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Ordinance 1 The Council*Required by Statute 4, The Council*

- (a) The Council shall consist of the Principal, the Vice-Principal, the Senior Tutor, the Bursar, nine elected Fellows and two student Members (one an undergraduate and one a postgraduate), who shall be elected by the relevant student body. The Council shall have power to co-opt up to two further Fellows for a tenure of up to three years.
- (b) The elected Fellows shall be elected by the Fellowship as follows:
 - (i) elections to the Council shall be held annually on a day to be appointed by the Council. The Council shall give not less than fourteen days written notice of each election;
 - (ii) at each annual election three Fellows shall be elected to hold office for three years at the expiration of which period they shall retire unless re-elected for one further term;
 - (iii) any Fellows elected to the Council who shall cease to be Fellows of the College shall at the same time vacate their place on the Council;
 - (iv) a Fellow who has served two terms of three years consecutively may return to the Council after an intermission of one year;
 - (v) if a Council member leaves office at any time other than at the end of an academic year, or does not complete his or her term of office, the vacant place shall be filled at the next annual election for a term not longer than that held by the departing Council member. A member elected to a casual vacancy shall be eligible for re-election.
- (c) If any Member of the Council other than the Principal shall be absent from all the meetings of the Council for the whole of one Term without good cause, they shall at the close of such Term vacate their place on the Council.
- (d) Notice of business shall normally be provided to the Secretary fourteen days before a meeting. Papers and draft resolutions shall be submitted to the Secretary ten days before each meeting. These shall be circulated to Council Members with the Agenda seven days before each meeting.
- (e) There shall be provision for Reserved Business, which shall consist of matters relating to individual students or members of staff.
- (f) Meetings of the Council shall be held as often as the Principal thinks fit, but at least twice each Term.
- (g) Where Fellows identify a personal conflict of interest in a matter under discussion they shall declare it. The Council shall then decide whether the Member with such conflict should withdraw from the meeting for as long as that matter is under discussion. The Member shall not vote on any associated resolution either at that meeting or at any subsequent meeting while such potential conflict of interest continues.

- (h) The Minutes of each meeting shall be approved by the Council and signed by the Principal and one other member of the Council. Unreserved Minutes, when confirmed, shall be uploaded to the College intranet and posted on the Combination Room noticeboard. Minutes shall be submitted to the Governing Body for information and for the approval of resolutions where such authority is required.
- (i) The Principal shall normally preside at meetings of the Council, and if the Principal is not present, the Vice Principal shall preside. If neither is present, the senior Fellow elected to Council present at the meeting shall preside.
- (j) The quorum for the Council shall be two thirds of its membership.
- (k) Except where otherwise provided, a decision of the Council shall be taken by a majority of the Members present and voting, and in case of equality of votes, the person presiding shall have a second or casting vote. In any vote on the election, re-election, appointment or re-appointment of any member of the Council to any office, or on any application for leave of absence, or on removal from any office or position, such a member shall not vote, and shall not be counted in reckoning any necessary majority.
- (l) The Council shall be responsible for the administration of the affairs of the College and the management of its property and income, save in respect of those matters reserved to the Governing Body by Statute. In particular the Council shall be responsible for:
 - (i) oversight of the financial affairs of the College in accordance with policies and strategies approved by the Governing Body;
 - (ii) proposal of the College Plan to the Governing Body;
 - (iii) approval of the College Budgets and recommendation of the Audited Accounts of the College for approval by the Governing Body;
 - (iv) the appointment of College Lecturers and such other teaching officers as it may determine;
 - (v) the determination of terms of appointment for Directors of Studies, Tutors and Supervisors;
 - (vi) the determination of the roles and responsibilities of all committees reporting to the Council.

Ordinance 2 The Secretary to the Governing Body and Council

Required by Statute 4, The Council

The Governing Body shall appoint a Secretary to the Governing Body and the Council, who shall be responsible, in consultation with the relevant Officers, for the preparation of business and the keeping of minutes for the two bodies.

Ordinance 3 The Principal

Required by Statute 5, The Principal: duties, powers and emoluments, and Statute 6, The election to, vacation of, and removal from the office of Principal

- (a) When a vacancy occurs in the office of Principal, or it is known that a vacancy is going to occur, a meeting of the Governing Body shall be summoned as soon as conveniently possible (but subject to the provisions of Statute 6 (ii)) by the Vice Principal, or in his or her absence by the next senior Fellow in residence who is a member of the Governing Body, for the purpose of making an election to the Office. Fourteen days' written notice of such meeting shall be sent to all Members of the Governing Body at their registered address.
- (b) Voting in the election to the office of Principal shall be by secret ballot amongst those present and the votes shall be counted by two Fellows designated by the Governing Body.
- (c) If at a meeting for election to the office of Principal no person has been elected, the meeting shall adjourn to some other time to be fixed by the meeting.
- (d) The Principal shall not be counted as a member of the Governing Body for the purpose of an election to the office of Principal.
- (e) The Principal shall be in residence in Full Term unless otherwise determined by the Governing Body.
- (f) The Principal shall be entitled to such stipend and allowances as may be determined by the Governing Body, provided that no reduction in the amount of the stipend and allowances shall affect the Principal without his or her consent.
- (g) The Principal may resign from office by giving six months' written notice to the Vice Principal, or such lesser period of notice as the Governing Body may allow.
- (h) The Principal shall be elected for a period of up to seven years. Before the completion of the Principal's penultimate year in office, the Governing Body may, by affirmative vote in a secret ballot of two-thirds of its membership with voting rights, extend the term of office by up to three years. The total term of office shall not exceed ten years.

Ordinance 4 Duties and privileges of Fellows

Required by Statute 15, General provisions concerning Fellows in Classes A to D

- (a) Fellows shall loyally observe the Statutes, Ordinances and good customs of the College, and shall in all things endeavour to promote the peace, honour and well-being of the College. Fellows shall take part in the activities of the College.
- (b) Fellows shall be entitled to privileges as determined by Ordinance.

Ordinance 5 Election of Fellows

Required by Statute 8, Official Fellowship (Class A), Statute 9, Professorial Fellowship (Class B), Statute 10, Research Fellowship (Class C) Statute 11, General Fellowship (Class D) and Statute 17, The election and admission to, and vacation of, Fellowships

- (a) All Fellows shall be elected by the Governing Body on the nomination of the Council, except that the Governing Body may delegate the election of Fellows in Classes A, B, C and D to the Council where the Governing Body has by resolution identified an area of expertise in which the College has need of a Fellow and indicated that speed is required to make an election.
- (b) If two or more Fellows wish to propose a nomination to a Fellowship in any Class, the proposal shall be made to the Fellowship Committee and that nomination shall be considered by the Council with the benefit of the Fellowship Committee's recommendation.
- (c) The Council may re-elect a person who already holds a Fellowship by a simple majority and without any special notice being given.

Ordinance 6 Bye-Fellows

- (a) A Bye-Fellowship may be offered at the discretion of Council to research workers of PhD standing, or others of similar standing, who have been recommended by a Fellow of the College as likely to be of intellectual and practical value to the College. The proposed Bye-Fellow shall be working in the University in a research or other academic capacity, or be regularly used as a supervisor by the College.
- (b) A Bye-Fellowship shall be offered for a three-year period, unless the Council stipulates a different period, with the proviso that a change in the academic situation of the Bye-Fellow elected shall lead to a review of the Fellowship.
- (c) Bye-Fellowships shall be non-stipendiary and carry entitlements and privileges as determined by Council.
- (d) Nominations shall be addressed to the Senior Tutor, and shall be accompanied by a covering letter making a case for the appointment, a *curriculum vitae* with details of the nominee's academic achievements, and an account of the benefit that an election to a Bye-Fellowship would bring to the College.

Ordinance 7 Emeritus Fellows

Required by Statute 12, Emeritus Fellowship

- a) An Emeritus Fellowship may be offered to any Fellow or person who has previously held a Fellowship of Homerton College in Class A, B, C or D or an office in the College before 2001, and who has reached the age of 67 or has retired after 20 years' service to the College. All Emeritus Fellows shall be elected by the Governing Body on the nomination of the Council in accordance with the provisions of Ordinance 5 (Election of Fellows), paragraph (b).
- b) A nominee for an Emeritus Fellowship shall have had a distinguished career in the University of Cambridge or in the College and will have made a significant contribution to the College during his or her years of service.
- c) Emeritus Fellows shall have retired from a University or College office at the normal age of 67 or later in accordance with the provisions in Ordinance 8(a), or, if they have retired early shall have completed 20 years' service and be 60 years of age or older.
- d) There shall be no termination date for an Emeritus Fellowship.
- e) Emeritus Fellows shall not be members of the Governing Body and shall have no place in the Fellows' order of precedence.
- f) Emeritus Fellowships shall be non-stipendiary and carry entitlements and privileges as determined by Council.

Ordinance 8 Vacation of Fellowships

Required by Statute 17, The election and admission to, and vacation of, Fellowship

- (a) Subject to other provisions of this Ordinance, a Fellow in Class A, B, C or D shall vacate his or her Fellowship on the thirtieth day of September next following the date on which he or she attains the age of sixty-seven years, or, if he or she attains the age of sixty-seven years on the thirtieth of September, then on that day, or on his or her retirement or resignation from the qualifying office in respect of which he or she holds the Fellowship.
- (b) A Fellow shall vacate his or her Fellowship if he or she is admitted to the office of Principal, or if he or she becomes Head or a Fellow, other than an Honorary or an Emeritus Fellow, of any other College in the University of Cambridge or the University of Oxford.
- (c) A Fellow may resign his or her Fellowship by giving one month's written notice to the Principal, or such lesser period as the Governing Body may allow.

Ordinance 9 Disciplinary Procedure relating to Fellows

The Disciplinary Procedure relating to Fellows is given at Schedule 1.1 to these Ordinances.

Ordinance 10 Procedure for removal of Fellows and College Officers for incapacity on medical grounds

Required by Statute 18, The removal and discipline of Fellows and College Officers

The procedure for removal of Fellows for incapacity on medical grounds is given at Schedule 1.2 to these Ordinances.

Ordinance 11 The College Officers

Required by Statute 20, The College Officers

- (a) The Council shall determine the stipends and duties of the College Officers other than the Principal and, subject to these Ordinances, may assign to individual College Officers such powers as it may determine.
- (b) If any College Officer is unable, owing to leave of absence, illness or other sufficient cause, to discharge the duties of his or her office, the Council may appoint a deputy.

Ordinance 12 Vacation of College Offices

Required by Statute 20, The College Officers

- (a) A College Officer shall retire on the thirtieth day of September next following the date on which he or she attains the age of sixty-seven years, or if he or she attains the age of sixty-seven years on the thirtieth of September, then on that day.
- (b) A College Officer other than the Principal may resign his or her College Office by giving at least three months' written notice to the Principal, or such lesser period of notice as the Governing Body may allow.

Ordinance 13 The Vice-Principal

- (a) The Vice-Principal shall be appointed by the Governing Body from among the Fellows to serve for three years, and may be re-elected for not more than a further three years.
- (b) The Vice-Principal shall deputise for the Principal in his or her absence.

Ordinance 14 The Senior Tutor

- (a) The Senior Tutor shall normally serve for three years in the first instance, and may be re-appointed for a further period.
- (b) The Senior Tutor shall be responsible to the Council for the education and pastoral care of all members *in statu pupillari*.
- (c) The Senior Tutor shall be responsible for the recruitment, management and oversight of Directors of Studies.

- (d) The Senior Tutor shall be responsible for the recruitment, management and oversight of Tutors, and shall ensure that every member *in statu pupillari* has appropriate support in pastoral matters.
- (e) The Senior Tutor shall maintain policies for student academic progress and student welfare and shall ensure that students observe the Statutes and Ordinances of the College and of the University.

Ordinance 15 The Bursar

Required by Statute 23, The Bursar

In addition to the responsibilities defined by Statute the Bursar shall, under the direction of Council, also:

- (a) superintend the buildings and grounds of the College, and provide for their staffing and repair;
- (b) superintend the Catering and Conference activities of the College, and provide for their staffing and equipping;
- (c) ensure proper licensing of the College under the Licensing Act 2003, in particular the designation of a premises supervisor holding a personal licence for the supply of alcohol.

Ordinance 16 The Dean

Required by Statute 24, The Dean

- (a) The Dean shall liaise directly with the Principal, the Senior Tutor, the Bursar and other College Officers as the duty of the post may require. The Dean shall also liaise with the University Proctors on matters relating to breaches of University regulations and to inter-collegiate matters.
- (b) There shall be an Advisory Committee to the Dean as prescribed in Schedule 5.4.
- (c) The Dean shall deal discreetly and confidentially with all matters concerning minor breaches of discipline in a manner which, in his or her judgement, is in the best interests of the students concerned and for the well being of the College community as a whole, and shall consult and report to the Advisory Committee on Student Discipline where appropriate.
- (d) The Dean shall meet the Advisory Committee at least once a term to consider issues raised by serious or persistent breaches of student discipline in the light of action taken by the Dean and other college officers.
- (e) The Dean may require payment of compensation for damage to College property and impact on staff time and other resources.
- (f) The Dean shall publish a notice of fines for minor offences and Caution Money as approved by Council.

- (g) The Dean may exclude a present or former student from any part of College premises. Upon excluding a student from any part of College premises the Dean shall inform all the relevant College Officers and staff, including the Principal, the Senior Tutor and the Bursar (as licensee), the Bar Manager and the Head Porter.
- (h) The Dean may bind a student over to maintain good behaviour and/or require a deposit of Caution Money.
- (i) The Dean shall refer cases of serious misconduct to the Principal.

Ordinance 17 The College Lecturers

- (a) The Council shall appoint such number of College Lecturers and on such terms as it may determine.
- (b) A College Lecturer who is not a College Teaching Officer shall be appointed to hold office for not more than five years in the first instance and may be re-appointed.
- (c) Lecturers employed on a full-time basis by the College shall be referred to as College Teaching Officers [CTOs]. All CTOs shall be College Lecturers, shall be expected to pursue the research necessary for the proper performance of their duties and shall undertake such teaching and examining responsibilities as the Council may require. CTOs shall be appointed by the Fellowship Committee under the conditions laid out by Schedule 2.1 and may be elected to a Fellowship.

Ordinance 18 The Tutors

- (a) In addition to the Senior Tutor the Council shall appoint such number of Tutors as it may determine.
- (b) Every member of the College *in statu pupillari* shall be allocated to a Tutor.
- (c) The Tutors shall exercise a general supervision over the health and welfare of the members in their charge, shall ensure that they comply with University and College regulations and requirements relating to members *in statu pupillari*, and shall carry out such other duties as the Council may determine.
- (d) In carrying out their duties the Tutors shall take into account guidance issued by the Senior Tutors' Committee.

Ordinance 19 The Directors of Studies

- (a) The Council shall appoint such number of Directors of Studies and on such terms as it may determine.
- (b) A Director of Studies shall be appointed to hold office for not more than five years in the first instance and may be re-appointed.
- (c) Every undergraduate member of the College *in statu pupillari* shall be allocated to a Director of Studies.
- (d) The Directors of Studies shall undertake the general supervision of the education of the student members in their charge. In doing so they shall take into account guidance issued by the Senior Tutors' Committee and shall carry out such other duties as the Council may determine.

Ordinance 20 The Praelector

- (a) The Council shall appoint one or more Praelectors.
- (b) The Praelectors shall perform such duties as the Council may determine including those relating to Matriculation, Examination and presentation for Degrees.

