Easter Term from 1 May until the Friday of the last week of Full Term inclusive.
- No meetings may be held in the gardens.
- Parties are permitted only on Old Hall Chestnut Tree Lawn and the lawn south of Peile.
- Music is not allowed at parties in the garden.
- All parties must end by 9.00 pm.
- The number of people attending must not exceed that applied for.
- Plays may be performed during the same period as parties. Finishing times for plays to be arranged separately.
- Whenever you use the garden, please take care to keep it tidy.
- Smoking is permitted only in designated areas [*See Smoke-Free Policy*].

Who may hold functions in the garden:

- Newnham College students
- Newnham College Clubs and Societies, including Newnham Associates
- Other College or University Clubs and Societies – provided that the booking is made by a Newnham student member of the club or society who is prepared to be present throughout the function and is prepared to take full responsibility for the function
- Senior Members and College Staff, including the Development and Roll Office

22 June 2016

Smoke-Free Policy

1) Introduction

The College takes the view that smoking in the workplace is a fire risk, contravenes health and safety regulations and is a health hazard to its members, staff and visitors as a result of passive smoking. Passive smoking [breathing in other people's tobacco smoke] has been shown to cause cancers, heart and respiratory disease in non-smokers.

The Health and Safety at Work Act 1974 places a duty on employers to provide a working environment that is '**Safe, without risks to health**'.

Under the Health Act 2006, the College is required to adopt a smoke-free policy with effect from 1 July 2007.

This policy will meet the National Clean Air Award criteria and is designed to ensure that those who live and work in the College and who do not smoke are not affected. This is done by preventing smoking in the workplace and public rooms. It is anticipated that concern for others will ensure the success of this policy, which may be enforced by disciplinary means if necessary.

2) Aims of the Policy

The policy seeks to:

- Guarantee a healthy working environment and protect the current and future health of all members of the College, its staff, contractors and visitors.
- Guarantee the right of non-smokers to breathe in air free from tobacco smoke.
- To comply with Health & Safety Legislation and Employment Law.
- Raise awareness of the dangers associated with exposure to tobacco smoke.
- Take account of the needs of those who smoke and to support those who wish to stop.

3) Restrictions on Smoking

Smoking is not permitted in any part of the buildings, entrances, gardens or grounds at any time, by any person, regardless of their status, except in the designated area/s. This includes the use of e-cigarettes.

For the College Staff, smoking is only permitted during official breaks (for example, a morning tea break or lunch break).

The designated areas are:

- Outside of Peile car park (at least 3 metres away from the buildings & any bin stores)
- Outside of Clough car park " "
- Two smoking points on the edge of the Sportsfield (Old Hall end)

Suitable bins will be located in or next to these areas for safe disposal of cigarette ends etc. These designated areas will be kept under review and may need to be changed.

Smoking will not be tolerated at entrances and exits to the College buildings and is not permitted in any of the following areas: undergraduate student rooms, lifts, corridors, stairways or wells, the offices, the Porters' Lodge, staff changing or

staff rest rooms, the Bar, JCR, MCR, SCR, toilets, or any of the public meeting rooms.

4) **Visitors**

All visitors, contractors and deliverers are required to abide by the smoke free policy. All members of the College are expected to inform their visitors, contractors etc. of the smoke free policy. However they are not expected to enter into any confrontation which may put their personal safety at risk.

5) **Vehicles**

Smoking is not permitted in College vehicles or any vehicles being used on College business.

6) **Cleaning**

Staff who are required to work in a room where the occupant is smoking may delay entering the room until such time as the smoke has cleared. Where feasible, they should undertake other duties whilst waiting and should inform the occupant that they will return once the room is free of smoke.

7) **Support for smokers**

Members of the College who smoke and request support to quit smoking will be referred to the College Nurse and will be supplied with information and contact details of local NHS Stop Smoking Services (Cambridge OASIS 01223 723022) or the National Don't Give Up Giving Up free-phone helpline 0800 169 0 169.

8) **Disciplinary Action**

If a complaint is made concerning the smell of smoke permeating communal spaces, listed although not exhaustively in Section 3, or another student's bedroom, the responsible person will be made aware of the complaint. This will be done by means of an email which will also attach a copy of the Smoke Free Policy.

Members of the College found to be disregarding the smoke free policy may be subject to disciplinary procedures.

9) **Monitoring and reviewing**

This policy will be reviewed annually to ensure that it continues to meet the aims. The Smoke-Free Policy Co-ordinator is the College Health & Safety Officer. She can be contacted by telephoning 01223 335801.

Comments related to the maintenance of this policy should be directed to the Domestic Bursar.

This policy will be reviewed annually by the College's Safety Committee which reports to the College Council.

Whistle-Blowing: Making a Protected Disclosure

1) Introduction

- 1.1 Under certain circumstances, members of staff have legal protection if they make disclosures about organisations for which they work. These members of staff are commonly referred to as 'whistle blowers' and their activities have often received wide publicity in the media.
- 1.2 A member of staff who believed, for example, that organisations were disposing of toxic waste illegally may have 'blown the whistle' directly to the press or television, perhaps because of concern for the environment, or a belief that the organisation would attempt a 'cover-up' if asked to stop.
- 1.3 Members of staff who blew the whistle on organisations, were often treated detrimentally by them or had their employment terminated. This discouraged members of staff from whistle blowing even where such action would be for the good of the public. The legislation is designed to protect members of staff from suffering any detriment or termination of engagement for whistle blowing.
- 1.4 Members of staff will only be protected under the whistle blowing legislation if:
 - 1.4.1 they have made a disclosure of information which is a "qualifying disclosure"; and
 - 1.4.2 they have made the disclosure to one of the particular categories of person specified in either section 3 or 4 of this procedure.

2) Qualifying Disclosures

- 2.1 Disclosures are "qualifying disclosures" where the member of staff has a reasonable belief that it can be shown that there has been a "relevant failure" by the College, namely :-
 - committing a criminal offence;
 - failing to comply with a legal obligation;
 - a miscarriage of justice;
 - endangering the health and safety of an individual;
 - environmental damage; or
 - concealing any information relating to the above.
- 2.2 These acts can be in the past, present or future, so that, for example, a disclosure qualifies if it relates to environmental damage that has happened, is happening, or is likely to happen.

3) The Procedure

- 3.1 The College, in line with the relevant whistle blowing legislation, encourages members of staff to make any qualifying disclosures internally to the College in the first instance. All qualifying disclosures to the College will be protected disclosures, provided that the member of staff is acting in good faith.

If a member of staff wishes to make a qualifying disclosure internally, they should report their concerns to their Head of Department, preferably specifying that they are reporting their concerns under the whistle-blowing procedures. .

