

STAFF HANDBOOK

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CONTENTS //

All points below are hyperlinked

Welcome to Keele SU

Team Pledge

Union Staff Protocol

Working Life at Keele

General Information

Policies and Procedures

Behaviors Framework

Our Workplace Benefits

Key Contacts

WELCOME TO KEELE SU //

Keele SU really is an incredible place to work. As a team, we thrive on pulling together and supporting each other through the busy periods and making sure that your time with us is happy and rewarding.

Whether you have known me for a short time or many years, hopefully you will see that my style is to be hands-on, supportive and transparent as I truly believe we all contribute to the successes of Keele SU.

With this in mind, my job is to ensure that you feel good about coming into work on a Monday morning and I can only achieve this by working with each and everyone of you to support you to be at your very best. It's an overused cliché but my door is always open for conversations – whether this is work related fuelled by delicious coffee or talking football and reality TV, I'm here for it!

This handbook is updated regularly and designed to support you during your time with us, and I hope that it is useful.

Ryan 😊



WELCOME TO KEELE UNIVERSITY STUDENTS' UNION //

Here at Keele SU, we want to be consistent in the way we behave and not go through reinventions every 3-5 years. For that reason, we have decided to create a personality for Keele SU, something that will last for many years, whilst below that will sit an annual plan which will evolve each year based on the needs of our students, the Keele Community and the world around us.

So, this is us, introducing, Keele SU...

OUR VISION IS...

To empower every student to be who they want to be and make a difference to the world.

In order to pursue this vision,...

...OUR MISSION IS

Through the delivery of our quality support, activity, representation, entertainment and value for money services, we will ensure that our students feel part of a community which is inclusive, where they can grow in confidence and simply, be students.

OUR VALUES //

Our Values, as an organisation, are



SUPPORTIVE //

We will support you through your entire student journey, both through the good times and not so good times.



FRIENDLY //

We will make you feel welcome when engaging with us and ensure we are approachable. Whether you engage with us every day or once a year, we'll be there.



PUTTING STUDENTS FIRST //

It goes without saying, we're a Students' Union, we exist because of you, we'll change and flex as you need us to so we can stay relevant to you.



CREATIVE //

We want you to be creative, inspired to try new things with us and become who you want to be. We also want our staff and officers to be creative, trialing new ideas to ensure we can keep up to date with what you need.



TEAM PLEDGE //

PRINCIPLE

Meeting member needs is our top priority. This pledge describes how being student focused is central to Keele SU, part of our day-to-day working practices, and how our working environment shapes and enables us to do that.

PROTOCOL

We're all here to make Keele University students' lives better. They're the reason we work here, and the primary focus for our professional roles. Delivering excellent service is part of the wider delivery of our Vision.

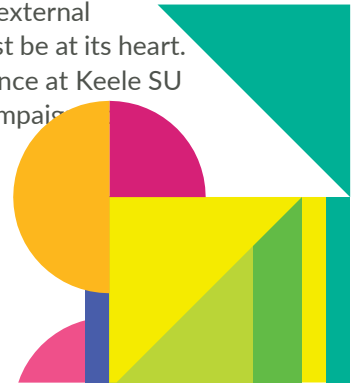
A strong vision is one that connects our purpose, our strategy, our people and our students' experiences. Our Vision to 'Empower every student to be who they want to be and make a difference to the world', and our Values; **Supportive**, **Friendly**, **Creative** and **Putting Students First** are the foundation for how we want people to experience Keele SU. There are two sides to this.

- Our mission sets out our intentions for the student experience 'Through the delivery of our quality support, activity, representation, entertainment and value for money services, we will ensure that our students feel part of a community which is inclusive, where they can grow in confidence and simply, be students.'
- Our employee experience consists of three behaviours that are the framework for staff – Support, Empower & Communicate. Staff who are engaged, supportive and motivated by their work, perform at their best and deliver excellent service to students.

Making all of this happen is an active process, which means we need to be committed to and fully engaged in producing the best outcomes for people. We have many opportunities every day to positively influence the student experience, and even the small things matter. What you do, and how you do it, counts.

Delivering great service never happens by accident. It happens by design, when engaged people focus their attention on creating a welcoming and supportive environment for all. It doesn't stand still either – we need to continually grow and develop. This means finding better, faster, more creative ways of delivering our work. To do this, we need systems in place to define, monitor and evaluate what we do and how we go about it. We need empowered people who create positive change by recognising opportunities to improve and to solve problems proactively.

We understand that some roles at Keele SU involve lots of interaction with students whilst, for others, supporting and facilitating colleagues and officers is the central responsibility. Whether your role focuses on the internal or external customer, meeting their needs in a positive and considered way must be at its heart. Consistency is key. We want students to have a really good experience at Keele SU every time, whatever part they engage with - from elections and campaigns, advice, sports and societies, to bars and shops.



We do this by actively living those Behaviours -

Empowering, **Supportive** and **Communicative** - and using the Values Based Behaviours Framework to understand the principles and standards we're each expected to work to in our professional roles. The framework contains details of how the Values and Behaviours apply across roles, whether we are a member of staff, line manager or member the Leadership Team. They define how we work together as colleagues and how we interact with students.

TEAM PLEDGE

The Keele SU team pledges to abide to the following principles:

- To support one another, whether that is support to progress, with a project, or personally as a friend.
- To co-operate with one another through active listening and the incorporation and consideration of other people's ideas.
- To always be aware of the bigger picture and the consequences of one department's action on another.
- To simply be friendly. Be welcoming. Be approachable.
- To be creative, to not be afraid to suggest new ideas, to encourage each other to think outside the box!
- Communication should be open, honest and inclusive (where appropriate) in all directions of the Keele SU structure.
- All members of the team, should show respect for others, by at least being punctual, prepared, considerate and aware that being creative and friendly, do not mean unprofessional.
- The team will organise and attend effective meetings. Every individual will be encouraged to participate.
- The team will maximise opportunities, internally and externally, whilst still considering the ethical nature of our organisation.
- We will set and appraise standards, as part of our own quality control.
- The team should always focus on the positive by celebrating our success and simply learning from our mistakes.
- To put students first, we only exist because of them.
- The team will keep up the good work without forgetting to enjoy their jobs and have fun.

STUDENT/STAFF PROTOCOL //

Introduction

The principle objective of this protocol is to clarify the working relationship between ordinary students, elected officers, student staff, staff and managers.

Keele University Students' Union exists to represent its members and provide them with services, support and opportunities for development to enable them to maximise the benefits of their overall student experience.

Critical to the successful operation of Keele SU is a positive and harmonious working relationship between Union members, officers and staff. The purpose of this protocol is to clarify the relationship between these stakeholders.

Central to the resources of Keele SU are the employed staff who undertake its day-to-day operation and implementation within a policy framework agreed by the Board of Trustees.

It is the intention of this agreement to ensure that Keele SU maintains good relations amongst all of its stakeholders.

Principles of the Staff/Student Protocol

Elected Officers of Keele SU share a collective and individual responsibility to ensure that discussions of matters relating to the responsibilities, conditions of employment, performance or conduct of members of staff take place in a closed session meeting of the Board of Trustees or another appropriate subcommittee of the Board, Senior Leadership Team meeting or confidentially with the appropriate line manager.

Complaints or criticism made against individual staff members should be treated with strict confidentiality at all times and should never, therefore, be the subject of Students' Union publicity. Neither shall staff or Elected Officers communicate with any media concerning such matters.

If staff have an issue or disagree with Keele SU policy they should bring this up with their line manager in the first instance. Staff should not criticise Keele SU policy in public or bring Keele SU into disrepute.

Under the Articles of Association, the Board of Trustees delegate all responsibility for staffing matters to the Chief Executive, within agreed policies and procedures. The Employee handbook states the appropriate disciplinary and grievance procedures appertaining to all staff.

Students and users of Keele SU facilities and services who have cause to comment on staff or staffing matters should contact a Full Time Elected Officer who will take up the matter with the Chief Executive or relevant senior manager. The Chief Executive or senior manager will take whatever actions are necessary, within the policy framework of Keele SU, appertaining to those staff.

In order to avoid confusion and ensure that the smooth operation of Keele SU is not adversely affected, the appropriate channels must be used at all times when dealing with Trustee /Staff matters or inter- relationships.

