



**Terms and Conditions
of Employment**

Academic Staff

ROYAL HOLLOWAY
University of London

TERMS AND CONDITIONS OF EMPLOYMENT FOR ACADEMIC STAFF

GENERAL

1. The appointment is subject to the provisions of the Royal Holloway and Bedford New College Act, 1985, the Statutes and the Regulations of the College, any collective agreements made between the Council and recognised trade union, and to the written acceptance of the terms set out in the letter of appointment. In the case of Appointed Teachers, the appointment is also subject to the provisions of the Regulations on University Titles.

DUTIES

2. To undertake such research, teaching and administration as may reasonably be required by the Head of Department, his or her nominated Deputy, or the College. Note that the Head of Department reports to the Dean of the relevant Faculty, who reports to the Principal.
3. Academic staff are required to advance their subject by research and other means. Attendance at meetings of College and University bodies of which academic staff are members is regarded as an important part of the work.
4. Modification of any terms relating to the appointment will be specified in the letter of appointment.

PROBATION

5. It is expected that new lecturers and senior lecturers will undertake a probationary period of three years. This period gives time to build research portfolios, and to demonstrate success in teaching through student feedback, peer review and other support mechanisms. Successful completion of probation may well include staff development (e.g. CAPITAL). Exceptionally, early release from probation may be agreed, typically because a member of staff has acquired significant relevant experience at another institution. Alternatively, completion may be delayed if a member of staff has not yet been able to meet agreed probation targets, but whose performance is otherwise in line with expectation. The length of any probationary period, and any probation conditions, will be specified in the letter of appointment.
6. The guidelines for managing academic probationary periods are available at: <http://www.rhul.ac.uk/personnel/policydocs/AcademicProbationGuidelines.pdf>

HOURS OF WORK AND OUTSIDE WORK

7. There are no specified hours of work, but appointments are full time unless otherwise stated in the letter of appointment. A notional 35 hours per week is used as a reference for calculating pro-rata hours as appropriate. The standard working week is Monday to Friday unless otherwise agreed at appointment or with the Head of Department.
8. A member of staff may deliver College based consultancy outside of his/her contractual workload, subject to approval by the Head of Department and within the requirements of the Working Time Directive (or prevailing legislation). All consultancy must be undertaken in accordance with the terms of the College's Consultancy Policy which is available at:
<http://www.rhul.ac.uk/personnel/policydocs/ConsultancyPolicy.pdf>
9. Prior permission is not normally required for paid work consisting of university examining or examining for school certificate or comparable examining boards, reviewing or refereeing publications, providing articles, broadcasts and lectures, or other activities normally associated with the holders of University teaching posts. However, the Head of Department must be told before any significant commitment of time is made and such work must not interfere with the performance of a member of staff's College duties.
10. Occasionally, academic staff will by mutual agreement be required to attend College for events or other agreed work on a Saturday or Sunday (or day 6 or 7). In these instances, and with the prior agreement of your Head of Department, you will be entitled to time off in lieu as compensation. In exceptional circumstances, and with prior agreement of the Director of HR, arrangements can be made for overtime worked on days 6 and 7 to be compensated with a payment appropriate to the allowance for time off in lieu.

SALARY

11. Salary and grade will be specified in the letter of appointment and notified in writing thereafter.
12. The annual incremental date is 1st August for staff on an incremental scale and in post on 31st January. The date on which your first increment is due will be specified in your letter of appointment.
13. Staff automatically move up one incremental point every year until they reach the top non-contribution point of their grade. The current RHUL single pay spine is available at:
<http://www.rhul.ac.uk/personnel/GeneralStaffInfo/RHULPayandGradingStructurePointstoGradeMatrix01Oct08.pdf>
14. The College will operate a fair and transparent process with clearly defined and applied criteria which will be implemented for the award of accelerated incrementation within the main scale, and the award of contribution points.

15. Salaries are payable monthly in arrears, no later than 27th of the month, by credit transfer.
16. The RHUL salary scale is determined by collective agreement with the trades unions recognised by the College. Cost of living awards are determined by collective agreement between the Universities and Colleges Employers Association, acting on behalf of the College, and the nationally recognised trades unions.

DEDUCTIONS FROM PAY

17. The College may recover any overpayment of salary or expenses incurred. Examples of these include an overpayment due to a miscalculation or managerial error or due to excess annual leave taken at the date of termination. The terms of any repayment will be agreed in consultation with the employee concerned, including the option to have the payment scheduled across a number of months and years.