Ordinance 21 Leave of Absence other than Sabbatical Leave

Required by Statute 25, Leave of Absence

The Council may grant leave of absence other than Sabbatical Leave on the application of a Fellow for a fixed period not normally exceeding one academical year. The Council may impose such conditions upon leave of absence as it may determine.

Ordinance 22 Arrangements for Sabbatical Leave

- (a) College Teaching Officers, University Teaching Officers and Tutors are entitled to Sabbatical leave of one Term after the completion of each consecutive period of six full Terms in office.
- (b) The Council, in respect of that entitlement, shall make arrangements to provide cover for the College duties of the Officer concerned during the period of Sabbatical leave, and shall normally require two Terms' notice in advance of the proposed date of starting leave. This notice shall be given by the Officer concerned to the Senior Tutor together with the dates proposed and any proposals for replacements for consideration by the Council.
- (c) Tutors and Directors of Studies granted leave for a Term shall forego their remuneration for that Term, normally calculated at one quarter of their total annual remuneration for the office or offices in question. The sum or sums concerned shall be paid to their replacements in whole or *pro rata*. Where Tutors take on an additional cohort of pupils to cover for a colleague on Sabbatical leave they shall receive, in addition to their normal remuneration as Tutor, the correct *pro rata* payment, and shall also receive an appropriate additional entertainment allowance in respect of the additional cohort of pupils.

- (d) College Officers who receive their prime stipend from the College for that office shall normally retain that stipend during the Sabbatical leave. The College shall pay for replacement supervisions at the normal inter-collegiate rate to cover teaching up to a limit of 12 hours a week during eight weeks during the Michaelmas and Lent Terms and four weeks during the Easter Term.
- (e) Fellows on leave of absence under the provisions of Statute 25 shall not attend or vote at any standing committee of Governing Body or of Council. Fellows taking two or more consecutive terms of leave shall resign their positions on Council and on any standing committee of Governing Body or Council for the period of leave.

Ordinance 23 Academic Staff Statute

Required by Statute 26, Academic Staff Statute

- (a) In the interpretation of the guiding principles of the Academic Staff Statute, academic freedom shall be understood in the sense of Sections VI and VII of the Recommendation concerning the Status of Higher-Education Teaching Personnel adopted by the General Conference of the United Nations Educational, Scientific and Cultural Organization (UNESCO), meeting in Paris from 21 October to 12 November 1997 at its 29th session.
- (b) The procedures and Ordinances made under the Academic Staff Statute shall pay regard to the Code of Practice on Disciplinary and Grievance Procedures approved by the Employment Code of Practice (Disciplinary and Grievance Procedures) Order 2004 (S.I. 2004, No. 2356). So far as is consistent with the wording of the Academic Staff Statute and any Ordinances made thereunder, that Statute and those Ordinances shall be interpreted in accordance with the Code of Practice.
- (c) The following procedures relating to the Academic Staff Statute are contained in Schedule 3 to these Ordinances:

The constitution of panels for hearings
 Disciplinary
 Assessing incapacity on health grounds
 Grievance
 Redundancy for academic staff
 Removal from a secondary office of employment
 The removal of the Principal from office
 The renewal of Fixed-Term Appointments

Ordinance 24 The retirement of Academic Staff

- (a) A member of the academic staff shall vacate his or her office not later than the end of the academical year in which he or she attains the age of sixty-seven years.
- (b) The procedure for the retirement of academic staff is given in the College Retirement Policy agreed by the Governing Body.
- (c) For the purpose of this Ordinance the term “member of the academic staff” is taken to include any Fellow of the College, any College Officer, and any person employed by the College under a contract of employment to do work of an academic nature.

Ordinance 25 Student Disciplinary Appeal Procedure

- (a) The procedure for Student disciplinary appeals against action taken by the Dean is given at Schedule 4.1 to these Ordinances.
- (b) Where disciplinary action has been taken against a student by the Principal, the student may appeal in writing to the Council, who shall ask the Vice-Principal to convene a Panel, which shall follow the procedure set out in Schedule 4.1 to these Ordinances.

Ordinance 26 Student Complaints Procedure

- (a) The Council shall publish and keep under review a procedure for determining complaints by junior members who are *in statu pupillari*. in accordance with the requirements of the Independent Adjudicator.
- (b) The Student Complaints Procedure is given at Schedule 4.2 to these Ordinances.

Ordinance 27 Conflict of Interest

- (a) Any member of the Governing Body who has a material interest, not being an excluded interest, in any matter of business before the Governing Body shall declare that fact on each occasion that that business is under consideration. This shall not apply to business solely for report which is not discussed by the Governing Body. Early in each meeting the chair should invite members of the Governing Body to declare such material interests.
- (b) If the material interest in question is a pecuniary interest, then the member of the Governing Body declaring it shall withdraw from that part of any meeting at which the business is under consideration, and shall not speak or vote on the matter.
- (c) If the material interest is not a pecuniary interest, then the member of the Governing Body declaring it shall withdraw from that part of any meeting at which the business is under consideration, and shall not speak or vote on the matter, unless the Governing Body shall resolve to the contrary.
- (d) Where a member withdraws from a meeting in accordance with paragraph (b) or (c) above that fact shall be recorded in the minutes of the meeting. Any resolution of the Governing

Body under paragraph (c) above shall be recorded in the minutes of the meeting at which it is made.

- (e) An interest is an excluded interest for the purpose of this Ordinance if:
 - (i) it is an interest which arises from the holding of an office or position in the College, where the other persons holding such an office or position in the College have a similar interest; or
 - (ii) it is an interest arising from membership of a Faculty or Department in the University, or the holding of an office or position in the University, where the other members of the Faculty or Department or the other persons holding such an office or position in the University have a similar interest.
- (f) In particular, an interest which arises from a general review of College stipends shall be excluded, but, in the case of the Principal and the Bursar, only in relation to an increase in his or her respective stipend in accordance with a general percentage stipend increase.
- (g) A Fellow's interest in his or her election or re-election to a Fellowship or appointment or re-appointment to any paid office or position in the College is not excluded, but matters concerning appointment or re-appointment to any unpaid position in the College are excluded.
- (h) A member of the Council, on election or re-election to the Council, shall register his or her material interests, and those of connected parties, such as a spouse or close relative, with the Secretary of the Governing Body, who shall record that information in a register kept for the purpose. A member of the Council shall notify the Secretary of the Governing Body of any new material interest occurring during the course of his or her membership whenever such a new material interest occurs. The register shall include a statement of membership of any Faculty or Department in the University, and the holding of any office or position in the University. The register of interests shall be kept by the Secretary to the Governing Body and Council and shall be available for inspection by any Fellow.
- (i) Subject to paragraph (j) below, a material interest is any matter which may influence the judgement of the person possessing it, or may reasonably appear as capable of influencing that person's judgement, so that the judgement may not be exercised wholly and exclusively in the interests of the College.
- (j) An interest shall not be a material interest unless the person having that interest either knew about it or should reasonably have been aware of it. Any position as a company director or charity trustee shall not constitute a material interest unless there is a reasonable possibility that the company or charity in question may be engaged in any business, appeal, or transaction involving the College.
- (k) If the Principal considers that any member of the Governing Body or its committees may have an interest which should be treated as a material interest for the purposes of paragraphs (a) to (d) above, then the Principal or the chair of the committee may ask the Governing Body to determine the matter. The Governing Body shall then determine it in the absence of the member concerned, after hearing his or her views, and the Governing Body's decision shall be binding on the member concerned. For the purpose of this paragraph, the Council may set aside the rules above relating to excluded interests.
- (l) The above rules, with the exception of those contained in paragraphs (h) and (k) shall apply with necessary modifications to committees, working parties and other bodies constituted by the Governing Body or its committees, in the same way as they apply to the Governing Body.

Ordinance 28 Standing Committees

- (a) There shall be the following Standing Committees:

Committee	Reporting to
Advisory Committee to the Dean	Council
Audit Committee	Governing Body
Benefits Committee	Council
Catering and Bar Committee	Council
Development Committee	Council
Donations Committee	Council
Educational Policy Committee	Council
Estates Committee	Council
Environment Committee	Council
Equality and Diversity Committee	Governing Body
Fellows' Remuneration Committee	Council
Fellowship Committee	Council
Health and Safety Committee	Governing Body
Investment Committee	Council
IT Committee	Council
Library Committee	Council
Research Committee	Council
External Relations Committee	Council
Staff Remuneration Committee	Council
Statutes and Ordinances Committee	Governing Body
Student Hardship Committee	Council

- (b) The Membership and Terms of Reference of the Standing Committees are given at Schedule 5 to these Ordinances.

Ordinance 29 Research Associates, Clinical Research Associates, Healthcare Improvement Research Associates, Associate Fellows and Visiting Scholars**(a) Research Associates**

- (i) The Research Committee may appoint up to ten Research Associates each year subject to a limit of twenty-four Research Associates at any one time.
- (ii) Research Associates shall have post-doctoral status or equivalent and shall normally be within six years of the award of a doctorate at the time of appointment.
- (iii) Research Associates shall be appointed for a three year term in the first instance and the appointment shall be contingent on the continuation of external funding.
- (iv) Research Associates shall be admitted to membership of the College.

(b) Clinical Research Associates (1)

- (i) Council may appoint persons who have been admitted to the Academic Clinical Lectureship programme administered by the Clinical Academic Training Office (CATO) as Clinical Research Associates (1) following a competition run together with CATO.

- (ii) Clinical Research Associates (1) may be appointed for a term of up to two years in the first instance.
 - (iii) Clinical Research Associates (1) shall be admitted to membership of the College.
- (c) Clinical Research Associates (2)**
- (i) Council may appoint persons who have been admitted to the Academic Clinical Fellowship programme administered by the Clinical Academic Training Office (CATO) as Clinical Research Associates (2) following a competition run together with CATO.
 - (ii) Clinical Research Associates (2) shall be appointed for a term of three years.
 - (iii) Clinical Research Associates (2) shall be admitted to membership of the College.
- (d) Healthcare Improvement Research Associates**
- (i) Council may appoint persons who have been admitted as Healthcare Improvement Research Fellows (HIRFs) by the Improvement Research Institute (IRI) (or the same institute if re-named) programme administered by the University of Cambridge, following a competition run jointly by IRI and Homerton College.
 - (ii) Healthcare Improvement Research Associates may be appointed by the College for a term of four years.
 - (iii) Arrangements for stipends and research support will be mutually agreed by Council and IRI.
 - (iv) Healthcare Improvement Research Associates shall be admitted to membership of the College.
- (e) Associate Fellows**
- (i) Council may appoint any distinguished individual as an Associate Fellow for a term of up to three years at a time.
 - (ii) Associate Fellows shall be appointed on the basis that the appointment will provide demonstrable ongoing benefit to the College and may be reappointed by Council for an additional term on the same basis.
 - (iii) The Fellowship Committee shall consider the case for appointment of Associate Fellows and make a recommendation to Council.
 - (iv) In the Statutes and Ordinances of the College the term “Fellow” shall not include Associate Fellow.
 - (v) Associate Fellows shall not be eligible for a Research Allowance.
- (f) Visiting Scholars**
- (i) A Fellow of the College may nominate an academic visitor from outside Cambridge as a Visiting Scholar for a period of up to one year whilst the visitor is resident in Cambridge.

- (ii) A nomination will be considered by the Principal who will decide whether to appoint the Visiting Scholar on the basis of whether having the visitor at the College will provide demonstrable benefit to the College.
- (iii) Visiting Scholars may be charged a discretionary administration fee of £100.
- (iv) Visiting Scholars will receive an allowance of one meal free of charge each week when the College is open. The allowance will not be cumulative. Meals in excess of the allowance must be paid for at the time of taking the meal unless other arrangements are made between the College and a relevant Faculty or Development of the University.
- (v) Visiting Scholars will be entitled to have tea and coffee in the Combination Room free of charge.
- (vi) Visiting Scholars may be accommodated in student accommodation, if available, at the student rate plus VAT if applicable.
- (vii) Visiting Scholars will be given reasonable access to printing and photocopying facilities.

Ordinance 30 Conduct of business outside of meetings

- (a) Governing Body, Council and the Standing Committees listed in Ordinance 28 may conduct business by means of a resolution outside of normal meetings when authorised to do so by both the Principal and the Secretary to the Governing Body and Council.
- (b) Conduct of business outside of meetings will only be authorised where delayed action would be likely to result in detriment to the College or its subsidiaries.
- (c) Business for consideration outside of meetings will be accompanied by clear recommendations to which affirmative or dissenting responses can be made.
- (d) Notice of a proposal to conduct business outside of meetings will:
 - (i) include an option for members to reject the proposed out-of-meeting action and to request a discussion at the next meeting of the relevant body;
 - (ii) state the means by which responses should be made and the date by which responses are required, and
 - (iii) state the procedure for declaring of conflicts of interest.
- (e) The affirmative majority for a resolution outside of a meeting shall be a majority of the total voting rights of all eligible members of the Governing Body, Council and Standing Committees except where the Statutes and Ordinances of the College require a higher majority, in which case the affirmative majority shall be the relevant majority of all eligible members.
- (f) The notice of a proposal to conduct business outside of meetings together with the outcome will be recorded in the minutes of the next meeting of the relevant body.
- (g) Notice of a proposal to conduct business outside normal meetings, should be issued with seven days' notice for decision by Council or by a Standing Committee and with 21 days' notice for a decision by Governing Body.

Ordinance 31 Composers, Artists, and Writers in Residence

- (a) Council may appoint any distinguished individual as a Composer in Residence, Artist in Residence or Writer in Residence. The term of appointment shall be for one year in the first instance, which may be renewed for a term or terms Council shall determine on an individual basis.
- (b) Composers, Artists, and Writers in Residence shall be appointed on the basis that the appointment will provide demonstrable ongoing benefit to the College.
- (c) The Fellowship Committee shall consider the case for appointment of Composers, Artists and Writers in Residence and make a recommendation to Council.
- (d) Composers, Artists, and Writers in Residence will ordinarily be appointed on a non-stipendiary basis.
- (e) Composers, Artists, and Writers in Residence shall not be considered 'Fellows' and therefore will not be members of the Governing Body.
- (f) Composers, Artists, and Writers in Residence shall not be eligible for a research allowance.

Schedule 1 - Procedures relating to Fellows and College Officers

Required by Statute 18, The Removal and discipline of Fellows and College Officers

1.1 Disciplinary Procedure relating to Fellows

The circumstances in which consideration may be given to the removal or discipline of a Fellow or College officer shall be those matters specified in Statute 18 (iii) and any other matters which may reasonably be considered of a like but lesser nature.

Less serious matters: Warnings

- (a) If it appears to the Principal, after receiving a complaint or otherwise, that there are grounds for believing that the conduct or performance of a Fellow (“the Fellow concerned”) is or has been unsatisfactory, the Principal shall inquire into the matter. If the Principal concludes after investigation that the Fellow concerned is or has been at fault, the Principal may issue an oral warning. The Principal shall specify the reason for the warning, shall indicate that it constitutes the first stage of the College’s disciplinary procedure, and shall advise the person concerned that he or she may appeal against the warning under paragraph (d) below.
- (b) If the Principal concludes after investigation that the fault is sufficiently serious to justify it, or if a further offence occurs after an oral warning, the Principal may issue a written warning. Such a warning shall specify the reason for the warning, the improvements required in the conduct or performance of the Fellow concerned, and the period of time within which such improvements are to be made. The Principal shall advise the Fellow concerned that he or she may appeal against the warning under paragraph (d) below, and shall indicate that, if no satisfactory improvement takes place within the stated time, charges may be instituted before a Disciplinary Panel.
- (c) The Principal shall keep a written record of any oral or written warning issued. Each warning shall specify a period from the date of issue after which, in the absence of further disciplinary matters arising, it shall be disregarded for all purposes. The period shall not exceed two years in the case of an oral warning and shall not exceed three years in the case of a written warning.
- (d) The Fellow concerned may appeal in writing to the Principal against a disciplinary warning within fourteen days of the date of the warning, stating the grounds of appeal. The appeal shall be communicated to the Council, who shall determine it as it shall see fit. If the appeal is allowed, the warning shall be disregarded.