- 3.2 Once a concern has been raised, the person receiving it will carry out an initial assessment to determine the scope of any investigation and inform the member of staff of the outcome of this initial assessment.

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- 3.3 Should a Head of Department need to take advice from one of the College Officers (for example, the Bursar, the Senior Tutor, the Domestic Bursar, or the Vice Principal) the Head of Department will discuss this with the member of staff, before discussing the matter with a College Officer.
 - 3.4 Heads of Department and College Officers will make every effort to keep the member of staff's identity secret if that individual wants to raise their concerns confidentially.
 - 3.5 If further investigation is required the College may appoint an investigator for this purpose. This may be someone with specialist knowledge of the issues in question. If it is necessary for anyone in the course of the investigation to know the member of staff's identity, this will be discussed with the member of staff beforehand.
 - 3.6 The College will aim to keep the member of staff informed of the progress, the timescales and the eventual outcome of any investigation wherever confidentiality permits.
 - 3.7 If the member of staff is not satisfied with the explanation or reason given (or if it is not appropriate for the member of staff to report their concerns to their Head of Department in the first instance) they should raise the matter directly with one of the College Officers (for example, the Bursar, the Senior Tutor, the Domestic Bursar, or the Vice Principal). .

4) External Disclosures

- 4.1 The aim of this policy is to provide a means of reporting, investigating and resolving any relevant concerns of a member of staff within the College. Therefore, in most cases there should be no need for the member of staff to report their concerns externally, especially in the first instance.
- 4.2 However the law recognises that in some circumstances it may be appropriate for a member of staff to report their concerns to an appropriate or prescribed external body such as HMRC the Environment Agency or the Health and Safety Executive.
- 4.3 Members of staff should be aware that, unless they have gone through the correct channels and met any necessary conditions when raising a concern externally, they will not be protected under the whistle blowing legislation. Therefore the College strongly advises the member of staff to seek advice before reporting a concern externally.

5) General Notes

- 5.1 The Public Interest Disclosure Act 1998 prevents staff from suffering a detriment or having an employment contract terminated for 'whistle blowing' and the College takes very seriously any concerns raised under this legislation.
 - 5.2 The College will not tolerate any member of staff suffering detrimental treatment as a result of raising a genuine concern in good faith through the correct channels. Detrimental treatment includes dismissal, disciplinary action, threats or other unfavourable treatment experienced as a result of raising such a concern. Anyone involved in such conduct will be subject to disciplinary action.
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- 5.3 However, if the procedure has not been invoked in good faith (e.g. for malicious reasons or in pursuit of a personal grudge), or if the member of staff does not raise the issue through the correct channels, the member of staff will be liable to disciplinary procedures which may include those appropriate to Gross Misconduct, or such lesser disciplinary sanction as may be appropriate in the circumstances.
- 5.4 This policy should not be used for complaints relating to the member of staff's own personal circumstances. In these cases the member of staff should use the College's Grievance Procedure or the Harassment Procedure set out in the Dignity at Work policy.

Working Outdoors: Sun Damage to Skin

1) Introduction

This policy applies to all members of staff whose job requires them to work outdoors, either permanently or temporarily, between May and September.

All cancers start from one or more of the billions of cells in our bodies becoming abnormal and then multiplying out of control to form a lump or tumour. It is now well known that most of these cell abnormalities are caused by parts of our bodies being exposed to something harmful over a long period of time.

Most skin cancers are caused by long-term exposure to ultra violet radiation from the sun, and the fairer your skin is, the greater the risk you run.

Skin cancers come in three major variations:

1. The first takes the form of a new or existing mole which grows and changes shape. Mostly dark in colour (although sometimes with light patches) the mole may itch and bleed. This cancer is known as a malignant melanoma and, if left untreated, cells from the tumour will break away underneath the skin to set up colonies elsewhere in your body. Most people who die from cancer die because of secondary tumours, and for this reason it is vital to seek medical attention as soon as you discover a mole that has changed shape or has newly formed.
2. The second type of skin cancer shows up as a small, painless, wart-like lump that gradually enlarges and may eventually turn into a sort of ulcer. It too is capable of generating cells that will be carried through your bloodstream to set up colonies elsewhere in your body.
3. The final major form of the disease shows up as small, flat, hard areas of skin (usually on the face or neck) that gradually enlarge and that also may eventually open up to form a sort of ulcer. This form of cancer virtually never generates new tumours elsewhere in the body.

For ease, skin cancer types two and three are often called non-melanoma skin cancers. You should be aware that all three major forms of skin cancer can be cured, but only if treated at an early stage.

Since 1974, the number of new cases of malignant melanoma in the UK each year has more than doubled to over 4,000. Of those people suffering from malignant melanoma, over 1,500 die annually. Also since 1974, the number of new cases of the non-melanoma skin cancers has almost doubled to about 36,000 cases per annum. Of those suffering from these cancers, almost 500 die each year.

Regardless as to whether a member of staff develops skin cancer or not, staff should bear in mind that skin exposed to too much sunlight becomes leathery and wrinkled, making it look old; this (if for no other reason than vanity) makes it sensible not to overindulge when it comes to the sun.

Other problems associated with exposure to the sun are Sun Stroke and Heat Exhaustion.

2) **Working Outdoors – protection from sun**

- Where a task is being carried out that requires the wearing of recognised protective clothing, then this type of clothing must be worn at all times while this task is taking place.
- Where a task does not require recognised protective clothing to be worn, members of staff should wear clothing that covers **their bodies, arms and legs** when working in direct sunlight during the months of May to September. It is particularly important to do this during the hours around midday, when the sun's rays are harshest.
- The College recognises that to undertake work (in particular, physical work) in the sun fully covered can be uncomfortable. It is therefore recommended, that loose-fitting clothing should be worn (as opposed to tight-fitting garments). Loose-fitting clothing must not be worn, however, when using machinery as it could become entangled with the machine and lead to personal injury.
- The Health Education Authority advises that the more tightly woven the cloth of a garment, the better it is at blocking the sun's rays.
- Where a task is being carried out that requires the wearing of a hard hat, then this must be worn. If not required to wear a hard hat, then members of staff should wear a wide-brimmed one that will shade nose, ears, neck and (if present) bald patch, the most common places for skin cancers to occur.
- Sunglasses should be worn that are labelled to the appropriate BS Standard.
- Members of staff should wear a sunscreen with at least a protective factor of 15 on ears, lips, cheeks, nose and neck, and any exposed areas of skin and reapply this at regular intervals. (It should be noted that sunscreens do not make it safe to get a tan. A tan is simply the skin's first reaction to being damaged, and repeated tanning will enhance the likelihood of getting cancer.)
- For those members of staff who have to work outside with exposed skin the College will provide them with sunscreen suitable for their skin. Members of staff should purchase the appropriate factor level from a reputable manufacturer (not designer label products) suitable for their own needs. On production of the receipt to the Head of Department, the amount shall be refunded.
- Hats will be provided as part of the work clothing (Personal Protective Equipment) given to members of staff who have to work outside in the sun.
- Drinking Water will be provided and members of staff are encouraged to drink regularly whilst work outside in sunshine. Personal drinking water bottles will be provided by the College.