HOLIDAYS

18. Academic members of staff are entitled to 27 working days paid holiday a year. All annual leave is pro-rated for part time staff. They are also entitled to 8 statutory public holidays and, at the College's discretion, an additional 6 days holiday, shared between Easter and Christmas, when the College is closed.
19. The holiday year runs from 1st August to 31st July. Members of staff are entitled to holiday for each completed month of service. Outstanding leave can only be carried over from one holiday year to the next in exceptional circumstances and only with the agreement of the Head of Department.
20. All leave must be agreed in advance with the Head of Department in accordance with local departmental rules and within the terms of the Working Time Directive (or prevailing legislation). Leave will only be approved according to the requirements of the service.

PENSIONS

21. You are entitled to join the occupational pension scheme for staff in Grades 6 to 10 which is the Universities Superannuation Scheme (USS). The College operates SmartPension which is a salary sacrifice scheme. You will be automatically entered into USS and SmartPension unless the College considers you may not benefit from participation in SmartPension or you elect otherwise in writing. If you elect to join USS and opt out of SmartPension you will be required to contribute to USS according to the rules of the scheme, and the College will contribute an additional sum in order to finance the

benefits of the scheme. If you have elected to remain in SmartPension you will sacrifice an amount from your salary equivalent to the amount of money that you currently pay into USS. The College will then make a contribution equal to the amount of salary you have sacrificed plus the employer pension contribution.

22. Your attention is drawn to the provisions of the Rules of USS and SmartPension which are available at <http://www.usshq.co.uk> , by which those who have once elected not to join, or to leave, may be permitted in certain circumstances and subject to certain conditions to enter or re-enter the scheme.
23. You may elect to remain subject to the State Earnings Pensions Scheme (SERPS) or to take out a Personal Pension, in either case you must give written notice to that effect to the Director of HR. If you so elect, the College will contribute the statutory amount in the case of SERPS, or the statutory minimum in the case of a Personal Pension, but will make no further contribution or payments.

RETIREMENT

24. The College has a standard retirement age of 65. The normal retirement date for academic members of staff is 30th September after the member of staff reaches the age of 65.
25. Staff, depending on circumstances, may be able to retire before the College's normal retirement date. Staff are recommended to check with the College's Pensions Officer in such cases.
26. All staff have the right to request continued employment beyond the College's normal retirement date. Refer to:
<http://www.rhul.ac.uk/personnel/Policydocs/RequesttoContinueEmploymentBeyondRetirementAge.pdf> for details.

TERMINATION OF EMPLOYMENT

27. A member of staff may terminate his or her employment by giving a whole term's notice in writing to the Principal. After consultation with the Head of Department, the Principal may accept a shorter period if appropriate.
28. The College is required to give written notice of the termination of employment in accordance with Statute 25 of the Revised Statutes of the College. A member of academic staff can only be removed from office in accordance with Statute 25.

ABSENCE THROUGH SICKNESS

29. A member of staff unable to attend work because of sickness must notify his or her Head of Department, or the person nominated for absence reporting in the department as soon as possible.

30. Academic staff are entitled to six months full pay and six months half pay during periods of absence due to sickness. The full sick pay scheme, which is amended from time to time, is available at:
<http://www.rhul.ac.uk/personnel/Policydocs/SickPayScheme.pdf>

FAMILY FRIENDLY AND MATERNITY POLICIES

31. The College has an occupational maternity leave and pay policy. The current policy is available at:
<http://www.rhul.ac.uk/personnel/policydocs/Matleavev2.pdf>
32. Other Family Friendly entitlements include occupational [paternity pay](#).

SABBATICAL LEAVE

33. After passing probation, a member of staff may apply for sabbatical leave on full salary. The sabbatical leave scheme is available at:
<http://www.rhul.ac.uk/Personnel/policydocs/sableavepolicy.pdf>

DISCIPLINARY PROCEDURES

34. The disciplinary procedure for academic staff is detailed in Statute 25 of the Revised Statutes of the College. A right of appeal is incorporated within Statute 25. The statutes are available at <http://www.rhul.ac.uk/For-Staff/Codes-of-practice/College-Stats-Regs-of-Council-08.pdf>

GRIEVANCE PROCEDURE

35. If a member of staff has a grievance relating to his or her employment, he or she should discuss the matter personally with the Head of Department or appropriate line manager. If this is not appropriate the matter should be raised with the Director of Human Resources.
36. The Grievance Procedure for academic staff is included within Statute 25 of the Revised Statutes which is available at <http://www.rhul.ac.uk/For-Staff/Codes-of-practice/College-Stats-Regs-of-Council-08.pdf>

FREEDOM OF OPINION

37. A member of staff is free to express his or her political, religious, social and academic views both in private and in public in line with the Education Reform Act 1988. There is no restriction on the use of the College address in this connection, but letters to the press reflecting upon or discussing College policy should only be sent after consultation with the Principal.