More serious matters: The institution of charges before a Disciplinary Panel

- (e) If the Principal receives a complaint against a Fellow (“the Fellow concerned”) seeking the institution of a charge or charges (“a Charge”) before a Disciplinary Panel, then the Principal shall investigate the matter as he or she shall see fit. If, whether as the result of the investigation of a complaint or otherwise, the Principal considers that there are grounds for believing that a Charge should be instituted before a Disciplinary Panel, then the Principal shall write to the Fellow concerned inviting his or her comment in writing by a specified date. If the Principal considers that the College might otherwise suffer significant harm, the Principal may suspend the Fellow concerned from the performance of his or her duties until the next following meeting of the Council without loss of emolument. As soon as practicable

following receipt of the comments (if any) of the Fellow concerned, the Principal shall consider the matter in the light of all the available evidence and may dismiss the matter summarily, or issue an oral or written warning, or determine that a Charge should be instituted before a Disciplinary Panel.

- (f) Where the Principal has determined that a Charge should be instituted before a Disciplinary Panel, then:
 - (i) the Principal shall report that fact to the next following meeting of the Council, who shall appoint and instruct a suitable person ("the Presenting Officer") to formulate the Charge and to present it, or arrange for its presentation, before a Disciplinary Panel; and
 - (ii) a Disciplinary Panel shall be appointed to hear and determine the matter in accordance with the procedure relating to the constitution of panels (see Schedule 3 to these Ordinances).
- (g) On receiving the report of the Principal, the Council shall consider whether to suspend the Fellow concerned from the performance of his or her duties without loss of emolument. Any such suspension shall be reviewed by the Council at regular intervals, each review taking place within two months of the time of the last decision to suspend or at the next following meeting of the Council after that decision, if later. The Council shall not impose or continue a suspension unless it considers that the College might otherwise suffer significant harm.
- (h) The Presenting Officer shall seek to ensure that the case is heard and determined as expeditiously as is reasonably practicable.
- (i) As soon as reasonably practicable after the date of his or her appointment, the Presenting Officer shall send to the Fellow concerned and to the chair of the panel notice of the Charge together with a copy of the Academic Staff Statute and of the Ordinances made thereunder.
- (j) The chair of the panel, after consultation with the Fellow concerned and with the Presenting Officer, shall determine the date and time of a meeting of the Disciplinary Panel for the purpose of hearing the case, and shall send notice of the date, time and place of the meeting to the Fellow concerned, to the Presenting Officer and to the members of the Disciplinary Panel.
- (k) Not later than seven days before the date set for the hearing, the Presenting Officer shall send to the Fellow concerned and to the members of the Disciplinary Panel a copy of the Charge, together with any documents specified therein; a list of all witnesses that the Presenting Officer proposes to call, with statements containing the evidence he or she is expected to give; and a copy of any other documents that the Presenting Officer proposes to put in evidence.

Evidence

- (l) Evidence that a person has been convicted of a criminal offence by or before any court of law, or that any court of law has found proved an offence with which he or she was charged, shall, for the purpose of establishing that that person committed the offence or was guilty of any act or conduct in respect of which he or she was so charged or convicted, be admissible in any proceedings before a Disciplinary Panel.

The decision of the Disciplinary Panel

- (m) Where, after a hearing, the Disciplinary Panel finds the Charge or any part thereof to be without substance, then the Disciplinary Panel shall dismiss the Charge or that part thereof.

- (n) Where, after a hearing, the Disciplinary Panel finds the Charge or any part thereof to be established, then before deciding what penalty (if any) to impose, the Disciplinary Panel shall give the Fellow concerned and the Presenting Officer the opportunity to put forward any matters bearing on the penalty to be imposed unless the Disciplinary Panel is of the view that a sufficient opportunity has already been given in the course of the hearing.
- (o) The Disciplinary Panel may decide to recommend to the Council no penalty, or may recommend a penalty comprising one or more of the following:
 - (i) an oral or written warning;
 - (ii) deprivation of Fellowship;
 - (iii) any penalty considered by the Disciplinary Panel to be lighter than some penalty comprising one or more of the above.

Appeal

- (q) The Fellow concerned may, within fourteen days from the decision of the Disciplinary Panel, give to the Principal notice of appeal to a Disciplinary Appeal Panel. The notice of appeal shall state the grounds of appeal and whether it is an appeal against the findings of the Disciplinary Panel, or the penalty imposed, or both.
- (r) The appeal shall then be heard and determined as expeditiously as is reasonably practicable by the Disciplinary Appeal Panel, who may substitute for the decision of the Disciplinary Panel any decision that such a panel might have made. The decision of the Disciplinary Appeal Panel in the matter shall be recommended to the Governing Body for final decision.

The addition of parties and the consolidation of matters

- (s) The chair of the panel may agree to the addition of any other person as party to a case before a Disciplinary Panel; provided that the chair of the panel shall not so act unless he or she is of the view that such a step is desirable in order to ensure a just and fair process. Such other person shall receive from the Presenting Officer the papers specified in paragraph (k) above, and shall have the right to a fair process before the Disciplinary Appeal Panel.
- (t) In any case in which the Council is:
 - (i) considering the deprivation of the Fellowship of a Fellow who is not a member of the academic staff; or
 - (ii) considering the dismissal from an office or employment in the College before its prescribed or normal termination date of a Fellow who is not a member of the academic staff;

the Council may refer the matter to a Disciplinary Panel according to the rules under the Academic Staff Statute. Alternatively the Council may refer the matter to a disciplinary committee for consideration according to such just and fair process as the committee may determine, subject to such directions as the Council may make in that regard.

- (u) The Council may determine that charges against more than one Fellow may be heard concurrently by the same Disciplinary Panel. The Council may further determine that charges against one or more Fellows shall be heard concurrently with charges against one or more members of the College *in statu pupillari* or with charges against any Fellow who is not a member of the academic staff. In such a case the Disciplinary Panel shall be deemed, in relation to any member of the College *in statu pupillari*, to be constituted concurrently as a Disciplinary Committee and shall proceed, so far as is consistent with the rules under the Academic Staff Statute.

- (v) If at any stage the chair of the panel forms the view that the conduct or capability of the Fellow concerned may be attributable, wholly or in part, to a medical condition, then he or she shall refer to the Ordinance relating to the procedure for removal of Fellows for incapacity on medical grounds.

1.2 Procedure for removal of Fellows for incapacity on medical grounds

Required by Statute 18, The removal and discipline of Fellows and College Officers

The institution of a case before an Incapacity Panel

- (a) Where the Council is of the view that an Incapacity Panel should be appointed for the consideration of a case of a Fellow ("the Fellow referred"), the Council shall at the same time appoint a suitable person ("the Presenting Officer") to present the case on behalf of the College to the panel.
- (b) An Incapacity Panel shall be appointed as directed by the procedures relating to the constitution of panels (see Schedule 3 to these Ordinances).
- (c) Any person having authority in law to act on behalf of the Fellow referred shall have power so to act in respect of all proceedings before an Incapacity Panel or an Incapacity Appeal Panel. Any requirement in relation to the Fellow referred shall be satisfied if that requirement is fulfilled in relation to the person having authority to act on behalf of the Fellow referred or a representative appointed by the Fellow referred, whether or not it is also fulfilled in relation to the Fellow referred.
- (d) As soon as reasonably practicable after appointment, the Presenting Officer shall send to the Fellow referred and to the chair of the panel notice of the reason why it is thought that the dismissal of the Fellow referred by reason of incapacity on health grounds should be considered, together with a copy of the Academic Staff Statute and of the Ordinances made thereunder.
- (e) The Presenting Officer shall seek to ensure that the case is heard and determined as expeditiously as is reasonably practicable.
- (f) The chair of the panel, after consultation with the Fellow referred and with the Presenting Officer, shall determine the date and time of a meeting of the Incapacity Panel for the purpose of a hearing of the case, and shall send notice of the date, time and place of the meeting to the Fellow referred, to the Presenting Officer and to the members of the Incapacity Panel.
- (g) Not later than seven days before the date set for the hearing, the Presenting Officer shall send to the Fellow referred and to the members of the Incapacity Panel a copy of the communication referred to in paragraph (d) above, together with any documents therein specified; a list of all witnesses the Presenting Officer proposes to call, with statements containing the evidence he or she is expected to give; and a copy of any other documents which the Presenting Officer proposes to put in evidence.

Medical evidence

- (h) The Presenting Officer may seek in respect of the Fellow referred such medical evidence as he or she considers necessary for the purpose of the presentation of the matter to the Incapacity Panel. Such evidence may include the opinion of a medically qualified person appointed by the College, at College expense, to advise on the health of the Fellow referred. In the event of the Person referred declining to provide any or all of the evidence requested, the Presenting Officer may apply to the chair of the Incapacity Panel for a direction for the production of medical evidence. The chair of the panel shall then hear and determine the matter, and may direct the production of such medical evidence (whether or not sought by the Presenting Officer) as the chair of the panel shall specify. The Fellow referred may appeal

against such a direction to the person at the top of List A, whose decision shall be final (see Ordinance for the Constitution of Panels for Hearings).

- (i) If, after a direction to produce medical evidence, the Fellow referred declines to provide any or all of the evidence directed, the Incapacity Panel and an Incapacity Appeal Panel may draw such inferences as to the health of the Fellow referred as it shall see fit from all the circumstances of the case. In addition, the chair of the panel may refer the matter to the Council for the institution of proceedings before a Disciplinary Panel, but the Council shall only institute such proceedings if it is of the view that the Fellow referred was under an obligation to provide the evidence directed by reason of the terms of his or her appointment or by reason of the Statutes and Ordinances of the College.
- (j) Where, after a hearing, the Incapacity Panel finds that the Fellow referred is incapable of performing satisfactorily the duties of his or her office of employment, it may recommend to the Council action which may be any of the following:
 - (i) suspension on grounds of ill health pending receipt of evidence to the satisfaction of the medically qualified member or members of the panel of fitness to resume work;
 - (ii) suspension on grounds of ill health pending further review by the Incapacity Panel at a specified date; or
 - (iii) dismissal with or without notice on grounds of ill health.

During any period of suspension on grounds of ill health the Fellow referred shall be paid in accordance with the terms of his or her office or employment. If the panel decide to dismiss without notice on grounds of ill health, the College shall make payment to the Fellow in lieu of notice for any related remuneration.

Appeal

- (k) The Fellow referred may, within fourteen days from the decision of the Incapacity Panel, give to the Principal notice of appeal to an Incapacity Appeal Panel. The notice of appeal shall state the grounds of appeal and whether it is an appeal against the findings of the Incapacity Panel (stating which findings are appealed against), or the action taken by the Incapacity Panel, or both.
- (l) The appeal shall be heard and determined as expeditiously as is reasonably practicable by an Incapacity Appeal Panel, which may substitute for the decision of the Incapacity Panel any decision that that panel might have made. The decision of the Incapacity Appeal Panel in the matter shall be final.

1.3 Procedure for the election and re-election of Fellows in Class C (Research Fellows)**(a) Senior Research Fellows**

- (i) The College may elect Senior Research Fellows in Class C (Statute 10) whose function is the advancement of learning and research.
- (ii) Senior Research Fellows shall be non-stipendiary but may take on additional pastoral or teaching duties in addition to their Fellowship. They will have the entitlements and privileges of Fellows in Class C.
- (iii) A Senior Research Fellow shall be appointed for a term of three years by the Governing Body upon the nomination of Council, and may be reappointed by the Council under the terms of Ordinance 5(c) for a second three year term.
- (iv) The Fellowship Committee shall consider the case for renewal and make a recommendation to the Council.
- (v) A Senior Research Fellow is entitled to leave of absence under the arrangements for sabbatical leave or for maternity or paternity leave and any such period of leave will not be counted in any three year period of tenure.

(b) Junior Research Fellows

- (i) The Council may elect Junior Research Fellows in Class C (Statute 10) whose function is the advancement of learning and research.
- (ii) Junior Research Fellowships may be stipendiary or non-stipendiary. They will have the entitlements and privileges of Fellows in Class C.
- (iii) The College will provide residential accommodation for Junior Research Fellows.
- (iv) Junior Research Fellows shall be appointed by the Governing Body on the nomination of Council.
- (v) Stipendiary Junior Research Fellows shall be appointed for a four year non-renewable term. Non-stipendiary Junior Research Fellows may be appointed for up to four years but not beyond the term of their stipendiary post.
- (vi) A Junior Research Fellow may apply to the Council to take leave of absence or to intermit for academic or personal reasons and the Fellowship Committee shall consider the application and make a recommendation.

(c) Research Fellows

- (i) The Council may elect Research Fellows in Class C (Statute 10) who shall be persons with an established career in learning and research.
- (ii) Research Fellows shall be non-stipendiary but may take on additional pastoral or teaching duties in addition to their Fellowship. They will have the entitlements and privileges of Fellows in Class C.
- (iii) A Research Fellow shall be appointed for a term of up to five years in the first instance by the Governing Body upon the nomination of Council and may be

reappointed by the Council under the terms of Ordinance 5(c) for a second year term. The length of the term of appointment may be contingent upon the continuation of external funding.

- (iv) The Fellowship Committee shall consider the case for renewal and make a recommendation to the Council.
- (v) A Research Fellow is entitled to leave of absence under the arrangements for sabbatical leave or for maternity or paternity leave and any such period of leave will not be counted in any period of tenure.

Schedule 2 - Procedures relating to the Academic Staff and the Principal**2.1 Individual Appointment, Confirmation and Promotion Procedure**

- (a) A College Teaching Officer [CTO], in his or her first appointment, shall be given support and guidance in the performance of the duties of that post.
- (b) At the time of appointment, the Principal with the Senior Tutor shall ensure that the CTO understands the full range of duties required for the post and, in addition, the expectations for research activity.
- (c) The Principal shall ask a senior Fellow to act as mentor to the newly-appointed CTO during the first year of appointment and for a longer period if further support is required.
- (d) During the first 11 months in post a CTO shall be probationary and subject to review at the end of nine months by the Fellowship Committee of the Council. A CTO appointed to a fixed-term post shall be treated in the same way.
- (e) The Fellowship Committee shall review the CTO's performance in carrying out the duties of the post during the probationary period and shall be empowered to confirm the CTO in post or recommend to Council a further period of probation or termination of the employment.
- (f) The Council shall recommend a scale for CTO appointments and CTOs shall not normally receive more than two annual increments without review by the Fellowship Committee who shall have the power to recommend further progression, if any. This promotion review shall take place after eight terms in post and shall follow the procedure laid down by the Council.
- (g) A CTO may appeal against the decision of the Fellowship Committee to a panel appointed by the Council.

2.2 Appraisal Procedure

All CTOs shall be subject to an annual appraisal by the Principal or by another officer appointed by the Principal for this purpose. Appraisal shall be for the purpose of reviewing personal development and shall not be taken into account in considering whether a CTO should be promoted or, in the case of a fixed-term appointment, re-appointed.