Note: You are at the most danger from the sun on a cloudless day, but even on a cloudy one in summer, skin damage can still be caused.

Lone Working Policy

1) Introduction

Newnham College understands that there are departments that require lone working either due to the location of the task or those activities that require 24 hour cover, for example, staff on call in maintenance who work out of normal office hours.

Working alone is not in itself against the law and it will often be safe to do so. The law requires employers to consider carefully, and then deal with, any health and safety risks for people working alone.

The College has developed policies and procedures to control the risks and protect our staff as far as are reasonably practical. Staff should know, understand and follow them. Apart from the staff being sure that they are capable of doing the job on their own, the three most important things to be certain of are that:

- I. the lone worker has full knowledge of the hazards and risks to which he or she is being exposed;
- II. the lone worker knows what to do if something goes wrong;
- III. where possible someone else knows the whereabouts of a lone worker and what he or she is doing.

2) Responsibility

The College also has responsibility for the health and safety of any contractors or self-employed people doing work for them. These responsibilities cannot be transferred to any other person, including those people who work alone.

Workers have responsibilities to take reasonable care of themselves and other people affected by their work activities and to co-operate with their employers in meeting their legal obligations.

3) Policy

This policy provides guidance on how to keep lone workers healthy and safe and it is aimed to understand what the College needs to do to comply with its legal duties towards lone workers under:

- the Health and Safety at Work Act 1974;
- the Management of Health and Safety at Work Regulations 1999.

4) Definition of a Lone Worker

Lone workers are those people who work by themselves without close or direct supervision. Working alone might be a result of the time of day or night that the activity is taking place, or might be due to the location of the activity taking place. Examples include (this is not an exhaustive list): a person working alone in any department, for example, a cleaner in a top corridor in Peile / a gardener working alone in a graduate house garden / a Night Porter between the hours of midnight and 6.30am in the Porters Lodge / a member of the maintenance team on call at night / a contractor working for the College out of office.

5) **Information and Training**

Staff and contractors will be given all necessary and reasonable information, instruction, training and supervision to enable them to recognise the hazards and appreciate the risks involved with working alone. Staff and contractors will be required to follow the safe working procedures devised, which will include the provision of first aid, communication procedures and awareness of emergency procedures. All staff and contractors are required to co-operate with these efforts to ensure safe working and, in the first instance, report any concerns to their Head of Department.

6) **Safe Systems of Work**

Rules and instructions should be developed in writing, in each department, by the Head of Department and agreed with the relevant College Officer, to cover the following:

6.1 Required ability of staff, e.g.:

- professional training
- in house training
- qualifications and experience
- risk assessments and procedures handbooks
- method statements
- contractors guidance booklet (information handbook)
- medical fitness and annual Occupational Health Checks for Night Porters

6.2 Suitability of equipment / site safety, e.g.:

- quality of equipment
- level of personal protective equipment supplied by the College or contractor
- PAT testing and other legislative checks

6.3 Means of communication, e.g.:

- two-way radio
- mobile telephone
- regular pre-arranged "check-in" times

6.4 Provision for treatment of injuries, e.g.:

- portable first aid kit
- availability of first aider.

6.5 Emergency and accident procedures, e.g.:

- means of summoning help – list of people to contact in an emergency
- means of raising alarm
- disaster plans and procedures
- accident reporting method
- incident reporting method
- fire-fighting equipment.

7) **General information on working alone in another building, garden or location off the main site**

Line Managers and their staff must ensure that:

- sign in and sign out procedures are followed - regular communication and "checking-in" arrangement are agreed in advance
- someone is always aware of their movements and expected return time (the Line Manager is responsible for agreeing and facilitating these arrangements which should be tailored to the operating conditions affecting the staff member)
- they are familiar with the fire and, if applicable, intruder alarm procedure and know the location of both exits and alarms
- there is access to a telephone or radio and a first aid kit (Porters' Lodge)
- if there is any indication that the building has been broken into, they call for assistance before entering
- when driving to an outside property that they park in a well-lit area off the road.

8) **Staff working Night Shift in the Porters' Lodge**

When leaving the Lodge for any reason the Night Porter must contact Selwyn College's Porters' Lodge on 35846 to advise the Porter that they are leaving the Lodge area and supply an estimated duration of absence. On their return they must immediately contact the Porter at Selwyn to advise of their return. If Selwyn do not have contact prior to the estimated time of return they will attempt for up to 15 minutes to contact the Night Porter, via Mobile / Lodge phone. If they are unsuccessful then they will contact the Head Porter / Senior Porter(s) of Newnham who will take over trying to make contact and do a welfare check / visit.

9) **Staff working from home**

Staff working from home should be in regular contact with their Line Manager. Line Managers should be particularly aware of the importance of such arrangements for staff that live alone. Staff working from home should ensure that they have the correct "work station" set up and have completed a DSE assessment if working for extended periods from home.

10) **Monitoring and review**

The Safety Committee will review this policy on an annual basis. Any member of staff with a concern regarding lone working issues should ensure that it is discussed with their Line Manager or Head of Department as appropriate.

*Issued November 2015
Updated by Safety Committee 25 February 2019
Approved by the College Council 15 March 2019*

Lone Working – Notifying the Porters’ Lodge

Under section 7 of the College Lone Working Policy, a system of lone workers to sign in and out of College is shown below. This sheet will be kept in the Porters Lodge.

- ✓ All staff who will be working alone, for example, a maintenance operative attending a call out, or a gardener watering the nursery at the weekend must contact the Porters Lodge in order to notify the College that they are on site and working alone.
- ✓ The lone worker does not need to come to the Porters’ Lodge but they must ring the Lodge to inform the Duty Porter(s) that they are on duty and to give the following details contained in this table below.
- ✓ If possible they should contact the Porters’ Lodge via the radio every hour to inform the Lodge that they are safe until they call to say they are leaving the College.

Name	Depart	Mobile	Radio Channel	Day / Date	Time In	Check-in times	Time Out
Wendy Evans	DB	07962035408	1	Sat 4 Aug	8.10am	9.10 am 10.15am 11.08am	11.30am

- ✓ If a member of staff has NOT signed out or checked in regularly by contacting the Duty Porter, the Duty Porter should try to contact them, on the radio or via a mobile or other contact information provided.
- ✓ If no contact can be made with the individual the Duty Porter should contact the relevant HOD to inform them.
- ✓ If the HOD is not available please contact the Head Porter, Buildings Manager and/or Domestic Bursar who will assist.