Courtesy between Keele SU officers and staff is expected at all times. Keele SU officers will at all times, pursue any complaints or comments regarding staff with the Keele SU Development & Democracy Officer, who will liaise with the Chief Executive.

Staff and officers must declare any significant social relationship with any students or colleagues to their line manager or the chief executive. If staff and officers are uncertain about whether there is likely to be any risk of a potential conflict of interest they should discuss this with their line manager or any member of the senior leadership team.

Members of staff shall not become actively involved in the politics of Keele SU or be encouraged to do so by Keele SU officers or the general student population. Nor will they become politically involved in, or attempt to, influence Keele SU elections. The only involvement may be in giving assistance to the Elections Committee.

Confidential matters must not be the subject of discussion between staff and Keele SU officers or any members of the student body.

This Protocol Agreement should be adhered to at all times to ensure both the smooth running of Keele SU and also to ensure Keele SU is not placed at risk through failing in its statutory duties enshrined within its employment policies and procedures.

The protection of the Staff / Student Protocol shall extend to everyone working within Keele SU, except when this contradicts any current employment legislation.

Student Employees

Students who become casual or part-time workers of Keele SU may be members of Students' Union committees and run in full/part time officer elections but must declare an interest prior to any debate which might directly or indirectly affect their employment terms.

Any student officer or member of Keele SU who has a potential conflict of interest, for example, by way of relation to or with an employee of Keele SU, should declare the interest in all discussions or debate in that area of Union.



WORKING LIFE AT KEELE SU



PRINCIPLE

Introduction

In doing the work of a students' union, we interact with many different people in a range of situations and it's important that we are mindful of our impact on them. This document highlights our responsibilities as staff members, representatives and ambassadors for Keele SU. It also outlines the standards of behaviour and conduct necessary in a democratic organisation, as we carry out our varied professional roles serving the membership.

The University of Keele Students' Union is a democratic organisation run entirely for the benefit of our members. We have many important stakeholders including students, the University, the environment and the wider community in Keele. We have a responsibility to perform and behave to the highest standards as we fulfil our roles. We should all aim to be ambassadors and role models.

As members of staff or student staff, how we behave has an impact on Keele SU's profile and reputation, and we should be mindful of this. We're professional people with important and valuable work to do, so we need to be accountable. This is equally true even when we're outside of work on union business or in a non-work setting such as a social outing with colleagues. How we behave matters, both individually and collectively. Our values apply when we're outside on union business as well as internally with colleagues, students and visitors.

Anyone who breaches our policies or behaves in a way that causes harm to people, property or reputation will be dealt with in accordance with our disciplinary policy. In extreme cases, this could result in dismissal.

Customer Focus

Meeting the needs of customers whether this is to students, internally between ourselves or externally – is our top priority. We have a clear vision and focus on ensuring the highest standards of support and service for them, and an emphasis on personal accountability and continuous improvement in delivering this.

Respect and Equality

We are fully committed to making Keele SU a supportive and enabling environment for staff, for students and for all who visit us. More than this, we want Keele SU to be a place where people thrive and develop to be the best they can be, and where they feel comfortable about engaging with others in their work and socially.

We treat people with respect and support whatever their race, age, sex or gender, pregnancy or maternity, marital status, sexual orientation, disability, religion/belief or age. Whilst these are the areas specifically covered by the law, the principle is broader than that – we encourage, support and enable all staff and students. This is explained fully in our equality, diversity and inclusivity policy.

We don't tolerate any form of bullying, harassment or intimidation by anyone to anyone. All of us have the right to carry out our roles in an enabling environment. We each have a responsibility for our own behaviour, and we should feel comfortable that we will be supported if we challenge others at Keele SU if they engage in behaviour which is inappropriate, disrespectful or threatening. This is explained fully in our dignity at work policy.

Confidentiality

During the course of your work at Keele SU, you may become aware of confidential information about people or our activities. This could include commercial or other sensitive organisational information, and personal information about students or staff, for example, during recruitment or line management duties. You are required to respect the need for sensitivity and confidentiality in these circumstances, to respect the appropriate channels of communication, and not to discuss or disclose this information unless authorised to do so.

You should also be aware of our data protection policy and have completed the online GDPR training module. Please liaise with your Line manager if this has not been completed.

Professional Conduct at Keele SU

As a democratic organisation, a key role of Keele SU is to represent members' interests and to provide them with representation and services which contribute to an incredible student experience. This is at the centre of all we do. To make this happen, staff and Elected Officers need to work together effectively, with an ethos of mutual respect, teamwork and collaboration. Officers are elected to define and oversee the strategic direction and emphasis of Keele SU. Staff have a vital role in bringing professional expertise, advice and support in implementing the strategic and political direction agreed by members, and to provide continuity to the day-to-day operation of Keele SU.

So that there can be no accusations of influence or interference, staff members are only involved in supporting the Officers and students in carrying out Keele SU's democratic processes and political direction. Staff may, for example, be involved where their role involves organising or supporting elections or campaigns. Staff themselves must always be impartial, whatever your personal views, so you are asked not to wear badges or clothing which show support for a candidate or campaign, inside or outside of the organisation. Similarly, you should be mindful if you choose to join any Keele SU clubs or societies so that the risk of influence, interference or conflict of interest can be avoided. Where you are unsure about the appropriateness of your involvement with a particular group, you should discuss this with your line manager.

As part of their responsibilities, all staff will act upon the policy and direction agreed by the membership. Staff members should not:

- Publicly comment on, question, complain about or disagree with student policy
- e Get into public debate where policy is questioned
- Put ourselves in a position where we express views, in person or via any other means such as email or social media, which are different to Keele SU's.

These measures are there to protect you as well as to support the proper functioning of Keele SU itself.

As a member of staff, any questions, issues or complaints you have relating to your employment conditions or your work should be addressed through your line manager or a member of the Senior Leadership Team. These issues should not be raised or discussed with any Elected Officer. Similarly, any queries or complaints about the behaviour or conduct of an Elected Officer should be addressed to your line manager.

Personal Presentation

Unless you have a uniform for your role, we don't have a set dress-code for staff. We expect people to dress and present themselves appropriately for work, particularly when attending external meetings on behalf of the department or Keele SU. Please wear your Identity badge at work or when going to meetings so people know who you are - it makes life easier for everyone and communicates our brand. If you do have a uniform or protective clothing given to you for your role, keep it safe, clean and presentable. If it gets damaged or worn, let your line manager know. This is all part of presenting a professional and positive image at Keele SU.

Personal presentation doesn't just cover how you look. We expect people to arrive on time, well-prepared and fully-committed to whatever they're doing. This is part of seeing ourselves as professionals, but also about respecting other people's time and professional responsibilities, as well as Keele SU's resources.

Health and Safety

Keele SU is committed to providing a safe and healthy environment for staff, students, visitors and contractors. Health, safety and welfare are integral to the operation of Keele SU and a positive culture which supports this is essential to everyone's wellbeing.

The Health & Safety Policy and related documents describe the ways in which this is managed, both in fulfilment of our important legal responsibilities and our clear commitment to creating a safe, healthy and comfortable environment where people can thrive. Make sure you understand the handbook and related policies and procedures and have undertaken all training that has been set for you, if you are unsure of this, please refer to your Staff Savvy account or speak with your line manager.

Smoke-Free

Keele SU is smoke-free. Everyone who works at or uses Keele SU has the right to be in a smoke-free environment, so we don't allow smoking inside our buildings or facilities, at any of our events or in any of our vehicles. Please refer to the Smoke-Free Policy for information.

Conduct in Social Situations

We're happy if people get together to celebrate at times. If it's a work party or celebration (such as a leaving 'do' or Christmas party), standards of behaviour towards colleagues and others still apply. This is true even if it's not organised by work. Be respectful of others and don't get carried away. You may drink alcohol but, if you do, keep it in moderation. Any drunkenness, taking illegal drugs or behaviour considered unprofessional or inappropriate can and will be dealt with under Keele SU's Disciplinary Policy.

Similarly, if you go to social functions or other work-related gatherings on behalf of Keele SU, be mindful of your behaviour and conduct. If you feel it's acceptable to drink alcohol, do it in moderation, and with respect for the situation, our reputation and the others present. If you're not sure what might be appropriate in the situation, discuss it with your line manager beforehand. Be mindful also of your personal safety and conduct as you travel to and from these occasions.