2.3 Procedure for appraisal of the Principal

The Principal shall be appraised biannually by an Appraisal Panel established by Council.

- (i) The Panel shall be chaired by the Vice-Principal serving at the time of the appraisal. Council will normally select two or more current Fellows of the College, and one or more distinguished individuals external to College, to serve on the Appraisal Panel. Normally, at least one panel member shall be a current or former Head of House of a Cambridge College.
- (ii) The purpose of the confidential appraisal shall be to provide career support for the Principal as well as provide meaningful feedback on job performance.
- (iii) The Panel Chair shall be responsible for gathering a full range of feedback from current College Officers and Fellows.

2.4 Procedure for the retirement of academic staff

- (a) Members of the academic staff must be notified that they can make a request for continued employment in writing not more than 1 year and not less than 6 months before their planned retirement date.
- (b) On receiving a written request from a member of the academic staff that he or she wishes to continue working, the Council shall consider the request and inform the member in writing of the outcome.
- (c) The member may appeal against the Council's decision.
- (d) In the event of an appeal, an appeal panel shall be constituted in accordance with Schedule 3.1 – Constitution of Panels.
- (e) At the beginning of each academic year the Principal shall write to all members of academic staff whose planned retirement date falls within that year. The letter shall specify their retirement date and the procedure they should follow if they wish to request continuation of employment. It shall also identify key contacts for planning for retirement.
- (f) Requests to continue in employment may be made on a full-time or part-time basis.

2.5 Family Leave/Pay**(a) Maternity Leave**

- (i) A member of the academic staff is eligible to take up to 52 weeks' Maternity Leave.
- (ii) Maternity leave must start no earlier than the 11th week before the Expected Week of Confinement [EWC].
- (iii) Two weeks of maternity leave must be taken immediately following the date of childbirth.

(b) Maternity Pay

- (i) A member of the academic staff with 26 weeks' continuous employment at the 15th week of pregnancy will receive six weeks' paid leave at 90% of average weekly pay plus a further 33 weeks' paid leave at lower rate Statutory Maternity Pay [SMP].
- (ii) A member of the academic staff with one year's continuous service at the 15th weeks before the EWC will receive 18 weeks' paid leave at full pay plus a further 21 weeks' paid leave at lower rate SMP.
- (iii) A member of the academic staff who is entitled to the higher rate maternity pay outlined in paragraph (b)(ii) must return to work for 13 weeks following maternity leave or refund the difference between this and the maternity pay entitlement outlined in paragraph (b)(i).

(c) Paternity Leave

A member of the academic staff is eligible to take up to two weeks' Paternity Leave.

(d) Paternity Pay

- (i) A member of the academic staff with 26 weeks' continuous employment at the 15th week of his partner's pregnancy will receive up to two weeks' paid Paternity Leave at full pay.
- (ii) A member of the academic staff may choose to take either one week's or two consecutive weeks' leave (starting on any day of the week but not taken as odd days). Leave can start on any day of the week on or following the child's birth but must be completed within 56 days of the actual date of birth of the child (or if the child is born early, within the period from the actual date of childbirth up to 56 days after the expected week of birth).

Schedule 3 - Procedures relating to the Academic Staff Statute

Required by Statute 26, The Academic Staff Statute

3.1 Procedure for the Constitution of Panels for Hearings

- (a) The Council shall appoint annually two Lists (List A and List B). List A shall consist of not less than three persons, who shall have legal qualifications and at least one of whom shall not be a member of the College. List B shall consist of not less than twelve Fellows. The initial members of each List shall be placed in such order as the Council may determine. Persons appointed as new members shall be added at the end of the List in such order as the Council may determine. Members of either List, on appointment to a panel, shall go to the end of that List retaining their order as against one another. The Council shall appoint a substitute for a member of either List who is on leave of absence for the period of that leave, unless the Council is of the view that the period is sufficiently short not to prevent the member from serving on a panel if called upon to do so without causing delay to proceedings.
- (b) Panels constituted under the Academic Staff Statute shall be constituted according to the following rules:
 - (i) no member of a panel shall also be a member of an appeal panel in the same matter;
 - (ii) a panel or appeal panel to consider the removal of the Principal shall be constituted in accordance with the provisions of the Academic Staff Statute;
 - (iii) a medical panel and a medical appeal panel shall include a medically qualified person appointed by the Council;
 - (iv) a panel shall comprise three persons, at least one of whom shall be a man and at least one of whom shall be a woman;
 - (v) the chair of the panel shall be a member of List A and, in the case of an appeal panel, shall not be a member of the College; and, subject to the preceding rules;
 - (vi) the other panel members shall be members of List B.
- (c) Members shall be selected from List A and List B for the constitution of a panel in compliance with the above rules and otherwise in strict order from the top of the List, but disregarding any member of the List who is disqualified from acting in accordance with the provisions of this Ordinance.
- (d) Where it is not possible to select a panel in conformity with the above rules because there are insufficient persons remaining on either List after the exclusion of those persons who are disqualified from acting in accordance with the provisions of this Ordinance, then to that extent selections may be made by the Council (or the Principal acting on the Council's behalf) of other persons, with the consent of the member of the academic staff under consideration by the panel ("the Person concerned").
- (e) A meeting of a panel, whether for a hearing or for any other purpose, shall be valid and effective provided that the chair of the panel and one other member is present.

Disqualification of panel members

- (f) A person who believes that he or she has an involvement with the matter before a panel that would make his or her participation as a member of the panel unfair shall for that reason decline to accept appointment as a member of the panel, or, if already appointed, shall disqualify himself or herself from the panel.

- (g) A member of a panel who fails to attend the whole of any hearing (save for absences which, in the opinion of the chair, are immaterial) shall be disqualified from the panel.
- (h) If the Person concerned believes that a member of the panel has an involvement with the matter before the panel that would make his or her participation as a member of the panel unfair, then the Person concerned shall object on that ground to the chair of the panel without delay, and in any event not later than the start of the first hearing of the matter by the panel. The chair of the panel shall rule on any such objection (including such an objection relating to him or herself). If the objection is upheld the member of the panel concerned shall be disqualified from acting further. A ruling dismissing the objection shall be open to appeal to the person at the top of List A, whose decision shall be final.
- (i) No objection of the sort referred to in paragraph (h) above shall be entertained after the start of the first hearing of the matter by the panel, unless the chair of the panel (or the chair of the appeal panel if the objection is made at the appeal stage) is satisfied that it was not reasonably practicable for the Person concerned to have raised the matter earlier. A ruling declining to entertain a late objection shall be open to appeal to the person at the top of List A, whose decision in the matter shall be final.
- (j) Where a member of a panel (not being the chair of the panel) is disqualified from acting, the panel may, with the consent of the Person concerned, continue to act, notwithstanding such reduction in membership. Alternatively the chair of the panel may select a replacement member in accordance with the rules for selection given in sections (b) to (e) above, and may adjourn proceedings pending that appointment. Where the chair of a panel is disqualified, a new chair shall be selected in accordance with the rules for selection.
- (k) Where a person is added to the membership of a panel, then any hearing that has already taken place in whole or in part shall be disregarded and shall be held afresh.

Role and powers of the chair of the panel

- (l) The chair of the panel shall determine all procedural and interlocutory matters on behalf of the panel after such consultation (if any) with members of the panel as the chair shall see fit.
- (m) The chair of the panel may vary time limits; may allow the amendment of charges or of grounds of appeal; may permit any departure from the rules or procedure set out in this Ordinance; and may exclude any person, including the Person concerned, from any hearing of the panel if, in the opinion of the chair of the panel, such a step is necessary in the interests of good order.
- (n) In exercising any discretion the chair of the panel shall seek to give effect to the guiding principles set out in the Academic Staff Statute. Any exercise of discretion by the chair of the panel may be made subject to such conditions as he or she shall see fit.
- (o) The chair of the panel may postpone, adjourn and reconvene any hearing or other meeting of a panel. The chair of the panel may discharge the panel and order a rehearing of the matter before a fresh panel, but shall only do so where he or she is of the view that that step is necessary in order to ensure a just and fair process.
- (p) Where it appears to the chair of the panel, whether on receipt of an application made by the Person concerned or the Presenting Officer (if any) or otherwise, that a material aspect of the matter before the panel is or is likely to be the subject of criminal or civil proceedings in a court of law or the subject of disciplinary proceedings in the University, the chair of the panel may direct such stay in the process of the panel as he or she may consider desirable. Subject

to any such stay the chair of the panel shall seek to ensure that the case before the panel is heard and determined as expeditiously as is reasonably practicable.

- (q) The proceedings of the panel shall be recorded and shall be retained by the Principal.
- (r) The chair of the panel shall send a document recording the panel's decision on the case (together with his or her findings of fact (if any) and the reasons for his or her decision regarding the case) to the Principal, the Person concerned, the Presenting Officer (if any) and any person who shall have been added as a party to the proceedings and to the body which set up the panel. Where a right of appeal exists, the chair shall draw the attention of the Person concerned to that fact and to the procedure, including any time limit, for appeal.
- (s) The chair of the panel shall have power, by certificate under his or her hand, to correct in the record of proceedings kept under paragraph (q) above or in the document recording the decision of the panel any clerical mistakes or errors arising from any accidental slip or omission.

Conduct of hearings

- (t) The overriding objective of the rules of procedure is to enable panels to deal with cases justly. That shall include, so far as practicable,
 - (i) ensuring that the parties are on an equal footing;
 - (ii) dealing with the case in ways which are proportionate to the complexity of the issues; and
 - (iii) ensuring an expeditious and fair process.
- (u) Any hearing shall take place in private unless the panel, after considering the views of the Person concerned, directs otherwise.
- (v) Panels shall, so far as appears to them to be practicable, seek to avoid unnecessary formality in their proceedings and shall not be bound by any enactment or rule of law relating to the admissibility of evidence in proceedings before courts of law. They shall make such inquiries of persons and witnesses appearing before them as they consider appropriate and shall otherwise conduct their hearing in such manner as they consider most appropriate for the clarification of the issues before them and generally for the just handling of the proceedings.

3.2 Disciplinary Procedure

Less serious matters: Warnings

- (a) If it appears to the Principal, after receiving a complaint or otherwise, that there are grounds for believing that the conduct or performance of a member of the academic staff ("the Person concerned") is or has been unsatisfactory, the Principal shall inquire into the matter. If the Principal concludes after investigation that the Person concerned is or has been at fault, the Principal may issue an oral warning. The Principal shall specify the reason for the warning, shall indicate that it constitutes the first stage of the College's disciplinary procedure, and shall advise the person concerned that he or she may appeal against the warning under paragraph (d) below.
- (b) If the Principal concludes after investigation that the fault is sufficiently serious to justify it, or if a further offence occurs after an oral warning, the Principal may issue a written warning. Such a warning shall specify the reason for the warning, the improvements required in the

conduct or performance of the Person concerned, and the period of time within which such improvements are to be made. The Principal shall advise the Person concerned that he or she may appeal against the warning under paragraph (d) below, and shall indicate that, if no satisfactory improvement takes place within the stated time, charges may be instituted before a Disciplinary Panel.

- (c) The Principal shall keep a written record of any oral or written warning issued. Each warning shall specify a period from the date of issue after which, in the absence of further disciplinary matters arising, it shall be disregarded for all purposes. The period shall not exceed one year in the case of an oral warning and shall not exceed two years in the case of a written warning.
- (d) The Person concerned may appeal in writing to the Principal against a disciplinary warning within fourteen days of the date of the warning, stating the grounds of appeal. The appeal shall be communicated to the Council, who shall determine it as it shall see fit. If the appeal is allowed, the warning shall be disregarded.

More serious matters: The institution of charges before a Disciplinary Panel

- (e) If the Principal receives a complaint against a member of the academic staff (“the Person concerned”) seeking the institution of a charge or charges (“a Charge”) before a Disciplinary Panel, then the Principal shall investigate the matter as he or she shall see fit. If, whether as the result of the investigation of a complaint or otherwise, the Principal considers that there are grounds for believing that a Charge should be instituted before a Disciplinary Panel, then the Principal shall write to the Person concerned inviting his or her comment in writing by a specified date. If the Principal considers that the College might otherwise suffer significant harm, the Principal may suspend the Person concerned from the performance of his or her duties until the next following meeting of the Council without loss of emolument. As soon as practicable following receipt of the comments (if any) of the Person concerned, the Principal shall consider the matter in the light of all the available evidence and may dismiss the matter summarily, or issue an oral or written warning, or determine that a Charge should be instituted before a Disciplinary Panel.
- (f) Where the Principal has determined that a Charge should be instituted before a Disciplinary Panel, then
 - (i) the Principal shall report that fact to the next following meeting of the Council, which shall appoint and instruct a suitable person (“the Presenting Officer”) to formulate the Charge and to present it, or arrange for its presentation, before a Disciplinary Panel; and
 - (ii) a Disciplinary Panel shall be selected to hear and determine the matter.
- (g) On receiving the report of the Principal, the Council shall consider whether to suspend the Person concerned from the performance of his or her duties without loss of emolument. Any such suspension shall be reviewed by the Council at regular intervals, each review taking place within two months of the time of the last decision to suspend or at the next following meeting of the Council after that decision, if later. The Council shall not impose or continue a suspension unless it considers that the College might otherwise suffer significant harm.
- (h) The Presenting Officer shall seek to ensure that the case is heard and determined as expeditiously as is reasonably practicable.
- (i) As soon as reasonably practicable after the date of his or her appointment, the Presenting Officer shall send to the Person concerned and to the chair of the panel notice of the Charge together with a copy of the Academic Staff Statute and of the Ordinances made thereunder.

- (j) The chair of the panel, after consultation with the Person concerned and with the Presenting Officer, shall determine the date and time of a meeting of the Disciplinary Panel for the purpose of hearing the case, and shall send notice of the date, time and place of the meeting to the Person concerned, to the Presenting Officer and to the members of the Disciplinary Panel.
- (k) Not later than seven days before the date set for the hearing, the Presenting Officer shall send to the Person concerned and to the members of the Disciplinary Panel a copy of the Charge, together with any documents specified therein; a list of all witnesses that the Presenting Officer proposes to call, with statements containing the evidence they are expected to give; and a copy of any other documents that the Presenting Officer proposes to put in evidence.

Evidence

- (l) Evidence that a person has been convicted of a criminal offence by or before any court of law, or that any court of law has found proved an offence with which he or she was charged, shall, for the purpose of establishing that that person committed the offence or was guilty of any act or conduct in respect of which he or she was so charged or convicted, be admissible in any proceedings before a Disciplinary Panel.

The decision of the Disciplinary Panel

- (m) Where, after a hearing, the Disciplinary Panel finds the Charge or any part thereof to be without substance, the Disciplinary Panel shall dismiss the Charge or that part thereof.
- (n) Where, after a hearing, the Disciplinary Panel finds the Charge or any part thereof to be established, then before deciding what penalty (if any) to impose, the Disciplinary Panel shall give the Person concerned and the Presenting Officer the opportunity to put forward any matters bearing on the penalty to be imposed unless the Disciplinary Panel is of the view that a sufficient opportunity has already been given in the course of the hearing.
- (o) The Disciplinary Panel may decide to impose no penalty, or may impose a penalty comprising one or more of the following:
 - (i) an oral or written warning;
 - (ii) suspension without pay for up to three months;
 - (iii) the withholding of future increments in stipend;
 - (iv) reduction in grade in any primary office or employment;
 - (v) removal from any secondary office or employment;
 - (vi) the substitution of a lesser office or employment for any primary office or employment;
 - (vii) deprivation of Fellowship;
 - (viii) dismissal with or without notice.
 - (ix) any penalty considered by the Disciplinary Panel to be lighter than some penalty comprising one or more of the above.