EXPLOITATION OF INVENTIONS AND PATENTS

38. If, in the course of his or her duties, a member of staff makes an invention which he or she believes to be commercially exploitable, this should be

reported to the College in accordance with the Code of Practice on the Exploitation of Inventions and Patents which is available at:
<http://www.rhul.ac.uk/FOI/Exploitation-of-inventions-and-patents.pdf>

TRADE UNION RECOGNITION

39. The College recognises three trades unions, the GMB, the UCU and Unite for negotiation and consultation concerning the terms and conditions of employment for its staff.

HEALTH AND SAFETY

40. A copy of the College's Health and Safety Policy forms appendix 1 of this document. You are required to read this policy on appointment at the College. All members of staff are required to comply with the terms of the policy.

EQUAL OPPORTUNITIES

41. The University of London was established "to provide education on the basis of merit above and without regard to race, creed or political belief" and was the first university in the United Kingdom to admit women to its degrees. This tradition continues into the field of employment and the College affirms its commitment to equality of opportunity. Therefore, the equal opportunities policy of the College is that the only consideration in recruitment, training, appraisal and promotion of employees must be how the genuine requirements of the post are met or likely to be met by the individual under consideration. These requirements (including retirement at the appropriate age) being met, no regard should be taken (except where legally required) of any of the following factors: race, sex, age, marital status, details of dependents, nationality, physical or mental capabilities, sexual orientation, religion or political beliefs. All members of staff are required to comply with this policy.

PERSONAL HARASSMENT

42. Royal Holloway is committed to upholding the dignity of the individual. Personal harassment can seriously worsen working, learning and social conditions for staff and students at the College. Any incident of harassment will be regarded extremely seriously and can be grounds for disciplinary action which may include dismissal or termination of registration for students.

The College's Code of Practice on Personal Harassment is available at:
<http://www.rhul.ac.uk/For-Staff/Codes-of-practice/Harassment-Policy-0907.pdf>

OTHER POLICIES AND PROCEDURES

43. The College policies and procedures relating to employment are available on the College website at <http://www.rhul.ac.uk/personnel/>

REVISIONS

44. If the Council approves any changes to these terms and conditions of employment, whether as a result of statutory changes or arising from a Collective Agreement, you will be notified in writing.

ROYAL HOLLOWAY, UNIVERSITY OF LONDON

HEALTH AND SAFETY POLICY STATEMENT & ORGANISATION AND ARRANGEMENTS FOR CARRYING OUT THE POLICY

SECTION 1 – POLICY STATEMENT

- 1) The Council of Royal Holloway, University of London sets out in this document its commitment as both employer and provider of higher education, to the provision of a safe and healthy environment and working conditions for staff and students, as well as to visitors and contractors working on its premises.
- 2) The Council attaches great importance to the proper management of Health, Safety and Fire related risks (hereafter referred to as '*Health and Safety*'), treating them as seriously as other corporate objectives. This importance is reflected in the pro-active approach adopted to the management, planning, organisation, control, monitoring and review arrangements established under the Strategic Plan for Health and Safety, individual Policies and Procedures and Codes of Practice and the detailed arrangements established in this Health and Safety Policy. It is through such arrangements that the positive effects of the Policy and the identification of any further action required will be established.
- 3) The Council's health and safety duties will be conducted in accordance with the requirements of the relevant statutory provisions and in doing so the resources necessary to discharge such obligations will be made available. Staff, students, contractors and visitors to College premises must meet their own legal responsibilities and not do anything that may prejudice the health, safety and welfare of themselves or others and assist the College authorities to achieve the objectives contained in this and other Policy and Procedure and Code of Practice documents.
- 4) In establishing this positive and progressive approach to Health and Safety, the Council recognises the need for the support of staff and students and for them to be consulted and involved, particularly where allocated specific Health and Safety functions. An essential tool in this communication process is the College Health and Safety Committee, which draws together management, staff and students to achieve the common objectives of a safe and healthy place of work and study.
- 5) Information, instruction, training and support will be provided to those charged with specific responsibilities under Section 2, subsections 1) and 2) below and under the College's Strategic Plan for Health and Safety, and its individual Health and Safety Policies and Procedures and Codes of Practice. Training will also be provided to those who may be subject to potential risks