Safeguarding

We aim to provide a safe place for children and vulnerable adults to visit and to participate in activities. Anyone working with children and vulnerable adults has an ethical and legal duty to ensure their safety and protection. We recognise our responsibility to develop awareness of safeguarding issues and are committed to practice which reflects Keele SU's duty of care in protecting children and vulnerable adults from harm. Please see our 'Safeguarding Vulnerable Adults Policy' and our 'Safeguarding Children Policy' for full details.

Property and Equipment

You are not permitted to make use of Keele SU's or a third party's telephone, postal or other services for personal purposes.

You must not remove property or equipment from Keele SU or a third party's premises unless for use on authorised business or with the permission of management.

Where you damage property belonging to Keele SU either through misuse or carelessness, Keele SU reserves the right to make a deduction from your pay in respect of the damaged property.

On termination of your employment you must return all Keele SU property, such as keys, staff uniform, laptops, mobile telephones, Keele SU vehicles, documents or any other items belonging to Keele SU.

Personal Property

You are solely responsible for the safety of your personal possessions on Keele SU premises and should ensure that your personal possessions are kept in a safe place at all times. If you find an item of lost property on the premises, you are required to inform management immediately.

Keele SU cannot accept liability for loss of, or damage to, any private property on the premises.



GENERAL INFORMATION //

Set out below are resources and information on some of the questions that may cross your mind on a regular basis as a member of staff at Keele SU. From when you will get paid, to grabbing a double shot of espresso in-between meetings, where you can safely store your bike if you cycled to work and what happens when you lose your Keele Card. And what a is a Keele Card?

If what you need to know isn't covered, don't forget to read the rest of this handbook, check the Keele SU website, University Intranet, ask your line manager or pop down to the Hub.

You can log into the University intranet by following the link on the University website homepage and using your usual username and password log in.

If there is anything you think would be useful to add to this list please let the Operations Support Manager know.

Keele University Students' Union (Keele SU) is a registered with the Charity Commission (no.1173328).

Your normal place of work should be the Keele SU building, Keele University or working from home as agreed in advance with the leadership team. The business of Keele SU may require you work from other locations from time to time.

Postal Address

Keele University Students' Union
Keele University,
Newcastle-Under-Lyme
Staffordshire
ST5 5BJ

Keele Card

What does the Keele Card do?

It's your proof of ID around campus and you can access buildings with it, such as the Library, the Sports Centre and teaching buildings. You can also use it to purchase food and drink from the University catering outlets at a discounted price.

You can use your Keele Card to make contactless payments at various University outlets, and you can add cash and top up your card using the Upay system on the university website or via the app.

How to register your account:

From your desktop or mobile device visit keelecard.keele.ac.uk. You'll be prompted for your normal university username and password to login, then simply follow the on screen instructions.

Your order form and the process for a new card will be included in your induction pack and if you have misplaced your Keele Card, you can request a replacement via the link at keele.ac.uk/keelecard.

Keele SU Outlets for Food and Drink

You will find a variety of food and drink services in the Keele SU Building, head to the ground floor and find:

- Union Kitchen for food and Coffee

Or head to the first floor to find:

- Squirrel Bar and Kitchen
- Co-op Store (Union Square)

Staff should check online for latest staff discounts on food and drink.

The full list of stores, food & drink outlets that can be found across the campus is available on the University website in the Campus life pages.

Sports Centre

Staff have access to the University Fitness Centre and Functional Fitness Space with various gym memberships to suit your needs. Staff can email sport@keele.ac.uk with any questions.

Buses

A regular bus service operates between the campus and Hanley (where you'll find the main shopping center), via Newcastle and Stoke-on-Trent. There are several bus operators which travel to and from Keele, the main route is the 25 - this route allows travel to and from the hospital as well as the main city centers.

Staff benefit from an exclusive bus ticket allowing cheaper and easier travel from campus to key locations throughout the city. The **Keele Key** ticket is available to purchase on any D&G or First bus or from the First Bus App.

Please see our Keele Sports Centre and Keele Key Bus Loan scheme details within the Benefits & Discounts Section of this Handbook.

Parking On Campus

If you are paid by Keele SU every month, then you are eligible to apply for a campus parking permit. The cost of the parking permit, which is deducted from your salary on a monthly basis, is 0.3% of your monthly salary. Parking permits are paperless using an Automatic Numberplate Recognition (ANPR) System to capture vehicle details.

For your convenience, you can register up to 4 vehicles but you are only able to have one on campus at a time.

If you wish to apply for a parking permit or change your vehicle details, please email HR Support Manager at k.whitfield@keele.ac.uk with your vehicle registration.

If you do not park in a marked bay or if you park in any of the areas listed above, you may be issued with an enforcement notice even if you are displaying your staff parking permit.

If you no longer require your parking permit, please confirm this in an email to parking@keele.ac.uk They will then arrange for the monthly payment to be cancelled.

A valid parking permit will allow you to park in any campus car park (including the halls of residence except for Holly Cross and The Oaks Hall) **except for:**

● Disabled spaces

● Pay and display areas ●

Reserved visitor spaces

● Car share spaces (unless car sharing) before 9.30am ●

Family friendly spaces before 9.15am

● Science Park and Innovation Centres car park
(Staff in IC1 and IC2 can park in spaces aligned to their office space)

● Residential areas around campus, where residential permits must be displayed

Staff parking permit queries: parking.staff@keele.ac.uk

Bikes

You can hire a Brompton bike from Stoke-on-Trent train station for just £5.00 per day and cycle to Keele campus. There are plenty of places to park your bike at Keele, and you can find a detailed cycle map with facilities and more information on the Keele Cyclists page for BUG (Bicycle Users Group) at keele.ac.uk/kc

Salary and Pay

Monthly paid staff get paid on 25th of month (or preceding Friday if that falls on a weekend).

Weekly paid staff get paid every Friday.

All hours worked by staff on rotas (commercial areas), plus any student staff working for other departments, need to be entered onto Staff Savvy timesheets.

Rota Staff members need to clock in and out using the ipads provided in the building.

Hours worked by staff members need to be approved by the relevant manager on Mondays by 11am - these will be for the preceding Monday to Sunday week - this is now all automated, so paper/printed timesheets are no longer required (except for monthly paid staff).

That will be paid on the Friday of the same week (i.e. 17th to 23rd August paid into banks 28th August).

All other staff need to record hours worked in their annualised hours sheets for their department and agree holidays with their manager directly, but reflect holidays taken in the sheet, so they know how many hours they need to work for the rest of the holiday year (Sept to Aug).

If you have any questions about pay or processing expenses contact the Keele SU Finance Team at su.finance@keele.ac.uk

Pay progression within a salary band is applied automatically on the 2nd anniversary of the date of your employment contract and each 2nd anniversary thereafter within the limits of the related pay band and subject there not being any serious issues of a performance or disciplinary nature within the preceding 12 months.

Trustees will consider on an annual basis at what level any cost-of-living award will be applied to the Keele SU pay scale.

Pensions

Keele SU subscribes to a defined contribution pension scheme you'll be auto enrolled into the scheme as required by the prevailing legislation of the time and you have the option to opt out, more information can be provided by the HR Support Manager, the –Chief Operating Officer or the Finance Team.

Keele SU currently contributes to a NEST pension scheme with employers' contributions at 3% and the minimum contribution for an employee also set at 3%.

Your usual working hours will be outlined in your employment contract as well as your normal working pattern, all lunch breaks are unpaid.

Trade Union

Keele SU proudly recognises Unison as the sole consultative and negotiating body regarding matters of terms and conditions of employment at Keele SU. Further information can be obtained from the HR Support Manager or from the finance team, you can also see the Unison Keele Branch information at keele.ac.uk/unison alternatively you can contact the Keele SU Unison Representative Liam Searle at l.r.searle@keele.ac.uk





POLICIES AND PROCEDURES //

In this section you should be able to find information and guidance on all of Keele SU's HR & people policies, from annual leave through to what happens when we have adverse weather conditions...

We encourage you to review them from time to time so you know exactly what is expected and what is available to support you in your role. We will let you know if any of them change and provide policy refreshers when needed.