If the Disciplinary Panel is of the view that the conduct of the Person concerned constitutes gross misconduct such as to justify dismissal without notice, it shall so state. If the penalty of dismissal without notice is imposed in the absence of such a statement (or, in the event of an appeal, such a statement by the Disciplinary Appeal Panel), then the College shall pay compensation to the Person concerned in respect of the absence of proper notice. The

Disciplinary Panel shall not impose the penalty of the substitution of a lesser office or employment for any primary office or employment unless it is of the view that the conduct of the Person concerned is such as to justify dismissal.

- (p) Where, after a hearing, the Disciplinary Panel is of the view that the Person concerned should be dismissed, but that the dismissal is for some other substantial reason than good cause, it shall so state, specifying the reason, in its findings and shall dismiss the Member accordingly.

Appeal

- (q) The Person concerned may, within fourteen days from the decision of the Disciplinary Panel, give to the Principal notice of appeal to the Disciplinary Appeal Panel. The notice of appeal shall state the grounds of appeal and whether it is an appeal against the findings of the Disciplinary Panel, or the penalty imposed, or both.
- (r) The appeal shall then be heard and determined as expeditiously as is reasonably practicable by the Disciplinary Appeal Panel, which may substitute for the decision of the Disciplinary Panel any decision that that panel might have made. The decision of the Disciplinary Appeal Panel in the matter shall be final.

The addition of parties and the consolidation of matters

- (s) The chair of the panel may agree to the addition of any other person as party to a case before a Disciplinary Panel; provided that the chair of the panel shall not so act unless he or she is of the view that that step is desirable in order to ensure a just and fair process. Such other person shall receive from the Presenting Officer the papers specified in paragraph (k) above, and shall have the right to a fair process before the Disciplinary Appeal Panel.
- (t) In any case in which the Council is:
- (i) considering the deprivation of the Fellowship of a Fellow who is not a member of the academic staff; or
 - (ii) considering the dismissal from an office or employment in the College before its prescribed or normal termination date of a Fellow who is not a member of the academic staff;

the Council may refer the matter to a Disciplinary Panel according to the rules under the Academic Staff Statute. Alternatively it may refer the matter to a disciplinary committee for consideration according to such just and fair process as the committee may determine, subject to such directions as the Council may make in that regard.

- (u) The Council may determine that charges against more than one member of the academic staff may be heard concurrently by the same Disciplinary Panel. The Council may further determine that charges against one or more members of the academic staff shall be heard concurrently with charges against one or more members of the College *in statu pupillari* or with charges against any Fellow who is not a member of the academic staff.
- (v) If at any stage the chair of the panel forms the view that the conduct or capability of the Person concerned may be attributable, wholly or in part, to a medical condition, then he or she shall:

- (i) if he or she is of the view that such action is necessary to ensure a just and fair process, stay the proceedings of the Disciplinary Panel and direct the selection of an Incapacity Panel for proceedings to continue under Schedule 3.1 above; or otherwise;
- (ii) if he or she is of the view that the Disciplinary Panel might be assisted by the appointment of a medically qualified person as Medical Consultant, ask the Council to make such an appointment; or otherwise
- (iii) dismiss the charge and take no action.

A Medical Consultant appointed under (ii) above shall not be a member of the Disciplinary Panel but shall offer advice and guidance to the panel on medical matters.

- (w) Where proceedings are transferred to an Incapacity Panel under paragraph (v) above, then if at any stage the chair of that panel forms the view that it would be consistent with a just and fair process to transfer the proceedings to a Disciplinary Panel, he or she may stay the proceedings of the Incapacity Panel and either:
 - (i) transfer the proceedings back to the initial Disciplinary Panel; or
 - (ii) direct the discharge of the initial Disciplinary Panel and constitute the Incapacity Panel a Disciplinary Panel for all further proceedings; or
 - (iii) direct the discharge of the initial Disciplinary Panel and the selection of a fresh Disciplinary Panel, and transfer the proceedings to them.

In the event of a transfer of proceedings, the chair of the panel to whom the proceedings are transferred shall have authority to rule as relevant and admissible any part of the proceedings that took place before the transfer, provided that he or she is of the view that that course would help to ensure an efficient, just and fair process.

- (x) Where a new panel is selected under paragraph (v) or (w) above, then the chair of the old panel may continue to act as chair of the new panel notwithstanding the provisions of Ordinance 23 above.

3.3 Procedure for assessing incapacity on health grounds

The institution of a case before an Incapacity Panel

- (a) Where the Council is of the view that an Incapacity Panel should be appointed for the consideration of a case of a member of the academic staff ("the Person referred") under the Academic Staff Statute, it shall at the same time appoint a suitable person ("the Presenting Officer") to present the case on behalf of the College to the panel.
- (b) Any person having authority in law to act on behalf of the Person referred shall have power so to act in respect of all proceedings before an Incapacity Panel or an Incapacity Appeal Panel. Any requirement in relation to the Person referred shall be satisfied if that requirement is fulfilled in relation to the person having authority to act on behalf of the Person referred or a representative appointed by the Person referred, whether or not it is also fulfilled in relation to the Person referred.
- (c) As soon as reasonably practicable after appointment, the Presenting Officer shall send to the Person referred and to the chair of the panel notice of the reason why it is thought that the dismissal of the Person referred by reason of incapacity on health grounds should be considered together with a copy of the Academic Staff Statute and of the Ordinances and the relevant schedules made thereunder.

- (d) The Presenting Officer shall seek to ensure that the case is heard and determined as expeditiously as is reasonably practicable.
- (e) The chair of the panel, after consultation with the Person referred and with the Presenting Officer, shall determine the date and time of a meeting of the Incapacity Panel for the purpose of a hearing of the case, and shall send notice of the date, time and place of the meeting to the Person referred, to the Presenting Officer and to the members of the Incapacity Panel.
- (f) Not later than seven days before the date set for the hearing, the Presenting Officer shall send to the Person referred and to the members of the Incapacity Panel a copy of the communication referred to in paragraph (c) above, together with any documents therein specified; a list of all witnesses the College proposes to call, with statements containing the evidence they are expected to give; and a copy of any other documents which the College proposes to put in evidence.

Medical evidence

- (g) The Presenting Officer may seek in respect of the Person referred such medical evidence as he or she considers necessary for the purpose of the presentation of the matter to the Incapacity Panel. Such evidence may include the opinion of a medically qualified person appointed by the College, at College expense, to advise on the health of the Person referred. In the event of the Person referred declining to provide any or all of the evidence requested, the Presenting Officer may apply to the chair of the Incapacity Panel for a direction for the production of medical evidence. The chair of the panel shall then hear and determine the matter, and may direct the production of such medical evidence (whether or not sought by the Presenting Officer) as the chair of the panel shall specify. The Person referred may appeal against such a direction to the person at the top of List A, whose decision shall be final (see Schedule 3.1 for the Constitution of Panels for Hearings, sections (b) to (e)).
- (h) If, after a direction to produce medical evidence, the Person referred declines to provide any or all of the evidence directed, the Incapacity Panel and an Incapacity Appeal Panel may draw such inferences as to the health of the Person referred as it shall see fit from all the circumstances of the case. In addition, the chair of the panel may refer the matter to the Council for the institution of proceedings before a Disciplinary Panel, but the Council shall only institute such proceedings if it is of the view that the Person referred was under an obligation to provide the evidence directed by reason of the terms of his or her appointment or by reason of the Statutes and Ordinances of the College.

The decision of the Incapacity Panel

- (i) Where, after a hearing, the Incapacity Panel finds that the Person referred is incapable of performing satisfactorily the duties of his or her office of employment, it may take action which may be any of the following:
 - (i) suspension on grounds of ill health pending receipt of evidence to the satisfaction of the medically qualified member or members of the panel of fitness to resume work;
 - (ii) suspension on grounds of ill health pending further review by the Incapacity Panel at a specified date; or
 - (iii) dismissal with or without notice on grounds of ill health.

During any period of suspension on grounds of ill health the Person referred shall be paid in accordance with the terms of his or her office or employment. If the panel decides to dismiss without notice on grounds of ill health, the College shall pay compensation to the Person referred in respect of the absence of proper notice.

Appeal

- (j) The Person referred may, within fourteen days from the decision of the Incapacity Panel, give to the Principal notice of appeal to the Incapacity Appeal Panel. The notice of appeal shall state the grounds of appeal and whether it is an appeal against the findings of the Disciplinary Panel (stating which findings are appealed against), or the action taken by them, or both.
- (k) The appeal shall be heard and determined as expeditiously as is reasonably practicable by an Incapacity Appeal Panel, who may substitute for the decision of the Incapacity Panel any decision that that panel might have made. The decision of the incapacity appeal committee in the matter shall be final.

3.4 Grievance Procedure

- (a) If a member of the academic staff (“the Person concerned”) has a grievance then he or she should seek to resolve it informally through discussion with the appropriate College officer or other authority in the College. If such action does not suffice to resolve the grievance, or if, in the circumstances of the case, it is not reasonable to expect another course to be followed first, the Person concerned may refer the grievance to the Principal.
- (b) When a grievance has been so referred, the Principal shall seek to resolve the matter promptly and fairly after discussion with the Person concerned. The Principal may refer the matter to the Council for resolution, and shall do so if the Person concerned so requests.
- (c) The Principal or the Council shall rule inadmissible any complaint judged:
 - (i) not to be one concerning the office or employment of the Person concerned; or
 - (ii) not to be one relating to matters affecting the Person concerned as an individual or his or her personal dealings or relationships with other staff of the College; or
 - (iii) to be one for which express provision is made in the Statutes.

In particular if the Principal or the Council are of the view that the complaint should be dealt with in accordance with the disciplinary procedures of the College, of whatever sort and whether or not those procedures should be invoked in relation to the complainant or any other person, the Principal or the Council shall rule the grievance inadmissible.

- (d) The Principal or the Council may defer the consideration of a grievance pending the completion of other proceedings under the Statutes, including disciplinary proceedings of whatever sort relevant to the grievance, which are pending or in progress.
- (e) If the Principal or the Council are of the view that a complaint is trivial or vexatious they shall declare it to be so.
- (f) If the Person concerned remains aggrieved after consideration of the grievance by the Council under paragraph (b) above, he or she may ask that it be referred to a Grievance Panel. A Grievance Panel shall thereupon be appointed, who shall seek to resolve the matter.
- (g) The report of the Grievance Panel shall be considered by the Council, which shall make a reasoned response to the panel on the recommendations of the report. The panel may, at its discretion, make a further report to the Council recommending the reconsideration by the Council of any matter. The Council’s decision on any such further report shall be final. Any reports or response made under this paragraph shall be copied to the Person concerned.

3.5 Redundancy Procedure for Academic Staff

Resolution to effect a reduction in the academic staff by way of redundancy

- (a) This procedure shall apply where the Governing Body has decided that it may be appropriate to effect a reduction in the academic staff of the College as a whole, or of any area of academic work within the College, by way of redundancy. But it shall not apply to the extent of any matter dealt with under the Academic Staff Statute.
- (b) Where the Governing Body has so decided, it shall consult such members of the academic staff and such other persons holding office in, or employed by, the College as it considers likely to be affected by a reduction of the sort contemplated. The Governing Body shall also conduct such further process of consultation as may be required by law or as it may consider appropriate. The Governing Body may specify time limits for response to any consultation that it conducts. After considering the responses received to the consultation, the Governing Body shall either resolve to take no further action; or shall resolve to continue, extend or vary the process of consultation, with such modification (if any) of the terms of consultation as it shall see fit; or shall resolve to effect a reduction in the academic staff by way of redundancy and decide what direction (if any) to give in relation to the extent of the reduction.

Selection for redundancy

- (c) Where the Governing Body has resolved to effect a reduction in the academic staff by way of redundancy, it shall appoint a Redundancy Committee of three Fellows to select the members of the academic staff for dismissal by reason of redundancy and to give notice of dismissal to those members of the academic staff so selected. The Redundancy Committee shall act in accordance with any direction of the Governing Body under paragraph (b) above.
- (d) The Redundancy Committee shall formulate the selection criteria which it proposes to employ, and shall notify each member of the academic staff considered for selection of those criteria. The Redundancy Committee shall afford each member of the academic staff considered for selection the opportunity to make such written or oral representations on his or her own behalf as it shall see fit. If, following the receipt of such representations, any change is made to the selection criteria, then any member of the academic staff who might be materially affected by such change shall be afforded a new opportunity to make such representations.
- (e) The Redundancy Committee shall give notice of dismissal to each member of the academic staff who is selected for dismissal, and shall also inform him or her of the reasons for his or her dismissal, and of his or her right of appeal under this Ordinance.
- (f) The procedure to be adopted by a Redundancy Committee shall be determined by the committee itself, subject to the adoption of a just and fair process which complies with the rules in paragraphs (c), (d) and (e) above.

Appeal

- (g) A member of the academic staff who is given notice of dismissal by reason of redundancy may, within fourteen days from the date of that notice, give to the Principal notice of appeal to a Redundancy Appeal Panel. The notice of appeal shall state the grounds of appeal.

- (h) The lodging of an appeal shall not affect the operation of the notice of dismissal, but the chair of the Redundancy Appeal Panel may extend the period of notice if he or she considers it just and fair in all the circumstances that an extension should be granted. The Redundancy Appeal Panel shall consist of three Fellows who have not been involved in the first hearing, and shall be appointed by the Governing Body.
- (i) Where the Redundancy Appeal Panel decides to remit the matter back for further consideration, then:
 - (i) it may direct that further consideration should be given by the same Redundancy Committee, or direct that a differently constituted Redundancy Committee be selected for that purpose;
 - (ii) it may give such other directions as it shall see fit, including directions affecting other members of the academic staff, provided that it may confirm, suspend, extend or cancel any notice of dismissal given to such other members, but shall not give notice of dismissal to any member of the academic staff not already under such notice; and
 - (iii) a fresh right of appeal to the Redundancy Appeal Panel shall accrue to any member of staff from notice of dismissal given or confirmed as a result of that further consideration.
- (j) Where the Redundancy Appeal Panel reach a final decision on any appeal, no further right of appeal under College procedures lies against that decision.

3.6 Procedure for removal from a secondary office or employment

- (a) This Section applies where the Principal is of the opinion that a member of the academic staff (“the Person concerned”) should be removed from a secondary office or employment before its prescribed or normal termination date, but is not aware of any grounds that would justify proceedings for dismissal from a primary office or employment held by the Person concerned.
- (b) The Principal shall discuss the reasons for that opinion with the Person concerned. If, after that discussion, the Principal remains of the same opinion, then he or she shall ask the Council to constitute a panel (of which the Principal shall not be a member) to consider the matter and to report. Before reporting, the panel shall give the Person concerned a fair opportunity to show why he or she should not be removed from the secondary office or employment before its prescribed or normal termination date.
- (c) The report of the panel shall be communicated to the Person concerned for comment by a specified date, and shall then be communicated, with the comments (if any) of the Person concerned, to the Council, whose decision in the matter shall be final.

