UK COLLEGE
OF BUSINESS AND COMPUTING

Employee Handbook

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Audience:	Employees

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1. Welcome Message

Welcome to the UK College of Business and Computing (UKCBC or the College).

We are a people-centred institution dedicated to academic excellence, innovation, inclusion, and student success. Our employees are at the heart of everything we do, and this Employee Handbook is here to guide and support you. It introduces our values, expectations, and the ways we work together to create a positive and inspiring environment.

We are committed to building a workplace where everyone feels valued, respected, and supported to grow. We hope you find your time with us both fulfilling and rewarding, and we look forward to the contribution you will make to our community.

This Employee Handbook provides helpful information on our policies, procedures, and the benefits available to you. Please take some time to read through it, and if anything is unclear, your Line Manager will be happy to help.

The College is committed to promoting equality in line with the Equality Act 2010. We ask all colleagues to support this by treating others with fairness, dignity, and respect. Any concerns relating to inappropriate behaviour, including discrimination, harassment, or victimisation, will be taken seriously and addressed in a supportive and appropriate manner.

Smitha George
Managing Director

2. About UKCBC

2.1 Our Mission

The enduring purpose of UKCBC is to enable opportunity, cultivate confidence and develop capability through applied learning, grounded in authentic experiences for our learners.

2.2 Our Vision

To be a leading UK institution in business and computing education recognised for innovation, inclusion, and student success.

2.3 Our Core Values

The College's Core Values are:

- People First
- Integrity
- Excellence
- Inclusivity
- Collaboration
- Continuous Improvement

2.4 Employment at UKCBC

2.4.1 Employment Status

Employees may be:

- Permanent (full-time or part-time)
- Fixed term
- Casual or Sessional
- Agency Workers

All employment is governed by:

- Contract of Employment
- UK Employment Law
- The College's Policies

2.4.2 Right to Work

All employees are required by law to provide evidence of their eligibility to work in the United Kingdom. As an employer, the College has a legal obligation to comply with applicable immigration legislation and right to work requirements. Employees must therefore provide satisfactory evidence of their right to work in the UK before commencing employment and, where applicable, throughout the duration of their employment.

Where an employee is unable to provide satisfactory evidence of their eligibility to work in the UK, or where their permission to work expires and is not renewed, the College reserves the right to terminate employment in accordance with the employee's contract of employment and applicable employment legislation. Acceptable evidence of the right to work is detailed in the College's Conducting Right to Work Checks Policy.

Unless otherwise agreed in writing by the College, employees are responsible for all personal immigration-related costs associated with obtaining, maintaining, extending, or renewing their permission to work in the UK. Such costs may include, but are not limited to:

- Visa application fees;
- Visa extension or renewal fees;
- Immigration Health Surcharge (IHS);
- Biometric enrolment fees;
- Translation, certification, or document verification costs;
- Any other personal immigration application costs incurred by the employee.

Where the College agrees to pay or reimburse any immigration-related costs on behalf of an employee, the employee may be required to repay some or all of those costs in specified circumstances, including where employment terminates within an agreed period following payment. Any such repayment obligation will be set out in writing and form part of the employee's contractual terms and conditions.

Any deduction from salary relating to immigration costs will only be made where:

- The employee has provided prior written consent; or
- The deduction is otherwise permitted under the employee's contract of employment.

2.4.3 Equality, Diversity and Inclusion (EDI)

The College is committed to:

- Adhering to Equality Act 2010
- Eliminating discrimination
- Promoting diversity and inclusion
- Providing equal opportunity

We prohibit discrimination on the basis of:

- Age
- Disability
- Gender reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion or Belief
- Sex
- Sexual orientation

We encourage inclusive teaching and inclusive workplace practices, ensuring equal opportunities for all in line with the Equality Act 2010.

3. Joining UKCBC

3.1 Checks Prior to and During Employment – Right to Work in the UK

Your application for employment is an important document, and we ask that all information provided in your application form and/or CV is accurate, complete, and truthful. This helps us maintain a fair and consistent recruitment process for everyone. If any inaccuracies are identified at a later stage, these will be reviewed carefully in line with our policies, and appropriate action may be taken, which could include ending employment. We always approach such situations fairly and consider all relevant circumstances.

By law, every employer is required to verify that all new employees have the right to work in the UK. You will not be able to begin work until this has been confirmed. Unless already provided, you must submit the required original documents to the People and Culture department. Failure to do so may result in a delay to your start date or, in some cases, withdrawal of the offer of employment.

Copies of documents will be taken for your personal file, and all original documents will be returned to you. If your right to work in the UK changes at any point during your employment, you must inform the People and Culture department immediately so that appropriate steps can be taken.

On joining the College, you will also need to provide a P45 (if previously employed) or complete His Majesty's Revenue and Customs (HMRC) Starter Checklist at https://www.gov.uk/guidance/starter-checklist-for-paye. In addition, evidence of your National Insurance number will be required in order to set up payroll.

3.1.1 Employment References

All offers of employment are conditional upon the College receiving and verifying satisfactory references. The College will normally obtain a minimum of two references from previous employers or other appropriate referees, at its discretion.

References will be assessed fairly, consistently, and in the context of the requirements of the role. The College reserves the right to withdraw an offer of employment or, where employment has already commenced, take appropriate action up to and including termination of employment where a reference reveals information that:

- Indicates the individual may not be suitable for the role for which they have been appointed;
- Raises concerns regarding honesty, integrity, professional conduct, safeguarding, or compliance with regulatory requirements;
- Contradicts or materially differs from information provided during the recruitment and selection process;
- Identifies performance, capability, disciplinary, or conduct issues that would have affected the appointment decision had they been known at the time; or
- Suggests that the individual may pose a risk to students, employees, the College, its reputation, or its operations.

Before any decision is made to withdraw an offer or terminate employment based on a reference, the College will normally review the information received, consider the relevance and seriousness of the concerns raised, and, where appropriate, provide the individual with an opportunity to respond to the information.

Any action taken will be proportionate, reasonable, and consistent with the College's contractual obligations, employment policies, and applicable employment legislation.

3.1.2 Health Declaration

Before your job offer is confirmed, you may be asked to complete a Employees Medical Form to help ensure that the role is suitable for you from a health and wellbeing perspective. In some cases, a pre-employment health assessment may also be required if further information is needed. This process is in place to support you and ensure we can provide the right working environment from the outset.

We ask that all information provided is accurate and complete. If any concerns arise regarding the accuracy of information, this will be reviewed carefully and may be addressed in line with our policies.

If there are any changes to your health during your employment that may affect your ability to carry out your role safely and effectively, please do let the People and Culture department know as soon as possible. We will always aim to work with you to explore suitable adjustments to your role, duties, or working pattern where appropriate, so that we can continue to support your wellbeing at work.

3.1.3 Professional Registration

All employees who are required to maintain a professional registration to enable them to practise in their job need to ensure that the registration is kept up to date. Failure to do so would leave the employee member in statutory breach if continuing to practise and may nullify any insurance.

When you receive updated registration, please ensure that the People and Culture department has sight of the original documentation from the professional body. This is required so that records can be maintained for inspection and insurance purposes.

3.1.4 Criminal Proceedings and Convictions

All employees will have a Disclosure and Barring Service (DBS) check. This is based on a risk assessment and, where applicable, an exemption under the provisions of the Rehabilitation of Offenders legislation. This check is arranged through the People and Culture department. The College may also require updated checks from time to time.

You should bring your Disclosure certificate to the People and Culture department as soon as possible after you receive it.

A criminal conviction will not necessarily mean that you will not be able to work at the College. Each case is judged on its merits. When a Disclosure check comes back with details of a conviction, a risk assessment will be carried out. Factors such as the age of the conviction, the nature of the conviction, and the likelihood of re-offending will be considered.

During your employment, we ask that you let the College know promptly if you are charged with or convicted of any offence by informing the People and Culture department. This helps us ensure we can support you appropriately and maintain accurate records.

Where such situations arise, the College will consider the circumstances carefully and decide on any necessary steps in a fair and balanced way.

If information is not shared when required, this may need to be addressed through our formal processes, which could include further review of the matter and, where appropriate, action up to and including the end of employment.

3.1.5 Personal Details

On commencing employment, you are required to fill out various new-starter documents, which require you to provide personal details, including your address, a contact phone number, your bank or building society account details (for payroll purposes), and contact details for two people you would be happy for us to contact in the event of an emergency, e.g. if you became unwell at work. Your photograph will be required for your ID Card. During your employment, please ensure that you tell the People and Culture department immediately of any changes in your personal details, such as change of name, address, contact telephone number, emergency contacts, gain or loss of a dependant and attainment of a relationship, professional qualification or membership of a professional organisation. All personal data is stored securely and treated in line with the Data Protection Act, which requires that any personal information kept by us is up to date and accurate.

3.1.6 Equality and Diversity Monitoring

The College is proud of the diversity of its workforce and is committed to the principles of equal opportunity in its employment practices. Our aim is to ensure that no employee receives less-favourable treatment or is disadvantaged by any conditions placed upon them. These conditions must be justified as a proportionate means of achieving a legitimate aim.

Entry into employment with the College and progression within employment will be determined only by criteria that are related to the duties of a particular post and the relevant salary scale. No applicant or an employee will be treated less favourably than another because of any protected characteristic.

To enable us to monitor our equal opportunities policy, the College collects equal opportunities monitoring data on all applicants and employees. This information also helps us consider any changes that may be needed to our provision and practices. For further information, please see the Equality, Diversity and Inclusion policy.

3.2 Your ID Card

ID Cards issued through the College are to be carried by all employees on duty and, if they are not visible, (e.g. in a wallet or purse), must be produced when challenged. Lanyards and clips are available to allow cards to be worn around the neck or clipped to clothing.

3.3 Job Responsibilities

Amendments may be made to your job responsibilities from time to time in relation to our changing needs and your own ability. You will be provided with a Job Description and Person Specification for your job responsibilities and additional tasks will also be allocated by your Line Manager.

3.4 Induction, Probation and Confirmation in Post

During your first days and weeks with the College, you will participate in a structured induction programme designed to support your successful integration into the organisation and your new role. This programme will include an introduction to the College, health and safety training (including fire safety awareness and manual handling where applicable), information security and data protection requirements, and any role-specific training considered necessary. You will also be introduced to your colleagues, provided with a tour of the facilities, and supported by your Line Manager in becoming familiar with key systems, policies, procedures, and performance expectations.

All new employees are subject to a probationary period of six months. The purpose of the probationary period is to assess an employee's suitability for the role and to provide support, guidance, training, and feedback to help them achieve the required standards of performance, conduct, attendance, capability, and behaviour.

Throughout the probationary period, managers are expected to provide regular supervision, coaching, and feedback. Formal probation review meetings will normally take place at approximately three months and six months, although additional review meetings may be held where appropriate. A written record of each probation review meeting will be maintained and retained on the employee's personnel file. The documentation will normally include:

- A summary of performance against the requirements of the role;
- Attendance, conduct, and capability considerations where relevant;
- Progress against any agreed objectives or development plans;
- Areas of strength and achievement;
- Any areas requiring improvement;
- Support, training, or coaching provided or required; and
- Agreed actions and timescales.

At the end of the probationary period, one of the following outcomes will normally apply:

- Confirmation of appointment;
- Extension of the probationary period; or
- Termination of employment.

Where an employee has not yet demonstrated the required standards but there is a reasonable expectation that improvement can be achieved with additional support, the probationary period may be extended. Any extension will be confirmed in writing and will specify the reasons for the extension, the improvements required, the support that will be provided, and the review arrangements. A probationary period may be extended once only and for a maximum period of three months.

Where performance, conduct, attendance, capability, or other relevant standards remain unsatisfactory, the College may decide not to confirm the appointment and terminate employment in accordance with the employee's contractual notice provisions and applicable employment legislation.

Employees will be notified in writing of the outcome of their probation review. Where a decision is made not to confirm employment, the employee will have the right to appeal the decision. Any appeal must be submitted in writing to the Head of People and Culture (or nominated manager) within five working days of receiving the outcome letter, stating the grounds for appeal. The appeal will be heard by a manager not previously involved in the decision wherever reasonably practicable. The outcome of the appeal will be confirmed in writing and will be final.

Either the employee or the College may terminate employment during the probationary period by providing two week's written notice, unless a different notice period is specified in the contract of employment.

The College's objective throughout the probationary period is to provide employees with every reasonable opportunity to succeed and to ensure that the role is a suitable fit for both the employee and the College.

4. Hours of Work, Breaks and Flexibility

4.1 Hours and Breaks

4.1.1 Statutory Framework

The Working Time Regulations prescribe the maximum working hours and minimum rest breaks as follows:

- a limit on an employee of 48 hours of work each week (averaged over a rolling 17-week period); employees may not exceed this limit unless they have 'opted out.' See below*
- a minimum of 24 hours of uninterrupted rest break once per week (48 hours, if aged under 18 years), or 48 hours every two weeks
- a daily break of at least 20 minutes (30 minutes, if you are aged under 18) in a working day or shift of more than 6 hours (4.5 hours, if you are aged under 18); and not less than 11 hours' consecutive rest in each 24-hour period (not less than 12 hours' consecutive rest per day, if you are aged under 18).

The 48-hour weekly maximum applies to all employment, including any outside work undertaken for anyone else.

*Opting out requires written consent from you. If you wish to opt out, you should contact the People and Culture department. Opting out is only permitted in respect of a) above.

The College believes that your hours of work comply with the Working Time Regulations, but if you are at any time concerned about the number of hours you are working, you should immediately inform your Line Manager or the People and Culture department.

4.1.2 Hours of Work

Contracted Weekly Hours

Your contracted weekly hours of work are specified in your Offer of Employment and your Contract of Employment. These represent your contractual commitment to the College.

Your contract does not guarantee fixed daily start and finish times. However, it sets out the total number of hours you are required to work each week, which must be delivered in line with the needs of your role and the operational requirements of the College.

Your working time may include evenings and weekends where reasonably required to meet the needs of the College and the responsibilities of your role.

Operational Scheduling Arrangements

Day-to-day working patterns, including actual working days, start and finish times, and on-site attendance requirements, will be determined by operational needs and may be set through a rota or scheduling system. Where applicable, rotas will normally be issued in advance (typically one month), although they may be amended where required due to operational demands.

The College may reasonably vary working patterns from time to time to ensure effective service delivery. Any such changes will be communicated as early as practicable.

Timekeeping and Attendance

The College places importance on punctuality, reliability, and effective attendance management. Lateness or early departure can impact colleagues and service delivery, and employees are expected to make every reasonable effort to comply with agreed working patterns and attendance requirements.

If you expect to be late, you must inform your Line Manager as soon as possible, explain the reason for the delay, and provide your estimated time of arrival. Where appropriate, you will be expected to make up any lost time, subject to agreement with your Line Manager.

If you need to leave work during working hours due to illness or a personal emergency, you must inform your Line Manager as soon as possible and await guidance where practicable before leaving. The College will normally support such requests where there are genuine reasons, and employee wellbeing is a priority.

Unnotified absence or leaving the workplace without informing your Line Manager may need to be addressed through formal procedures in order to ensure clarity, accountability, and appropriate support.

Flexibility and Additional Hours

Due to the operational needs of the College, you may be required to work reasonable additional hours or vary your working pattern. There is no contractual entitlement to overtime payment unless explicitly agreed in writing in advance.

Any requirement to work additional hours will be managed in line with operational needs and applicable College policies.

4.2 Outside Employment or Business Activities

4.2.1 Conflict of Interest and External Activities

Your primary employment is with the College, and your duties to the College must take precedence over any other external work, roles, or professional commitments. You must not undertake any additional paid or unpaid employment, consultancy, or business activity without obtaining prior written approval from the College. The College's expectations regarding secondary employment are set out in the Conflict of Interest Policy.