If you need any further clarity, guidance or advice contact the HR Support Manager or Chief Executive

Policies and Procedures Contents; all points below are hyperlinked

Adoption

Adverse Weather

Annual Leave/Holiday Allowance

Annualised Hours

Communications, Technology & Social Media

Data Protection: Staff

Dignity at Work (Bullying & Harassment)

Disciplinary Policy & Procedure

Drugs and Alcohol

Equality, Diversity and Inclusion

Expenses

Flexible Working

Gifts & Hospitality

Grievance

Health and Safety

Induction

Maternity

Menstruation and Menopause Policy

Paternity Leave

Pay & Reward Policy

Performance & Capability Policy & Procedure

[Safeguarding policy \(Adults at Risk\)](#)

Shared Parental Leave (SPL)

Sickness & Absence Policy & Procedure

Smoke Free Policy

Sustainability, Ethical and Environmental Policy

Vehicles & Driving

Whistleblowing



Adoption Policy //

PRINCIPLE

This policy aims to promote a consistent and supportive approach to adoption. It sets out the entitlements and provisions for employees who are adopting children, in compliance with legal requirements, and to facilitate the new family relationships. The policy is part of Keele SU's strong commitment to creating a supportive and inclusive workplace for all. We want to enable everyone to contribute fully and develop professionally at work, whilst also managing their wider family needs and responsibilities effectively.

POLICY

The policy outlines the statutory rights and responsibilities of staff who are adopting children. It describes how we will manage the period of adoption leave and pay and sets out the arrangements for adoption appointments and what happens if the placement ends. It also covers requests for time off to accompany your partner at adoption appointments.

There are a number of terms which are used throughout this policy. These are the terms used in UK legislation and across all organisations in relation to adoption policy.

OAL	Ordinary adoption leave (26 weeks)
AAL	Additional adoption leave (26 weeks)
The 'Qualifying Week'	the week, starting on a Sunday, in which you are notified in writing by an adoption agency of having been matched with a child
Expected Placement Date	the expected date on which the adoption agency will place the child into your care for adoption
SAP	Statutory Adoption Pay
OAP	Occupational Adoption Pay

Eligibility

The following conditions apply to adoption leave and pay:

- They are available to individuals who adopt, and to one member of a couple where they adopt jointly. Note that the couple must decide which partner takes the adoption leave and pay. This policy is written primarily for the person taking the adoption Leave.
- You must have been notified by the adoption agency that they have matched you with a child for adoption, and you have confirmed to them in writing that you agree to the child being placed with you on the expected placement date.
- You must be newly matched with a child for adoption by an adoption agency. Note that adoption leave and pay is not available in circumstances where a child is not newly matched for adoption; for example, when a step- parent is adopting a partner's children.
- Note that the adoption agency must be recognised in the UK. If you are adopting from overseas, you must have official notification that the adoption is approved by the relevant UK authority. Keele SU will need to see proof of this.

The partner of an individual who adopts, or the other partner in a couple who are adopting jointly may be entitled to paternity leave and pay as set in the paternity policy.

Couples who adopt are also eligible for shared parental leave as set out in the shared parental leave policy.

KEY POINTS

We're committed to supporting you whilst you adopt the child and following placement. Some of the regulations and procedures around adoption leave and pay can be quite complicated, and we recognise that you will need time to think about them and to understand the implications. Your line manager and university hr team will help to clarify these issues with you, provide you with the necessary forms and paperwork, and will try to make the process as smooth and positive as possible.

- All eligible adopting employees are entitled to up to 52 weeks of adoption leave consisting of 26 weeks of OAL immediately followed by up to 26 weeks of AAL. The adoption leave period must be continuous and unbroken.
- Staff who are eligible will receive up to 39 weeks SAP and OAP.
- You have the right to return to the same job and the same terms and conditions after OAL. If this is not reasonably practical following AAL, you are entitled to return to a suitable job with similar terms and conditions.
- during adoption leave all contractual rights, except pay, will continue as if you were still at work. This includes employment benefits, annual leave entitlement and pension. Your period of continuous employment is not affected by being on adoption leave.
- e You are protected in law against any detriment, disadvantage, unfair treatment or dismissal arising from your adoption leave.
- If you are adopting with your partner and they are taking adoption leave, you have the right to request paid time off work to accompany them in to up to 2 introductory appointments.
- If the child's placement ends during the adoption leave period, you can continue adoption leave for up to 8 weeks after the end of the placement.

Notification of starting Adoption Leave

You are required to notify us in writing of your intention to take adoption leave. This must happen within 7 days of being notified by the adoption agency that you have been matched with a child for adoption. This should be supported by documentary evidence provided by the adoption agency as proof of your entitlement to adoption leave and pay. This is likely to be in the form of a matching certificate. The matching certificate should specify the name and address of the agency, the date you were notified of the match and the expected placement date.

You will also need to tell us at the same time when you want your adoption leave to start. You can choose to start the leave from either of:

- e The date of the child's placement with you
- From a set date which can be up to 14 days before the expected placement date.

You may postpone or bring forward the date you wish the leave to start by writing to us giving at least 28 days' notice of the original start date or new date whichever is earlier.

Within 28 days of receiving your written notice about when you want to start your adoption leave, we will write to you confirming the expected date of your return from adoption leave.

Adoption Appointments

The primary adopter may take paid time off during working hours for up to 5 adoption appointments with the adoption agency. The primary adopter's partner (regardless of gender and inclusive of same sex partners) can take paid time off to attend up to two appointments. Please give your manager as much notice as possible about these appointments. We may ask for proof of appointment. (Each of these appointments

may last up to 6.5 Hours)

Contractual Rights during Adoption Leave

Whilst you are on adoption leave all of your contractual rights, except pay, will continue as if you were still at work. When you return to work following adoption leave, you will be considered to have been continuously employed for the purposes of seniority, pension, redundancy and other similar rights.

- Pension rights and contributions will be dealt with in line with the rules of the pension scheme.
- You will be entitled to receive any normal annual increment on your pay scale due to you, in accordance with your contract of employment, and at the normal incremental date.
- Annual leave entitlement, as set out in your contract, accrues during adoption leave.
- However, any public or Keele SU declared holidays falling during the period of adoption leave will not be added as additional days of leave.

If it happens that your post is affected by a redundancy situation during your Adoption Leave, we will write to inform you of any proposals and invite you to a meeting before any final decision is reached about your continued employment. Employees on Maternity, Paternity and Adoption leave will be given first refusal on any suitable alternative vacancies that are appropriate to their skills. The Maternity Leave, Adoption Leave and Shared Parental Leave (Amendment) Regulations 2024 from 6 April 2024 extend redundancy protection to apply during pregnancy and for a period of 18 months after birth or placement of a child for those taking maternity, adoption or shared parental leave.

Keeping in Touch (KIT)

The regulations enable us to keep in reasonable contact with each other over the duration of your adoption leave, and this can be done through so-called KIT days. These are typically to cover a range of issues such as joining training courses or meetings, keeping you informed of important developments at work or discussing plans for your return from leave. It is not intended that KIT days are used to continue your work during adoption leave. Note that a KIT 'day' can be anything from a 1-hour meeting to a 'full' day however the deduction of time will be in days only and payment will be for time actually worked.

KIT days are by mutual agreement – we will agree between us if and when they will take place, what they will be used for, what work is to be done and how much you will be paid for them. Pay will be arranged by your line manager. Note that we cannot require you to come into work for a KIT day, and neither are you entitled to KIT days. However, we will encourage and support KIT days where possible, as a way of keeping you involved in what's happening at the workplace, showing our support for you and for smoothing the path of your return to work.

You may do up to 10 days' work (KIT days) under your contract of employment, without breaking the period of adoption leave or affecting your entitlement to Adoption Pay.

Returning to Work

We will look forward to your return to work on the expected date unless you tell us otherwise. To help us prepare for that, we ask that you confirm that you will be returning to work as expected.

If you wish to return to work before this date, you must tell us in writing giving at least 8 weeks' notice of the date you would like to return. If you don't give us enough notice of your wish to return earlier, we may need to postpone your return date until 8 weeks after you contact us, or the expected return date if this is sooner.

If you wish to return to work later than this date, you must contact us in writing to either request unpaid parental leave or to request paid annual leave in line with your contract of employment. Note that 21 days' notice must be given for a request for unpaid parental leave. Paid annual leave would be at our discretion.

If you decide not to return to work after adoption leave, you must give us notice in line with the resignation period in your contract of employment. Please note that the amount of adoption leave you have left must be at least equal to your contractual notice period, or we may require you to work the difference.