3.7 Removal of the Principal from office

- (a) On receipt of a complaint signed by any three members of the Governing Body seeking the removal of the Principal from office for good cause (such complaint stating the reasons for such removal), the Vice-Principal shall write to the Principal notifying him or her of the complaint and inviting comment in writing. The Vice-Principal shall also without delay summon a meeting of the Council, exclusive of the Principal and of the complainant Fellows.
- (b) After considering the complaint and the comments (if any) of the Principal, the Council shall dismiss the complaint if it is of the view that it is not supported by sufficient evidence of good cause for removal from office. Otherwise it shall without delay appoint a panel to consider the removal of the Principal in accordance with section 4 of the Academic Staff Statute.

- (c) The procedure to be followed in relation to a matter before a panel to consider the removal of the Principal (including the procedure for appeal) shall be the same as that in relation to a matter before a Disciplinary Panel, save that, in substitution for paragraph (o) of that procedure, the conclusion of a panel to consider the removal of the Principal shall be one of the following:
 - (i) to take no action; or
 - (ii) to remove the Principal from office.
- (d) The Principal may, within fourteen days from a decision of the panel to remove him or her from office, give to the Vice-Principal notice of appeal to an appeal panel. The notice of appeal shall state the grounds of appeal. The Vice-Principal shall then without delay summon a meeting of the Council, exclusive of the Principal and of any complainant Fellow if a member of the Council, which shall without delay appoint an appeal panel in accordance with section 4 of the Academic Staff Statute.
- (e) In the event of an appeal, the Principal shall be suspended from office and from the emoluments thereof pending the decision of the appeal panel. If the appeal panel reverses the decision of the panel to consider the removal of the Principal, then the suspension shall forthwith be lifted and the Principal shall be reinstated into the emoluments of his or her office, including any stipend that he or she would have received but for the suspension under this paragraph.

3.8 Procedure for the renewal of fixed-term appointments

- (a) Any appointment to an office or employment in the College, by virtue of holding which the person appointed (“the Person concerned”) shall be a member of the academic staff, and which is for a fixed term, shall be made according to the following code of practice that defines the matters to be considered in relation to renewal at the end of the fixed term.
- (b) The code of practice shall be implemented by the Fellowship Committee of the Council.
- (c) The code of practice shall require the Fellowship Committee to:
 - (i) consider the availability of funding for the office or employment, or the financial situation of the College;
 - (ii) consider the performance of the member of the academic staff concerned (having regard to any warnings and advice relating to performance that he or she may have been given);
 - (iii) consider the need for the office or employment or for the performance of the duties thereof;
 - (iv) consider the nature and character of the office or employment;
 - (v) consider the desirability of making the office or employment permanent and filling it through open competition; (iv) sufficiently define the nature and character of the office to inform the Person concerned of his or her expectations in relation to renewal;
 - (vi) define the time at which a review shall take place in order for the Council to decide whether the office or employment should be allowed to terminate without renewal, or should be renewed for a further fixed-term, or should be extended to an appointment of indefinite duration;
 - (vii) provide for discussion with the Person concerned in the course of the review;
 - (viii) provide for the communication of the outcome of the review, with the reasons for its recommendation, to the Person concerned before a final decision by the Council in relation to renewal;
 - (ix) provide for further review at the request of the Person concerned and for time limits in relation to that further review process.
- (d) The decision of the Fellowship Committee whether the office or employment should be allowed to terminate without renewal, or should be renewed for a further fixed-term, or should be extended to an appointment of indefinite duration, shall be taken in accordance with this code of practice.
- (e) The member of the academic staff in question shall have the right of appeal against the decision of the Fellowship Committee to the Council as given in Schedule 3.1, Procedure for the Constitution of Panels for Hearings.

3.9 Policy relating to College Teaching Officer [CTO] Stipends

- (a) Teaching CTOs shall be appointed on the College Lecturer scale which shall comprise Single Spine Points 28 – 35.
- (b) CTOs incremental progression shall be reviewed by the Fellowship Committee following the achievement of two incremental points after eight terms in post.
- (c) The overall incremental Bar for CTOS shall be Point 35.
- (d) CTOS reaching Point 35 shall have the opportunity to apply for promotion to Senior CTO.
- (e) On appointment to Senior CTO the salary cap at Point 35 on the Homerton Scale shall be lifted allowing progression by annual increments up to and including Point 40 on the Homerton Scale (Point 52 on the University Scale).
- (f) Annual appraisals shall be undertaken jointly with the Principal and the Senior Tutor, to help in monitoring the implementation and success of the scheme.
- (g) The above shall be applied to all new appointments.

Schedule 4 - Procedures relating to members *in statu pupillari*

Required by Ordinance 25

4.1 Student Disciplinary Appeal Procedure

- (a) A student may appeal in writing to the Principal within three working days against any decision made by the Dean. The Principal may ask the Dean for a written report and may discuss the matter with the student concerned and with any other party with a view to resolving the appeal.
- (b) If the matter remains unresolved, the Principal shall ask the Senior Tutor to convene, at the earliest opportunity, an Appeal Panel of the Council to hear the student's appeal.
- (c) The Appeal Panel shall consist of three Fellows from list B as set out in Schedule 3.1 to these Ordinances (Procedure for the Constitution of Panels for Hearings) and a Junior Member, none of whom shall have any previous involvement in the case, or with the appellant in either an academic or a social capacity. The Homerton Union of Students shall nominate the Junior Member.
- (d) At the same time as notice is delivered of the meeting of the Panel a copy of these procedures shall be delivered to the appellant.
- (e) At the earliest opportunity, the Senior Tutor shall deliver to the appellant all relevant documents concerning the case including any report from the Dean or the Principal with notice of the meeting of the Appeal Panel and shall allow three full working days between the delivery of the notice and documents and the meeting of the Panel.
- (f) The appellant shall be invited to submit a statement in writing to the Panel, in support of his or her appeal against the decision of the Dean.
- (g) Following due notice, the Appeal Panel shall meet and the appellant shall be invited to present his or her case. He or she may be accompanied by either a Tutor, or a Senior or Junior Member of the college, or by a member of the Cambridge University Students' Union.
- (h) The Senior Tutor and the Dean shall be invited to attend the meeting to answer any questions arising from the presentation by the appellant of his or her case. The appellant shall have the right to reply. The appellant, any person accompanying them, the Senior Tutor and the Dean shall then withdraw.
- (i) The Appeal Panel may:
 - (i) allow the appeal;
 - (ii) uphold the decision of the Dean;
 - (iii) modify the decision of the Dean.
- (j) The Appeal Panel shall make a record of its decision, which shall be delivered in writing to the appellant within three working days of the hearing and communicated also to the Principal and the Council. The decision of the Appeal Panel shall be final.
- (k) On request the student shall be issued with a completion of procedures notice in compliance with the requirements of the Independent Adjudicator.

4.2 Student Complaints Procedure

Required by Ordinance 26

The College is committed to a high quality of educational and other provision for students, and encourages students to say where there is cause for concern in individual or general matters. It undertakes to take such representation seriously. In raising possible issues of complaint students will themselves be aware of and have observed their obligations as members of the College.

The College aims to handle complaints in a way which is sympathetic, fair, and efficient, which encourages informal conciliation, facilitates early resolution, maintains individual privacy and confidentiality, and permits useful feedback.

This procedure is for all College members *in statu pupillari*.

A complaint will normally be about a problem encountered by a student in connection with educational or other activities or services provided by the College. It will not necessarily be *against* anybody, whether a person or the College, although some complaints may be against individuals or the College. Complaints principally arising about matters covered by other specific procedures (such as the University complaints procedure, University procedures for the review of graduate or undergraduate examination results, disciplinary procedure or codes of practice about equal opportunities or sexual harassment) should be raised under those procedures.

Because the purpose of the complaints procedure is, if possible, to resolve problems, a complaint should be made promptly, in an attempt to resolve such problems quickly and informally. The procedure, therefore, has three stages, and the College hopes that most problems will be solved in the first two stages of discussion and advice, and by informal process. The three stages are:

- (i) Discussion and Advice
- (ii) Informal Process
- (iii) Formal Process

Each stage is described in a later section.

Formal Appeal will be as given in Section 5 below.

Some general points about the procedure

The student is entitled to fair and independent consideration of a complaint. The rights of the student and the rights of any person complained against are both important and must be kept in balance. Every effort will be made to ensure that both are treated with fairness and dignity. Complaints will not be treated as though lodged against the College unless that is stated to be the case. There will be separation between the provision for advice and provision for dealing with or adjudicating on a complaint. The student should not suffer retaliation for making a complaint in good faith and a student who believes that he or she has suffered a reprisal should raise the matter. If a complaint which is not upheld is found to have been made maliciously, the student may be subject to disciplinary procedure.

The student may withdraw a complaint or stop the process at any time in Stage 1 or 2 and, in Stage 3, with the consent of the chair of the panel (identified below). Personal privacy will be respected. Confidential information will not be communicated without the consent of the student, other than in exceptional circumstances (for example in reporting an alleged criminal offence to the Police). The student has a free choice of adviser and of representative, who need not be the same person. Normally this would be a College Tutor, but students are free to go to someone else if they prefer.

Complaints will be dealt with promptly to ensure that delay does not hinder fair resolution. Minor complaints will normally be resolved at an early stage.

A complaint can only be brought by a student affected, although several affected students may act together. A particular complaint cannot normally be pursued under both College and University procedures.

If a complaint is upheld there should be a satisfactory remedy or outcome, which may include:

- a full explanation;
- an apology (which is not an admission of liability);
- rectification of the matter if possible;
- financial recompense (for example if the student had paid for something which he or she did not receive);
- disciplinary action.

Written records will be kept of complaints using a procedure compliant with data protection requirements. The student will have access to the documents submitted about his or her case, and those taking part in the complaint will be informed that this is so. Otherwise the records will be confidential. An annual report will be made to the Council, in which references to individual cases will be anonymised.

4.2.1 Stage 1: Discussion and Advice

4.2.1.1. It is very important to get early advice about problems. Often, this can resolve the matter quickly and informally.

4.2.1.2. Normally, a student would seek the advice of a College officer such as a Tutor, or Director of Studies.

Other possibilities include:

- other relevant members of the academic staff of the College;
- the University Counselling Service;
- the Disability Resource Centre;
- officers of HUS or CUSU [or NUS] (e.g. the welfare officer, the academic affairs officer, or the women's officer).

4.2.1.3. The student can expect to be given advice on how to proceed and on an appropriate course of action, advice about what would constitute an appropriate remedy, and an opportunity to consider whether there is indeed a complaint to be addressed. The student will then be in a position to decide whether to proceed further, and how.

4.2.2 Stage 2: Informal Process

- 4.2.2.1. It is in the interest of the students that a complaint to be dealt with informally should be raised at the appropriate level as soon as possible. If there has been a delay the student should explain the reason. The student should, if possible, record the complaint in writing (the advice about a written statement in Stage 3 may be helpful).
- 4.2.2.2. The student should if possible raise the complaint directly with the person responsible for the matter. It may not always be easy to do this if the complaint is about the conduct of this person: if for some reason the student cannot go direct to the person alone, he or she should ask for someone else to be present, or should raise the matter with another person in the department concerned (the Senior Tutor, the Head of Department, the Finance Officer or the Estates Manager).
- 4.2.2.3. If possible a suitable solution will be agreed and implemented, to solve the problem.
- 4.2.2.4. If the student is dissatisfied with the outcome of such an informal process, he or she may consider whether to raise the matter formally through Stage 3.

4.2.3 Stage 3: Formal Process

- 4.2.3.1. Students must exhaust informal routes before making a formal complaint, or give a good reason for not doing so. A good reason might be that the problem is particularly serious, or that when it was raised informally there was refusal to deal with it. Informal processes are suitable for dealing with many problems, but if a complaint includes very serious allegations, and especially where a person complained against must have an opportunity to give his or her side of the matter, it may be necessary to refer straight to Stage 3. If informal routes seem not to have been exhausted a formal complaint may be referred to informal resolution.
- 4.2.3.2. A student wishing to make a formal complaint must do so in writing. The written statement initiates the formal process and must include a description of what has happened to give rise to the complaint including dates, times, and other details. It is necessary to show that something has gone wrong in the discharge of a duty towards the student, and that the student has suffered as a result. The statement should include:
 - the name of the person or department against whom/which the complaint is made (but a complaint need not necessarily be against a person or department);
 - the name of any witnesses who will corroborate the complaint, including a written statement from each to say that they have given their consent;
 - documentary evidence, together with a list of contents and numbered pages;
 - an outline of what action a student would like to be taken or what remedy he or she is seeking;
 - if desired, the name of the person who has agreed to accompany, support, or represent the student at any meeting or hearing.

It would almost always be sensible for the student to discuss the written statement of the complaint with an appropriate adviser (for example those named in paragraph 1.2). The complaint should be addressed to the Senior Tutor, Homerton College.

- 4.2.3.3. The complaint will be referred to a Panel for consideration. The Panel will consist of three members:
- a chair;
 - at least one Fellow not connected with the subject of the student's complaint;
 - one student member not connected with the subject of the student's complaint (unless the student requests that there should not be a student on the Panel, in which case a second senior member will be identified).
- 4.2.3.4. The members of the Panel for a particular complaint will be designated by the Principal. The student will have an opportunity to object for good cause, and the chair of the Panel will rule on such objection (or the Principal will rule if the objection is to the chair).
- 4.2.3.5. The written statement of complaint will also be referred by the Senior Tutor to any person or department concerned. They will be asked to make a written response, which will be referred to the Panel.
- 4.2.3.6. Normally, the chair of the Panel will arrange for the Panel to hear representations about the complaint. At such a hearing the student will present his or her case, and any person or department complained against will reply. Witnesses or others making statements will be heard at the discretion of the Panel. The student (and any person or institution concerned) may speak in person or be represented. Notice of the hearing shall be given to the student, and any person to whom notice of a complaint has been given. At the end of the hearing the Panel shall consider its decision in private, and shall notify it in writing as soon as possible, with reasons.
- 4.2.3.7. The Panel may make recommendations as to the remedies, if any, to be adopted.
- 4.2.3.8. The chair of the Panel shall have power to terminate the proceedings, to determine that a complaint is to be rejected as vexatious or frivolous, or to refer the complaint for informal resolution as in Stage 2.
- 4.2.3.9. Legal representation and legal advice would not normally be necessary. Exceptionally, the Council will consider on its merits any request for financial assistance towards legal advice or legal representation for the student or a person complained against.
- 4.2.3.10. No documents should be taken into consideration, which are not available to the student, the Panel, and any person or institution concerned. The chair of the Panel may request the disclosure of documents requested by the student or any person or department concerned. The chair should seek to ensure that appropriate safeguards are made for confidentiality of disclosed documents.
- 4.2.3.11. The Principal shall nominate a secretary to the Panel. The secretary shall have the right to be present throughout the whole proceedings of the Panel, and shall draft the reasoned decision of the Panel and a report on the proceedings, for use in connection with monitoring and the preparation of the annual report on complaints.

4.2.4 Timing

A complaint shall be made under Stage 2 or Stage 3 within three months of the occurrence of the matter complained about, unless the chair of the Panel at his or her discretion rules otherwise, for good cause.