External activities that require disclosure and prior approval include, but are not limited to:

- Academic consultancy or advisory work for other organisations;
- External examining, moderation, or assessment roles with other educational institutions or awarding bodies;
- Appointments or positions held within professional bodies, learned societies, or industry organisations;
- Trustee, board, or governance roles within charitable, voluntary, or commercial organisations;
- Research activity conducted outside your role with the College, including funded or commercially sponsored research.

All employees are required to declare any actual, potential, or perceived conflict of interest to ensure that all decisions and professional activities are conducted fairly, transparently, and without bias. Conflicts of interest may arise in relation to administrative, financial, personal, academic, professional, or political interests, or any situation that could reasonably be perceived to influence, or have the potential to influence, your judgement or the integrity of your work.

Declarations of interest must be made:

- At the point of appointment or engagement;
- At least annually thereafter;
- Immediately when a new conflict arises or when circumstances change; and
- At the beginning of any meeting where a relevant matter is being discussed.

Declarations may be made in writing or verbally during meetings but must be formally recorded by the College.

Where a conflict of interest is identified, appropriate steps will be taken to manage, mitigate, or remove the conflict. This may include restricting participation in decision-making, reassigning responsibilities, or other proportionate measures as deemed necessary by the College.

Where possible, conflicts should be identified in advance of any related activity, decision, or appointment. The College is committed to maintaining the highest standards of integrity, accountability, and transparency across all its operations, and expects all employees to support this by ensuring that their external activities do not compromise, or appear to compromise, their professional duties or the reputation of the College.

4.3 Job Flexibility

It is an express condition of employment that you are prepared, whenever necessary, to transfer to alternative duties, responsibilities, or departments within the College, following appropriate consultation and taking account of the employee's skills, experience, and contractual obligations.

During peak operational periods, including holiday periods or times of increased demand, you may also be required to undertake duties normally performed by colleagues to ensure continuity of service delivery and operational effectiveness.

This flexibility is an important requirement of the role and supports the College's ability to respond to changing operational needs. The nature and volume of work may vary over time, and employees are expected to work flexibly within their role to support the effective functioning of the College.

4.4 Job Mobility

Although you are normally based at a designated College site, it is a condition of your employment that you are willing, where required, to work at or transfer to any other College site within a reasonable travelling distance.

For the purposes of this Employee Handbook, a "reasonable travelling distance" will normally be defined as a journey that can be completed within approximately one hour each way using standard public transport or reasonable road travel conditions. This definition may be reviewed in line with operational requirements, local transport availability, and the nature of the role.

The College will provide reasonable notice of any permanent or temporary change in work location, except in circumstances where operational urgency requires shorter notice.

Where employees are required to travel between College sites as part of their duties, travel expenses will be reimbursed if additional travel costs incurred beyond the employee's normal commute to their designated base location.

This mobility requirement supports the effective delivery of services across all College locations and ensures operational continuity where staffing needs require deployment across sites.

4.5 Inclement Weather or Travel Arrangement Disruption

Every reasonable effort should be made to attend work in accordance with your contract. In the event that you are unable to attend work owing to inclement weather conditions and/or severe disruption to your travel arrangements, you should report your absence through the normal absence reporting procedures. Your absence will be unpaid unless you have sufficient annual leave in which case you may request to use this unless your Line Manager decides to declare it has paid day off.

4.6 Flexible Working Requests

From day one of your employment, you have the right to request flexible working in accordance with the current statutory provisions. Further information on the application process can be obtained from the Head of People and Culture.

5. Remuneration

5.1 Salary Payment

All permanent and temporary employees are paid monthly.

For all employees, the pay period runs from 21st of the previous month to the 20th of the current month. Salaries are paid on the last working day of the month.

You will receive an electronic payslip showing how the total amount of your pay has been calculated. It will also show the deductions that have been made and the reasons for them, e.g., Income Tax, National Insurance, etc.

If you begin employment after the payroll 'cut off' date (usually on or after the 20th), payment in respect of your working days that month will necessarily be held over until the next pay day.

The December payment will be made on the last working day before the 25th.

Any pay queries that you may have should be raised with the Finance department at payroll@ukcbc.ac.uk.

5.2 Basic Pay

Your salary is set out in your Contract of Employment, or as subsequently notified to you.

5.3 Payslips and Pay Queries

Each month you will receive a payslip showing your gross pay for that month and any deductions that have been made. If you have a question about your pay, please contact payroll at payroll@ukcbc.ac.uk

At the end of each tax year, all employees are given a P60, which shows your total taxable pay for the tax year and the amount of deductions for Income Tax and National Insurance. You may also be given a P11D, which shows non-salary benefits. You should keep these documents in a safe place as you may need to produce them if you need to contact HMRC.

5.4 Overpayments

If an overpayment is made to you for any reason, we will usually arrange to recover the amount from your next payment. If this may cause any difficulty, please let us know and we will be happy to agree a more manageable repayment plan with you.

We also ask that you let us know as soon as possible if you notice any overpayment. If an overpayment is not reported, this may need to be followed up through our formal processes to ensure the matter is resolved appropriately.

5.5 Deductions from Pay

The College may make deductions from your pay where permitted by law, your contract of employment, or with your prior written consent. This may apply during employment or upon termination of employment.

Deductions may include, but are not limited to:

- Outstanding salary advances or loans;
- Overpayments of salary or expenses;
- Excess holiday pay taken but not accrued;
- Costs arising from damage to or loss of College property where liability has been established in accordance with the relevant procedures;
- Agreed training or professional development costs, where repayment provisions apply;
- Any other monies lawfully owed to the College.

Recovery Process

Where the College believes that a deduction may be required, the employee will normally be informed in writing in advance. This notification will set out the reason for the proposed deduction, the amount involved, and the basis on which it is calculated.

Employee Notification and Discussion

Employees will be given the opportunity to review and discuss any proposed deduction before it is implemented. Where appropriate, the College will seek to agree a mutually acceptable repayment arrangement.

Repayment Plans

Where a deduction would cause financial hardship, the College may, at its discretion, agree a reasonable repayment plan. Such arrangements will take account of the employee's circumstances and the need to recover the debt within a reasonable timeframe.

Disputed Deductions and Appeal Process
Where an employee disputes a proposed deduction, they should raise the matter in writing to their line manager in the first instance. The College will review the issue and provide a written response.
If the matter remains unresolved, the employee may appeal the decision. The appeal will be considered by a manager not previously involved in the original decision, where reasonably practicable. The outcome of the appeal will be final.

All deductions will be made in accordance with applicable legislation, including the Employment Rights Act 1996, and will not reduce pay below the National Minimum Wage or National Living Wage, except where permitted by law.

5.6 Salary Reviews

The College undertakes periodic salary reviews to ensure that its pay structures remain fair, competitive, and aligned with organisational needs. A salary review is a review of pay levels and pay structures across the organisation and does not automatically result in a salary increase for any individual employee.

Any decision to award a salary increase is made at the sole discretion of the College. This will take into account a range of factors, including individual performance, skills, contribution, development, and role responsibilities, as well as broader considerations such as internal pay equity, external market conditions (including the London labour market), and the College's financial position.

A salary review should not be interpreted as creating any expectation, entitlement, or automatic progression to a higher salary.

For clarity, the College operates both:

- **Organisational salary reviews**, which consider overall pay structures, benchmarking, affordability, and potential adjustments to pay bands or grading frameworks across the College; and
- **Individual salary progression within bands**, which relates to movement within an employee's assigned pay range and is based on demonstrated performance, role contribution, and achievement of agreed objectives, where applicable.

Movement between salary bands is not automatic and will only occur where there is a formal review of role responsibilities, organisational need, and approval through the appropriate governance process.

All salary decisions are subject to approval and may be influenced by budgetary constraints and strategic priorities of the College.

5.7 Lateness and Absenteeism

We encourage you to attend work on time and be ready to begin your duties as scheduled. Please also follow any time-recording procedures that apply to your role, as these help us ensure smooth day-to-day operations.

If you are unable to attend work, please let your Line Manager know as soon as possible in line with the sickness reporting procedures outlined in this Employee Handbook.

If you expect to arrive late, please let your Line Manager know in advance where possible so that appropriate arrangements can be made. In situations where someone arrives more than one hour late without prior notice, it may be necessary to adjust duties for the day, which could include being asked to return home.

Where lateness or absence becomes a concern, we will always aim to address this in a supportive and constructive way. This may include discussing the situation with you and, where appropriate, reviewing it through our formal processes, which could also have an impact on pay.

5.8 Shortage of Work

In the event that the College is faced with a shortage of work, or is unable to provide you with work for any other reason, you agree that the College may temporarily:

- place you on short-time working, in which case you will be paid only for the hours worked; or
- lay you off from work, in which case you will be paid in accordance with the statutory guarantee pay provisions in force at that time; or
- designate you as a furloughed (or similar) worker, in accordance with the terms of any Government furlough (or similar) scheme in place from time to time. During such period, if required, you agree to a reduction in your hours or to cease carrying out any work for the College. For this purpose, you agree that the College may adjust your hours, salary, and benefits by an appropriate amount to reflect the needs of the business at that time and to ensure that it fully receives reimbursement of salary and benefits under the relevant scheme possible.

The entirety of this section entitled “Shortage of Work” forms part of your contractual terms and conditions.

5.9 Pension Scheme

The College has a contributory pension scheme into which you will be automatically enrolled, subject to the scheme's eligibility conditions. If you wish to increase your pension contributions at any time to enhance your retirement savings, please contact the People and Culture Department for further information and support.

5.10 Discretionary Bonus Scheme

The College offers discretionary bonus scheme based on three factors:

- Period of employment
- College’s financial performance and position,
- Special contribution made by the employee in the past year

Any bonus payment to you will be purely discretionary and will not form part of your contractual remuneration. If the College makes a bonus payment to you, it will not be obliged to make subsequent bonus payments.

The College may alter the terms of any bonus, or withdraw it altogether, at any time without prior warning.

You will not have any right to a bonus if your employment terminates for any reason, or if you are under notice of termination (whether given by you or the College) at or before the date when a bonus might otherwise have been payable.

6. Leave and Time Off

6.1 Holiday

6.1.1 Annual Leave Entitlement

The College's annual leave year runs from 1 August to 31 July.

Full-time employees are entitled to 25 days' annual leave, excluding public and bank holidays.

Part-time employees receive a pro rata entitlement to annual leave and public and bank holidays based on contracted hours, rounded up to the nearest half day. Your specific entitlement is set out in your Contract of Employment.

After two years' continuous service, you will receive an additional 2 days' annual leave, with a further 1 day added after three years' service.

Annual leave is intended to support employee wellbeing while ensuring the effective operation of the College. Employees are expected to take their leave during the relevant leave year. Carry forward of annual leave is not automatic and is only permitted in exceptional circumstances and at the discretion of the College. Normally, a maximum of five days' annual leave may be carried forward into the following leave year. Any untaken leave above this threshold will normally be forfeited.

Payment in lieu of untaken annual leave will not be made except where employment is terminated, in which case any accrued but unused statutory entitlement will be paid in accordance with applicable legislation.

Employees are expected to take annual leave at times that do not adversely affect service delivery. For teaching staff, annual leave should normally be taken during designated College closure periods and half-term breaks and will not usually be permitted during term time.

For non-teaching and professional services departments, annual leave must also be planned with due regard to business-critical operational periods, peak workload cycles, audit windows, enrolment periods, examination periods, and other key institutional deadlines. Line managers are responsible for determining and approving leave in line with operational requirements and may refuse or reschedule leave where absence would negatively impact service delivery or business continuity.

All annual leave must be approved in advance by your Line Manager, who will take into account both employee preferences and the operational needs of the College.

6.1.2 Rules Regarding the Booking of Annual Leave Days

All annual leave must be requested in advance via the College HR system (Cezanne) using the appropriate leave request process. Leave must be approved by your Line Manager before any firm travel or holiday arrangements are made. Any leave that has not been requested and approved through Cezanne will not be authorised and may be treated as unauthorised absence and therefore unpaid.

Annual leave will normally be allocated on a first-come, first-served basis, subject to the operational needs of the College. Managers will ensure that appropriate staffing levels are maintained at all times to support business continuity and service delivery.

Employees are normally expected to take at least 50% of their annual leave entitlement within the first six months of the leave year. However, employees in their probationary period will not normally be permitted to take annual leave during the first three months of employment, although leave will continue to accrue during this time.

Employees are required to provide reasonable notice when requesting annual leave. As a general rule, employees should not normally take more than two consecutive working weeks of annual leave. Any request exceeding two consecutive weeks must be submitted at least two months in advance and will be subject to operational approval.

Annual leave requests will not normally be approved during key intake periods or peak operational periods, which include times when the College is enrolling new students, delivering critical academic activities, or managing other high-demand operational cycles. These periods vary by department and role, and will be communicated by line managers.

Holiday pay will be based on normal basic salary unless otherwise stated in your Contract of Employment.

All annual leave requests are subject to managerial approval and operational requirements. The College reserves the right to refuse, withdraw, or reschedule leave where business needs require it.

In exceptional circumstances, deviations from these rules may be considered at the discretion of management, taking into account individual circumstances, departmental needs, and overall operational impact.

6.1.3 Public and Bank Holidays

Your entitlement to Public and Bank Holidays is shown in your individual Contract of Employment.

6.1.4 Joining and Leaving during the Annual Leave Year

You accrue entitlement to paid annual leave throughout the year. If you join or leave the College during the annual leave year, your leave entitlement for that year will be calculated on a pro-rata basis, rounded up to the nearest half day. Thus, if you work for six months of one year, your entitlement would be 16.5 days, irrespective of the number of Public Holidays that actually occur in that six-month period.

On leaving our employment, any leave days entitlement accrued and not taken will normally be granted as terminal leave, rather than being paid. Payment for holiday taken in excess of your entitlement will be deducted from your final salary payment.

The College offers a range of policies that reflects, and in some cases, exceeds, the range of legal rights at work.

6.1.5 Compassionate Leave

Compassionate leave may be granted to support employees during periods of serious personal difficulty, particularly in the event of bereavement or other exceptional family circumstances.

For the purposes of this Employee Handbook, immediate family is defined as: spouse, civil partner, partner (including long-term cohabiting partner), parent, stepparent, child, step-child, sibling, grandparent, grandchild, or any other person with whom the employee has a close familial or dependent relationship.

Compassionate leave is normally considered in circumstances such as:

- The death or terminal illness of a close family member
- Serious or life-threatening illness involving immediate family
- Attending or arranging a funeral
- Emergency situations requiring immediate family support or care

Requests for compassionate leave will be considered on a case-by-case basis, taking into account the individual circumstances, operational requirements, and the need for consistency and fairness across the College.

Authority to approve compassionate leave rests with the Executive Leadership Team, with advice and support from the People and Culture team where appropriate. In urgent situations, Line Managers may approve initial short-term absence, which must subsequently be confirmed by the Executive Leadership Team and recorded appropriately.

Up to five working days of paid compassionate leave may be granted in standard cases. Where additional time is required, this must be discussed with the Line Manager and escalated for the Executive Leadership Team approval. Any further approved absence will normally be granted as unpaid leave, depending on the circumstances.

All approved compassionate leave, whether paid or unpaid, must be recorded and notified to the People and Culture team for accurate record-keeping and compliance purposes.

6.1.6 Additional Annual Leave Days

The College awards additional annual leave to those with long service as follows:

- 2 years completed service - 2 additional days annual leave.
- 3 years completed service - 1 additional day annual leave.

These will automatically be added via Cezanne. These days will become available on the anniversary of your start date.

6.1.7 Additional Discretionary Annual Leave

There is no entitlement to additional discretionary leave. All requests for additional discretionary leave must be put in writing to your Line Manager. All requests will be considered on a case-by-case basis and where granted; leave will normally be unpaid.

6.2 Maternity, Paternity and Adoption Leave and Pay

You may be entitled to maternity, paternity and adoption leave and pay in accordance with the current statutory provisions. If you (or your partner) become pregnant or are notified of a match date for adoption

purposes, you should notify your Line Manager at an early stage so that your entitlements and obligations can be explained to you. Please inform your Line Manager and the People and Culture department.