Policies and Procedures //

You may be considering returning to work part-time. We will consider requests to change working patterns (such as working part-time) after adoption leave on a case-by-case basis. It is helpful if requests are made as early as possible to help us review and plan things. We will always try to accommodate your wishes, but there is no absolute right to insist on working part-time. You do have a statutory right to ask for flexible working, but we may need to refuse if there is a justifiable reason based on the needs of Keele SU. The procedure for dealing with such requests is set out in our Flexible Working Policy.

Your Rights on Return to Work

In general, you have the right to return to the same job after your adoption leave and on the same terms and conditions. You will normally return to work into the same position as before you went on adoption leave. As mentioned above, your terms of employment will be the same as they were before you left.

If you have taken AAL or more than 4 weeks Parental Leave, and it's not feasible for us to enable you to return to the same position because the nature of a department or organisation has changed, we may give you another suitable role with conditions which are not less favourable.

Adoption Pay

If you have at least 26 weeks continuous service in the Qualifying Week, you will qualify for up to 39 weeks Statutory Adoption Pay (SAP). Please note that SAP stops being payable if you return to work sooner or if the placement is disrupted.

SAP is calculated as follows:

- First 6 weeks – the Earnings-Related Rate which is calculated at of 90% of your average weekly earnings.
- Remaining 33 weeks – the Prescribed Rate which is set by the Government for the relevant tax year, or the Earnings-Related Rate if this is lower.

Occupational Adoption Pay (OAP) is paid to employees who have 26 weeks continuous service at the date they are notified of being matched with a child for adoption and who qualify for Statutory Adoption Pay.

- Weeks 1-18: Normal pay
- Weeks 19-39: SAP (if entitled) ●

Weeks 40-52: No pay

Payment is conditional upon your average earnings being at or above the lower earnings limit set by the Government. If you don't qualify for SAP, you may be entitled to some financial support through the adoption agency or the Benefits Agency.

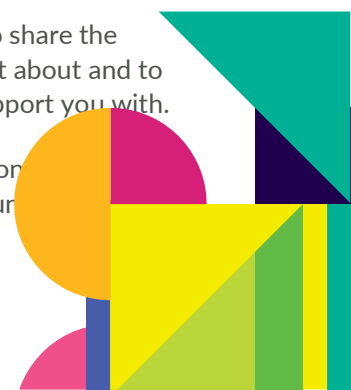
Please contact the HR Support Manager for details of SAP and earnings limits.

Keele SU reserves the right to reclaim all or part of the non-statutory element of Adoption Pay if you fail to return to work after adoption leave and continue in employment for at least 3 months. If you choose to withhold the enhanced entitlement the whole amount will be paid upon completion of you physically returning to work and completing at least 3 months service.

Time Off to Accompany Your Partner at Adoption Appointments

We appreciate that the partner of the person taking adoption leave will want the opportunity to share the adoption experience. Attending Adoption Appointments together with your partner, to find out about and to meet the child, and to support your own transition to welcoming them is something we will support you with.

To complement the time off which the person taking adoption leave can have to attend Adoption Appointments, all employees who are the partner in the couple adopting will have the right to work to accompany them to up to 2 Adoption Appointments.



The conditions are:

- Time off for each appointment is for a maximum of six hours and 30 minutes of working time, defined as when you would be required to work. The time for the appointment includes travel time, waiting time and attending the appointment.
- In cases where there is adoption of more than one child, the entitlement is based on each child.

How to Request Attendance at an Adoption Appointment

We want to support you taking time off and to help make the process easy for you. Please contact the HR Support Manager outlining that you are declaring you meet the criteria as set out in this procedure for taking the time off.

Your manager may like to have a further discussion with you about when you would like to take the time off. This would typically be for work reasons. We will not unreasonably refuse a request for time off and we would always seek to achieve a mutually agreeable outcome to support you.

END

Adverse Weather Conditions Policy //

PRINCIPLE

This policy outlines the approach Keele SU will take if adverse weather conditions affect people's ability to travel to work.

POLICY

Introduction

At times, due to adverse weather conditions, you may have difficulty in travelling to work. The geographical position of Keele occasionally makes travel to and from the campus difficult in severe weather conditions. Although the University and Keele SU acknowledges that it would not be feasible to apply a rigid ruling to cover all cases of absence from work as a result of severe weather conditions, the policy is that the following procedures and guidelines should apply.

The impact of bad weather will vary according to people's circumstances, including the distance you have to travel and your means of transport. Some people may not be able to get into work at all and others may make significant efforts to do so. Some people may arrive late.

This policy sets out a fair and consistent approach to be taken during these times.

Please note that the decision on whether to travel to work in adverse weather conditions is yours to make. We want to make it clear that your health and safety is our primary concern, and we would not want you to attempt to travel to work if it puts you at unnecessary risk or in danger. You are asked to use your judgement on what is appropriate after assessing the overall situation and to keep Keele SU informed.

When severe weather conditions occur during the course of the working day:

The Keele SU Senior Leadership Team will contact all departments with any instruction to allow staff to go home early. Information from the University, AA, the police and local radio will be taken into consideration in any decision to issue such an instruction. No loss of pay to staff would be involved. If in doubt, Line managers and staff should contact the Keele SU Senior Leadership Team.

When severe weather conditions prevail at the start of the working day:

If the University decides to close, then it should be assumed that Keele SU will also close. If possible, the University will relay information through the local radio stations.

If the University and Keele SU remain open, it is expected that every member of staff will make all reasonable effort to get to work, including walking.

If, however, the severity of the weather prevents the member of staff from reaching work, and they take the decision to stay at home or return to home, they must attempt to relay that information to their department at the earliest opportunity.

Conditions

A member of staff, who does not reach work because of the severity of the weather conditions, or who does not feel they are able to make the journey, must agree with their Line manager (either on that day or later) on the pay arrangement to apply.

This may be one of:

- An additional discretionary day's leave, with no loss of pay or annual leave entitlement
- A day's annual leave
- A day's leave without pay
- Working at home. (This may apply only to staff where the line manager agrees it is reasonable for them to undertake the necessary work from home) Consideration will be given to the length of time the work took, in deciding how much time should be made up afterwards or taken as annual or unpaid leave
- **Non-full-time staff only:** Altering their working days/hours to others in the week if possible and reasonable.

Provided that a Line manager is satisfied that all reasonable attempts have been made, the first option will usually apply.

Staff who do make an attempt to get into work but arrive late due only to the weather conditions will not be penalised in their pay.

Should the conditions improve drastically and quickly and travel to work becomes an option early in the working day staff will be expected to contact their line manager to see whether it is viable and reasonable to expect them to come into work. (Consideration should be given to length of travelling time, length of shift remaining, predicted forecasts for later in the day etc.)

In all situations consideration should be given to condition in the home location for staff, conditions on the route to work, as well as conditions at Keele.

END



Annual Leave/Holiday Policy

PRINCIPLE

Keele SU is committed to supporting the welfare and wellbeing of all employees. We recognise that a package of leave gives staff flexibility in managing their work, their personal and family commitments and aspirations. It helps people to maintain their health and to cope effectively with the various demands on their time. It can also be a powerful aid to staff engagement and retention, helping us to balance our respective individual and organisational needs. The law gives employees particular entitlements to different types of leave from work in various circumstances. In addition to this, Keele SU grants additional leave as part of an overall package of employee benefits. These various types of leave are important in giving staff time to rest and relax away from the demands of work, to deal with emergencies or unforeseen events, to care for dependents, and to manage their lifestyle activities and personal goals.

This policy exists to explain the leave available as part of the overall package of employee benefits. Through the policy, we intend to maintain a healthy and high-performing workplace which reflects people's different circumstances and supports their wellbeing.

This policy sets out the laws, rules and procedures in relation to taking annual holidays. It applies to all employees and workers.

POLICY

Details of the holiday year and your annual holiday entitlement can be found in your Contract of Employment and will have been notified to you in your letter of appointment. Staff are entitled to a paid leave allowance of 30 days per holiday year, plus statutory bank holidays for employees in full-time 52-week posts.

Term-time only, fixed term and part-time contracts, where they apply, have a pro-rata holiday entitlement based on the full-time equivalent.

Additional paid discretionary leave days, up to a maximum of 5 (or pro-rata thereof), may also be offered, as determined by the Senior Leadership Team. Such discretionary days are not a contractual right and the number may vary from year to year.