4.2.5 Appeals

- 4.2.5.1 A Student Appeals Panel will be appointed from List B in accordance with Schedule 3.3 to these Ordinances [Procedures for the Constitution of Panels for Hearings]
- 4.2.5.2 The Senior Tutor, on receiving notice of an appeal, will call a meeting of the Student Appeals Panel, to be held within 14 days where possible, and arrange for all documents relating to the case to be made available to them. The complainant and the person against whom the complaint has been made will be informed of the date and time of the meeting, and of their rights, both to be accompanied by a friend, and to submit new evidence where relevant. Where such new evidence is to be submitted this must be in writing and submitted to the Senior Tutor at least seven days before the date of the Appeal.
- 4.2.5.3 The Student Appeals Panel shall be empowered to determine its own procedure. The Panel will review all available evidence, representations and comments before reaching its independent judgement. Having judged the merits of the evidence, the Panel will have the power to confirm, amend or rescind any decision or remedy previously reached concerning the complaint.
- 4.2.5.4 After the Student Appeals Panel has reviewed all the available evidence and reached an independent judgement, the complainant may have access to the Office of the Independent Adjudicator under Section 15(1) of the Higher Education Act 2004.
- 4.2.5.5 The Student Appeals Panel will issue a 'Completion of Procedures Letter' to the complainant as required by the above Act and provide information about the OIA scheme in the form of the OIA's leaflet , Introduction to the Student Complaints Scheme, and a Scheme Application Form with instructions that the form must be completed and returned to the OIA within three months of the date of the Completion of Procedure Letter if the student wishes to make an appeal under the scheme.

Schedule 5 - Membership and Terms of Reference of Standing Committees**5.1 The Audit Committee**

- (a) The Governing Body shall appoint an Audit Committee. There shall be five members, none of whom are College Officers or members of the Council and up to two of whom may be persons who are not members of the Governing Body.
- (b) The quorum shall be three members including two Fellows.
- (c) The Chair of the Committee shall be appointed by the Governing Body.
- (d) The Principal, the Bursar, the College Accountant and a representative of the external auditors shall normally attend meetings where business relevant to them is to be discussed. However, at least once a year the Committee shall meet with the external auditors without any officers present.
- (e) Meetings shall normally be held at least twice each financial year. The external auditors may request a meeting if they consider it necessary.
- (f) The Committee is authorised by the Governing Body to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any Fellow or employee, and all Fellows and employees are directed to co-operate with any request made by the committee.
- (g) The Committee is authorised by the Governing Body to obtain outside legal or other independent professional advice and to secure the attendance of non-members with relevant experience and expertise if it considers this necessary, normally in consultation with the Principal. However, it may not incur direct expenditure in this respect in excess of £1,000 without the prior approval of the Governing Body.
- (h) The Committee shall consider the annual financial statements. It shall consider the external audit opinion, any relevant issue raised in the external auditor's management letter, the statement of Fellows' responsibilities and any corporate governance statement.
- (i) The other duties of the Committee shall be:
 - (i) To advise the Governing Body on the appointment of the external auditors, the audit fee, the provision of any non-audit services by the external auditors and any questions of resignation or dismissal of the external auditors;
 - (ii) To discuss with the external auditors problems and reservations arising from the audits, including a review of the management letter incorporating management responses, and any other matters the external auditors may wish to discuss (in the absence of management where necessary);
 - (iii) To keep under review the effectiveness of internal control systems;
 - (iv) To ensure that all significant losses have been properly investigated and that the external auditors and the Governing Body have been informed;
 - (v) To monitor the Council's procedures for dealing with fraud and irregularity, including action taken;

- (vi) To satisfy itself that arrangements are in place to promote economy, efficiency and effectiveness;
 - (vii) To monitor annually the performance and effectiveness of the external auditors, and to make recommendations to the Governing Body concerning their re-appointment;
 - (viii) To monitor the risk assessment and risk management processes and financial and accounting systems of the College and to make observations to the Governing Body on their effectiveness.
- (j) The minutes of meetings of the Committee shall be circulated to the Governing Body.

5.2 The Development Committee

- (a) The Council shall appoint a Development Committee. The Committee shall consist of the Principal as Chair, the Senior Tutor, the Bursar, the Admissions Tutor, the Keeper of the Roll, the Director of External Relations and Development, the Deputy Director of Development, and three Fellows elected by Council.
- (b) The quorum shall be three members including two Fellows.
- (c) The Development Committee shall develop the College's Fundraising Strategy, shall monitor the performance of the Fundraising Strategy, and shall support the activities of the Development Office.
- (d) The Committee shall meet at least once a term.
- (e) The Development Committee shall have the power to co-opt additional members as required.

5.3 The Equality and Diversity Committee

- (a) The Governing Body shall appoint an Equality and Diversity Committee. The Committee shall consist of:
- i. Four Fellows elected by the Governing Body (one of whom shall be chair),
 - ii. The Senior Tutor, an Admissions Tutor, the HR Manager, a College Discrimination and Harassment Contact, and an elected member of the assistant staff (providing that one member may fill more than one role),
 - iii. and three students from among the HUS Executive and HUS Liberation Officers, to include a postgraduate student, an undergraduate student, and an international student representative.

The Committee may co-opt members both to serve in an advisory capacity and to redress any imbalance in sex, race, age, disability, gender expression, sexual orientation, social or class background, religion, marital status, or if pregnant or on parental leave.

- (b) The quorum shall be four members including two Fellows and at least one HUS representative.
- (c) The Committee shall meet at least once a term.
- (d) The Committee shall monitor the College's Equal Opportunities Policy and advise the Governing Body on the requirements of legislation, Acts of Parliament and codes of practice.
- (e) The Committee shall advise the Governing Body on measures to ensure that the Equal Opportunities Policy is observed throughout the College.
- (f) The Committee shall proactively explore measures to advance diversity in all aspects of College life, and initiate policy impact assessments to monitor changing College and University policy.
- (g) The Committee shall consult with persons and interest groups in the College and the University as appropriate.

5.4 The Health and Safety Committee

- (a) The Governing Body shall appoint a Health and Safety Committee. The membership of the Health and Safety Committee shall be the Principal as chair, the Health and Safety Officer, the Deputy Health and Safety Officer and a member of each operational branch of the College including the academic body.
- (b) The Committee shall:
 - (i) monitor compliance with Health and Safety legislation;
 - (ii) receive an annual Health and Safety Audit;
 - (iii) ensure that all areas of College understand and have access to the Health and Safety Policy document;
 - (iv) examine the College accident books.
- (c) The Committee shall meet at least twice a year.
- (d) The Committee shall submit an annual report to the Governing Body.

5.5 The Advisory Committee to the Dean

- (a) The Council shall appoint annually an Advisory Committee to the Dean. The Committee shall consist of the Senior Tutor who shall act as chair, the Dean, the Housekeeper, two Fellows, a Tutor, two student members, and the Head Porter or his or her deputy. The Homerton Union of Students executive shall nominate the student members. The Committee shall meet at least once a Term and shall report to the Council.
- (b) The Committee shall advise the Dean on matters of student discipline and behaviour.
- (c) The Committee shall receive records of fines kept by the Dean, which shall be audited by the Finance Officer once a year, and shall review all disciplinary procedures once a year and make recommendations for revisions of procedures to Council.

5.6 The Fellowship Committee

- (a) The Council shall appoint a Fellowship Committee. The Committee shall consist of the Principal as Chair, and the Vice-Principal and Senior Tutor and the Secretary of Council as *ex officio* members, and four members from the Fellowship elected by Council.
- (b) The quorum shall be three members plus the Chair.
- (c) The Committee shall:
 - (i) Make recommendations to the Council for the appointment of prospective Fellows. (The Council retains the statutory authority to nominate candidates for a Fellowship and submit any nominations to the Governing Body for final consideration and election.)
 - (ii) Recommend to the Council the application procedures and processes for Fellowship candidates (noting that Junior Research Fellowship competitions are overseen by the Research Committee).
 - (iii) Make recommendations to the Council concerning the cases of those Fellows completing probationary status.
 - (iv) Periodically review the expected responsibilities within each statutory category of Fellowship.
 - (v) Assess and recommend policies to the Council concerning the welfare and career development of Fellows.
 - (vi) Assist the Council and Governing Body in identifying the need for new Fellows in specific fields.
 - (vii) Facilitate the processes outlined in Ordinance 5(b): 'If two or more Fellows wish to propose a nomination to a Fellowship in any class, the proposal shall be made to the Fellowship Committee and that nomination shall be considered by Council with the benefit of the Fellowship Committee's recommendation'.
 - (viii) Consider and make recommendations to Council in accord with the appropriate Ordinances for the appointment of Senior College Members in categories other than Fellowships in Classes A-D. These Senior College Members are: Bye-Fellows, Emeritus Fellows, Associate Fellows and Clinical Research Associates.
 - (ix) Periodically review the expected responsibilities of each category of Senior Membership other than Fellowships in Classes A-D and make appropriate recommendations to Council.
 - (x) Make recommendations to Council concerning the creation, adjustment, or abolition of categories of Senior Membership other than Fellowships in Classes A-D.

- (d) The Committee shall meet at least once a term, and as needed to facilitate the activities outlined above.
- (e) The Committee shall have the power to co-opt additional members as required.

5.7 The Investment Committee

- (a) The Council shall appoint an Investment Committee. The membership of the Investment Committee shall be the Principal (as the Chair), the Bursar, three members appointed by the Governing Body from amongst the Fellows and up to three additional members appointed by the Governing Body on the nomination of the Council, who shall be persons of suitable professional qualification and experience. The external appointees shall be chosen to provide, as far as possible, the breadth of experience and knowledge needed to guide the College's investment strategy.
- (b) The appointed members shall serve for periods of three years with the option of re-appointment.

The Committee shall be responsible for:

- (i) reviewing the portfolio of investment assets of the College, including an assessment of the balance between risk and return and providing the Council with the best estimate of the level of annual distribution from the endowment which is consistent with the maintenance of the real value of the College's assets in the long term;
 - (ii) monitoring the performance of the portfolio, with the College's investment managers and agents as appropriate;
 - (iii) advising the Council on the investment policy of the College, paying regard to the College's wish not to engage in investment activities which are counter to its charitable objectives in accordance with Charities' Commission guidelines on Socially Responsible Investment;
- (c) The Committee shall make a report to the Council at least once a year. The report shall include a list of securities held by the College and state its current investment strategy. This report shall be submitted by the Council to the Governing Body.
 - (d) The quorum for the Committee shall be two thirds of its membership, to include the Bursar and two other members of the Governing Body. Any decision by the Investment Committee shall be by majority, with at least three members in favour, one of whom must be a member appointed by the Governing Body.
 - (e) The Council, on the advice of the Investment Committee, may appoint a firm of advisors or investment managers as agents of the College for the purpose of varying or adding to the investments of the College. The firm appointed may be given discretionary powers to act within the scope of general instructions given by the Investments Committee and representatives of the firm shall attend meetings of the Committee at least twice a year.
 - (f) The Bursar shall be authorised to give the necessary instructions to the agents of the College to implement its Investment Strategy.

5.8 The IT Committee

- (a) The Council shall appoint an IT Committee. The Committee shall consist of the Bursar as Chair, the IT Manager, a representative of the JCR, a representative of the MCR and three Fellows elected by Council, one of whom shall be the Director of Studies in Computing Science, or a similarly qualified Fellow.
- (b) The quorum shall be three members including two Fellows
- (c) The IT Committee shall:
 - (i) formulate an IT strategy which will enable the College to provide a service of the highest quality for all its users, and reflect and facilitate new developments in IT;
 - (ii) approve the annual IT assumptions and recommend costed IT Capital, Equipment and Project Budgets to Council;
 - (iii) oversee technical aspects of the operation and development of the College's digital platforms including websites, intranets and apps, and recommend developments and required investment to Council;
 - (iv) establish where necessary sub-committees or project groups that encompass relevant participants and consultations, minutes of any such sub-committees to be forwarded to the IT Committee for consideration.
 - (v) act as a channel of communication between all members and areas of College and the IT Department;
 - (vi) act as a forum for discussion on IT policies and services for Fellows, students and staff;
 - (vii) ensure that reasonable IT needs of College members are met;
 - (viii) make recommendations when appropriate about staffing levels and appointments;
 - (ix) support the work of the IT Department.
- (d) The IT Committee shall meet at least once per term.
- (e) The IT Committee shall have the power to co-opt additional members as required.

5.9 The Benefits Committee

- (a) The Council shall appoint a Benefits Committee. The Benefits Committee shall have three members of suitable qualification and experience. The members shall not be entitled to or receive any benefit directly or indirectly from the College. The Chair of the Committee shall be one of its members. The tenure of appointment shall be up to three years and on completion members will be eligible for reappointment.
- (b) The Quorum shall be two members.
- (c) The Secretary of the Committee shall be the Bursar. He/she will not be a member of the Committee and he/she may be excluded from being present at any discussion, at the discretion of the Chair. The Secretary shall convene the Committee once per year in the Easter Term, or as requested by the Council.
- (d) The Principal will be responsible for briefing the Benefits Committee on benefits affecting the Bursar and will attend the Committee as requested by its Chair.
- (e) The Benefits Committee is charged with considering the levels of benefit received by Council Members and advising the Council in writing where they concern:
 - (i) special decisions of the Council (affecting the majority of its members) as defined in Ordinance 27 Conflicts of interest;
 - (ii) such matters of private benefit to Council members (including salaries or other forms of remuneration, grants, awards, allowances and facilities of any type) referred to them by the Council, the Principal or the Bursar.
- (f) The Benefits Committee shall take into account the criteria of Ordinance 27, Conflicts of interest and it shall pay due regard to the Best practice guidance on Private Benefits and Managing Conflicts of interest for Trustees issued by the Charity Commission to the Colleges within the Universities of Oxford and Cambridge.
- (g) The Benefits Committee shall provide written recommendations and the reason for those recommendations to the Secretary of the Council in the form of an approved minute for circulation to Council Members at least seven days before the meeting of the Council at which the recommendations are to be considered.

5.10 The Research Committee

- (a) The Council shall appoint a Research Committee. The Committee shall consist of the Principal or Vice-Principal as Chair, the Director of Research and the Graduate Tutor as ex-officio members, and four members from the Fellowship elected by Council. In addition, the Principal shall serve in an advisory capacity with the option to chair the Committee during meetings concerned with JRF selection.
- (b) The quorum shall be three members plus the Chair.
- (c) The Committee shall:
 - (i) Promote the research culture of the College.
 - (ii) Provide strategic planning on research policy.
 - (iii) Make recommendations to the Council pertaining to the research budget and individual allowances.
 - (iv) Consider special funding requests from academic staff.
 - (v) Oversee competitions for Junior Research Fellows.
 - (vi) Oversee competitions for Research Associates.
 - (vii) Liaise with University Faculties, Departments, and other research offices on matters pertaining to College-based research.
 - (viii) Oversee research seminar and mentorship programmes.
 - (xi) Assist in initiatives and strategies involving postgraduate student research, in coordination with the Graduate Tutors(s).
- (d) The Committee shall meet at least once a term, with additional meetings in support of JRF competitions.
- (e) The Committee shall have the power to co-opt additional members as required.

5.11 The Catering and Bar Committee

- (a) The Council shall appoint a Catering and Bar Committee. The Committee shall consist of the Bursar (as Chair), two Fellows elected by Council, the Conference and Catering Manager, the HUS President, the HUS Entertainments and Services Officers, a representative of the MCR, the Dean, the College Accountant and the Head Porter.
- (b) Other staff shall be invited as appropriate.
- (c) The quorum shall be five members and there shall be one meeting per term.
- (d) The purpose of the Catering and Bar Committee is to act as a channel of communication between all members and areas of College and the Catering Department. Regular dialogue with the Catering Department should be encouraged, particularly with HUS Entertainments and Services.