Pregnant employees are entitled to take time off with full pay during working hours to receive ante-natal care. If you wish to take time off for this purpose, you are required to provide medical certification of the pregnancy and an appointment card, except for your first appointment.

6.3 Unpaid Parental Leave

Employees are eligible for Unpaid Parental Leave from day one of employment with the College. An eligible employee who is named on the child's birth or adoption certificate or has or expects to have parental responsibility for a child is entitled to take Unpaid Parental Leave to care for that child.

Unpaid Parental Leave consists of 18 weeks of unpaid leave for each child born or adopted, taken at any time up to the child's eighteenth birthday. Up to four weeks of Unpaid Parental Leave can be taken in respect of each child, each year, in blocks of one week or more. Unless the child is disabled, employees cannot take the leave in blocks of less than one week. You must give your Line Manager at least 21 days' notice of your intention to take Unpaid Parental Leave.

Unpaid Parental Leave is intended to support you in caring for your child and balancing your family responsibilities. We ask that this leave is used for its intended purpose so that it remains fair and beneficial for everyone.

If there are any concerns about how the policy is being used, these will be discussed and reviewed in line with our usual processes to ensure the matter is handled appropriately and supportively.

6.4 Shared Parental Leave

If you are entitled to take Shared Parental Leave (SPL) in respect of the current statutory provisions, you should discuss your needs with your Line Manager, who will identify your entitlements and look at the proposed leave periods dependent upon your child's/children's particular circumstances and the operational aspects of the business.

Each parent who meets the criteria for SPL qualifies separately for Statutory Shared Parental Pay (ShPP).

Unlike maternity or adoption leave, SPL can be taken in separate blocks. If you are both eligible, you may also share the leave between you.

6.5 Emergency Time Off for Dependants

You are entitled to reasonable unpaid Time Off for Dependants to attend to an unforeseen emergency relating to a dependant. Time Off for Dependants can be taken, for example, if a dependant falls ill or is injured, if care arrangements break down, or to arrange or attend a dependant's funeral. A dependant is your child (including adopted child), husband, wife or parent. It may also include someone who lives in your household or someone who reasonably relies on you, such as an elderly relative. Any time taken off must be necessary and reasonable in the particular circumstances.

The right only applies if you tell your Line Manager, as soon as reasonably practical, why you are absent and how long the absence is likely to last. In most cases, one or two days should be sufficient to deal with such an emergency or put other arrangements in place.

Your Line Manager may authorise paid or unpaid leave of absence to deal with other short-term domestic crises according to the circumstances. A 'crisis' should be regarded as something that occurs suddenly, cannot be predicted or planned for, and requires prompt attention. In some circumstances, it may be appropriate for you to work from home, depending on the nature of the illness or emergency and the work you do for the College.

Please note, dependants planned hospital admissions, school closure days, childminders' holidays, etc. should normally be covered by annual leave entitlement. In some circumstances, your Line Manager may agree that absences caused by these events may be taken as unpaid leave with lost time made up outside of your normal working hours.

6.6 Medical and Dental Appointments

In order to minimise disruption, you are asked, when possible, to make medical and dental appointments outside your normal working hours or at the beginning or end of your working day; if this is not possible, time off for these purposes may be granted at the discretion of your Line Manager and will normally be unpaid, and you should notify your Line Manager as soon as possible, giving as much notice as you can. You may also wish to book an annual leave to attend a medical or dental appointment.

6.7 Time Off for Religious Observance

If you wish to be absent from work in order to observe your faith on days other than public holidays, or non-working days, such time off should be taken, when possible, from your normal leave day entitlement and with the prior agreement with your Line Manager.

There is no automatic right to time off for religious holidays, but the College will try to ensure that religious groups are not disadvantaged when requesting a leave day at a time that is important to them. However, you should make the request giving as much notice as possible to ensure that your colleagues have not booked time off at the same time.

If you require a period of unpaid extended leave for religious reasons, please discuss this need with your Line Manager and the Head of People and Culture. Such requests will be given full consideration, but approval is subject to the needs of the College.

6.8 Time Off for Public Duties

The Employment Rights Act 1996 gives employees the right to have a reasonable amount of time off unpaid work to perform certain specified public duties, e.g. school governors. Consult UK Government website for further details.

The College will authorise all reasonable requests for time off to perform these duties, providing you have notified your Line Manager in advance of your commitments and that adequate notice has been given. A limit may be set per calendar year to perform these duties.

6.9 Jury Service

If you receive a request to serve as a juror, you should inform your Line Manager as soon as possible and show him or her the summons so that arrangements can be made to cover your absence. The Court questionnaire should be submitted to the People and Culture department for completion. In some

circumstances, it is possible to request that jury service be deferred: if your Line Manager asks you to make such an application for business reasons, please do so as quickly as possible, forwarding the letter that the People and Culture department will give you.

The College will maintain your income up to your basic pay for a period of two weeks by supplementing your juror's allowance. This allowance should be claimed from the Court, and the corresponding amount will be deducted from your net pay. The Court will issue you with a loss-of-earnings form, which you should pass on to the Finance department for completion. If you need to serve on a jury for more than two weeks, a decision will be made by the Finance department regarding the payment of your salary.

You are able to claim travel and subsistence allowances from the Court.

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

6.10 Acting as Witness in Court

If you are called to appear as a witness in Court for a case that is not connected to your employment, the College will maintain your income up to your basic pay for a maximum of three days by supplementing the Court's daily allowance. The Court will issue you with a loss of earnings form, which you should pass on to the People and Culture department for signature to enable you to claim this allowance

You are required to return to work at times when you are not needed by the Court.

6.11 Court Summons

Paid time off work will not be authorised if you are required to answer civil or criminal charges against you. All days on which you are required to attend Court, meet solicitors, etc. must be taken as annual leave, or the time must be made up by agreement with your Line Manager.

6.12 Unauthorised Absence

If you need to be away from work, please ensure this is agreed in advance with your Line Manager or reported in line with our sickness absence procedures. This helps us plan effectively and ensure continuity of work. Where an absence has not been agreed or properly reported, it may be recorded as unauthorised and may be unpaid.

We understand that situations can sometimes arise unexpectedly, so where there are concerns about absence, we will look into the circumstances and discuss these with you in a fair and supportive way. Where appropriate, this may be reviewed through our formal processes, which in some cases could lead to further action, including the possibility of ending employment.

6.13 Unpaid Leave Absence

Although unpaid leave is not encouraged, the College recognises that there may be times when you need to be away from work for some reason and you do not have sufficient annual leave. A request for unpaid leave should be made to your Line Manager, who will liaise with the People and Culture department. All requests will be considered on a discretionary basis.

7. Sickness Absence and Wellbeing

7.1 Absence Management

The College aims to manage absence in a fair and supportive way, taking into account both the wellbeing of employees and the need to ensure services run smoothly and effectively. We recognise that genuine illness or personal difficulties may occasionally make absence unavoidable, and we approach these situations with understanding.

Where absence levels give cause for concern due to their frequency, duration, or pattern, you may be invited to attend a review meeting. This provides an opportunity to discuss the circumstances openly and agree a supportive plan to help improve attendance where possible.

If attendance does not improve following this support, the matter may need to be reviewed further in line with our formal processes, which could include additional steps to help address the situation appropriately.

7.1.1 Expectations of all Employees

The College encourage all employees to take care of their health and wellbeing in order to support regular attendance at work. If you have any concerns about your fitness for work, please feel comfortable raising them with your Line Manager or the People and Culture department so that we can support you appropriately.

When you are absent due to sickness, we ask that reporting and certification procedures are followed as soon as possible and in good time, so that we can manage your absence smoothly and fairly. If these procedures are not followed, it may affect sick pay arrangements and may need to be reviewed through our formal processes.

If you are unable to attend work, please make direct contact with your Line Manager (or nominated representative) at the earliest opportunity, rather than relying on text or email alone.

During periods of absence, we may stay in touch to support your recovery and keep updated on progress and treatment. We also ask that you remain available for reasonable contact and attend any absence review meetings where required.

We appreciate your cooperation in attending return-to-work discussions, formal absence meetings where needed, and any occupational health assessments, as these help us provide the right support for your return to work.

7.2 Absence Notification and Certification Rules

7.2.1 Absence Notification

Where you are unable to attend work due to illness, injury, or any other reason that has not been previously authorised, you must notify the College as soon as reasonably practicable on the first day of absence.

Notification should normally be made by telephone to Reception at Eastgate House on 0208 518 4994. This must be done no later than 9:00 am, unless exceptional circumstances prevent this. You should leave a message for your Line Manager, clearly stating the reason for your absence and, where possible, your anticipated return date.

If your Line Manager is unavailable, you must contact the People and Culture Department directly. You should provide an indication of your expected return date and keep the College informed of any changes to this date as soon as possible.

Where telephone contact cannot reasonably be made, you must use any alternative reporting arrangements advised by the College, such as email, Teams message or other designated communication channels. In the event of a system failure or inability to access telephone services, you should use any reasonable alternative method available to ensure timely notification.

The above notification requirements apply on each day of absence unless you are covered by a medical certificate or a Statement of Fitness for Work ('fit note') issued by your GP, or where alternative arrangements have been agreed in advance with your Line Manager.

Where your absence continues for more than seven calendar days, you are required to maintain weekly contact with the College to confirm your ongoing incapacity, unless otherwise agreed. This contact should be made through the designated reporting method agreed with your Line Manager or the People and Culture Department.

7.2.2 Certificates

If you are absent due to illness or injury for seven calendar days or less (including days when you would not normally work, weekends, and public holidays), you need not produce a medical certificate unless specifically asked to do so. However, on your return to work, you must immediately complete and submit a Self-Certification absence form. This can be obtained from your Line Manager or from the People and Culture department.

If you are absent due to illness or injury for more than seven calendar days (including days when you would not normally work, weekends, and public holidays), on the eighth day you must supply a Statement of Fitness to Work from a registered General Practitioner (GP). Thereafter, any further absence must continue to be supported by Statements of Fitness to Work, which will indicate whether or not you 'may be fit for work':

- **If the Statement says that you 'may be fit for work'**, it will probably include guidance that will inform a discussion with you on whether you can return to work, despite your illness or injury. Your Line Manager and the People and Culture department will wish to consider the doctor's comments and discuss these with you. If a return to work is deemed possible, it will be necessary to agree any temporary changes to your job or hours and what support will be provided and for how long. If it is decided that the adaptations or adjustments necessary to permit a return to work cannot be accommodated, you will be advised of the reasons for this decision and you may then use the Statement as if the doctor had advised 'not fit for work'. You do not need to go back to your doctor for a new Statement to confirm this decision.
- **If the Statement says that you are 'not fit for work'**, you should refrain from work until the end date given on the 'not fit for work' Statement. If you feel able to return to work before the end of the Statement period because you recover faster than the doctor expected, you are expected to produce a new Statement supporting the revised 'not fit for work' duration before any early return unless the Statement stipulates that the GP does not wish to see you again upon its expiry.

7.2.3 Return to Work

You should notify your Line Manager as soon as you know on which day you will be returning to work, if this differs from a date of return previously notified.

If you have been suffering from an infectious or contagious disease or illness such as rubella, pneumonia, tuberculosis, chicken pox, food poisoning or hepatitis you must not report for work without clearance from your own doctor.

On return to work after any period of sickness/injury absence (including absence covered by a medical certificate), you are also required to complete a self-certification absence form and hand this to your Line Manager.

Upon returning to work after any period of sickness/injury absence, you may be required to attend a "return to work" interview to discuss the state of your health and fitness for work. Information arising from such an interview will be treated with strictest confidence.

7.2.4 Return-to-Work Interview

A Return-to-Work Interview is a short, informal meeting between an employee and their Line Manager that takes place when the employee comes back to work after a period of sickness absence. The meeting typically covers:

- A welcome back and check on the employee's wellbeing
- Confirmation of the reason for absence
- Whether the employee is fit to return and perform their duties
- Any support or adjustments that may be needed
- A brief update on work or team developments during their absence

It also serves several useful purposes, such as:

- **Supports the employee:** It shows care and concern, helping the employee feel valued and easing their transition back into work.
- **Ensures fitness for work:** It helps confirm the employee is well enough to return and identifies if any temporary adjustments are needed.
- **Identifies underlying issues:** It can highlight patterns of absence or any ongoing health or workplace concerns early on.
- **Improves attendance management:** Regular return-to-work discussions can help reduce repeated short-term absences.
- **Maintains accurate records:** It ensures absence details are properly recorded and understood.
- **Reintegration into work:** It helps the employee catch up on any updates and feel reconnected with the team.

7.3 Sick Pay

From the first day of employment, employees are entitled to up to five (5) working days of College sick pay in any rolling 12-month period, subject to provision of appropriate medical certification where required. This entitlement applies per employee and is not cumulative or carried forward.

Once this entitlement has been fully utilised within the relevant 12-month period, any further periods of sickness absence will not attract College sick pay. In such cases, employees may be eligible for Statutory Sick Pay (SSP) in accordance with applicable legislation and eligibility criteria.

Where sickness or incapacity is caused by, or results in, circumstances that give rise to compensation, damages, or settlement payments from a third party (for example, in the case of an accident attributable to another party), the College reserves the right to recover any occupational sick pay and/or statutory payments made during the period of absence.

Any such recovery will be limited to the lesser of:

- the total amount of compensation or damages received by the employee from the third party; or
- the total amount paid by the College (including SSP) in respect of the absence.

Employees are required to notify the College promptly if they pursue or receive any third-party compensation relating to an absence.

7.4 Ill Health

Long-term absences are generally those that last for 28 days or more. Research indicates that the longer an employee is absent from work through illness, the less likely it is that the employee will make a successful return. This outcome may not be in the best interests of either the employee or the College. The College will make use, as appropriate, of both occupational health advice and rehabilitation programmes to facilitate a return to work.

7.5 Disability

The term 'disabled' is defined by the Equality Act 2010 as: 'If you have a physical or mental impairment that has a substantial and long-term negative effect on your ability to do normal daily activities.'

If an employee would like to discuss, in confidence, any disability that he or she may have, or any adjustments that may be required at work, he or she should make an appointment with the People and Culture department.

7.6 General

Submission of a medical certificate or sickness self-certification absence form, although giving us the reason for your absence may not always be regarded by us as sufficient justification for accepting your absence. Sickness is just one of a number of reasons for absence and although it is understandable that if you are sick, you may need time off, continual, or repeated absence through sickness may not be acceptable to us.

In deciding whether your absence is acceptable or not we will take into account the reasons and extent of all your absences, including any absence caused by sickness/injury. We cannot operate with an excessive level of absence as all absence, for whatever reason, reduces our efficiency.

We trust that sickness or injury leave will be used appropriately and only when genuinely needed, so that we can continue to support everyone fairly. If there are any concerns about how this leave is being used, we will look into the situation and discuss it with you in a supportive and constructive way.

Where appropriate, this may be reviewed in line with our formal processes to ensure the matter is handled fairly and appropriately.

If we consider it necessary, we may ask your permission to contact your doctor and/or for you to be independently medically examined.

8. Valuing Diversity and Dignity at Work

The College recognises the nine main equality strands (protected characteristics), as recognised in UK law, giving all equal importance. These are: gender; gender reassignment; race; disability; sexual orientation; age; religion and belief; marriage and civil partnership; and pregnancy and maternity.

The College values the strength that comes with difference and the positive contribution that diversity brings to an organisation. It is in the best interests of the College and all those who work for it to ensure that the people and culture, talents and skills available throughout the community are considered when employment opportunities arise. To this end, wherever practicable, the workforce will broadly reflect the local community.

The College is committed to promoting an environment that is free from discrimination and to apply employment policies that are fair, equitable and consistent with the skills and abilities of the employees and the needs of the organisation.

Tackling discrimination and promoting diversity at work helps to attract, motivate and retain employees and enhances the College's reputation as a service provider and as an employer. Eliminating discrimination helps everyone access services and employment and develop skills.