Keele SU's leave year runs between the 1st September and the 31st August each year.

Annual holiday entitlement accrues at the rate of one-twelfth of the full annual holiday entitlement, on the first day of each month, in advance.

Upon termination of your contract, Keele SU reserves the right to require you to take any annual leave owing to you during your notice period. Should any leave be owed to you after your notice period has expired, Keele SU will make an adjustment to you in lieu of that leave. If upon termination of your contract, you have taken leave in excess of your pro-rata entitlement, Keele SU reserves the right to deduct an equivalent amount of pay from your final salary instalment.

Types of Leave

This policy outlines the types of leave available to staff, its purpose and how to take it. This includes:

- Annual leave and Public Holidays
- University/Students' Union Holidays

- Cultural of Faith Obligations
- Dependents' Leave
- Compassionate Leave
- Unpaid Leave
- Time off for Public Duties
- Trade Union Duties
- Jury Service and Attending Court as a Witness
- Leave for Members of the Reserve Forces
- Carers Leave

Note that the entitlements to Maternity, Paternity, Adoption, Parental and Shared Parental Leave are not covered in this policy, but in the Family-Friendly Policies themselves.

This policy works in partnership with our Flexible Working Policy.

Keele SU also allows paid time off to attend health screenings which you have been called for due to certain demographic requirements; for example, we will allow paid time off to attend a cervical smear, or mammogram appointment. Please speak to our HR support manager if you are unsure if a particular appointment would fit this category.

ANNUAL LEAVE

Annual leave is intended to allow you time to rest, to renew and to enjoy yourself away from work in support of your health, fitness and personal wellbeing. It's an important part of managing your home and work life balance and has known health benefits including reducing stress.

Procedure for requesting holidays

All periods of annual holiday must be authorised in advance by your line manager by StaffSavvy Holiday Request for approval as soon as possible. You must not make firm holiday arrangements before receiving confirmation from your manager that your request has been authorised.

The line manager has the right to refuse a request based on business needs. There may also be times where permission is required from the relevant SLT member e.g. Freshers. The notice required to book leave should be double the length of the leave being requested e.g. 1 day's leave should have 2 days' notice and a two week holiday should be booked a minimum of a month in advance of the start date.

Requests for annual holiday will normally be granted on a 'first come, first served' basis. Owing to the needs of the business, Keele SU reserves the right to limit the number of employees who are permitted to take holiday at the same time. The granting of all holiday requests will be subject to adequate cover being available and the overall needs of Keele SU.

In addition, the following 8 public holidays are recognised and are given as paid leave if you would normally work on those days:

- Christmas Day
- Boxing Day
- New Year's Day
- Good Friday
- Easter Monday
- May Day
- Spring Bank Holiday
- August Bank Holiday

Timing and length of holidays

You are not normally permitted to take more than two weeks' holiday at any one time, except at the sole discretion of Keele SU.

Keele SU may require you to reserve a specified amount of annual holiday entitlement to be taken at a time set by Keele SU, depending on the needs of the business. Keele SU reserves the right not to provide you with advance notice of this requirement.

Carrying over unused holidays

We want to ensure that staff always take their annual leave entitlement, and, because of this, leave must be taken within the holiday year. In exceptional circumstances only, a maximum of 5 days may be carried forward to the next holiday year for a full-time member of staff (pro-rata for part time staff) and is allowed to be carried over for a maximum of 3 months and MUST be approved by the relevant member of SLT via your Line manager. If not approved the allowance will be lost.

There is a limit to how much holiday can be paid or carried over, the Working Time Regulations dictate at least the statutory number of days (or equivalent) holiday (currently 28 days including public holidays) must be taken each year and only amounts over this could be considered. Permission must always be sought before assuming that annual leave can be carried over.

Holiday during long-term absences

You will continue to accrue your full holiday entitlement during sickness absence.

You are permitted to take annual holiday during periods of sickness, and this must be requested via the normal procedure. If you have been unable to take annual holiday due to long-term sickness you may be permitted to carry over part of your unused annual holiday from one holiday year to the next.

Termination of employment

Keele SU may require you to take all or part of any outstanding holiday entitlement during a period of notice to terminate employment or garden leave. Keele SU reserves the right not to provide you with advance notice of this requirement.

Upon the termination of your employment, for whatever reason, you will be entitled to be paid for holiday accrued but not taken in the current holiday year, at the date of termination of employment. If upon the termination of your employment you have taken more annual holiday than you have accrued in the current holiday year, an appropriate deduction will be made from your final payment.

If you are dismissed for gross misconduct or if you fail to give the required notice on resignation, you are not entitled to be recompensed for unused holidays in excess of the minimum statutory entitlement.

Unauthorised holidays

If you are absent from work on a date on which a holiday request has been refused, Keele SU will investigate the reason for your absence. If Keele SU considers that you do not have a reasonable explanation for your non-attendance, you may be subject to disciplinary action, up to and including dismissal without notice.

Sickness and holidays

If you are taken ill or sustain an injury during a period of authorised holiday, you may be permitted to take the holiday at a later time. You must follow normal absence reporting and medical certification procedures.

If you are absent from work due to sickness immediately prior to a period of authorised holiday and your incapacity extends into the authorised holiday period, you may be permitted to delay the period of holiday until a later time.

You should submit a written request to postpone the planned holiday, together with a medical certificate completed by a medical practitioner.

If you receive more than the statutory minimum annual holiday entitlement and you are absent without authorisation on the day before or the day after a public holiday, Keele SU reserves the right to withhold holiday pay in respect of that public holiday.

Holidays during maternity, adoption and shared parental leave

You will continue to accrue your full contractual holiday entitlement during maternity, adoption and shared parental leave.

If you are unable to take annual holiday due to maternity, adoption or shared parental leave, you will be permitted to carry over your unused annual holiday from one holiday year to the next.

You should discuss holiday arrangements around your leave with your Line manager.

University/Students' Union Holidays

Paid leave which is given at set dates to be confirmed in advance by the SLT and will be confirmed on your annualised hours form. These are in addition to your annual leave entitlement and usually fall at Christmas.

Cultural or Faith Obligations

Our values actively promote diversity amongst our staff team and an inclusive organisational culture. Flexibility will be provided wherever possible to enable you to take holidays or leave at a particular time so you can celebrate or comply with your religious or faith obligations.

Dependents' Leave

The intention of this entitlement is to provide an allowance of up to 5 paid days (pro rata for part time staff) which you can use to deal with unforeseen circumstances related to dependents (e.g. child sickness, taking relatives to hospital etc). This allows you to have paid time away from work to manage such situations without using up your annual leave.

Anyone wishing to take dependents leave should discuss the reason with their line manager first. Your manager will guide you and has discretion on both the situation and the amount of time taken, which must be reasonable. Time off under this category would be recorded on a Staff Absence Form.

Note that this leave cannot be used to supplement holidays and there is no automatic entitlement to have the full amount regardless. As annual leave is a statutory entitlement and should be used, where there is excessive leave to take and there is a possibility this cannot effectively be taken before the end of the leave year, any requests for dependents leave may be overridden by using annual leave.

Any requirement for additional leave to deal with situations which last longer than four days, or where you have already used them, will need to be agreed with your manager and taken as unpaid leave, unless covered by some other provision.

Compassionate Leave

We recognise that there may be times that for urgent personal reasons (e.g. bereavement, serious illness requiring nursing of immediate family or partner) staff need to take time away from work. Our intention is to provide a consistent level of support and help staff during difficult times.

Your line manager will authorise any compassionate leave, whether paid or unpaid. Line managers will talk to you to understand the situation and seek guidance from the SLT where circumstances vary, if necessary. Each case is taken on its merits, however as a general rule up to 5 days leave will be considered sympathetically and in confidence.

After Compassionate Leave

If you are fit to return to work after the time allowed above, but would like further time off, you should talk to your line manager about the option of taking annual leave, accrued flexi time or a period of unpaid leave.

If you feel unfit to return to work to carry out the full range of your contractual duties following the compassionate leave, you should talk to your line manager about the possibility of flexible working hours or a temporary adjustment in hours and/or duties. If this is not suitable or isn't successful after trying, it may be appropriate to take sick leave. This will require a doctor's Fit Note for the period of absence in accordance with the Sickness and Absence Policy.