Investigation Procedure

1) Introduction

This investigation procedure supports the following HR Policies and should be read in conjunction with the policies:

- Disciplinary policy and procedure
- Grievance policy and procedure
- Equal opportunities and dignity at work policy

In many cases, the full facts of an alleged incident will not be immediately apparent. Therefore an investigation will be conducted in this situation.

The College reserves the right to dispense with an investigatory interview and to proceed directly to a formal disciplinary meeting where appropriate.

2) Objectives

Each investigation will aim to bring to light all relevant facts of a case, whether it is related to a Disciplinary, Grievance or Dignity at Work issue. These facts should be reported in a manner that facilitates fair and reasonable decisions to be taken regarding any subsequent actions and this procedure supports this aim.

3) Roles and responsibilities

3.1 HOD / College Officer

The HOD/ College Officer will appoint an appropriate person as the Investigating Officer (IO). Upon receipt of the IO's report, the HOD/ College Officer will make a decision with regard to any actions to be taken. These actions will be in accordance with the relevant policy, i.e. Disciplinary, Grievance or Dignity at Work.

3.2 Investigation Officer (IO)

The IO should obtain all relevant facts and produce a report for the HOD/ College Officer.

3.3 Staff, Senior Members and Fellows

All staff, Senior Members and Fellows should co-operate with the investigating officer in order to help them establish the facts of the case. This applies whether the member of staff is a witness, victim, or alleged perpetrator.

3.4 HR

The HR Officer will provide guidance to the IO and will be available to offer advice regarding any aspect of this procedure. The HR Officer will act as the IO where no other suitable person can be identified.

4) Allegations and areas for investigation

The investigation should be led by the appointed IO and supported by the HR Officer. The scope/terms of reference/allegations should be concise, giving dates of when incidents occurred, any witnesses to alleged incidents and a precise outline of the areas for investigation i.e.:

- *Disciplinary* - 'that x falsified their mileage expenses on XXX/ during April 2008', as opposed to 'x falsified their expense claims'

or

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- *Dignity at Work* - 'that X bullied and harassed X in the course of their work in that they verbally threatened them with violence by saying XX on DATE'

or

- *Grievance* - 'that X claims that his/her HOD X did not allow him/her to take annual leave on DATE, despite the team being fully staffed on that day'

Clear terms of reference/allegations are crucial to a successful and accurate investigation process. Unclear terms of reference can cause unnecessary delay of the investigation process as well as potentially pursuing irrelevant matters.

Any initial statements made by witnesses at the time of the incident should also be gathered at this stage. These can form part of the investigation interview if appropriate. However the investigation interview process can often allow for a more focused questioning process than the statements alone.

The IO should have a clear plan as to which witnesses to interview. You may decide to interview more witnesses as the investigation progresses. However, avoid interviewing any witness who is not directly related to/witness to the incident.

Some allegations/areas for investigation may not require interviewing witnesses, ie perhaps where it is alleged a member of staff has falsified a travel expense claim. In these circumstances the investigation may be wholly based on the collection and analysis of the expense claims and records, in conjunction with interviewing the member of staff and the manager who signed the claims.

5) **Investigation interviews**

- Ascertain who needs to be interviewed. Only those directly connected to the allegation(s) i.e. witness to incident or HOD who can confirm aspects/expectations of the individual's job/role/training where this is necessary.
- Set out the list of questions in advance. You may need to probe further at the meeting but a clear set of questions initially is essential.
- It is always advisable to interview the person who the allegations are against, first. Witnesses to the incident should be interviewed subsequently.
- It may be necessary to re-interview the member of staff whom the allegations are made against, in view of evidence that has been given by witnesses.
- Ask questions that are specifically related to the allegations.

6) **At the investigation interviews**

For each interviewee each of the following needs to be explained:

- The investigation process that will be undertaken.
 - The purpose of the investigation is to gather relevant facts.
 - It may be necessary to cross question witnesses where there may be contradictory statements/ differing views about the same incident/allegation. This may mean using the information from another staff members' statement to cross question another witness. This should be approached with caution however, and only information related directly to a contradictory incident should be shared or discussed.
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- Notes will be taken during the interview. Notes will not be verbatim; they will be a summary of the discussion.
 - A copy of the notes will be sent to each interviewee for them to sign and return as agreed. There may be some occasions where there is a difference of opinion as to what was discussed. It is suggested that the interviewee makes comments on the notes so that any potential disciplinary hearing panel are aware.
 - After the interviews a report will be written by the IO outlining their findings. This will be sent with the supporting interview notes to the appropriate HOD/ Bursar (or Domestic Bursar in their absence) who will decide if there should be a disciplinary hearing. The IO will not be involved in the decision making.
 - If there is a hearing it may be necessary for the interviewees to attend as witnesses.

7) **After the investigation interviews**

After the interviews have taken place an Investigation Report (see template) will be written by the IO, with the support of the HR Officer. This will then be forwarded to the appropriate HOD/ College Officer who will decide what action to take, in accordance with the relevant policy.

The HOD/ College Officer should ensure that a member of staff under investigation is written to upon completion of the investigation, making clear what the next steps are and which process is to be followed.

Managing Attendance

1) **Policy Statement**

The College is committed to maintaining and promoting the health and well being of all its staff. This policy provides a fair and consistent framework for supporting staff who are absent due to sickness. The policy provides guidance to staff in relation to their sickness absence and the potential consequences for their employment. It also provides managers with guidance to ensure that cases are dealt with sympathetically and consistently.

2) **Scope of the Policy**

This policy applies to all staff (permanent, fixed and casual) who work for the College.

3) **Aims of the Policy**

The aims of the policy are to:

- Maintain a positive attendance culture
- Monitor levels of sickness absence of all staff
- Ensure staff understand their responsibilities
- Provide managers with a structured framework to help them manage sickness absence within their teams
- Implement procedures to deal with unjustified and/or high levels of sickness absence
- Consider the need for reasonable adjustments or redeployment to support staff's return to work
- Adopt a fair and consistent approach

4) **Roles and Responsibilities**

1.1 **Staff Responsibilities**

All staff are expected to:

- Maintain regular attendance at work
- Follow the absence reporting procedure
- Maintain regular contact with their HOD throughout any absence
- Complete self-certification forms for episodes of illness
- Participate in the return to work discussions
- Provide fit notes from their GP for all absence over 7 days

1.2 **HOD Responsibilities**

HODs are expected to:

- Ensure their staff understand the policy
- Ensure the Bursary is notified in each instance
- Conduct return to work discussions with all staff following their return to work and forward the completed form to the HR Officer to be retained on the personal file
- Liaise with the HR Officer regarding referrals to Occupational Health
- Support individuals to encourage them back to the workplace
- Maintain regular and reasonable contact with staff during periods of absence, ensuring awareness of the individual's progress and likely duration of absence.