8.1 Equality, Diversity, and Inclusion Policy

The College is committed to creating a fair, inclusive and respectful working environment in which all individuals are treated with dignity and have equal opportunity to succeed. We aim to foster a culture of inclusion and belonging, where all employees feel valued, respected, and able to contribute fully to the success of the College.

We seek to provide all employees with opportunities for a career based on ability, qualifications, suitability for the role, and potential. We actively recognise that diverse perspectives and experiences strengthen decision-making, improve innovation, and enhance organisational effectiveness.

The College will not tolerate direct or indirect discrimination against any person on the grounds of gender, gender reassignment, race, disability, sexual orientation, age, religion or belief, marriage and civil partnership, pregnancy or maternity, or any other protected characteristic. This applies across all areas of employment, including recruitment, terms and conditions, promotion, training, transfer, and termination of employment.

All employees are responsible for ensuring that their behaviour, decisions, and actions comply with this Employee Handbook and relevant legislation, and for contributing to a workplace culture that promotes psychological safety, respect, and fairness for colleagues, students, visitors, suppliers, and other stakeholders.

The College recognises its legal and moral responsibilities under equality legislation and associated codes of practice and is committed to the following principles:

- Promoting a culture of inclusion, belonging, and psychological safety, where individuals feel safe to express ideas, raise concerns, and contribute without fear of unfair treatment or reprisal.
- Ensuring that employee voice is actively encouraged, heard, and considered through formal and informal channels, including consultation processes, staff engagement mechanisms, and line management dialogue.

- Upholding the standards set out in this Employee Handbook and maintaining a respectful, supportive, and positive working environment for all.
- Ensuring that any concerns regarding behaviour or conduct are taken seriously, reviewed fairly, and addressed appropriately. Where necessary, matters may be managed through formal procedures to ensure consistency, fairness, and transparency.
- Providing employees with access to internal procedures where they believe they have experienced inequitable treatment within the scope of this Employee Handbook.
- Ensuring that managers understand their responsibilities in promoting equality, inclusion, psychological safety, and employee engagement within their teams.
- Providing flexible working opportunities wherever operationally feasible to support work-life balance and domestic responsibilities.
- Ensuring all recruitment is conducted through open and fair competition, with selection based solely on merit, capability, and role requirements.
- Providing appropriate learning and development opportunities to enable employees to perform effectively in their roles.
- Supporting employees who are disabled or who become disabled, including making reasonable adjustments wherever practicable, undertaking appropriate risk assessments, and obtaining specialist advice where required.
- Communicating and embedding this policy across the organisation through publication and ongoing awareness.

The College is committed to ensuring that equality, diversity, inclusion, belonging, and psychological safety are embedded in all aspects of its culture and operations, and that all employees have the opportunity to thrive in a fair and supportive environment.

8.2 Treating Others with Respect and Dignity

The College is committed to providing a working and learning environment that upholds the dignity, respect, and value of every individual. Every employee is appointed in recognition of their strengths and potential contribution to the growth and development of the Institution. All employees, academic and non-academic, are therefore expected to conduct themselves in a manner that promotes mutual respect, professionalism, and integrity at all times.

8.2.1 Commitment to Dignity and Respect

The working environment must always be supportive of the dignity and respect of individuals. Ill-treatment, disrespect, wilful negligence, avoidance, or any behaviour that undermines others is strictly prohibited. Employees must ensure that their individual working style, mannerisms, gestures, language, tone, and interactions are professional and not disrespectful to colleagues, students, or stakeholders.

All employees are expected to:

- Be courteous, considerate, and polite
- Treat others with respect and dignity
- Maintain appropriate communication, language, and tone
- Demonstrate decency in all interactions
- Treat others as they wish to be treated

As an educational institution, the College values individuals who demonstrate:

- Commitment to institutional and student development

- Integrity in performing responsibilities
- Objectivity in decisions and contributions
- Transparency and accountability
- Dependability and trustworthiness
- Honesty in all professional dealings

It is recognised that while people may forget words spoken, they will remember how they were treated.

8.2.2 Bullying and Harassment

The College is committed to providing a working environment free from bullying and harassment. Bullying and harassment will not be tolerated under any circumstances and may result in formal action being taken under the College's disciplinary procedures.

Harassment is defined under the Equality Act 2010 as unwanted conduct related to a relevant protected characteristic which has the purpose or effect of violating an individual's dignity, or creating an intimidating, hostile, degrading, humiliating, or offensive environment.

Bullying is defined as offensive, intimidating, malicious, or insulting behaviour, or an abuse or misuse of power that undermines, humiliates, denigrates, or injures an individual.

Bullying and harassment may occur between individuals or groups and may involve colleagues, managers, or other persons in positions of authority. Such behaviour may be obvious or subtle, but in all cases is unwelcome, unjustified, and may have a serious impact on an individual's wellbeing, confidence, and dignity.

Examples of bullying and harassment include, but are not limited to:

- Spreading malicious rumours or making derogatory comments about an individual;
- Insulting or demeaning someone verbally, in writing, or through behaviour;
- Copying unnecessary individuals into critical or humiliating communications;
- Deliberately excluding, isolating, or victimising an individual;
- Unfair treatment or inconsistent application of rules or processes;
- Overbearing supervision, micromanagement, or misuse of authority;
- Making unfounded threats regarding job security or employment status;
- Deliberately setting an individual up to fail, including through excessive workloads or unreasonable demands;
- Blocking promotion, training, or development opportunities without objective justification;
- Unwelcome sexual conduct, including inappropriate touching, sexual comments, requests for sexual favours, or displaying offensive material.

Bullying and harassment may occur in person or through any form of communication, including written correspondence, email, telephone, video conferencing, messaging platforms, or other digital systems.

The College also recognises that inappropriate behaviour may occur through digital means, including:

- Cyberbullying, including online intimidation, abuse, or exclusion;
- Social media harassment, including inappropriate posts, comments, tagging, or messaging that impacts individuals in or outside the workplace;

- Misuse of digital tools, including artificial intelligence, such as generating, distributing, or manipulating content intended to harass, embarrass, or undermine an individual.

All such behaviour is unacceptable and will be addressed promptly and appropriately in line with College procedures.

8.2.3 Reporting and Investigation

If a complaint of bullying or harassment is brought to management's attention, it will be investigated promptly, and appropriate action will be taken.

Employees who feel they have been bullied or harassed are encouraged, where appropriate, to address the matter informally by speaking directly to the individual concerned. If this approach is unsuccessful or too distressing, the matter should be reported to the Line Manager. If the complaint concerns the Line Manager, it should be escalated to their manager or to the People and Culture department.

Complaints must be submitted in writing. A meeting will be arranged, and the matter will be investigated in accordance with the College's Grievance Procedure.

Employees are advised to keep a detailed written record of incidents as soon as possible after they occur, including dates, times, locations, what happened, and any attempts made to resolve the matter.

8.2.4 Disciplinary Action

We are committed to creating a respectful, inclusive, and professional environment where everyone feels safe and supported. Behaviour such as bullying, harassment, discrimination, or serious breaches of professional conduct is not in keeping with our values, and any concerns will be taken seriously and reviewed carefully.

Where needed, these matters may be addressed through our formal processes, and in some circumstances may involve external authorities.

We encourage every employee to play a positive role in fostering a culture of dignity, respect, professionalism, and accountability, helping to create a welcoming and supportive environment for all.

9. Communication and Involvement

9.1 Internal Communications

Good communication is essential to the effective operation of the College, and employee contribution to improving internal communication is actively encouraged and welcomed.

The College recognises that it may not always be possible to communicate all information to all employees at the same time. Face-to-face communication is encouraged wherever possible; however, alternative methods including email, the College network, digital platforms, and noticeboards may also be used. Notices, vacancies, and other information of general interest will be displayed on approved channels as appropriate. No information may be displayed externally or internally without prior approval from the relevant Line Manager.

The College actively encourages employees to engage in dialogue, share ideas, and contribute to continuous improvement. Employee insights, suggestions, and feedback are considered an important part of shaping organisational development, service improvement, and decision-making.

Employees are encouraged to raise ideas or concerns initially with their Line Manager, who will act as the first point of contact for discussion, escalation, and feedback.

9.1.1 Executive Leadership Team (ELT) Meetings

The Executive Leadership Team is the College's senior decision-making body responsible for strategic leadership, governance oversight, and the delivery of approved strategic and operational plans.

- **Frequency:** Typically, fortnightly or monthly, depending on institutional requirements
- **Participation:** Executive Leadership only
- **Feedback mechanism:** Outcomes are cascaded through line management structures and internal communications channels

9.1.2 College Management Team (CMT) Meetings

The College Management Team is the principal cross-functional operational forum responsible for coordinating delivery across departments and ensuring alignment with ELT priorities.

- **Frequency:** Normally monthly
- **Participation:** Managers and departmental leads
- **Feedback mechanism:** Actions and decisions are shared with teams via line managers and internal updates

9.1.3 Operations Meetings

The Operations Meeting provides oversight of day-to-day operational delivery, including workforce planning, compliance, estates, systems, and operational risk management.

- **Frequency:** Weekly or fortnightly, depending on operational demand
- **Participation:** Operational leads and relevant managers
- **Feedback mechanism:** Issues, actions, and updates are communicated to teams and escalated where necessary

9.1.4 Town Hall Meetings

Town Hall Meetings provide an open and inclusive forum for all employees to receive updates, ask questions, and engage directly with the Executive Leadership Team.

- **Frequency:** Typically, quarterly
- Participation: All employees
- **Feedback mechanism:** Questions may be submitted in advance or live, with responses shared during or after the session

9.1.5 Employee Participation and Voice

The College provides multiple routes for employee participation, including:

- Line management discussions and one-to-one meetings
- Team and departmental meetings
- Consultation exercises during periods of change
- Working groups and project-based forums
- Town Hall Meetings and staff engagement events

9.1.6 Feedback Mechanisms

The College is committed to ensuring that employee feedback is actively encouraged, captured, and considered through a range of mechanisms, including:

- Regular one-to-one meetings with Line Managers (typically monthly)
- Structured team and departmental meetings
- Staff surveys and engagement exercises (typically annual or bi-annual)
- Formal consultation processes where applicable
- Direct feedback channels via People and Culture or the Executive Leadership Team

Feedback will be reviewed and, where appropriate, acted upon in a timely manner. The College is committed to maintaining a culture of openness, psychological safety, and continuous improvement, where employees feel confident to contribute ideas and raise concerns.

10. Your Performance and Development

10.1 Performance Review and Support

The College is committed to supporting high performance through continuous feedback, structured review, and ongoing professional development. Performance is monitored on a continuous basis throughout the year, supported by regular dialogue between employees and their Line Manager.

In addition to ongoing feedback, employees will participate in a formal annual performance review in line with the Annual Performance Management and Appraisal Policy and Procedure. This process provides an opportunity to review performance over the previous year, discuss achievements and challenges, and agree clear objectives aligned to the College's Strategic Objectives.

The annual performance review will typically include discussion of:

- Individual performance against agreed objectives and expected standards
- Progress against College and departmental priorities
- Training, development, and learning needs in line with the Learning and Development Policy
- Career development aspirations, where appropriate
- Future objectives and how these contribute to the delivery of college strategic priorities

Prior to the annual review meeting, employees will normally be asked to complete a self-appraisal form. This forms part of a two-way discussion between the employee and Line Manager and supports a fair and balanced review of performance and development needs.

In addition to the annual review, regular one-to-one meetings between employees and their Line Manager will take place throughout the year. These meetings are intended to:

- Clarify expectations and priorities
- Provide ongoing feedback and recognition
- Identify and address support or development needs
- Monitor progress against objectives
- Support problem-solving and continuous improvement

Through this approach, the College aims to ensure that performance management is constructive, forward-looking, and aligned to both individual development and organisational success.

11. Capability Procedures

11.1 Introduction

We recognise that during your employment with us your capability to carry out your duties may overtime deteriorate. This can be for a number of reasons. The most common is that the job changes over time and you may find it difficult to keep pace with those changes.

Alternatively, your circumstances may change (most commonly due to health reasons), and you may no longer be able to cope with the work.

11.2 Job Changes and Career Development

As the requirements of your role change, you may be asked to take on additional responsibilities and different tasks. Full training will be given in these circumstances and, where it is considered that your role has significantly changed, your job will be reviewed.

Promotion and advancement will be made on merit. Your experience, skills and level of performance will all be taken into account. Decisions in respect of promotion will be taken by your Head of Department in consultation with the People and Culture department, or as otherwise appropriate. All decisions relating to promotion will be made within the overall framework and principles of this Employee Handbook.

All vacancies will be published on the College website, on the main notice board and will be circulated internally by email. The College encourages employees to develop skills by applying for vacant posts. All vacancies will be filled under a transparent and fair selection procedure. Internal candidates are guaranteed an interview.

11.3 Capability Issues

During employment, an employee's ability to carry out their duties may change due to a range of factors, including changes in role requirements, skills gaps, or performance concerns.

Where capability concerns are identified, the College will take a supportive and structured approach, ensuring that expectations are clearly communicated and that the employee is given appropriate training, guidance, and supervision to help them meet the required standards.

In the first instance, capability concerns will normally be addressed informally between the employee and their Line Manager. This stage is intended to clarify expectations, identify any underlying issues, and agree appropriate support measures and timescales for improvement.

Where concerns persist, the matter may progress to a formal Performance Improvement Plan (PIP). The PIP will set out clear, measurable objectives, expected standards, support arrangements, and review milestones.

Typical Duration

A PIP will normally operate over a period of 8 to 12 weeks, depending on the nature of the role and the performance concerns identified. Shorter or longer periods may be applied where appropriate, taking into account operational requirements and the complexity of the role.

Review Stages
Progress under a PIP will be reviewed at regular intervals, which will typically include:

- An initial review meeting to confirm expectations and agree the improvement plan
- Interim review(s) during the PIP period to assess progress and provide feedback
- A final review meeting at the end of the agreed period to determine whether the required improvement has been achieved

Employees will be given reasonable opportunity to respond to feedback at each stage.

Outcomes
At the end of the PIP process, the possible outcomes may include:

- Successful achievement of required performance standards, with no further action required
- Extension of the PIP period where some progress has been made but further improvement is required
- Adjustment of duties or additional support measures, where appropriate and operationally feasible
- Progression to formal capability or disciplinary procedures where performance has not reached the required standard despite support

Appeal Arrangements
Where formal action is taken as a result of capability proceedings, the employee will have the right to appeal the decision. Appeals must be submitted in writing within the specified timeframe set out in the relevant procedure and will be reviewed by a manager who has not previously been involved in the case. The appeal outcome will be final within the College's internal procedures.

The College remains committed throughout this process to ensuring fairness, consistency, and appropriate support, with the aim of helping employees succeed in their role wherever possible.

11.4 Learning and Development

The College is committed to supporting the learning, growth, and professional development of its employees where this aligns with the operational and strategic needs of the College. Learning and development activity is intended to enhance capability, support role effectiveness, and enable the delivery of the College's objectives.

At the start of employment, employees will receive role-specific induction and training. Thereafter, further training will be provided where required to support the acquisition of new skills, changes in job responsibilities, and ongoing professional development. The College will conduct an annual training needs analysis for all employees, informed by performance review outcomes and organisational priorities.

The annual performance review process is a key mechanism for identifying development needs. Additional training requests may also arise outside of this process and should be submitted by the Head of Department to the Head of People and Culture for review and approval in line with budgetary and operational priorities.

Training and development needs arising from organisational change, restructuring, or service development will be consolidated into an annual training plan and submitted to the Executive Leadership Team for review and approval.

Training Costs and Recovery
Where the College invests in significant training or development that results in a formal qualification, certification, or substantial external training cost, employees may be required to enter into a Training Agreement setting out the terms of cost recovery.