to their health and safety in order that they are able to competently recognise and manage such risks. Particular attention must be paid to the minimisation of risks arising from the use of chemicals, radiation, or other harmful materials.

- 6) Health and safety is an important line management responsibility requiring managers to undertake the duties identified in Section 2 (below) of this Policy and its associated Policies and Procedures and other formal documents.
- 7) The Health & Safety Adviser will be involved from the outset in issues/projects having major risk-related implications. The post holder will normally act as the principal contact in formal communications/discussions with the regulatory bodies, where these have major risk-related implications.

SECTION 2 – ORGANISATION AND ARRANGEMENTS FOR CARRYING OUT THE POLICY

- 1) In meeting its statutory obligations, Council has vested in the Principal, as Chief Academic and Administrative Officer, responsibility for the management of Health and Safety. The Principal and Health & Safety Adviser will formally report to Council on an annual basis and more frequently as may be necessary, on the College's Health and Safety performance. The Principal is supported in this task by the Vice-Principals. It is the Deans of Faculty, Directors, Heads of Department and Managers, who have prime operational day-to-day responsibility for ensuring the health, safety and welfare of personnel, and for meeting the specific requirements identified in this Policy, the College's Strategic Plan for Health and Safety, and in individual Health and Safety Policy and Procedure, Code of Practice etc, documents, thereby facilitating the proper management of risk.
- 2) These organisational arrangements, as they relate to lines of communication and levels of responsibility, are detailed below.
 - a. The Council is responsible for:
 - (i) The setting of Health and Safety standards and objectives;
 - (ii) The allocation of the necessary financial resources;
 - (iii) Keeping under review the Health and Safety Policy;
 - (iv) Reviewing College Health and Safety performance.
 - b. The Principal is responsible to Council for:
 - (i) Implementing the College's Health and Safety Policy, individual Policies and Procedures and Codes of Practice;
 - (ii) Identifying and allocating Health and Safety responsibilities to those senior staff referred to under sub paragraphs c. - h. below;
 - (iii) Monitoring and reviewing the effectiveness of College health and safety activities and its Health and Safety Policy, individual Policies and Procedures and Codes of Practice and for ensuring that, at the strategic level, performance standards and timescales are adhered to.

- c. Vice-Principals are responsible to the Principal and support him/her in the execution of his/her duties.

- d. The Deans of Faculty are responsible to the Principal for:
 - (i) Ensuring that the requirements laid down in the Health and Safety Policy and individual Policies and Procedures and Codes of Practice, including timescales set, are adhered to at an operational level, throughout their areas of responsibility;
 - (ii) Overseeing the allocation of health and safety responsibilities at departmental level;
 - (iii) Ensuring that consistency of approach to health and safety issues is achieved throughout their areas of responsibility;
 - (iv) Working with heads of department where limited resources may present difficulties in meeting the health and safety standards set, in order to resolve such difficulties.

- e. The Directors of Resources and Information Services are responsible to the Principal for those duties identified in d. above within their areas of responsibility.

- f. Directors (other than those referred to in e. above), Heads of Department (academic and non-academic) and Managers are responsible to either a Dean of Faculty, or Director (as is administratively appropriate) for:
 - (i) Ensuring that departmental activities are conducted in accordance with College, legislative, and other relevant standards.
 - (ii) Producing safe systems of work and the procedures for carrying out the College Health and Safety Policy within their department;
 - (iii) Organising supervision to control the working environment and the maintenance of safe standards;
 - (iv) Investigating accidents with the object of establishing the cause and preventing recurrence, if necessary with the assistance of Health and Safety Office staff;
 - (v) Ensuring the safety induction of new staff and students and that information, instruction and training is provided to meet individually identified needs, if necessary with the assistance of a member of the Health and Safety Office;
 - (vi) Identifying, allocating and monitoring the adequacy of the specific health and safety responsibilities of staff and students and adjusting these as is identified necessary;
 - (vii) Identifying staff having health and safety duties and responsibilities, including Departmental Health and Safety Co-ordinators, and the measures that may be necessary to ensure that their roles and responsibilities are met;
 - (viii) Producing departmental Code(s) of Safe Working Practice and effecting arrangements for their implementation on a day-to-day basis, where identified necessary by risk assessment.