1.3 **HR Responsibilities**

The HR Officer is expected to:

- Provide appropriate assistance and support to managers and staff in the management of sickness absence

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- Promote the consistent application of the policy
 - Review sickness levels, patterns and trends across the College and inform managers where relevant
 - Refer individuals to Occupational Health when appropriate
 - Ensure compliance with legal obligations

5) Procedure for Notification of Absence

5.1 Notification of Absence for Days 1 -7

- Absence from work must be notified to the College by telephone at the earliest possible opportunity.
- Staff must let their Head of Department, Line Manager or Supervisor know if they are not coming in by the time they were due to start work (repeated failure to do this could lead to disciplinary procedures being invoked).
- Notification should be made personally (or, if this is not possible, then by a relative, neighbour or friend).
- If incapacity extends to more than seven consecutive calendar days, the College should be notified of your continued incapacity once a week thereafter, unless otherwise agreed.
- On return to work complete a self-certification form for episodes of sickness lasting between one to seven days and hand to the HOD

5.2 Notification of Absence for Day 8 -ongoing

All staff will:

- Obtain a statement of fitness to work from their GP which will detail the reason and length of the continued absence.
- Immediately forward this and the self-certification form to the HOD
- Continue to provide fit notes for the entire duration of the continued sickness absence
- Keep the HOD informed of their progress and likely return date

6) Procedure for Managing Absence

6.1 Introduction

To ensure fairness and consistency the trigger points below offer a guide to unacceptable levels of attendance. The normal expectation is that the following guidelines will apply. However, on occasions and for exceptional/ other good reasons, there may be a need to vary the procedures to suit individual cases/ circumstances.

The College will use a formula called the Bradford Factor to measure absence levels in the College. It will highlight individuals with excessive levels of frequent and persistent short-term absence, and is calculated as $B = S^2 \times D$.

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

D = the number of days of absence in that period

Examples, in a rolling 12-month period:

- 1 instance of absence with a duration of 10 days (=10 days) (1 x 1 x 10 days) = 10 points
- 2 instances of absence, one with a duration of 1 day, one with 9 days (=10 days) (2 x 2 x 10 days) = 40 points

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- 4 instances of absence, each with a duration of 1 day (=4 days) (4 x 4 x 4 days) = 64 points
 - 3 instances of absence, one with a duration of 5 days, two with 3 days (=11 days) (3 x 3 x 11 days) = 99 points
 - 1 instance of absence with a duration of 120 days (=120 days) (1 x 1 x 120 days) = 120 points
 - 5 instances of absence, each of 2 days (=10 days) (5 x 5 x 10 days) = 250 points
 - 10 instances of absence, each of 1 day (=10 days) (10 x 10 x 10 days) = 1000 points

6.2 **Short term absence**

If at any time a member of staff has a Bradford Factor score of 100 (this score is measured by looking at absence over a rolling 12-month period) they will be asked to attend an informal meeting with their HOD.

6.3 **Informal Stage**

The manager should meet with the member of staff to manage the attendance problem informally at an early stage. The objective of the meeting is to identify any underlying health issues, inform the member of staff that their attendance level is unacceptable and that it will be monitored for 6 weeks and then reviewed. They should be informed that failure to make significant improvement in their attendance may result in progression to the First Formal stage.

6.4 **First Formal stage**

If significant improvement in attendance is not made then the member of staff will be invited to attend the first formal review meeting. As this is a formal meeting the HR Officer will be present and the member of staff has the right to be accompanied by a fellow member of staff, or Senior Member or trade union representative.

The member of staff will have the opportunity to identify any problems contributing to their sickness absence. Discussions will be had about reasonable adjustments to the role, working hours, suitable alternative employment and potential ill health retirement.

The member of staff will be set a review period of 6 weeks in which they are expected to have no records of absence. They will be informed that failure to meet these objectives may result in progression to the Second Formal stage and could ultimately lead to dismissal.

6.5 **Referral to Occupational Health (OH)**

This can be considered at any stage but must take place before proceeding to the Second Formal stage. Managers should discuss with the HR Officer before referring.

6.6 **Second Formal Stage**

If significant improvement in attendance is not made then the member of staff will be invited to attend the second formal review meeting. As this is a formal meeting the HR Officer will be present and the member of staff has the right to be accompanied by a fellow member of staff, or Senior Member or trade union representative.

Any adjustments or actions implemented and their success or failure will be discussed. At the end of the meeting it may be deemed necessary to progress to a subsequent formal meeting to consider termination of employment. The member of staff will be informed that an absence report will be prepared by the HR Officer for the Bursar (or Domestic Bursar in their absence), detailing attendance levels and actions taken to improve attendance.

6.7 Termination of Employment on Grounds of Incapability

Once the Bursar (or Domestic Bursar in their absence) has received the absence report they will convene a meeting with the member of staff. The HR Officer will be in attendance and the member of staff has the right to be accompanied by a fellow member of staff, or Senior Member or trade union representative.

The Bursar (or Domestic Bursar in their absence) has the right to implement a further review period if they feel this is appropriate. One outcome could be the termination of their contract. Termination will only be considered once all other options have been considered.

7) Procedure for Managing Long Term Absence

7.1 Informal Stage

Long term absence is when a member of staff has been absent for a period of 6 weeks consecutively (30 days for full time staff). In this case the member of staff may only have a Bradford Factor score of 30 (1 x 1 x 30). When the member of staff's absence reaches 30 days, the HR Officer will inform the HOD and contact should be made with the member of staff. The reasons for the absence should be discussed, and agreement on how contact will be maintained. A decision about referral to OH will also be made.

7.2 Referral to Occupational Health

The College may request the individual to allow the College to contact the relevant GP in accordance with according to the Access to Medical Records Act 1988. Also the College may request an independent Medical examination by a doctor nominated by the College or may refer the individual to the Health & Work Assessment and Advisory Service. In some cases referral to OH is required before the member of staff returns from long term sickness absence. Advice from OH is needed regarding fitness for the role, alternative employment or ill-health retirement. Advice should always be sought before moving to the Second Formal stage or if termination of employment is being considered.

7.3 First Formal Stage

When the absence exceeds 30 continuous working days (pro rata for part time staff) and the informal stage does not identify a potential return date, a referral to OH should seek to determine a foreseeable return date. Once the OH report is received by the HR Officer a first formal review meeting with the HOD and the member of staff will be arranged. As this is a formal meeting the HR Officer will be present and the member of staff has the right to be accompanied by a fellow member of staff, or Senior Member or trade union representative.