Cost recovery will only apply where:

- The training cost exceeds a defined threshold (as set out in the Training Agreement or associated policy);
- The training leads to a recognised qualification, certification, or significant transferable skill;
- The employee voluntarily leaves employment or is dismissed for misconduct or performance reasons within the defined recovery period; and
- The training has been fully or partially funded by the College.

Sliding Repayment Scale
Where repayment applies, a sliding scale will normally be used based on length of service following completion of the training:

- 100% repayable if leaving within 0–12 months of completion
- 75% repayable if leaving within 12–24 months
- 50% repayable if leaving within 24–36 months
- 25% repayable if leaving within 36–48 months
- No repayment required after the agreed retention period (typically 48 months)

The exact repayment period and scale may vary depending on the nature and cost of the training and will be confirmed in the Training Agreement.

Time Limits for Recovery
Any repayment obligations will normally apply for a maximum period of four years from the date of completion of the training, unless otherwise explicitly agreed in writing in advance.

Circumstances Where Recovery Applies
Recovery of training costs may apply in the following circumstances:

- Voluntary resignation within the agreed repayment period
- Dismissal due to misconduct
- Dismissal due to unsatisfactory performance where the training was a material investment in role capability
- Failure to complete agreed training requirements where costs have already been incurred by the College

No recovery will apply where employment ends due to redundancy, ill-health retirement, or other circumstances where the College determines it would be unreasonable to enforce repayment.

All recovery arrangements will be applied fairly, transparently, and in accordance with applicable employment legislation, ensuring deductions do not reduce pay below statutory minimum requirements.

11.5 Support for Professional Qualifications

The College believes in helping you to develop your career by providing you with assistance and support to obtain appropriate professional qualifications. Further information is available from the People and Culture department.

11.6 Personal Circumstances and/or Health Issues

Personal circumstances may arise which do not prevent you from attending for work, but which prevent you from carrying out your normal duties (e.g., a lack of dexterity or general ill health). If such a situation arises, we will normally need to have details of your medical diagnosis and prognosis so that we have the benefit of expert advice. Under normal circumstances this can be most easily obtained by asking your own doctor for a medical report. Your permission is needed before we can obtain such a report and we will expect you to co-operate in this matter should the need arise. When we have obtained as much information as possible regarding your condition and after consultation with you, a decision will be made about your future employment with us in your current role or, where circumstances permit, in a more suitable role.

There may also be personal circumstances which prevent you from attending work, either for a prolonged period(s) or for frequent short absences. Under these circumstances we will need to know when we can expect your attendance record to reach an acceptable level. This may again mean asking your own doctor for a medical report or by making whatever investigations are appropriate in the circumstances. When we have obtained as much information as possible regarding your condition, and after consultation with you, a decision will be made about your future employment with us in your current role or, where circumstances permit, in a more suitable role.

11.7 Short Service Employees

The College may apply the capability procedures with some flexibility, taking into account your length of service and the circumstances of the case. Where an employee has shorter service, the process may be adjusted accordingly. However, you will always be given the opportunity to attend a hearing to discuss any concerns, and you will also have the right to appeal any decision made.

12. Health, Safety and the Environment

12.1 Health and Safety Policy

You should make yourself familiar with our Health and Safety Policy and your own health and safety duties and responsibilities, as shown separately.

You must not take any action/s that could threaten the health or safety of yourself, other employees, customers, or members of the public.

Protective clothing and other equipment which may be issued for your protection because of the nature of your job must be worn and used at all appropriate times. Failure to do so could be a contravention of your health and safety responsibilities. Once issued, this protective wear or equipment is your responsibility.

You should report all accidents and injuries at work, no matter how minor, in the accident book.

You must ensure that you are aware of our fire and evacuation procedures and the action you should take in the event of such an emergency.

12.2 Emergency Procedures

12.2.1 Fire and Emergency Procedures

The site is divided into a number of fire alarm zones.

If you hear a fire bell sound continuously, the local evacuation procedure must be followed.

If you discover fire or smoke, you should ALWAYS raise the alarm without delay.

Always ensure that you are familiar with the area that you are in, the alarm call points, and the fire escape routes.

12.3 Accident Reporting and First Aid Arrangements

If you have an accident or are taken ill while at work, you should inform your Line Manager as soon as possible. A list of current First Aiders is displayed in Reception on the Ground Floor.

All accidents at work, no matter how minor, should be recorded on an Incident Report Form. The completed form should then be passed to the People and Culture department for processing by logging it in the Accident and Incident Log.

If you are given assistance by a First Aider because of an accident at work, the First Aider will be required to complete the Incident Report Form.

12.4 General Housekeeping and Use of Resources

Personal and general work areas must be kept clean and tidy at all times.

Wherever possible, the College seeks to minimise waste of resources and equipment. You are asked to take care to avoid unnecessary or extravagant use of services, time, materials and equipment.

12.5 Hygiene in the Workplace

Cold and flu viruses are spread when you breathe in droplets that are coughed or sneezed out by an infected person. You can also catch a cold or flu by touching an infected object or surface and then touching your eyes and nose. All employees are expected to follow the NHS guidance at

Common cold – NHS and at Flu – NHS to protect yourself and others against colds and flu by:

- coughing or sneezing into a tissue
- throwing used tissues away as soon as possible
- washing your hands frequently with warm water and soap
- having a flu jab every year if you are in an at-risk group.

Any exposed cut or burn must be covered with a first-aid dressing.

If you are suffering from an infectious or contagious disease or illness, such as rubella or hepatitis, you must not report for work without clearance from your own doctor.

Contact with any person suffering from an infectious or contagious disease must be reported to your Line Manager and the People and Culture department before commencing work.

12.6 Manual Handling

All reasonable effort is made to limit the need for manual handling within the College. However, you are required, in accordance with the Manual Handling Operations Regulations 1992, to advise us of any condition which may make you more vulnerable to injury as employees are expected to take sensible precautions to protect themselves, as set out below.

Wherever possible, design your workload to minimise any manual handling, for example, by keeping heavy files and breakable items on the middle and lower shelves, placing the most frequently used files and books closest to your workstation, splitting loads before lifting them, and making use of any trolleys that are available for conveying goods.

You should always take care when lifting heavy loads and obtain help, if necessary, especially with computers or heavy stationery. When carrying files or boxes, make sure that you can see where you are going, particularly if moving up or down stairs.

The following sections give guidelines that should always be followed when lifting or when pushing or pulling.

12.6.1 Lifting

- Before lifting the object, check that there are no sharp or rough parts sticking out.
- Place your feet slightly apart to give a comfortable stance.
- Keeping your feet flat on the floor, squat down, keeping your back straight.
- Take a firm grip of the object and, keeping it as near as possible to the body, stand up using your legs to do the work.
- If the object feels too heavy, or is awkward to manage on your own, do not attempt to lift it; instead, get assistance.

12.6.2 Pushing and Pulling

Pushing is much easier than pulling.

- Remain upright at all times, keeping your spine straight.
- Put your hands straight out in front of you and grasp the object firmly.
- Depending on the direction, lean backwards or forwards, transferring the weight to the most backward or forward foot.

You will be provided with information and training on safe manual handling as part of your induction.

12.7 Display Screen Equipment

If you use display screen equipment (DSE), such as a computer screen, and normally use it for a significant part of your average working day, you must advise your Line Manager as soon as possible of any problems with:

- clarity of image, flickering, brightness and contrast
- glare and reflections
- swivel and tilt of the screen
- comfort of the keyboard
- comfort of the workstation
- comfort of your seating arrangement

- aches, pains and vision.

12.8 Refreshment Making Facilities

We provide refreshment-making facilities for your use and kindly ask that these areas are kept clean and tidy for everyone to enjoy.

To help maintain a pleasant and professional working environment, we encourage all food to be consumed in the designated areas. Drinks should also be enjoyed in these areas, although water is permitted at your desk.

12.9 Employees Room

We provide employees room for your use, which must be kept clean and tidy at all times.

12.10 Alcohol and Drugs Policy

Under legislation, the College as your employer, have a duty to ensure so far as is reasonably practicable, the health and safety and welfare at work of all our employees and similarly you have a responsibility to yourself and your colleagues. The use of alcohol and drugs may impair the safe and efficient running of the business and/or the health and safety of our employees.

We are committed to maintaining a safe, healthy, and supportive working environment for everyone. If performance or attendance at work is affected by alcohol or drugs, or if there are concerns relating to drug-related activity or behaviour, we will look into the situation carefully and sensitively.

Where needed, this will be discussed with you and addressed through our formal processes in a fair and supportive way, which in some cases could lead to further action, including the possibility of ending employment depending on the circumstances.

12.11 Fitness for Work

We are committed to ensuring a safe working environment for everyone. If you arrive at work and there are concerns that you may not be fit to carry out your duties safely, we may need to act in line with our duty of care to you and others.

In such situations, we may ask you to leave work for the remainder of the day, with or without pay depending on the circumstances, to ensure your wellbeing and the safety of others is protected. Where appropriate, the matter may be discussed with you and reviewed through our formal processes in a fair and supportive way.

12.12 No Smoking Policy

Smoking anywhere on or immediately outside the front of the College grounds is strictly prohibited. Smoking is only permitted during authorised breaks away from the College in the designated area. This policy extends to the use of electronic cigarettes.

12.13 New and Expectant Mothers

Employees should inform their manager if they are pregnant, have given birth in the previous six months or are breastfeeding so that the College can undertake a risk assessment of the work and the workplace. The notification should be given in writing, as early as possible.

While there are no legal requirements on employees to inform their employers that they are pregnant or a new mother, employees should bear in mind that their employer is not required to take any specific action until written notification has been provided.

12.14 Environmental Policy

The College is committed to working in a sustainable way, complying fully with environmental legislation and officially approved codes of practice.

Employees can assist the College in a sustainable way by:

- saving energy by switching off lights and computers at night
- conserving water by turning off taps
- choosing environmentally friendly means to travel to work.

13. Safeguards

13.1 Rights of Search

While the College does not have a contractual right to search employees or their personal property (including vehicles) on our premises or during college business, we may, in certain circumstances, request your cooperation if a search is considered necessary. We greatly appreciate your support in helping us maintain a safe and secure environment for everyone.

Where possible, any search will be carried out respectfully and in the presence of a colleague of your choice who is available at the time. This approach also applies to any follow-up discussions or clarification that may be needed.

In situations where it is appropriate, the College may involve the police to ensure that matters are handled properly and in line with the law.

14. Information and Confidentiality

14.1 Expectations of Confidentiality

The College holds confidential information on all employees, students, and Visiting Lecturers. All employees, students, and Visiting Lecturers of the College have a right to confidentiality in their private affairs and to their personal information being handled properly and not disclosed irresponsibly or unnecessarily. If you have access to confidential information, you must ensure that confidentiality is maintained at all times.

All information that:

- is or has been acquired by you during, or in the course of your employment, or has otherwise been acquired by you in confidence;
- relates particularly to our business, or that of other persons or bodies with whom we have dealings of any sort; and
- has not been made public by, or with our authority;

Shall be confidential, and (save in the course of our 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 our prior written consent.

You are to exercise reasonable care to keep safe all documentary or other material containing confidential information and shall at the time of termination of your employment with us, or at any other time upon demand, return to us any such material in your possession.

You must make yourself aware of our policies on data protection in relation to personal data and ensure compliance with them at all times.

14.2 Data Protection

For the purposes of administration, the College holds and processes your personal data. Data relating to you will be held for the duration of your employment or for such longer period as may be necessary to enable the College to answer any question relating to your employment.

The Data Protection legislation protects individuals from having their personal data disclosed without permission and from inaccurate information on them being held. The College holds personal data on all employees (for example, personnel and payroll records) and employees may come into contact with the personal data of other people in the course of their work (for example, student records).

There are six data protection principles to which you must adhere when dealing with personal data. Data must be:

- processed (i.e. collected, handled, stored, disclosed and destroyed) fairly, lawfully and transparently;
- processed only for specified, explicit and legitimate purposes;
- adequate, relevant and limited to what is necessary;
- accurate (and rectified if inaccurate);
- not kept for longer than necessary;
- processed securely.

You will be expected to assist the College to comply with its obligations under the Data Protection Act when dealing with all data, including manual data and computerised data.

You should only access, use, update, or copy information in the College's records where this is necessary for you to carry out your role and where you are authorised to do so. This helps ensure that information is handled correctly, securely, and in line with the College's legal and professional responsibilities.

It is important that all information is used appropriately so that the College continues to meet its obligations under relevant legislation. If there are any concerns about how information has been accessed or used, these will be reviewed carefully and addressed in line with our formal processes to ensure a fair and consistent approach.

In accepting employment with the College, you give consent to the College to process such data on you as is essential for processing your pay, record keeping and administrative procedures.

If you have any concerns over the requirements of the Data Protection Act, or over the handling of your own or another person's personal data, please discuss them with your Line Manager.

The Data Protection and Confidentiality Policy is available on the College website.

15. Information Technology

15.1 Email and Internet Policy

The purpose of this policy is to provide a clear framework to ensure the appropriate, secure and lawful use of the College's computing, email, internet and communication systems. These systems are essential to the College's professional, academic and administrative activities and provide access to national and international resources.

This policy is designed to:

- Ensure maximum appropriate use of facilities;
- Protect employees, students and the College from legal and security risks;
- Safeguard confidential and personal data;
- Ensure compliance with relevant legislation, including the Data Protection Act, Freedom of Information legislation, employment law, and other regulatory requirements.

We ask that everyone follows this policy to help maintain a fair, safe, and consistent working environment. If there are any concerns about compliance, these will be reviewed carefully and handled in line with our formal processes to ensure a fair and appropriate outcome for all involved.

15.2 Use of College Information Technology Facilities

15.2.1 General Use

The College provides computing facilities for legitimate business and professional purposes.

Reasonable personal use is permitted provided that it:

- Does not interfere with your duties;
- Does not adversely affect the work of others;
- Has minimal impact on college resources;
- Does not cause damage to systems or networks.

College IT facilities must not be used:

- For private financial gain or unauthorised commercial purposes;
- In any way that breaches legislation, College policies, or accepted standards;
- In a manner that causes difficulty, distress, or offence to others.

You must not:

- Install software without approval from the Head of IT;
- Reconfigure equipment without authorisation;
- Attempt to disable or compromise system security.

15.3 Internet Usage

15.3.1 Acceptable Use

Authorised employees are encouraged to use the Internet for legitimate professional purposes.

Occasional personal use is permitted outside normal working hours or during breaks, provided it:

- Does not adversely affect work performance;
- Has minimal impact on college resources;
- Complies with all College standards and policies.

When publishing material in the College name:

- Content must be relevant to professional duties;
- Copyright and intellectual property rights must be respected;
- Personal views must include a clear disclaimer.

15.3.2 Unacceptable Use

The College will not tolerate use of the Internet for:

- Accessing, posting or downloading offensive or pornographic material;
- Accessing material contrary to legislation or College policies;
- On-line gambling;
- Hacking or attempting unauthorised access to systems;
- Introducing viruses or malicious software;
- Breaching copyright or intellectual property rights;
- Activities that may constitute criminal offences.

We encourage everyone to act in line with this policy to help maintain a safe, respectful, and compliant environment. If concerns arise, they will be reviewed carefully and appropriately addressed in accordance with our formal processes, and where necessary, may also be referred to the relevant external authorities.

15.4 Email Usage

15.4.1 Authorised Use

The College email system exists to support legitimate College business.

Employees must:

- Comply with College communication standards;
- Send emails only to relevant recipients;
- Avoid abusive, defamatory, or “flame” emails;
- Avoid using email as a substitute for face-to-face or telephone communication where inappropriate;
- Take the same care composing emails as formal letters;
- Protect confidential information;
- Understand that emails may form legally binding contracts;
- Be aware that emails may be disclosed under the Freedom of Information Act, Data Protection Act, or in legal proceedings.

Personal emails:

- Must be minimal in impact;
- Should include “Personal” in the subject line where appropriate;
- Must not use College signature blocks.