- (ix) Reviewing the above arrangements at appropriate intervals and making such adjustments as may be identified necessary.
See also 4) below.

Note: a Departmental Health & Safety Co-ordinator, appointed from their staff, may assist Heads of Department in the execution of the above duties.

- g. The Director of Facilities Management is responsible to the Director of Resources for:
 - (i) The overall management of health and safety within the Facilities Management Department. Specifically within the Academic Estate, this relates to the provision and maintenance of the buildings, their operating systems and relevant services provided, together with the grounds in which they are situated. For the Residential Estate, this covers all aspects of the provision and maintenance of the buildings, their operating systems, the grounds in which they are situated and all services provided within them.
 - (ii) In relation to building operating systems noted above, particular attention shall be paid to Fire and Security systems, ensuring appropriate levels of protection and safety are provided for individuals and the properties concerned;
 - (iii) In relation to the provision of any part of the function referred to in (i) above, to ensure that arrangements are in line with legislative requirements and/or other relevant standards and wherever possible, endeavouring to make such provision a model of best practice.
 - (iv) Undertaking those duties identified in 2), f. above.

- h. The College Health & Safety Adviser is responsible for providing an advisory service on Health, Safety and Fire matters to Council, the Principal, Vice-Principals, Deans of Faculty, Directors, Heads of Department (academic and non-academic) Managers, Safety Representatives and Health and Safety Committee members, as well as other relevant personnel. The post holder shall also:
 - (i) Keep all levels of management informed of statutory, best practice and other health and safety related requirements, as well as members of the Health and Safety Committee, and advise them of action necessary to meet such demands;
 - (ii) Provide, wherever possible, necessary training;
 - (iii) Liaise with safety representatives and departmental safety co-ordinators;
 - (iv) Provide advice on such policy, procedure and other relevant standards documents, as are necessary to enable the Council, its senior officers and other relevant College personnel, to meet their formal health and safety-related obligations;
 - (iv) Undertake such other duties as are identified in this document.
 - (v) Monitor compliance with the requirements of this Policy.

- i. Safety Representatives (trades union or non-trades union representatives) should, within the department or area they represent:
 - (i) Assist with the promotion of safe working practices;
 - (ii) Familiarise themselves fully with the Health and Safety Policy and individual Health and Safety Policies and Procedures and Codes of Practice;
 - (iii) Liaise with their Head of Department, and the College Health & Safety Adviser, in accident investigations and safety audits;
 - (iv) Where they are a member of the Health and Safety Committee, take part in proceedings, representing their staff and presenting to them information gathered from meetings;
 - (v) Report personally, or endeavour to ensure that other staff report, any hazardous or potentially hazardous situations;
 - (vi) Be familiar with the action required in cases of emergency such as those related to fire, accidents or security issues.

- j. Individual Members of Staff and Students will co-operate and comply at all times with the safety information, instruction and training provided and bring without delay to the attention of their line manager/department office, any hazards identified, or improvements they think necessary. They do, therefore, have a duty to take reasonable care for the Health and Safety of themselves, and of other persons whom their acts or omissions may affect. They must co-operate with the College to enable it, or any other person, to comply with any duty or requirement imposed by the Health and Safety at Work Act 1974, and any other relevant statutory provisions.

3) **College Health and Safety Committee**

The College Health and Safety Committee will monitor and keep under review the measures taken to ensure the health, safety and welfare of College employees, students and others engaged in legitimate activities on its premises. This involves the promotion of co-operation between management, staff and students in instigating, developing and carrying out measures to ensure health, safety and welfare at work, as well as in study and recreational activities. This work is an essential element in the development of a positive and progressive approach to health and safety and the evolution of a College 'safety culture'.