The method and frequency of future communication will be agreed and further OH referrals made if appropriate.

7.4 **Second Formal Stage**

If long term absence continues it may be appropriate to hold a meeting at the second formal stage. As this is a formal meeting the HR Officer will be present and the member of staff has the right to be accompanied by a fellow member of staff, or Senior Member or trade union representative. At this stage the following will be reviewed:

- Has the member of staff had an OH referral?
- Is there a foreseeable return date?
- Is further OH referral needed?
- If required has a stress risk assessment been completed?
- If required have reasonable adjustments been considered and explored?
- Is redeployment an option?
- Is a phased return required?
- Is ill-health retirement an option?
- Is ill-health dismissal an option?

Any adjustments or actions implemented and their success or failure will be discussed. At the end of the meeting it may be deemed necessary to progress to a subsequent formal meeting to consider termination of employment. The member of staff will be informed that an absence report will be prepared by the HR Officer for the Bursar (or Domestic Bursar in their absence), detailing attendance levels and actions taken to improve attendance.

7.5 **Termination of Employment on Grounds of Capability**

Once the Bursar (or Domestic Bursar in their absence) has received the absence report they will convene a meeting with the member of staff. The HR Officer will be in attendance and the member of staff has the right to be accompanied by a fellow member of staff, or Senior Member or trade union representative.

The Bursar (or Domestic Bursar in their absence) has the right to implement a further review period if they feel this is appropriate. One outcome could be the termination of their contract. Termination will only be considered once all other options have been considered.

7.6 **Appeals**

Staff have the right to appeal against any formal sanction by following the College's Appeal Procedure. **For the full details please refer to the College's Policies and Procedures: Staff [Appeals Procedure].**

8) **Disabled Staff**

8.1 **Introduction**

The Equality Act 2010 prohibits discrimination because of disability and places a duty on employers to make reasonable adjustments to working practices and premises in order to accommodate the needs of individual staff and applicants who have a disability.

The Equality Act 2012 defines the protected characteristics of disability as applying to a person who has a mental or physical impairment that has a substantial and long term adverse effect on their ability to carry out normal

day-to-day activities. HODs must have an open discussion with the member of staff. If there are problems with the member of staff's attendance and an underlying medical condition is identified then advice must be sought from the HR Officer who will make an OH referral. OH may suggest reasonable adjustments that could be made to the physical place of work, or the work itself.

9) **General Absence Management Information**

9.1 **Hospital and Dental Appointments**

Wherever possible, and in order to minimise disruption, staff are asked to make medical and dental appointments either outside of normal working hours, or at the beginning or end of the working day. However, the College does realise that this may not always be possible, particularly with hospital appointments. If staff need to take time off to attend a medical or dental appointment, the HOD must be notified, giving as much notice as possible. Such time off is at the discretion of the HOD and you will be asked to make the time up. If you have an appointment which is not at the end of the working day, you will normally be expected to return to work following your appointment.

9.2 **Emergency time off for dependants**

Staff are reminded that the College absence policy and payment schemes relate to absence due to their own illness or injury, not to that of other members of their family or dependants. Should staff need emergency time off to deal with the urgent unforeseen needs of a dependant, reasonable time off will be authorised, but this will be unpaid unless the time can be made up in agreement with the HOD.

Managing Performance Policy and Procedure

1) **Policy statement**

The College expects all staff to achieve and maintain a satisfactory standard of performance in their role. Standards of performance are determined by College standards, professional standards, skill levels required for specific jobs and individual objectives recorded through the annual Workplace Discussions.

The aim of the policy is to provide a clear process for the management of situations where an individual's performance consistently falls below the acceptable standard. In such circumstances, all staff will be treated in a fair and equitable manner and every effort will be made to assist the individual in improving their performance and reaching and maintaining a satisfactory level of performance. In all situations where a member of staff's performance is a cause for concern coaching and where appropriate, training will be provided. Redeployment will only be considered once these other forms of support have been instigated. Where redeployment is not available and performance levels continue to be unsatisfactory termination of employment will be considered.

Where poor performance is a result of wilful negligence and/or misconduct, the ***disciplinary policy and procedure*** should be used.

2) **Scope of the policy**

This policy applies to all staff (permanent, fixed and casual) who work for the College.

3) **Aims of the policy**

The aims of the policy are to:

- Achieve consistency in the management of capability issues
- Encourage improvements with staff whose performance is below acceptable standards
- Facilitate the retention of experienced and valued staff
- Enable early intervention when poor performance is identified, provide a supportive approach to assist staff to become effective

4) **Roles and responsibilities**

4.1 **Staff**

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

Staff are responsible for attending all meetings arranged in relation to any capability issues and for making every effort to improve in the identified areas where job requirement standards are not being met.

4.2 **HODS**

HODs are responsible for the effective operation of the Workplace Discussion process. This requires the HOD to translate the College objectives into realistic and achievable objectives to enable staff to understand what is expected of them. HODs should monitor staff performance through regular informal reviews as well as through the Workplace Discussions.

HODs are responsible for ensuring that the general procedure of this policy is adhered to in a fair and timely manner. They are also responsible for ensuring staff are given clear feedback on the areas of unsatisfactory performance and for carrying out regular reviews of performance in order to assess whether the required levels of improvements are achieved.

5) **Stages of the procedure**

5.1 **Informal stage**

Minor performance issues should be dealt with informally and immediately. The aim of this discussion is to clarify the standards of performance required and to encourage improvement. It is an opportunity to identify the causes and offer assistance where appropriate.

The HOD should discuss a method of monitoring future performance and agree clear objectives that are realistic and achievable. A timescale within which the required standards of performance could be reasonably attained should be specified (4-8 weeks)

The HOD should record the informal discussion using a file note, noting the salient points of the meeting, objectives set, type of improvement required, any additional support or training that will be provided, any other agreed actions and the timescale for improvement and review . A copy should be given to member of staff.

Where the member of staff's performance improves to a satisfactory level they should be informed. They must also be informed that this must be maintained at a satisfactory level and that if their performance becomes an issue again within 12 months then it will be dealt with at the first formal stage.

5.2 **First formal stage**

If there has not been an acceptable or sustained improvement in performance at the end of the informal stage, then the HOD, in consultation with the HR Officer, should progress to the first formal stage. The HOD will arrange to meet the member of staff, informing them of the purpose of the meeting. As this is a formal meeting the HR Officer will be present and the member of staff has the right to be accompanied by a fellow member of staff, or Senior Member or trade union representative.