The College cannot guarantee that communications will not be accessed illicitly.

15.4.2 Prohibited Email Use

The following are strictly prohibited:

- Bullying, harassment, discriminatory or defamatory messages;
- Chain letters, jokes, cartoons, or social invitations;
- Pornographic content;
- Transmission of copyrighted software or materials without permission;
- Disclosure of confidential information;
- Online gambling.

15.5 Social Media and Social Networking

The College adopts a common-sense approach to social media use (e.g. Twitter/X, Facebook, LinkedIn, YouTube).

15.5.1 Key Principles:

- Personal use is permitted only during breaks;
- Use must not interfere with work duties;
- Your profile must not include the College's name;
- Work-related matters must not be posted at any time;
- You must not identify students, relatives, or colleagues in a way that could adversely affect them or the College.

Social media communications must not:

- Bring the College into disrepute;
- Breach confidentiality;
- Breach copyright;
- Be discriminatory, bullying or harassing.

We ask all employees to follow this policy to help maintain a fair and supportive working environment. If any concerns arise, they will be reviewed carefully and handled in line with our formal processes to ensure a fair and appropriate outcome for everyone involved.

15.6 Professional Boundaries

Employees must maintain clear professional boundaries in all communications.

- Communication with students must follow professional protocols.
- Personal phone numbers or private email addresses must not be shared with students.
- We encourage all employees to maintain clear and appropriate professional boundaries when communicating with individuals under 18, in line with safeguarding expectations. If any concerns arise regarding communication, these will be reviewed carefully and addressed through our formal safeguarding and People and Culture processes to ensure a fair, supportive, and appropriate outcome.

Employees must ensure that their conduct, including online activity, does not bring the College into disrepute.

15.7 Security and Protection of Information

All employees are responsible for protecting confidential and personal information.

You must:

- Use strong passwords and safeguard access codes;
- Never disclose passwords;
- Log out or lock screens when away from your workstation;
- Ensure confidential material is not left visible;
- Seek IT advice before storing sensitive information on systems;
- Use encryption where appropriate;
- Follow up-to-date guidance on preventing viruses and malware.

Confidentiality standards for electronic information must match those for paper records.

Concerns about data protection must be reported to the Academic Registrar (Designated Data Protection Officer).

15.8 Monitoring and Investigation

The College reserves the right to monitor:

- Email activity
- Internet usage
- Network traffic
- System log files
- Files stored on college systems.

Monitoring may occur:

- As part of routine security procedures
- To ensure compliance with policy
- To comply with legislation
- Where misuse is suspected.

Investigations will be conducted in a controlled and lawful manner. Access to files will normally require consent but may occur without consent where:

- Urgent operational access is required; or
- There is prima facie evidence of serious misconduct and risk of evidence destruction.

Information obtained through monitoring may be reviewed as part of our normal processes where appropriate. This helps ensure that matters are handled fairly, consistently, and in line with the College's policies and procedures.

15.9 Prevent Duty

The College supports the Government's Prevent strategy, which aims to safeguard individuals from extremism and radicalisation.

Employees must:

- Be aware of signs of vulnerability to radicalisation
- Understand how to report concerns
- Promote fundamental British values
- Provide safe spaces for discussion while challenging extremist views.

Prevent forms part of the College's wider safeguarding responsibilities.

15.10 Cameras, Audio and Recording Devices

Personal cameras or recording devices must not be brought into the workplace or used during college activities.

College-issued equipment:

- Must be authorised and recorded
- Must remain on premises
- Must be securely stored when not in use.

We are committed to protecting the privacy and safeguarding of children at all times. Any photographs or information relating to children must remain securely within the premises and must not be removed without proper authorisation.

If there are any concerns about the handling of such materials, these will be taken seriously and reviewed carefully in line with our safeguarding procedures and formal processes, to ensure a safe and responsible outcome for all involved.

15.11 Close Circuit Television

Close Circuit Television (CCTV) operates on college premises for:

- Crime prevention
- Safety of employees and students.

Footage may be monitored and recorded and may be used:

- CCTV footage may be monitored and recorded to help maintain a safe and secure environment for everyone.
- Where necessary and appropriate, it may also be used as part of internal reviews or formal processes, or in connection with legal proceedings.

All personal data obtained will be processed in accordance with data protection legislation.

15.12 Keyholding and Security

Allocated keyholders must:

- Follow all security procedures
- Safeguard keys and alarm codes
- Not share access details without authorisation
- Report loss or theft immediately.

We ask all employees to follow this requirement to help protect the College property and ensure a fair and safe working environment. If any concerns arise, they will be reviewed carefully and addressed in line with our formal processes. Where appropriate, this may also include the recovery of costs for any loss or damage.

15.13 Inventions and Discoveries

An invention or discovery will belong to the College if it is made:

- In the course of normal duties where an invention might reasonably be expected
- During specifically assigned duties where an invention might be expected
- Where there is a special obligation to further the College's interests.

Employees may be liable to reimburse the College for losses resulting from negligence, failure to follow procedures, or unsatisfactory standards of work.

15.14 Breaches of Policy

We ask all employees to use the College's computing facilities responsibly and in line with this policy, to help maintain a safe and secure working environment. If any concerns arise regarding misuse, security, or compliance, these will be reviewed carefully and addressed through our formal processes to ensure a fair and consistent approach. In some cases, matters may also need to be referred to the relevant external authorities where required.

16. Standards of Conduct

The College is committed to maintaining a pleasant, safe, efficient, and professional environment for studying, and working within the institution. All employees play a crucial role in achieving this aim. The College encourages the highest professional and ethical standards and requires employees to act with responsibility, integrity, courtesy, honesty, and fairness in all dealings.

Employees are expected to work collaboratively for the overall wellbeing of the College, to protect the dignity of colleagues and students, and to comply at all times with college rules, policies, and procedures, including those relating to financial regulations, anti-bribery, IT usage, equal opportunities, harassment, health and safety, and welfare. We ask all employees to follow the College's rules to help maintain a positive and well-managed working environment. If any concerns arise, they will be reviewed carefully and addressed in line with our formal procedures to ensure a fair and appropriate outcome for everyone involved.

16.1 General Expectations

All employees must:

- Be clean, neat, and tidy at all times
- Act politely, reasonably, and professionally towards colleagues, students, visitors, and the public
- Demonstrate maturity, integrity, and thoughtfulness in conduct
- Be punctual and diligent in carrying out duties
- Devote full working time, attention, and abilities to college business during working hours
- Use College resources responsibly and promote economy, efficiency, and effectiveness.

Employees must not:

- Be under the influence of alcohol or drugs while at work
- Consume alcohol at work unless expressly authorised in advance (e.g., approved events)
- Borrow College equipment without prior consent from your Line Manager
- Undertake private work on college premises or during working hours without permission
- Engage in activities that damage the College's reputation

The College accepts no liability for loss or damage to personal property brought onto the premises. Employees are advised not to bring valuable items to work or leave them overnight.

16.2 Anti-Bribery and Gifts

Employees must not imply that they may be influenced by gifts, hospitality, or inducements while acting in an official capacity. As a general rule, gifts should be declined.

Under the Bribery Act 2010, it is an offence to offer, promise, give, or receive a bribe. Accordingly:

- No personal gifts, hospitality, or entertainment may be accepted from suppliers, clients, or prospective suppliers without prior approval.
- Any offer of gifts or hospitality must be declared.
- Gifts exceeding £25 in value must be reported and recorded in the Register of Interests.

We ask all employees to act with honesty and integrity at all times and to avoid offering or accepting any form of bribe. If any concerns arise in this area, they will be reviewed carefully and addressed through our formal processes to ensure the matter is handled fairly, appropriately, and in line with legal requirements.

16.3 Wastage and Care of Property

The College operates a policy of minimum waste to ensure cost-effective and efficient operations. Employees are expected to:

- Handle machines, equipment, and stock with care
- Turn off unnecessary lighting and heating
- Keep doors closed where appropriate
- Seek alternative tasks if work has paused
- Resume duties promptly after arrival and breaks

Employees may be held financially liable for:

- Damage caused through carelessness, negligence, or deliberate vandalism
- Loss resulting from failure to follow procedures or unsatisfactory standards of work

The College reserves the contractual right to recover such costs, including deductions from pay where applicable.

16.4 Professional Appearance

Tattoos and piercings should be discreet in recognition of their impact on students and visitors. Religious piercings are respected. For health and safety reasons, piercings or studs must be small and not present a risk.

16.5 Conduct with Students

Employees must always maintain appropriate professional boundaries:

- Physical striking of students is strictly prohibited.
- Restraint may only be used where necessary to protect a student or prevent harm to others.
- Abusive, derogatory language, or unnecessary shouting is unacceptable.
- Confrontational behaviour should be avoided.

16.6 Housekeeping and Facilities

Work areas must be kept clean and tidy for safety and presentation purposes.

Kitchen and shared facilities must also be maintained in a clean and hygienic condition. Employees are responsible for cleaning their own crockery and utensils. Food waste that may block drains must not be disposed of in sinks.

Food must be consumed only in designated canteen areas. Drinks may be consumed at desks only if kept in secure bottles or containers to prevent damage to documents or equipment.

16.7 Complaints Handling

Complaints from students, parents, or guardians should initially be addressed informally by the employee's member concerned to encourage swift resolution. If unresolved, the formal complaints procedure must be followed.

Complaints from members of the public who are not parents or guardians should be referred to the Line Manager.

16.8 Unsatisfactory Conduct and Misconduct

The College aim to create a respectful, safe, and professional working environment for everyone. To support this, we encourage all employees to follow College policies and maintain high standards of conduct.

If any concerns arise, they will be reviewed carefully and addressed in a fair and supportive manner in line with our formal processes. Examples of behaviours that may require further review include (but are not limited to):

- Behaving in a way that may be perceived as discourteous, disrespectful, or inappropriate
- Not following reasonable instructions or established College procedures
- Inappropriate use of email, internet, or social media
- Accidental or avoidable damage to College property
- Ongoing lateness or absence without appropriate communication
- Not meeting expected standards of work
- Smoking inside College premises or outside designated areas
- Alcohol consumption that may impact work performance

Our focus is always on supporting employees to meet expectations and maintaining a positive and collaborative working environment.

16.9 Serious Misconduct

If a concern arises regarding conduct and, following a review, it is found that the matter is particularly serious or has had a significant impact on our operations or reputation, a final written warning may be considered as an initial outcome.

In some situations that may initially appear to be more serious, if there are mitigating circumstances identified during the review, the matter may be addressed with a final written warning rather than more severe action.

In all cases, our approach is to consider each situation carefully and fairly, taking into account the circumstances and supporting a constructive and appropriate outcome.

16.10 Gross Misconduct

The College is committed to maintaining a safe, respectful, and professional environment for everyone. In cases where very serious concerns arise, these may be considered under our most formal processes and could lead to significant outcomes, depending on the circumstances.

Examples of conduct that would be viewed as particularly serious include:

- Theft or fraud
- Physical violence or bullying
- Deliberate damage to property
- Intentional acts of unlawful discrimination or harassment
- Possession of, or being under the influence of, drugs at work
    - For this purpose, “drugs” includes both illegal substances and other psychoactive (mind-altering) substances, whether legal or not
- Breaches of health and safety rules that could endanger others or cause serious harm

These examples are provided as a guide and are not exhaustive. Each situation will be considered carefully and fairly, with the aim of ensuring a safe and supportive environment for all.

16.11 Precautionary Paid Suspension

The College may suspend an employee on full pay while investigating allegations of serious misconduct, where relationships have broken down, where property or safety may be at risk, or where continued presence may hinder an investigation. Suspension is without prejudice and will last no longer than necessary. Conditions, including restricted access to premises, may apply.

16.12 Mutual Trust and Confidence

The College recognises the mutual obligation of trust and confidence inherent in the employment relationship and will not act in a manner intended to destroy that relationship. Employees are expected to uphold the same standard in return.

These standards ensure that the College remains a respectful, safe, efficient, and reputable educational environment for all members of its community.

17. Miscellaneous Policies and Procedures

17.1 Use of Telephones and Mobile Phones

You should discourage your friends and relatives from either calling on you in person or by telephone except in an emergency. Incoming and outgoing personal telephone calls are allowed only in the case of emergency or with the prior permission of your Line Manager.

It is illegal to use a mobile phone without a hands-free set whilst driving. It is our policy that you should not use any mobile phone whilst driving without a hands-free set. You should pull over to the side of the road in an appropriate place before making or receiving any telephone calls. In the event of being unable to pick up a call because you cannot find a safe place to park, you must return the call as soon as conveniently possible.

17.2 Parking

Where parking facilities have been made available to you on our premises you must ensure that you observe all of our traffic requirements e.g., speed limits, etc. To avoid congestion, all vehicles must be parked only in the designated parking areas. No liability is accepted for damage to private vehicles; however, it may be caused.

17.3 Relationships

Personal relationship between employees' members and students or other clients related to the college activities are strictly discouraged and immediate action will be taken against that particular employee's member if any such incident or act is revealed. The instances where such a relationship develops or seems likely to develop, the member of employees is advised to discuss the matter with the Line Manager.

Mutual respect between the employees' members are essential to have an ethical way of working, but close personal relationship between the members can damage this respect because of which the personal relationships are strictly discouraged. It has to be noted that one must not use his/her position to encourage a personal relationship to develop in return for personal favours.

Appropriate boundaries should be clearly established within your department and when working with colleagues in other departments. These boundaries should be consistently maintained during working hours to support a professional and respectful environment. Where this is not followed, alternative working arrangements may be introduced by management to ensure alignment with this policy.

17.4 Statements to the Media

Any statements to reporters from newspapers, radio, television, etc. in relation to the College will be given only by a member of the Executive Leadership Team or someone acting on their authority.

17.5 College Property and Copyright

All written material, whether held on paper, electronically or magnetically which was made or acquired by you during the course of your employment with us, is our property and, where appropriate, our copyright. At the time of termination of your employment with us, or at any other time upon demand, you shall return to us any such material in your possession.

17.6 Virus Protection Procedures

In order to prevent the introduction of virus contamination into the software system the following must be observed:

- unauthorised software including public domain software, magazine cover disks/CDs or Internet/World Wide Web downloads must not be used; and
- all software must be virus checked using standard testing procedures before being used.

17.7 Use of Computer Equipment

To help keep the College's computer systems secure and running smoothly, we ask all employees to follow these guidelines:

- Any new software should be checked and approved by your Line Manager, in consultation with the Head of Information Technology, before it is used more widely
- Access to the College's computer equipment should be limited to authorised employees
- Only approved software should be installed and used on college equipment
- Software should be used for legitimate business purposes
- No software should be brought onto or taken from the College's premises without prior approval
- Access to computer systems should always be in line with authorised permissions
- College equipment and software should be used responsibly and not copied or removed without permission

If any concerns arise regarding the use of computer systems or equipment, these will be reviewed carefully and addressed through our formal processes to ensure a fair and appropriate outcome.

18. Code of Conduct

The College code of conduct establishes guidelines for professional conduct for all employees who act on behalf of the College.

This document aims to communicate the College's expectations of its employees to ensure a very high professional conduct, dignified and befitting behaviour that depicts the College's values, commitment to students' holistic development, Institutional identity and academic ethos.

18.1 Purpose

The purpose of this code is to provide a clear framework of behaviours and standards within which the employees of the College are expected to conduct themselves. The College strives to maintain a prudent work environment for its employees in which honesty, integrity and respect for other employees' and the students or other customers and/or clients of the College are constantly reflected.

It is the responsibility of all employees to ensure that all Individuals familiarise themselves and understand their obligation to comply with this code.

18.2 Scope

This document serves as a statement of principles and responsibilities for all employees of the College. It applies to everyone, regardless of whether they are full-time, part-time, visiting, or engaged on a consultancy basis, including both academic and non-academic staff.