We encourage you to talk to your line manager so that we can offer you support after your compassionate leave and take care of your welfare on your return to work. We will aim to apply the policy consistently but are able to offer a range of possible options. Line managers who need support in this should talk to SLT for guidance.

Unpaid Leave

Staff may request unpaid leave for periods of up to three months for personal reasons or to pursue development opportunities. This is intended to support periods of leave which aren't covered elsewhere in this policy or in the family-friendly set of policies.

Leave periods over three months should be managed under the Elected Leave section of the policy.

If you wish to take a period of unpaid leave, you should discuss the matter informally with your line manager in the first instance. You should then make a formal request for unpaid leave in writing specifying the duration and purpose of the requested leave. You are asked to provide as much notice as possible when doing this so that cover for your work can be arranged where necessary. This should be double the amount of leave requested e.g. If requesting 2 months unpaid leave you should give 4 months' notice.

In deciding whether to approve or reject a request for leave, the manager will consider the purpose of the request and the likely operational implications of the absence. The manager will also consider whether other types of leave available may be more appropriate in the circumstances.

The decision to approve or decline the period of leave will be communicated to you as soon as reasonably practicable. Where your application is approved, your manager will confirm in writing the start and end dates of the leave and all contractual implications.

Time off for Public Duties

We recognise that staff have the right to take reasonable time off work to carry out certain public duties. We want to support and encourage staff who contribute to wider society in this way and it's our intention to facilitate you doing so. We do also need to balance the effect of this time away from work on Keele SU, and the following explains how we will work with you to do that.

Note: this entitlement is not applicable to agency workers.

The right to take reasonable time off work for public duties covers the following roles:

- e Justice of the Peace (also known as JP or magistrate)

Members of the following bodies:

A local authority (e.g. local councillor)	A statutory tribunal (e.g. employment tribunal)
A police authority	An independent monitoring board for a prison
A relevant health body	A relevant education body (e.g. governing or management body, a school governor)
The amount of time off that is considered reasonable will take into account the following:	

Justice of the Peace are entitled to time off to perform any of their public duties. However, for members of the bodies listed above, time off is not unlimited, but would typically include attending meetings or carrying out any functions approved by the authority such as site visits or surgeries. Considerations would be:

- The amount of time they are expected to take up.
- Any other public duties the member of staff asking for support already does.
- Operational considerations including how the duties of the role may be delegated to other staff and the degree of flexibility available to the role holder's work tasks.

A member of staff who is an accredited Union representative will be allowed reasonable time off with pay to carry out your duties in accordance with current Employment Legislation.

Note that time off for public duties is unpaid. The expectation is that you will work flexibly around any public commitments.

If you wish to take time off for public duties, please discuss this with your manager and if approved let the HR Support Manager know who can issue any relevant forms / letters. It's helpful to provide as much notice as possible to allow time for any cover or delegation of your work to be arranged.

We will be reasonable in the amount of time you are allowed to take off. However, if you take more time than has been agreed in advance to carry out your public duties, we may deduct an amount pro-rata to your normal salary in compensation.

Jury Service and Attending Court as a Witness

Jury Service

We have a legal duty to provide staff with the required time off if they are called up to serve on a jury. In most cases, jury service is an average of ten working days but it may be longer or shorter depending on the case.

Line managers can ask a staff member to delay their jury service if their absence will have a serious effect on Union business. Managers should speak to SLT for guidance if they feel this could apply. Note that jury service can only be delayed once in a 12 month period.

If you have been summoned for jury service, you should tell your line manager as soon as possible when you will need the time off and, if possible, how much. You should also give a copy of the letter confirming your jury service to your manager.

If there are times during the case when you aren't needed at court, you should return to work unless something different has been agreed between you and your manager beforehand.

You will receive your normal pay during attendance at court and any loss of earnings compensation will be paid by the court in line with their guidelines e.G. Caring responsibilities. Pension contributions will not be affected.

Attending Court as a Witness

If you are required to attend court as a witness, you should give your line manager as much notice as possible of the date of the trial and provide a copy of the letter from the Public Prosecution Service (PPS) or the defense solicitor as proof that you are required to attend court. As with jury service, we will top-up your allowance (for loss of earnings, travel costs and subsistence) so that you don't lose out on pay.

It is important that line managers and colleagues should both respect and support the staff member's need for confidentiality regarding the circumstances of the case.

Leave for Members of the Reserve Forces

As part of their commitment to the Volunteer Reserve Forces, we recognise that staff may be called-up for service or required to attend training exercises.

Under the Reserve Forces Act 1996, staff who are called-up, or recalled, into full-time service in the forces are provided with safeguards to their employment status. Keele SU recognises the additional obligations placed on Reserve Force members and will treat these cases accordingly.

So that we can support you, we ask that new recruits who are already reservists, or existing staff who become reservists, inform their line manager as soon as possible that you are, or intend to become, a reservist. This request is made purely to allow us to deal with the practical implications - you will not be disadvantaged by doing this in any way.

If you are required to attend a training exercise in your role as a reservist, you should inform your line manager in writing in advance, giving as much notice as possible of the dates and duration. Your manager will discuss with you what type of leave will best meet the requirements. In the first instance you should aim to arrange this training on days you would not normally be working if possible. If not, you may wish to take personal leave, annual leave or any unused flexi hours as to cover all or part of this. Alternatively, you can take reasonable unpaid leave with your manager's authorisation. Depending on the nature of the exercises or training, it's also possible that a temporary adjustment to working hours may be agreed as part of our Flexible Working policy. Line managers should seek guidance from SLT about these different options, if required.

Carers Leave

Employees classed as carers are entitled to 1 week of unpaid leave a year to care for those most in need. This entitlement can be taken regardless of how long an employee has worked for the employer. This leave can be taken flexibly to suit caring responsibilities and employees will not need to provide evidence of how the leave is used or who it will be used for.

Needs of Keele SU

Keele SU is a fast growing organisation and many of the service and commercial areas remain open during the summer vacation period. Therefore, the needs of Keele SU may require that you take some part of your holiday entitlement at certain times of the year as it is advised that your request for leave is submitted as soon as is possible to prevent disappointment.

Whilst aiming to meet all the holiday requests for members of staff, it is not always possible, due to the need to ensure that departments are fully covered.

If you have any questions about any leave requirements, please refer to your contract of employment and speak to your line manager.

END

Annualised Hours Policy //

PRINCIPLE

Keele SU is committed to supporting the welfare and wellbeing of all employees. As part of this we offer options around flexible working to support staff in managing their work, personal and family commitments. This covers a variety of working patterns beyond 'traditional' working arrangements and hours.

We recognise that this can aid personal health and work-life balance and can also offer the organisation benefits around managing the needs of a diverse staff team and greater flexibility in meeting the needs of our members.

This policy exists to explain how flexible working in the form of annualised hours operates at Keele SU. It outlines the different options around annualised hours, and the responsibilities of both staff and Keele SU in implementing and managing them.

Employees are able to manage their work flexibly on the understanding that this meets member and organisational needs, works within the defined terms and are always in agreement with line management.

POLICY

Annualised Hours

If, at any time, your manager believes that you are not completing your full contractual hours or abusing this policy, this will be raised with you and could lead to disciplinary action.

If you wish to formalise different flexible working terms outside of this policy e.g. a reduction/increase to annualised hours, term time working etc., please see the procedure outlined in the Flexible Working Policy for guidance.

For the annualised hours policy to work, the following definitions apply:

Annualised hours	The employee has to work a certain number of hours over the year with some flexibility about when they work. There are 'core hours' within which the employee regularly works the majority of their hours (each week), with the rest of their hours worked flexibly and/or when there's extra demand at work.
Office hours cover	This is the times between which, where applicable, the office or service will be available. It is subject to the operational needs of the particular service and is to be determined by the relevant manager.
Time off in lieu (TOIL)	Time off in lieu accrues when staff, at times, may be required to work additional hours to their weekly contracted hours. This must be discussed with the line manager in advance and should only occur at peak busy times of the year to meet the needs of our members and the organisation.

Staff are expected to regularly work the large majority of their contracted weekly hours within the core hours required by their department/employment contract.

An unpaid meal break of a minimum of 30 minutes must be taken where you work six or more hours; this must not be taken immediately at the start or end of the day.

Full time staff are expected to take a 30 minute unpaid meal break unless the nature of your role or the needs of the members requires otherwise and this should be discussed and agreed with your line manager.