At this meeting the individual will have the opportunity to explain their unsatisfactory performance and the HOD may feel a referral to Occupational Health is required. The member of staff will be reminded of the earlier informal discussions and told as precisely as possible, the reasons for the HOD's continued concerns about their performance.

Further consideration should be given to any additional training or support that could reasonably be provided to the member of staff to enable them to reach the required standard of performance. The original action plan should be reviewed and amended where appropriate. A reasonable time period will be set within which improvement is expected (4-8 weeks) and a further meeting arranged at the end of this time to review the situation.

The HR Officer will record the formal discussion using a file note, noting the salient points of the meeting, objectives set, type of improvement required, any additional support or training that will be provided, any other agreed actions and the timescale for improvement and review . A copy should be given to the member of staff.

Where the member of staff's performance improves to a satisfactory level they should be informed. They must also be informed that this must be maintained at a satisfactory level and that if their performance becomes an issue again within 12 months then it will be dealt with at the Second Formal Stage.

5.3 **Second formal stage**

If there has not been an acceptable or sustained improvement in performance at the end of the first formal stage, then the HOD, in consultation with the HR Officer, should progress to the second formal stage. The HOD will arrange to meet the member of staff, informing them of the purpose of the meeting. As this is a formal meeting the HR Officer will be present and the member of staff has the right to be accompanied by a fellow member of staff, or Senior Member or trade union representative.

At this meeting the individual will have the opportunity to explain their unsatisfactory performance and the HOD may feel a referral to Occupational Health is required. The member of staff will be reminded of the earlier formal discussions and the steps taken to support an improvement in their performance. They will be told as precisely as possible, the reasons for the HOD's continued concerns about their performance.

At this meeting the HOD should consider one of the following options:-

- If the member of staff has been showing some signs of improvement, a further period of review (4-8 weeks) may be appropriate. This should be confirmed in writing.
- If the member of staff has failed to meet the required standard and it is felt that a significant improvement is unlikely in the immediate future then a Dismissal Hearing should be arranged
- The offer of a transfer to an alternative role at the same or lower grade where available. Any transfer must resolve the performance issues identified. Any transfer to a lower graded post will not attract salary protection

The HR Officer will record the formal discussion, noting the salient points of the meeting, objectives set, type of improvement required, any additional support or training that will be provided, any other agreed actions and the timescale for improvement and review . A copy should be given to the member of staff.

Where the member of staff's performance improves to a satisfactory level they should be informed. They must also be informed that this must be maintained at a satisfactory level and that if their performance becomes an issue again within 12 months then it will be dealt with at the Final Stage.

5.4 **Final stage- dismissal hearing on grounds of capability**

Where, after having followed the procedure outlined above, the member of staff fails to achieve or maintain the standards of performance required, consideration should be given to dismissal on grounds of capability.

The Bursar (or Domestic Bursar in their absence) will convene a meeting with the member of staff, giving them at least 5 working days' notice. The HR Officer and HOD will be in attendance and the member of staff has the right to be accompanied by a fellow member of staff, or Senior Member or trade union representative.

The HOD will feedback to the Bursar (or Domestic Bursar in their absence) where the member of staff has failed to meet the required standards and /or objectives. The Bursar (or Domestic Bursar in their absence) will consider the evidence and consider also whether the procedure has been followed and that the member of staff has been given reasonable assistance to improve their performance and achieve the required standard. The member of staff will have the opportunity to ask questions and present their own evidence in relation to their performance, putting forward any mitigating factors.

If the Bursar (or Domestic Bursar in their absence) concludes that the member of staff's performance is below the required standard, then the member of staff's contract of employment will be terminated on the grounds of capability. The Bursar (or Domestic Bursar in their absence) will explain the reasons for dismissal, the effective date of dismissal, period of notice or pay in lieu of notice if appropriate, and the right to appeal. This decision will be confirmed in writing as soon as is reasonably practical following the hearing.

5.5 Appeals

Staff have the right to appeal against any formal sanction by following the College's appeal procedure. **For the full details please refer to the College's Policies and Procedures: Staff [Appeals Procedure].**

6) Disabled staff

6.1 Introduction

The Equality Act 2010 prohibits discrimination because of disability and places a duty on employers to make reasonable adjustments to working practices and premises in order to accommodate the needs of individual staff and applicants who have a disability.

The Equality Act 2010 defines the protected characteristics of disability as applying to a person who has a mental or physical impairment that has a substantial and long term adverse effect on their ability to carry out normal day-to-day activities. HODs must have an open discussion with the member of staff. If there are problems with the member of staff's performance and an underlying medical condition is identified then advice must be sought from the HR Officer who will make an OH referral. OH may suggest reasonable adjustments that could be made to the physical place of work, or the work itself.

Appeals Procedure

1) Introduction

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

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

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

2) Roles and responsibilities

- An appeal must be made in writing to the HR Advisor within 14 calendar days of the date of notification of the formal sanction/ decision. It must clearly state why the action is too severe, inappropriate or unfair
- An Appeal Review Committee will be appointed by the Council and will normally comprise the Principal or Vice-Principal (in the chair) and two Senior Members entitled to attend the Governing Body.
- The HR Officer is expected to provide advice and guidance on the application of the procedure and may attend the appeal meeting where appropriate
- A meeting of the Appeal Review Committee will be set up within a reasonable period to discuss the appeal.
- The member of staff has the right to be accompanied to the appeal meeting by a fellow worker, a trade union representative or an official employed by a trade union. They may speak on behalf of the member of staff.

3) Appeal consideration

The Appeal Review Committee will consider the following before making a decision:

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

4) Appeal decision

The Appeal Review Committee will make one of three decisions:

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

The panel's decision will be final and will be given in writing as soon as is reasonably practicable after the appeal meeting

Use of College Property

1) Introduction

This policy outlines members of staff's obligations towards any College property that they use during the course of their employment. It applies to College property that staff have:

- been given for the duration of their employment;
- been assigned for a temporary period only; and/or
- borrowed from a colleague or particular department within the College

The policy applies to permanent, part-time, temporary and casual staff. The policy covers only the use of physical property. The use of intellectual property such as College data is outside the scope of this policy.

2) Allocation of College property

On the commencement of their employment, members of staff may be given items of College property, for example:

- Hardware
- office equipment;
- keys;
- security passes;
- credit cards;
- mobile phones

3) Care of College property

Members of staff are responsible for any property belonging to the College that is under their control or in their possession and must take proper care of any such items. Members of staff must:

- take good care of College property, both when it is used in the workplace and when it is used outside the College's premises;
- ensure that College property is maintained and serviced when necessary;
- not allow College property to be used by anyone outside the College, unless he/she is suitably qualified and this has been authorised by the College in advance (for example, a professional repairs or servicing undertaking);
- not make modifications to College property (for example, upgrades to a laptop) without the prior approval in writing of the College;
- not use College property to carry out any illegal activities or activities that might bring the College into disrepute (for example using a laptop to visit inappropriate websites);
- not, by act or omission, allow College property to be lost or damaged (for example, by not securing property properly or leaving it in a public place such as on public transport); and
- not remove any College property from the College's premises without the prior approval in writing of the College.