18.3 Ethics

The College is a large organisation, with employees and students from diverse background. It is important to respect each other and value the diversity of one's background. It is important to always be mindful that the actions and behaviour of employees have a significant impact on the students and their education, as well as on the local environment and the community. As such, it is expected that every employee ensures

that his or her behaviour, approach to others and conduct of various responsibilities are ethical, transparent, and aimed to serve the common good of students and the organisation as a whole.

The College encourages all employees to be mindful of their responsibilities in relation to the law and relevant professional guidelines. Where concerns arise, these will be considered carefully and may need to be addressed through appropriate formal processes, and in some cases may also involve external authorities.

All employees are expected to exercise ethical approach, sound judgement in the performance of their responsibilities and also to ensure that all resources of the College are used prudently, ethically and for their designated purposes.

18.4 Teamwork

Employees should understand that individual abilities and limitations as well as their personal circumstances have a bearing on their performance of various tasks. Mutual respect and dignity of every employee play an important role for effective teamwork.

Teamwork does not mean lack of responsibility of individuals or subduing one's efforts or contributions. An understanding of one another's virtues, strengths and collectively working for achievement of the College's goals should be the focus of every employee.

18.5 Dress and Appearance

The College is committed to maintaining a professional, inclusive and respectful environment that reflects our values as a higher education provider. Employees are expected to present themselves in a manner that promotes confidence, credibility and professionalism with students, colleagues, regulators, partners and visitors.

Employees are expected to:

- Maintain a clean, neat and professional appearance at all times.
- Dress appropriately for their role, responsibilities and working environment.
- Ensure clothing is safe, practical and suitable for the duties being performed.
- Consider the expectations of students, external stakeholders and regulatory bodies.
- Avoid clothing or accessories that may cause offence, distraction or reputational risk.
- Wear or carry an official the College's identification badge while on campus or at institutional events.

The College respects cultural, religious and personal expression. Employees may wear religious dress, head coverings or symbols in accordance with their beliefs, provided this does not conflict with health and safety requirements or prevent effective performance of their role.

The College will not discriminate on the grounds of religion or belief, gender identity, disability, ethnicity or any other protected characteristic under the Equality Act 2010.

Reasonable adjustments will be considered where required.

18.6 Time Management and Absence Notification

The College operates across seven days of the week, Sunday to Saturday, from 09:00 am to 09:00 pm. Your specific working hours will be as set out in your contract. Where required, you may be asked to show flexibility in your working hours to support peaks in workload, emergencies, or operational needs, including working across different campuses when necessary.

We ask all employees to support the smooth running of the College by following the guidance below:

- When working at or visiting other campuses, please ensure you log in and out appropriately at each location.
- During student break times, you are expected to be available at your workstation to provide support if needed.
- You are entitled to a one-hour break during your working day.
- All requests for time off or annual leave should be submitted via Cezanne for Line Manager approval.
- If you are unable to attend work due to sickness, accident, or any other reason, please inform your Line Manager or immediate supervisor as soon as possible using the quickest available method.
- Any absence that has not been reported or authorised should be followed up in line with the College's formal processes to ensure clarity and fairness.

18.7 Use of College Property

Each employee must be honest to their assigned job, must do the tasks with reasonable care and skill, and look after the College's property while using it. The College resources should be utilised economically and must avoid wastage.

All employees have access to internet whilst at work and are required to comply with the IT regulations and acceptable usage of email and other social media. The College assets and facilities, including stationery, telephones, computers, photocopiers, offices, car parks etc. may only be used for official purposes and not for personal use unless permission for their private use is obtained from the Line Manager.

18.8 Reporting Suspected Violations

Employees should report any suspected violations of applicable laws, policies, regulations or requirements. The reporting should normally be made through the reporting channels, by making the incident or act obvious to the Line Manager.

18.9 Verbal or Physical Abuse

The College will not tolerate, condone, or ignore threatening or violent behaviour or any kind of abuse against any employees or the students within the college or within the immediate external premises of the College, all the campuses, any sponsored events, or off-campus sites.

Employees must ensure that the language, tone, purpose, and content of the language used in various communications should be decent and professional. Abuse of any nature either verbal or physical are strictly not tolerated.

18.10 Academic Integrity

Being a part of a reputed academic institution, it is the key responsibility of all employees to ensure that they always maintain high levels of ethics and academic integrity in their conduct and performing various duties and responsibilities assigned to them.

18.11 Sexual Misconduct and Safeguarding

The College takes its responsibility to prevent sexual misconduct and address concerns raised by students and employees seriously.

The Office for Students defines sexual misconduct as all unwanted conduct of a sexual nature. This may be from other students or employees or visitors to the College.

The perpetrator may be a stranger, or someone they know. The misconduct can occur through any medium (including online) and in any setting.

The College employees code of conduct outlines the expectations the College has related to sexual misconduct:

- not to engage in acts of violence and abuse (which can involve control, coercion or threats) or stalking
- students should be respected and live without fear of unwanted conduct of a sexual nature
- not to victimise someone for supporting an individual who has made a complaint as a result of unwanted conduct of a sexual nature.

Furthermore, the College defines sexual misconduct to include any conduct of a sexual nature which occurred physically, verbally, in writing or online an includes but is not limited to the following:

- Engaging, or attempting to engage, in a sexual act with another without their consent
- Sexually touching another person without their consent
- Conduct of a sexual nature which creates (or could create) an intimidating, hostile, degrading, humiliating or offensive environment for others including making unwanted remarks of a sexual nature
- Inappropriately showing sexual organs to another person
- Repeatedly following another person without good reason
- Recording and/or sharing intimate images or recordings of another person without their consent
- Arranging or participating in events aimed at degrading those who have experienced sexual violence, for example inappropriately themed social events or initiations; and
- Spreading rumours about a person's sex life.

18.12 Breaches of this Code

This Code of Conduct has been developed to provide guidance and support to all employees of the College. It is not a contractual document and may be updated or amended by the College from time to time as needed.

All employees are expected to follow the principles set out in this Code, as well as the College's wider policies and procedures. We take any breaches seriously and, where necessary, these will be reviewed in line with our formal processes, which may include further action up to and including dismissal.

19. General Terms and Procedures

19.1 Changes in Personal Details

You must notify us of any change of name, address, telephone number, etc., so that we can maintain accurate information on our records and make contact with you in an emergency, if necessary, outside normal working hours.

19.2 Other Employment

If you already have any other employment or are considering any additional employment you must notify us so that we can discuss any implications arising from such employment i.e., working time legislation, health and safety issues, conflict of interest.

You may not under any circumstances, whether directly or indirectly, undertake any other duties of whatever kind during your hours of work.

19.3 Mail

All mail received by the College will be opened, including that addressed to employees. Private mail, therefore, should not be sent care of our address. No private mail may be posted at our expense.

19.4 Buying or Selling of Goods

You are not allowed to buy or sell goods on your own behalf on our premises or during your working hours.

19.5 Collections from Employees

Unless specific authorisation is given by your Line Manager, no collections of any kind are allowed on our premises.

19.6 Behaviour Outside of Work

The College recognises the importance of maintaining a healthy work-life balance. As part of our commitment to high standards, we expect all employees to act with integrity both during and outside of working hours, reflecting the values of the College at all times.

If behaviour outside of work were to raise concerns or potentially impact the College's reputation or confidence in an individual's role, this would be looked at carefully and fairly and addressed in line with our formal processes to ensure an appropriate and balanced outcome.

19.7 Car Insurance

If you are given permission to use your own car for work purposes, you must ensure that your car insurance provides adequate cover. Proof of adequate insurance, Driving Licence, Tax, and an MOT Certificate must be produced for scrutiny by your Line Manager, upon renewal and at any time when so requested.

19.8 Fines

Any fines imposed by relevant authorities including (but not limited to) speeding and parking will be payable by the employee. The College take no responsibility for the payment of fines incurred by the employee during their employment.

19.9 Third Party Involvement

In certain situations, the College may appoint an independent third party to chair formal meetings, such as disciplinary, capability, or grievance hearings, where appropriate. This list is not exhaustive, and such arrangements may be used where they help ensure fairness and objectivity.

Where it is necessary to share special category data with third parties as part of these processes, this will always be done in line with data protection requirements. We ensure that a lawful basis for processing is in place and do not rely on consent for this purpose.

19.10 Recording of Formal Meetings

We reserve the right to record any formal meetings whether conducted by us or a third party, a copy of the recording can be made available on request. All personal data collected for this purpose will be processed in line with the current Data Protection Act.

20. Anti-Bribery Policy

20.1 Introduction

Bribery is a criminal offence. The College prohibits any form of bribery. We require compliance, from everyone connected with our business, with the highest ethical standards and anti-bribery laws applicable. Integrity and transparency are of utmost importance to us, and we have a zero-tolerance attitude towards corrupt activities of any kind, whether committed by our employees or by third parties acting for us or on our behalf.

20.2 Policy

It is prohibited, directly or indirectly, for any employee or person working on our behalf to offer, give, request, or accept any bribe. This includes any gift, loan, payment, reward, or other advantage in cash or any other form of inducement. Such actions must not be used to gain a commercial, contractual, or regulatory advantage for the College, or to obtain any personal benefit for an individual or anyone connected to them. All employees are expected to act ethically and avoid any behaviour that could be considered inappropriate or a conflict of interest.

20.3 Suspicion

If there are concerns that an act of bribery or attempted bribery may have taken place, the College will carry out a careful and thorough investigation. This will be handled fairly and in line with our established procedures. Where appropriate, the matter may be addressed through our formal processes, which in some cases could include further action. In situations involving external arrangements, this may also lead to the review or ending of the working relationship.

20.4 Reporting

If you, as an employee or person working on our behalf, suspect that an act of bribery or attempted bribery has taken place, even if you are not personally involved, you are expected to report this to your Line Manager. You may be asked to give a written account of events.

Employees are reminded of the College's Whistleblowing Policy which is available in this Employee Handbook.

20.5 Gifts and Hospitality

We realise that the giving and receiving of gifts and hospitality as a reflection of friendship or appreciation where nothing is expected in return may occur, or even be commonplace, in our industry.

No gift should be given, nor hospitality offered by an employee, student, supplier or anyone working on our behalf to any party in connection with our business without receiving prior written approval from your Line Manager.

Similarly, no gift or offer of hospitality should be accepted by an employee or anyone working on our behalf without receiving prior written approval from your Line Manager.

20.6 Record Keeping

A record will be made of every instance in which gifts or hospitality are given or received.

As the law is constantly changing, this policy is subject to review and the College reserves the right to amend this policy without prior notice.

21. Whistle-Blowers

21.1 Introduction

Under certain circumstances, employees are protected from suffering any detriment or termination of employment if they make disclosures about organisations for whom they work.

21.2 Qualifying Disclosures

Certain disclosures are prescribed by law as "qualifying disclosures". A "qualifying disclosure" means a disclosure of information that the employee genuinely and reasonably believes is in the public interest and shows that the College has committed a "relevant failure" by:

- 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.

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. The College will take any concerns that you may raise relating to the above matters very seriously.

The Employment Rights Act 1996 provides protection for workers who 'blow the whistle' where they reasonably believe that some form of illegality, injustice or breach of health and safety has occurred or is likely to occur. The disclosure has to be "in the public interest". We encourage you to use the procedure to raise any such concerns.

21.3 The Procedure

In the first instance you should report any concerns you may have to your Line Manager who will treat the matter with complete confidence. If you are not satisfied with the explanation or reason given to you, we ask you raise the matter with the People and Culture Department prior to informing appropriate official organisation or regulatory body.

21.4 Treatment by Others

The College is committed to providing a safe, respectful, and supportive working environment for everyone. Bullying, harassment, or any form of negative treatment towards a colleague who has raised a concern or made a qualifying disclosure is not acceptable. Where concerns of this nature arise, they will be taken seriously and reviewed carefully in line with our formal processes to ensure a fair, appropriate, and supportive outcome for all involved.

22. Disciplinary Procedures

22.1 Introduction

The College maintains a set of rules to help ensure clarity, consistency, and a positive working environment for everyone.

These rules set out expected standards of performance and behaviour, while the procedures are designed to promote fairness, consistency, and respect in how matters are handled. Our approach is intended to support improvement where standards are not being met, rather than simply to impose sanctions. The College may update these rules and procedures from time to time where appropriate.

We are committed to ensuring that any action taken is fair and transparent. You will always have the opportunity to explain your perspective, and you will have the right to appeal any decision you believe is not fair.

The procedures are designed to ensure that:

- The correct process is followed when you are asked to attend a disciplinary hearing
- You are clear about the standards of performance, behaviour, and conduct expected of you
- Any necessary action is taken promptly, fairly, and consistently
- Decisions are based on a full and careful review of the facts, with the opportunity for you to present your account
- In some cases, temporary suspension on full pay may be used to allow a fair and uninterrupted investigation; this is a neutral step and not a disciplinary outcome
- You have the right to be accompanied by a colleague at formal stages of the process, apart from informal discussions
- Dismissal would not normally occur for a first breach of discipline, except in cases of serious misconduct
- Where action is taken, you will be given a clear explanation of the outcome and the right to appeal both the decision and any related outcome

Overall, our aim is to handle all matters in a fair, respectful, and constructive way that supports both individuals and the College.

22.2 Disciplinary Rules

It is not possible to list every situation that may lead to disciplinary action, as these can vary depending on the nature of the role and circumstances.

In addition to the examples of unsatisfactory conduct, misconduct, and gross misconduct set out in this Employee Handbook, any breach of other specific conditions, procedures, or rules that have been shared with you may also be considered under this procedure.

Where concerns arise, they will always be reviewed carefully and fairly, in line with the College's established processes.

22.3 Rules Covering Unsatisfactory Conduct and Misconduct

These examples are provided as a guide and are not an exhaustive list.

If concerns arise regarding conduct, they will be reviewed carefully and considered in line with the College's formal processes. Examples of situations that may require further review include:

- Not following general health and safety rules and procedures
- Smoking in designated non-smoking areas
- Consuming alcohol on college premises
- Ongoing issues with attendance or punctuality
- Work that does not meet expected standards or output levels
- Behaviour that may be experienced as discourteous, inappropriate, or unprofessional towards customers, members of the public, or colleagues, including bullying, harassment, or offensive language
- Not giving appropriate attention and effort to work during working hours
- Inappropriate use of email or the internet
- Not following reasonable instructions or established rules and procedures
- Use of College property without permission or accidental/negligent damage or loss
- Not reporting promptly any damage to property or premises
- Loss of a driving licence where driving is an essential part of the role

Where concerns arise, the focus will always be on understanding the situation and ensuring a fair, consistent, and supportive approach to resolving any issues.

22.4 Serious Misconduct

If a concern arises relating to unsatisfactory conduct or misconduct, and following an investigation it is found to be particularly serious, such as resulting from significant carelessness or having a substantial impact on the College's operations or reputation, a final written warning may be considered as an initial outcome.

In some cases where an allegation of gross misconduct is investigated and mitigating circumstances are identified; the matter may also be addressed with a final written warning rather than more severe action.

In all situations, each case will be considered carefully and fairly, taking into account the full circumstances before any decision is made.

22.5 Rules Covering Gross Misconduct

Gross misconduct is reserved for the most serious types of behaviour, where trust and confidence in the working relationship may be significantly affected. In such cases, the College may need to consider termination of employment without notice.

It is not possible to list every situation that may be classified as gross misconduct. However, it generally relates to behaviour or negligence that represents a serious breach of contractual terms and undermines the trust required for continued employment.

Examples of conduct that would normally be considered very serious include:

- Theft or fraud
- Physical violence or bullying
- Deliberate damage to property
- Deliberate acts of unlawful discrimination or harassment
- Possession of, or being under the influence of drugs at work
    - For this purpose, “drugs” refers to both illegal substances and other psychoactive (mind-altering) substances, whether legal or not
- Serious breaches of health and safety rules that could endanger students, colleagues, or others, or cause significant harm

These examples are provided for guidance only and are not an exhaustive list. Each situation will always be considered carefully and fairly based on its individual circumstances.