The Catering and Bar Committee shall be concerned with:

- (i) The use and development of Catering and Bar facilities;
 - (ii) The format and frequency of College events including Formal dinners and student entertainment;
 - (iii) Availability of catering and beverage item, including special dietary issues;
 - (iv) Pricing of student catering and bar items;
 - (v) Licensing and regulatory issues.
- (e) The Catering and Bar Committee shall:
- (i) Receive a report from the Catering Manager on issues raised and their resolution between meetings;
 - (ii) Receive the annual proposed Catering and Residence charges after approval by Council;
 - (iii) Receive annually a report for approval of proposed Bar prices;
 - (v) Receive for discussion the results of the HUS annual survey as it pertains to Catering and Bar issues.

5.12 The Educational Policy Committee

- (a) The Council shall appoint an Educational Policy Committee [EPC]. The Committee shall consist of the Senior Tutor (as Chair), an Admissions Tutor, two College Teaching Officers appointed by Council^[1], two Tutors or Directors of Studies appointed by Council^[2], and two representatives of the Homerton Union of Students^[3].
- (b) The quorum shall be four members including at least three Fellows.
- (c) The EPC shall:
 - (i) Develop the long-term academic and admissions plan for the College in line with the development of the Academic Strategy, and make recommendations to Council;
 - (ii) Advise the Senior Tutor on academic matters;
 - (iii) Review annually the examination performance of the College;
 - (iv) Appoint Tutors and Directors of Studies;
 - (v) Promote study skills and vacation study;
 - (vi) Review annually academic support staffing levels;
 - (vii) Review annually the direct costs in the Education Account budget and make recommendations to Council.
- (d) The EPC shall have the power to co-opt additional members as required.

^[1] These may serve for two years, renewable for a further two years; one CTO to be elected each year to create an overlapping sequence. As CTOs at Homerton have a heavy workload a two-year term may be sufficient.

^[2] It is not unusual for Tutors to be also Directors of Studies and might serve for two or three years renewable for a further term of two or three years. Tutors who are not also Directors of Studies have a lighter workload and might wish to serve for three years.

^[3] Including one from the MCR and one from the JCR, usually the Academic Affairs Officer.

5.13 The Statutes and Ordinances Committee

- (a) The Governing Body shall appoint a Statutes and Ordinances Committee. The Committee shall consist of the Principal, the Vice-Principal, the Bursar, the Secretary to the Governing Body, the Senior Tutor, and two Fellows appointed by the Governing Body, one of whom should ordinarily be a Law Fellow. The Chair shall be appointed from amongst the membership.
- (b) The quorum shall be four members.
- (c) The Committee shall meet at least once per term.
- (d) The Statutes and Ordinances Committee shall:
 - (i) Review the Statutes and Ordinances;
 - (ii) Consider and approve proposed changes which may be required to the Statutes and Ordinances to support the agreed objectives and policies of the College;
 - (iii) Consider and approve draft Statutes, Ordinances, and Schedules to the Ordinances, for recommendation to the Governing Body.
 - (iv) Promulgate changes to the Statutes and Ordinances as appropriate.
- (e) The Statutes and Ordinances Committee shall have the power to co-opt additional members as required.

5.14 The Environment Committee

- (a) The Council shall appoint an Environment Committee. The Committee shall consist of the Assistant Bursar (as Chair), the JCR Green Officer, the MCR Green Officer, the Conference and Catering Manager, the Building Services Manager, the IT Manager, the Housekeeper, the Head Gardener and two members of the Fellowship elected by Council for a three year term.
- (b) The quorum shall be five members including one Fellow and the Chair.
- (c) The Environment Committee shall:
 - (i) keep under review and, as appropriate, recommend revisions to the College's Environmental Policy;
 - (ii) advise and make recommendations to Council on all aspects of sustainability and the promotion of environmental responsibility within the College;
 - (iii) assist in promoting best practice at every level of the College's activities, including the use (and disposal) of materials, energy management, landscape management and transport, etc;
 - (iv) assist officers of the College in maintaining awareness of any relevant legislation where possible;
 - (v) monitor the implementation of the Environmental Policy;
 - (vi) receive reports on Waste Management and Recycling, the Carbon Reduction Commitment and the University Green League Table;
 - (vii) provide an annual report to Council;
 - (viii) consider environmental matters on request from other committees of Council and reports its opinion to that committee;
 - (ix) judge the College Environmental Prize annually and award it when appropriate.
- (d) The minutes of the Environment Committee, agendas and all papers shall be made available to all Fellows and staff on the College Intranet.
- (e) The Environment Committee shall meet at least twice during each academical year.
- (f) The Environment Committee shall have the power to co-opt additional members as required.

5.15 The Library Committee

- (a) The Council will appoint a Library Committee. The Committee shall consist of the Librarian, Deputy Librarian, a representative of the JCR, a representative of the MCR and three Fellows elected by Council for a three year term. The Chair shall be appointed from amongst the membership.
- (b) The quorum will be four members including the Librarian and two Fellows.
- (c) The Committee shall:
 - (i) receive reports from the Librarian and the Archive on Library strategy, notable acquisitions made by the Library, preservation of rare books and University policy on libraries as it affects College libraries;
 - (ii) approve annual Library budget assumptions and recommend costed Library budgets to Council;
 - (iii) act as a channel of communication between all members of the College and Library staff;
 - (iv) act as a forum for discussion of Library policy;
 - (v) ensure that the Library is adequately stocked to support the learning of the Part I undergraduate membership of the College;
 - (vi) advise where appropriate on staffing levels and appointments in the Library;
 - (vii) support the work of the Library staff.
- (d) The Committee shall meet at least once a term.
- (e) The Committee shall have the power to co-opt additional members as required.

5.16 The Donations Committee

- (a) The Council will appoint a Donations Committee. The committee will consist of the Bursar (as Chair), the Senior Tutor, and one Fellow elected by Council.
- (b) Business shall be dealt with by correspondence, as required.
- (c) The purpose of the Donations Committee is to consider external requests for donations, in accordance with the requirements of the Charity Commission, and in line with a budget and conditions to be determined by Council.
- (d) The Donations Committee will make an annual report to Council in the Easter Term.

5.17 The External Relations Committee

- (a) The Council will appoint an External Relations Committee. The Committee will consist of the Principal or Vice-Principal (as Chair), the Director of External Relations and Development, an Admissions Tutor, the Director of Research, two Fellows elected by Council, the JCR President and a representative from the MCR.
- (b) The quorum shall be four members plus the Chair.
- (c) The Committee shall advise Council, other committees of Council, and the Director of External Relations and Development.
- (d) The Committee shall report to Council regarding the means by which the College:
 - (i) Projects the purpose, values and distinctiveness of the College as an institution and a community;
 - (ii) Protects and builds its reputation and image;
 - (iii) Publicises excellence in research and teaching, and the achievement of members of the College.
- (e) Oversee the content, look and feel of the College's outward-facing digital platforms.
- (f) The Committee shall not be responsible for the College's internal communications.
- (g) The Committee shall meet at least once a term.
- (h) The Committee shall have the power to co-opt additional members as required.

5.18 The Student Hardship Committee

- (a) The Council will appoint a Student Hardship Committee. The committee shall consist of the Senior Tutor (as Chair), the Student Finance Tutor, a Tutor or Graduate Tutor, and the Bursar or College Accountant.
- (b) The quorum will be two members. The committee will meet at least once per term, and more often if required.
- (c) The purpose of the Student Hardship Committee will be to consider matters relating to student financial hardship, including consideration of requests for financial support, and all means-tested grants and awards.
- (d) The Student Hardship Committee will make an annual report to Council in the Easter Term.

5.19 The Fellows' Remuneration Committee

- (a) The Council will appoint a Fellows' Remuneration Committee. The committee shall consist of the Principal (as chair), the Bursar, the Senior Tutor and the HR Manager. Other members may be co-opted as required.
- (b) The quorum will be three members. The committee will meet at least once per year in the Lent Term.
- (c) The purpose of the Fellows' Remuneration Committee will be to consider policies, stipends and regradings relating to Fellows holding College posts, other than the Principal, Bursar and Senior Tutor, and make recommendations to Council.

5.20 The Staff Remuneration Committee

- (a) The Council will appoint a Staff Remuneration Committee. The committee will consist of the Principal (as chair), the Bursar, and the HR Manager. Other members may be co-opted as required.
- (b) The quorum will be three members. The committee will meet at least once per year in the Easter Term.
- (c) The purpose of the Staff Remuneration Committee will be to consider matters relating to staff salaries.

5.21 The Estates Committee

- (a) The Council shall appoint an Estates Committee. The Committee shall consist of the Principal (as Chair), the Bursar (as Vice-Chair), the Assistant Bursar, and four members of the Fellowship elected by Council for a three-year term.
- (b) The quorum shall be four members including two elected Fellows, and either the Chair or the Vice-Chair.
- (c) The Estates Committee shall have general responsibility for matters affecting the physical estate, and shall:
 - (i) oversee the development of the College's Estates Strategy, in the context of the overall corporate plan and strategic objectives, for approval by Council;
 - (ii) monitor the overall delivery of the Estates Strategy and to make an annual report to Council;
 - (iii) ensure that all projects reference performance requirements established by the Environment Committee;
 - (iv) have responsibility for oversight and monitoring of current major and College-level estates projects, reporting on significant budget variances and making recommendations as necessary, including oversight of the use of specific grants;
 - (v) evaluate and advise Council on new proposals for major and College-level estates projects and bids for project funding;
 - (vi) approve the long term maintenance plan and the annual programme of long term maintenance work and to make recommendations on funding to the Council;
 - (vii) promote the efficient use of space throughout the College;
 - (viii) advise Council on the College's property portfolio and the acquisition and disposal of property and leases, with the exception of investment assets.
- (d) The minutes of the Estates Committee shall be received by Council.
- (e) The Estates Committee shall meet as required, and at least twice during each academical year.
- (f) The Estates Committee shall have the power to co-opt additional members as required.

Schedule 6 - Meals Allowances and other benefits**6.1 Fellows' Meals Allowance**

- (a) Each Fellow in Class A, B, C and D will receive an allowance of up to five meals free of charge each week when the College is open. In addition each Fellow can attend Formal Hall free of charge.
- (b) The allowance will not be cumulative. Meals in excess of the allowance must be paid for at the time of taking the meal.
- (c) In addition each Fellow in Class A, B, C and D will be entitled to have tea and coffee in the Combination Room free of charge and attend additionally one Guest Night per Term free of charge.
- (d) Fellows may also invite College guests to dine at College expense. College guests are those guests whose presence furthers the purpose of the College as a place of learning.

6.2 Emeritus Fellows' Meals Allowance

- (a) Each Emeritus Fellow will receive an allowance each Term of up to four meals free of charge, when the College is open. In addition each Fellow can attend Formal Hall free of charge.
- (b) The allowance will not be cumulative. Meals in any term in excess of the allowance must be paid for at the time of taking the meal.
- (c) In addition each Emeritus Fellow will be entitled to have tea and coffee in the Combination Room free of charge

6.3 Honorary Fellows' Meals Allowance

- (a) Each Honorary Fellow will receive an allowance each Term of one meal free of charge when the College is open. In addition each Fellow can attend Formal Hall free of charge
- (b) The allowance will not be cumulative. Meals in excess of the allowance must be paid for at the time of taking the meal.
- (b) In addition each Honorary Fellow will be entitled to have tea and coffee in the Combination Room free of charge and attend additionally one Guest Night per Term free of charge.

6.4 Bye-Fellows' Meal Allowance

- (a) Each Bye-Fellow will receive an allowance of up to twelve meals free of charge each Term when the College is open. In addition each Bye-Fellow can attend Formal Hall free of charge.
- (b) The allowance will not be cumulative. Meals in excess of the allowance must be paid for at the time of taking the meal.
- (c) In addition each Bye-Fellow will be entitled to have tea and coffee in the Combination Room free of charge.

6.5 Meals Allowances for Research Associates, Clinical Research Associates and Healthcare Improvement Research Associates

- (a) Each Research Associate, Clinical Research Associate or Healthcare Improvement Research Associate will receive an allowance of up to eight meals free of charge each Term and up to four meals free of charge each Long Vacation when the College is open. In addition each Research Associate, Clinical Research Associate or Healthcare Improvement Research Associate can attend Formal Hall free of charge.
- (b) The allowance will not be cumulative. Meals in excess of the allowance must be paid for at the time of taking the meal.
- (c) In addition each Research Associate, Clinical Research Associate or Healthcare Improvement Research Associate will be entitled to have tea and coffee in the Combination Room free of charge.

6.6 Associate Fellows' Meal Allowance

- (a) Each Associate Fellow will receive an allowance each Academic Year of up to twelve meals free of charge when the College is open. In addition each Associate Fellow can attend Formal Hall free of charge.
- (b) The allowance will not be cumulative. Meals in excess of the allowance must be paid for at the time of taking the meal.
- (c) In addition each Associate Fellow will be entitled to have tea and coffee in the Combination Room free of charge.

6.7 Senior Members' Meal Allowance

- (a) Each Senior Member may attend two Formal Halls a term free of charge.
- (b) The allowance will not be cumulative. Meals in excess of the allowance must be paid for at the time of taking the meal.
- (c) In addition each Senior Member will be entitled to have tea and coffee in the Combination Room free of charge.

6.8 Retired Senior Members' Meal Allowance

- (a) Each Retired Senior Member will receive an allowance of one meal per term free of charge when the College is open.
- (b) The allowance will not be cumulative. Meals in excess of the allowance must be paid for at the time of taking the meal.
- (c) In addition each Retired Senior Member will be entitled to have tea and coffee in the Combination Room free of charge.

6.9 Composers, Writers, and Artists in Residence

Those appointed as Composers, Writers, and Artists in Residence will receive an allowance of up to five meals free of charge each week when the College is open, and may attend Formal Hall free of charge. The allowance will not be cumulative. Meals in excess of the allowance

must be paid for at the time of taking the meal. Composers, Writers, and Artists in Residence will be entitled to have tea and coffee in the Combination Room free of charge

6.10 Fellows' Privileges

- (a) Each Fellow in Class A, B and D is entitled to an allowance to support research costs as recommended by the Benefits Committee.
- (b) Each Fellow in Class A, B, C or D will, on appointment, be provided with a Personal Computer or Laptop and Printer to a value recommended by the Benefits Committee. These will be eligible for replacement after four years.
- (c) Each Fellow in Class C (Research Fellow) is entitled to an enhanced allowance to support research costs as recommended by the Benefits Committee.
- (d) The Council may approve by exception any special request for an additional allowance or privilege for a Fellow or Bye-Fellow but such exceptions shall be authorised for one calendar year only unless otherwise approved by the Governing Body.

6.11 Fellows' Discount Policy

Fellows are entitled to staff discounts on any personal purchase which falls outside the scope of their allowances when they use the Electronic Point of Sale [EPOS] system.

6.12 Guest bedrooms Policy

Guest bedrooms will be available for the use of Fellows under the following criteria:

- (a) Honorary Fellows up to four nights' accommodation per term free of charge.
- (b) Visiting scholars and visiting Fellows, including Fellows of Harris Manchester College Oxford, for stays of seven nights or less, free of charge.
- (c) Eminent guests of the College, as determined by the Principal, free of charge.
- (d) Each Fellow in Class A, B, C and D who lives more than 30 miles distance from the College, up to 20 nights per academic year when on College business, free of charge.
- (e) All other bookings by College Fellows will incur a charge for bed and breakfast per night at a rate to be determined by the Bursar.

All bookings must be made through the Conference Office and are subject to availability

The above allowances and privileges shall be reviewed periodically by the Benefits Committee and the Benefits Committee shall make recommendations to the Governing Body.