The organisation recognises that it is inevitable that there will be some wear and tear of College property.

4) Consequences of misuse of College property

Under the College's disciplinary procedure, damage to College property can lead to disciplinary action, depending on the circumstances. Deliberate or negligent

damage to, or misuse of, the College's property may be gross misconduct, justifying summary dismissal.

5) **Security of College property**

Members of staff must take all reasonable steps to ensure the security of items of College property that have been allocated to them. This includes taking all reasonable steps to ensure that property is not misplaced or stolen, and that no one else has access to the property to enable confidential data to be accessed or copied.

For example, members of staff must ensure that:

- laptops and other devices such as palmtop/hand-held computers are not left unattended on public transport or in parked cars;
- laptops and other devices are password protected at all times; and
- other College property such as the internal documents are not left in public places or in places where they might be accessible by unauthorised individuals.

Members of staff that use, but do not remove, valuable or important items of College property such as laptops from the College's premises must ensure that the property is properly secured at the end of their day/shift. Most members of staff have access to secure [drawers at their desk/lockers]. If a member of staff does not have access to a secure area, one can be provided on request.

6) **Return of College property**

On the termination of their employment, members of staff will be required to return College property on the date specified by the College, which will normally be their last day at work. Members of staff should return all property that belongs to the College that is in their possession. Most items can be returned to the member of staff's manager.

Members of staff in possession of a laptop or other device such as a palmtop/hand-held computer should ensure that it is returned to the IT department. Members of staff should also ensure that any College documents are returned, whether hard copy or on a computer. Any documents that a member of staff has on his/her computer's desktop in the workplace or at home should be copied to a shared drive and, in the case of the home computer, should then be permanently deleted from it.

In appropriate cases, the College may contact the police about the unreturned property and/or issue civil proceedings against the member of staff for breach of contract and/or trespass to goods to the extent that any outstanding wages withheld do not cover the current market value of the property not returned.

Training and Development Policy and Procedure

1) **Policy statement**

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

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

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

2) **Scope of the policy**

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

3) **Aims of the policy**

The aims of the policy are to:

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

4) **Roles and responsibilities**

4.1 **Staff**

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

4.2 **Heads Of Department (HODs)**

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

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

4.3 Personnel

The Personnel Manager will work with the HODs to collate the individual training and development plans to produce an annual training plan for the College. They will also provide support and guidance to HODs and staff on the completion of the Workplace Discussion paperwork

5) Workplace Discussions

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

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

5.1 Timing of Workplace Discussions

Each year in January all HODs will prepare a schedule so that each member of their team is allotted a Workplace Discussion meeting with them. New staff who are still in their 6 month probationary period will be seen as normal for their probation one-to-one. Otherwise, all staff with over 6 months' service will be included on the Workplace Discussion schedule.

The Workplace Discussion meeting will normally take place over the months of February to March. The schedule will start from HOD level downwards in order that communication of College objectives can be made more effectively. It is important that these objectives are considered when discussing performance and development with each individual so that he/she remains clear about the importance of his/her work within the context of the College's objectives and that any planned development is relevant to the College's needs.

5.2 Workplace Discussion paperwork

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

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

6) Induction training

The College recognises the need to ensure that all new staff receive a planned, thorough induction to enable them to settle quickly into the College Induction Checklist. It is each HOD's responsibility to ensure that new members of staff are provided with proper induction training, on-going monitoring and coaching during their 6 month probationary period, and that the end of probation performance

review is undertaken before the end of the probationary period to enable a timely decision to be made regarding confirmation in post Probationary Review.

7) **Identification of training needs**

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

7.1 **What needs to be considered**

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

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

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

8) **Individual training expenses**

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

The College will consider financial support for costs associated with training for proficiency at work and/or career development. Subject to approval of the request in principle, the Bursar (or Domestic Bursar in their absence) will then normally approve some or all of the following expenditure in relation to the course: course fees, travelling expenses where appropriate, course materials such as books or essential equipment (which shall remain the property of Newnham 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 members of staff who are prepared to commit to Newnham College and any such training expenditure is normally dependent on the member of staff 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.

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

Leaving College Employment	Fees Pay-Back
Before completion of qualification	100%
Within 1 year of completion	100%
Between 1 and 2 years of completion	50%
More than 2 years after completion	0%

Where attendance at a course is at the insistence of the College, or a mandatory requirement of the role, the repayment of any fees by the member of staff will be waived

9) **Training Evaluation**

The benefits of training activities undertaken by staff teams or individuals should be reviewed within the relevant department following each activity. Evaluation may take place via informal feedback and at departmental meetings. However where the time and money invested by the individual and/or the College is significant, then the completion of a Post-Development Evaluation form (Appendix 2) would be recommended.

Appendix 1- Application for Development Assistance Form

(to be completed for all courses exceeding £500 which are not a mandatory requirement or at the insistence of the College)

Name	
Job Title	
Department	

1. Course/ training etc. which the applicant wishes to enrol:

Course title and venue	Days/ times of attendance	Fees and other costs

2. The College expects you to continue in employment for at least 2 years after the completion of the course. Should you not do so, the following repayment terms will come into effect:

Leaving College Employment	Fees Pay-Back
Before completion of qualification	100%
Within 1 year of completion	100%
Between 1 and 2 years of completion	50%
More than 2 years after completion	0%

Declaration

I confirm that I wish to accept the College's support to attend the course under the above conditions and agree that the College has the right to deduct any outstanding amounts under this agreement from any salary or other payments due to me on termination of my employment (as detailed above).

Signed _____ Date _____
Member of staff

Signed _____ Date _____
HOD

Appendix 2- Post- Development Evaluation

Name	
Job Title	
Department	

1. Course/ training etc. completed:

Course title and venue	Days/ times of attendance	Fees and other costs

2. What staff development objective(s) was the training course intended to support?

Please give details

3. Did the activity meet the identified development objectives **fully/ partially/ not at all**

Please give details

4. How have you applied what you have learnt?

Give specific examples

5. What impact/ benefit has the development activity had on:

- a) *Your own skills, knowledge and behaviour* b) *The team that you work in*
c) *The departments objectives*

6. What additional support or opportunities (if any) do you need from your HOD/ others to help you to further implement what you have learnt?

Please give details

Signed _____ Date _____
Member of staff

Signed _____ Date _____
HOD