22.6 Disciplinary Procedure

Disciplinary action against you will be based on the following procedures:

- **Unsatisfactory Conduct**: On the first occasion, a formal verbal warning will normally be issued. On the second occasion, this will usually be followed by a written warning. On the third occasion, a final written warning may be issued. On the fourth occasion, dismissal may be considered.
- **Misconduct**: On the first occasion, a written warning will normally be issued. On the second occasion, a final written warning may be issued. On the third occasion, dismissal may be considered.
- **Serious Misconduct**: On the first occasion, a final written warning will normally be issued. On the second occasion, dismissal may be considered.
- **Gross Misconduct**: In cases of gross misconduct, dismissal may be considered on the first occasion.

The College may apply the disciplinary procedures with some flexibility, taking into account an employee's length of service and the circumstances of each case. Where an employee has a shorter period of service, it is possible that warnings may not always be issued before dismissal; however, the right to a disciplinary hearing and the right of appeal will always be maintained.

Where a disciplinary outcome is required, this will be applied in line with the procedure, which may include a formal verbal warning, written warning, final written warning, or dismissal. Full details of any decision will always be clearly explained.

Warnings are issued to help address concerns and support improvement in conduct or performance. If further issues arise, whether similar or unrelated, they may be reviewed as part of the ongoing process, with the aim of ensuring consistency and fairness in handling repeated concerns.

22.7 Disciplinary Authority

The disciplinary procedure outlined in the previous section sets out the usual levels of authority for different stages of action. However, this is intended as guidance rather than a strict rule.

In circumstances where the appropriate level of manger is not available or suitable, a member of the Executive Leadership Team manager may step in to progress matters at any stage of the process, as needed. This flexibility helps ensure that the procedure can be applied fairly, consistently, and without unnecessary delay.

All Employees

Formal Verbal Warning	Manager and the People and Culture
Written Warning	Manager and the People and Culture
Final Written Warning	Manager and the People and Culture
Dismissal	Manager and the People and Culture

22.8 Period of Warnings

- **Formal verbal warning:** This will normally remain on record for disciplinary purposes for up to three months, after which it will usually be disregarded.
- **Written warning:** This will normally remain on record for disciplinary purposes for up to six months, after which it will usually be disregarded.

- **Final written warning:** This will normally remain on record for disciplinary purposes for up to twelve months, after which it will usually be disregarded.

These timeframes are designed to support fairness, consistency, and encourage positive improvement over time.

22.9 General Notes

If an employee is in a supervisory or managerial role, consideration may be given, where appropriate, to demotion to a lower grade with the relevant rate of pay as an alternative to dismissal, except in cases of gross misconduct.

In exceptional circumstances, and where it is deemed appropriate by the authorised decision-maker, a short period of suspension without pay of up to five days may be considered as an alternative to dismissal (other than in cases of gross misconduct).

In situations involving gross misconduct, dismissal without notice may apply due to the seriousness of the matter.

The employee will always have the right to appeal against any disciplinary decision, ensuring that outcomes can be reviewed fairly and transparently.

23. Capability and Disciplinary Appeal

An employees have the right to appeal any capability or disciplinary decision made about them.

If the employee wishes to do so, they may submit their appeal either verbally or in writing to the People and Culture Department, who will then forward it to the relevant Manager for consideration.

Depending on the circumstances and the size of the College, the employee appeal may sometimes be reviewed by the same person who made the original decision. For this reason, it is important that the employee appeal clearly explains why they believe the outcome may be too severe, inappropriate, or not fair in the circumstances.

If the employee appeal is based on the view that the alleged issue did not occur, the appeal may involve a full reconsideration of the case so that all relevant information can be reviewed before a decision is made.

An employee is welcome to be accompanied at the appeal hearing by a fellow employee of their choice for support. Family members are not permitted to attend these meetings. This stage represents the final part of the appeal process.

After the appeal meeting, the employee will be informed of the outcome in writing, normally within ten working days. Where possible, a written confirmation of the decision will also be provided within five working days of the hearing.

24. Grievance Procedure

The College recognises the importance of providing a clear and effective way for employees to raise any concerns or grievances relating to their employment, and to ensure these can be addressed fairly and appropriately wherever possible.

We encourage open and informal discussion wherever suitable, as many issues can often be resolved quickly and constructively without the need for formal procedures or written records. However, if you wish to raise a formal grievance, this should normally be submitted in writing to your Line Manager or the People and Culture Department.

At any stage of the process, you are entitled to be accompanied by a fellow employee of your choice, who may support you by acting as a witness or helping to explain your concerns during meetings.

If you have a grievance relating to your work (with the exception of matters covered under the separate Personal Harassment Procedure), you should initially raise the matter with the person identified in your Contract of Employment, providing as much detail as possible. A meeting will then be arranged at a reasonable time and place to review and discuss your concerns. You are expected to make every reasonable effort to attend. Following the meeting, you will receive a written response outlining the decision, normally within ten working days, along with information about your right of appeal.

If you wish to appeal the outcome, you should notify your Line Manager or the People and Culture Department within five working days. A further meeting will then be arranged, which you are also expected to attend were reasonably possible. This appeal meeting will be heard by another manager than the one involved in the initial decision.

After the appeal meeting, you will be informed of the final decision in writing, normally within ten working days.

25. Personal Harassment Policy and Procedure

25.1 Introduction

The College does not tolerate harassment or victimisation on the basis of any protected characteristic, including age, disability, gender reassignment, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex, or sexual orientation.

Personal harassment can take many forms; however, regardless of how it is expressed, it is unlawful under the Equality Act 2010 and is not acceptable within the College.

This policy will be reviewed regularly to ensure it remains current, effective, and continues to support a respectful and inclusive working environment for everyone.

25.2 Scope

We deplore all forms of personal harassment and seek to ensure that the working environment is sympathetic to all those who work for us. This includes employees, workers, agency workers, volunteers and contractors in all areas of our college, including any overseas sites.

25.3 Definition

Harassment refers to unwanted behaviour related to a protected characteristic that has the purpose or effect of violating a person's dignity, or creating an intimidating, hostile, degrading, humiliating, or offensive environment for them.
Unwanted conduct can take many forms, including:

- spoken words
- banter
- written communication
- social media posts or contact
- imagery or visual content
- graffiti
- physical gestures
- facial expressions
- mimicry
- jokes or pranks
- actions affecting a person's surroundings
- aggression
- physical behaviour towards a person or their property

Sexual harassment is any unwanted conduct of a sexual nature that has the purpose or effect of violating a person's dignity, or creating an intimidating, hostile, degrading, humiliating, or offensive environment. This can include interactions with students and others, and may involve:

- sexual comments or jokes
- displaying sexually explicit images, posters, or photos
- suggestive looks, staring, or leering
- sexual propositions or advances
- promises of rewards in exchange for sexual favours
- sexual gestures
- intrusive questions or discussions about a person's private or sexual life
- sexual content shared via social media
- spreading sexual rumours
- sending sexually explicit emails or messages
- unwelcome physical contact such as touching, hugging, massaging, or kissing

Less favourable treatment may occur where a person is treated differently after either rejecting or submitting to unwanted conduct. This includes situations where:

- the behaviour is of a sexual nature, related to sex, or related to gender reassignment
- the conduct has the purpose or effect of undermining a person's dignity or creating a negative working environment
- and the individual is treated unfairly because they either accepted or rejected the behaviour

The College is committed to promoting a respectful and inclusive environment where everyone is treated with dignity and respect.

25.4 Circumstances which are covered

This policy covers behaviour which occurs in the following situations:

- a work situation

- a situation occurring outside of the normal workplace or normal working hours which is related to work, for example, a working lunch or social event with colleagues;
- outside of a work situation but against a colleague or other person connected to the College, including on social media;
- against anyone outside of a work situation where the incident is relevant to their suitability to carry out the role.

25.5 Complaining about Personal Harassment

The College recognises that concerns relating to personal harassment, and particularly sexual harassment, can be sensitive in nature and may feel difficult to raise through the standard grievance procedure. In such situations, you are encouraged to speak confidentially with a manager of your choice (whether or not they have direct line management responsibility). This individual may act as your confidential supporter. Please note that this person should not be the Manager who would be responsible for investigating the matter should it proceed as a formal complaint.

If you experience minor harassment, you are encouraged, where appropriate, to make it clear to the individual concerned that their behaviour is unwelcome and should stop. If you do not feel comfortable doing this verbally, you may instead provide a written request. Your confidential supporter can assist you with this if needed.

Where informal resolution is not appropriate or the matter is more serious, you should raise a formal complaint in writing to your Line Manager. Again, your confidential supporter may assist you in preparing this. It is helpful, where possible, to keep a record of the concerns, including:

- The name of the person involved
- A description of the behaviour of concern
- The dates and times when the incidents occurred
- The names of any witnesses
- Any steps already taken to address the situation

Once a formal complaint is received, the College may take steps to separate the individuals involved where appropriate, to allow a fair and uninterrupted investigation. This may include a temporary transfer or suspension on full contractual pay, pending the outcome of the process.

25.6 Investigation

The investigating manager will arrange a meeting with you at a reasonable time and place to discuss the matter in detail and gather information. You are entitled to be accompanied by your confidential supporter or another work colleague of your choice, and you are expected to attend this meeting were reasonably possible. All parties involved in the process are expected to maintain confidentiality, and any breach of confidentiality may be addressed under the disciplinary procedure.

Following the investigation, which would normally be completed within ten working days of the meeting, you will receive written confirmation of the findings and outcome.
If you are not satisfied with the outcome, you have the right to appeal in line with the College's grievance appeal procedure.

25.7 Disciplinary Action

If, following an investigation, an allegation is found to be well founded, the matter will be addressed in line with the College's disciplinary procedure.

Where disciplinary action is taken, including in cases where a formal warning is issued or employment is ended, the individual will have the right to appeal through the appropriate capability or disciplinary appeal process.

When determining any outcome, the College will take all relevant factors into account, including any aggravating circumstances such as misuse of authority or power over a more junior colleague, where applicable.

The College is committed to ensuring that anyone who raises a complaint of harassment is treated fairly and supported throughout the process and will not be disadvantaged for doing so in good faith.

However, if it is established that a complaint has been made without foundation and with malicious intent, this will be taken seriously and may be addressed under the disciplinary procedure.

25.8 Third Party Harassment

The College recognises that third-party harassment can occur when an employee is subjected to unwanted behaviour from individuals who are not part of the College workforce but who are encountered in connection with their work, such as customers, suppliers, or members of the public. The College is committed to ensuring that such behaviour is not tolerated in any form.

To help prevent third-party harassment, appropriate signage is displayed in areas of the workplace where students are present, clearly communicating that harassment of employees is not acceptable.

If you experience any form of third-party harassment, you are encouraged to report it to your Line Manager as soon as possible so that it can be addressed promptly and appropriately.

Where a customer or service user behaves inappropriately towards a member of staff, they will be informed that such behaviour is not acceptable and that continued service provision may be withdrawn if it is repeated. If the behaviour continues, the service may be withdrawn. In cases involving potential criminal conduct, the matter may also be reported to the police, and relevant information may be shared internally across the College to ensure a consistent and appropriate response.

26. Equal Opportunities Policy

26.1 Statement of Policy

The College recognises that discrimination is not acceptable. While equal opportunity has long been an integral part of our employment practices and procedures, we have formally adopted an Equal Opportunities Policy to further strengthen this commitment. Any breaches of this policy will be taken seriously and may be addressed through the College's formal procedures, which could include disciplinary action where appropriate.

The aim of this policy is to ensure that no job applicant, employee, or worker is treated less favourably, either directly or indirectly, on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex, or sexual orientation.

We will ensure that this policy is shared with any recruitment agencies we work with, and that a copy is made available to all employees and brought to the attention of all job applicants.

The policy will also be communicated to all contractors, ensuring they are aware of their responsibilities in promoting equal opportunities.

It will be implemented in line with relevant statutory requirements, taking full account of applicable guidance and Codes of Practice.

The College is committed to maintaining a respectful and inclusive working environment where everyone feels safe, valued, and free from intimidation.

26.2 Recruitment and Selection

The recruitment and selection process plays an important role in supporting the College's commitment to equal opportunities. We aim to ensure, through appropriate training and guidance, that all employees involved in recruitment and selection make fair and objective decisions, free from both conscious and unconscious bias.

Promotion and progression decisions will be based on merit, and all related decisions will be made in line with the principles of this policy.

Where job descriptions are used, they will be reviewed and updated as necessary to ensure they align with the College's Equal Opportunities Policy. Job requirements will be clearly and accurately reflected in person specifications.

We will take a consistent and fair approach to advertising vacancies, ensuring that opportunities are promoted in a way that does not disadvantage any particular group.

Vacancies will not be restricted to specific areas or media channels that would result in limiting applications from a diverse range of candidates.

All applicants will be treated fairly and assessed solely on their ability to meet the requirements of the role.

Employees involved in recruitment will regularly review selection criteria to ensure they remain relevant to the job and do not unlawfully discriminate.

Where possible, shortlisting and interviews will be conducted by more than one person to support fairness and balance.

Interview questions will be directly related to the requirements of the role and will not include any discriminatory content.

Applicants will not be disadvantaged if they require support to complete an application form, unless independent completion is a necessary requirement of the role (for example, where written communication is essential for safe and effective performance).

Recruitment decisions will always be made objectively and will not be influenced by assumptions or the perceived views of others.

26.3 Training and Promotion

Employees will receive training in the application of this policy to ensure that they are aware of its contents and provisions.

All promotion will be in line with this policy.

26.4 Monitoring

The College will maintain and regularly review employment records for all employees to help monitor and support the effective implementation of this policy.

As part of this process, monitoring may include:

- Collecting and classifying information relating to applicants and employees, including ethnic/national origin and sex
- Reviewing the distribution of employees and applicant success rates by relevant demographic categories
- Recording recruitment, training, and promotion decisions, along with the outcomes and reasons for those decisions

The information gathered through monitoring will be reviewed at regular intervals to help assess how effectively the policy is being applied in practice. Where appropriate, consideration will be given to making adjustments to further strengthen fairness and promote equal opportunities for all applicants and employees.

27. Termination of Employment

27.1 Resignation

All resignations must be supplied in writing, stating the reason for resigning your post.

27.2 Terminating Employment without Giving Notice

If you choose to end your employment without providing or working the required notice period, as set out in your Contract of Employment, the College may need to recover any additional costs incurred in covering your duties during that time. Where applicable, this may be deducted from any final payments due to you. This reflects an express term of your contract of employment.

In such circumstances, any contractual holiday entitlement accrued above your statutory holiday pay may also be adjusted to reflect the notice period not worked. This approach helps ensure fairness and consistency in managing final employment arrangements.

27.3 Return of our Property

When your employment comes to an end, you will be asked to return any College property in your possession or for which you are responsible.

If any items are not returned, the College may need to recover the cost from any outstanding payments due to you. This forms part of your contractual terms of employment and helps ensure a smooth and fair completion of the employment process.

27.4 Garden Leave

If either you or the College provides notice to end the employment relationship, the College may, at its discretion, place you on "garden leave" for all or part of your remaining notice period.

Where garden leave applies, the following arrangements will normally be in place:

- You will not be required to attend your usual place of work or any other College premises, unless specifically requested by your Line Manager
- You may be asked to step down from any position or office you hold within the College with immediate effect
- You will not be required to carry out your normal duties during this period, but you may still be contacted to respond to reasonable queries if needed
- You must return all College property, including documents, software, equipment, and any confidential materials (including copies)
- You should not, without prior written permission from your Line Manager, contact or attempt to contact any employees, students, suppliers, agents, or associated partners of the College

These arrangements are intended to ensure a smooth and orderly transition during the notice period while maintaining appropriate confidentiality and operational continuity.

Version History

Version	Date	Author	Summary of changes	Approved by
11.1	23 October 2026	Head of People and Culture	Role titles updated following organisational restructure; front sheet, footer and cross references updated for approval.	College Management Team (CMT)