4) **Individual Policy and Procedure etc. Documents and Safe Systems of Work**

The detailed arrangements for dealing with specific health, safety and welfare issues are identified in College Health and Safety Policy and Procedure and Codes of Practice documents. These documents are contained within the College Health and Safety Guidance Manual, a copy of which is held in each department. Examples of such documents are those relating to:

- * Accident/Incident Reporting
- * Risk Assessment

- * Control of Substances Hazardous to Health
- * The Use of Visual Display Units
- * Manual Handling

These documents identify the health and safety standards to be attained, who is to do what and when, and the specific results to be achieved. They set out performance standards and connect individual responsibilities to required outputs, with the achievement of objectives being based on specific tasks, the results of which are measurable.

Each department will produce a health and safety document identifying the potentially significant health and safety-related risks to which its staff and/or students may be exposed, together with the controls established to ensure that these are adequately managed. Other relevant information shall be included and the Health & Safety Adviser shall provide the basic format for such documents.

It is not, however, practicable to set the standards for all activities centrally and the following are examples of where managers, working with the Health & Safety Adviser, are required to set their own performance standards:

- (a) Procedures for dealing with potential problem areas such as the guarding of machinery, good housekeeping, effective inspection and maintenance of plant and equipment, such as fume cupboards and electrical equipment;
- (b) Procedures for introducing new machinery, plant and equipment, substances or processes, and for examining and addressing the health and safety aspects prior to a new project being undertaken;
- (c) Procedures for dealing with risks such as ionising radiation, noise, biological hazards, the selection, storage and transport of gases and toxic chemicals, and the safe and environmentally appropriate disposal of toxic wastes;
- (d) Safe systems and methods of work for maintaining the fabric and services of buildings;
- (e) Selection, use and provision of suitable protective clothing;
- (f) Arrangements for dealing with the use of premises outside of normal working hours;
- (g) Accident investigation and reporting procedures;
- (h) The arrangements for obtaining and communicating to staff and students, information about health and safety matters, including information about articles and substances used;
- (i) Providing training to meet identified needs for new and existing staff, together with retraining, including when staff take up new responsibilities or move from a different department.

5) **The Management of Risk at Departmental Level**

The proper management of risk at departmental level requires the production of written safe systems of work, rules and procedures, which identify areas of potential risk and clarify the process by which

activities will be performed in order that they can be executed safely. This will include activities, curricular or extra curricular and the planning and execution of field trips, expeditions and visits, as well as school visits to the College.

Properly conducted risk assessment is an essential feature of the effective management of risk. At each management level, risk assessment will be an invaluable tool in the allocation of resources by ensuring that these are apportioned according to the level of risk identified.

All personnel are required to ensure adherence to College Policies and Procedures and Codes of Practice, as well as to departmental rules and safe systems of work, including those that may be applicable to activities that are conducted outside of the College. They should bring any instances where this may not be possible to the attention of the appropriate level of management at the earliest opportunity, in order that effective remedial action may be taken.

6) **Health and Safety Information**

Comprehensive information, including copies of Health and Safety Commission/Executive publications relating to all subjects likely to be relevant to College activities, are available for reference in the Health and Safety Office.

MONITORING THE POLICY

- 7) The implementation of this Policy, progress on the Strategic Plan for Health and Safety and the requirements of individual Policies and Procedures and Codes of Practice, will be monitored at departmental level during a formal health and safety audit. The Health & Safety Adviser will develop a three-year rolling programme of such audits, ensuring that each department is audited at least once during that period.

Members of the Health and Safety Office, using the College's standard audit questionnaire, will conduct audits with the head of department and health and safety co-ordinator. Participating will be the departmental safety representative. The College Health & Safety Adviser will produce an audit report which will be circulated to, among others, the Dean of Faculty or Director and College Principal. The Health & Safety Adviser will present a verbal report of the audit to the Health and Safety Committee.

- 8) Where the activities of a department are felt to warrant more regular auditing, an appropriate frequency will be identified. Accredited staff representatives may wish, in accordance with the relevant statutory provisions, to carry out more frequent inspections with local management.

- 9) The College Health & Safety Adviser will produce annual accident statistics. Copies will be circulated to the Principal and Health and Safety Committee members and will be made available to Council members. Such reports will facilitate a critical review of trends and necessary corrective action.

Signed by the Principal, Professor Stephen Hill on 26th February 2008.

Dr Richard Fisk
Health & Safety Adviser
25/2/2008

'In accordance with the College's commitment to equality and diversity, this Policy has been written and screened to avoid discrimination and promote a positive approach to race, disability and gender issues. Comments on the content of this document should be directed to Mrs Leanie DuToit in the College Health and Safety Office.'