Staff are permitted to take short breaks to make refreshments throughout the day. Likewise, staff who wish to take smoking/comfort breaks during the day may do so as part of their unpaid meal break. Staff should also refer to Keele SU's Smoke Free Policy for guidance.

All teams must maintain adequate office hours cover. If your department provides a service requiring specific and regular hours, it is the responsibility of all employees to check with the relevant line manager to ensure that there is the minimum level of cover, particularly when colleagues may be on annual leave or during periods of sickness absence.

Staff are expected to flex their working hours within the service provision hours in order to meet the requirements of their role, for example, attending evening meetings as part of your standard working week rather than accruing TOIL. However, all staff should still ensure that the majority of their working hours fall within Keele SU's core hours.

You must give at least 48 hours' notice and gain prior agreement by your line manager (or another Senior Manager) for any exceptional one-off requests that may fall outside of these terms.

All employees must keep their work calendars and annualised hours sheet up to date at all times. These entries should reflect if your time off is being taken as 'TOIL'. Also, employees must ensure that they have appropriate email and telephone 'out of office' notifications.

Accrual of lieu time

Additional hours may only be worked if pre-approved by your line manager and all additional hours accrued and taken must be recorded on your timesheet.

Examples of when additional hours may be required include (please note this list is not exhaustive):

- All Fresher's/Re-Freshers activities, events and student staff training
- Elections
- Large scale events e.g. Varsity, SU/ University Fairs
- 'End of Year' celebrations e.g. Awards, ceremonies, Balls, festivals etc

During these busy peak times, both employees and line managers should maintain clear lines of communication to ensure that additional hours are pre-approved and working hours, as best as possible, fall within the terms of annualised hours.

You must not exceed the 48 hour working hours limit within any 5-day week period, averaged out over 17 weeks. Line managers must ensure that the regular working week (37.5 hours for full-time staff, pro rata for part time staff) is the minimum average hours worked over a 17-week period.

Any additional hours accrued must be taken at the earliest opportunity and **should be taken by the end of the following month unless agreed otherwise by your line manager.**

Furthermore, all accrued additional hours should be taken (cleared) before the end of the holiday year. Only in exceptional circumstances will accrued additional hours be carried over to the following holiday year, up to a maximum of the employee's contracted weekly hours.

In agreement with your line manager, Time off in Lieu (TOIL) may be taken before the additional hours have actually been accrued. This must be recorded on your annualised hours sheet. If you leave the organisation before you accrue the TOIL already taken, Keele SU reserves the right to deduct any monies owing from your final salary.

Time off in Lieu - TOIL

Time off in Lieu - TOIL is our way of giving back any time that has been worked in addition to staffs agreed hours. Essentially if you work longer hours one day you can take that time back at a later date. It must be taken in the same way as annual leave (i.e. agreed in advance with your line manager), however there are a few additional guidelines for this process which help us support staff welfare:

- The expectation is that in most weeks people work within their agreed hours. Any staff member currently working additional hours on a regular basis should talk to their line manager about workload or for help to support their time management.
- Any additional hours must be driven by a business need (e.g. a looming deadline or late event) and should never form part of your regular working week unless previously agreed by your line manager (e.g. to cover emergency call-outs).
- No one should accrue more than 1 day's TOIL without first notifying their line manager - this helps them ensure that no one is working excessive additional hours.
- TOIL is the only method by which staff shall be paid for personal appointments outside of annual leave. E.g. you may use accrued TOIL to take three hours away from work to attend a dentist's appointment as long as it is clearly marked in your calendar as TOIL and recorded on your annualised hours sheet.

END



Communications, Technology and Social Media Policy

PRINCIPLE

Keele SU is committed to using a range of technology to help us achieve our strategic aims. We recognise that technology enables us to communicate quickly, easily and widely with students, colleagues and stakeholders. We value how it empowers people, allowing us to reach, include and collaborate with others across all aspects of our work. However, the ease, accessibility and speed of these communication methods also brings a range of organisational and individual risks, which we need to be conscious of.

This policy sets out how we intend to manage these risks. It encourages us all to be mindful of the possible issues, including the potential to damage others or Keele SU's reputation and profile. It clarifies our responsibility to exercise good judgement and to be thoughtful in our use of technology and our communication with others.

As an employee you are an ambassador for the Keele SU brand and the tone of voice that you use for specific audience types needs careful consideration. To ensure that we are presenting a consistent brand across all our communications, the messages and tone will be informed by our values and maintained to guidelines.

POLICY

Introduction

Keele SU issues staff with Information Technology (IT) equipment and electronic devices, so they can carry out their various roles effectively. The widespread and common use of IT, email, the web and social media brings immense benefits, and we will continue to support and develop its use in communicating with others. However, it also creates potential risks for the organisation and the individual that we each need to be aware of as we go about our work. Some of these risks can have serious legal and reputational consequences.

This policy covers the expectations and codes around appropriate use which are in place to protect Keele SU as an organisation, our staff and our equipment. We expect you to use good judgement and courtesy always, based on an understanding of the issues in this policy, and to behave in accordance with our Values.

Breaches of any part of this policy or the associated regulations will be dealt with in accordance with our Disciplinary Policy. Keele SU has the right to review an employee's work email, desktop PC and work laptop or mobile in the course of an investigation into possible breaches of policy. In extreme cases, this could result in dismissal.

Code of Practice

Everyone who uses IT equipment must sign the 'Code of Practice for Users of the University Computing Facilities'. HR will provide this to all new staff, agency workers and contractors on their first day of work with Keele SU. When you sign this code, you agree that you've read the information, understand your responsibilities, and will work to the Code of Practice and all of the supporting regulations. The full University IT Guidelines can be found in the Guidance Resources Folder and on the University intranet.

Personal Use of Union Systems and Equipment

Note that limited and proportionate personal use of the telephone and computer systems is allowed. This must not affect your work performance and you're expected to use your judgement about when you do this, being aware of the risks to our service and reputation, particularly where you have a 'student-facing' role. While we understand that staff may want to use their breaks to communicate with others, we also

encourage you to use this time to get away from your screen, to move about and feel refreshed.

Please remember that any personal use of the computer or phone system is a privilege not a right. Further guidance is given below where relevant.

Monitoring and Enforcement

Please note that you must not expect any messages you compose, post, send or receive via the Keele SU network to be private, even with personal password protection. You should be aware that UK legislation allows network traffic to be intercepted without consent by IT staff. The reasons for this legislation include the recording evidence of transactions, ensuring regulatory compliance, detecting crime or unauthorised use, and ensuring the efficient operation of communications systems.

Communication Formats and Guidance

Please refer to the guidance covering Keele SU's standard communication formats and templates, this can be requested from the Marketing Team. This has been produced so that we can present a uniform, high standard of written communications to students and wider stakeholders, supporting our brand and our Values.

Email

Email is used routinely at Keele SU to communicate internally and externally. Please be mindful that any email you send is seen to represent Keele SU, and you should write it in a professional, thoughtful and responsible way.

The following are important to note when communicating by email and managing your email account:

- Be mindful that e-mail is not secure and can be forwarded or copied easily. It can also be viewed accidentally or deliberately by people other than the intended recipient.
- You should take care with the content of e-mail messages, as incorrect or inappropriate statements can potentially lead to claims for discrimination, harassment, defamation, breach of confidentiality or breach of contract.
- You should not include anything in an email which could compromise or embarrass the recipient, yourself or Keele SU if it found its way into the public domain.
- If you receive a wrongly-delivered e-mail, please return it to the sender.
- You have a responsibility to ensure that copyright and licensing laws are not breached when composing or forwarding e-mails and e-mail attachments, or when downloading information.
- If using personal equipment for work purposes, you are responsible for virus checking.
- You should manage your email account thoughtfully. Old and unneeded emails should be deleted, bearing in mind data storage levels and the requirement to keep particular records or contractual evidence.

Inappropriate or offensive material

We have a clear intention to maintain a working environment where everyone feels supported and comfortable. Explicit, inappropriate, obscene or offensive material is not acceptable in the workplace, and this applies to email as to any other situation or method of communication.

Staff are reminded that email messages may be disclosed in legal proceedings in exactly the same way as paper documents. Deleting an email from your inbox or archives doesn't mean that it can't be recovered and disclosed. All email messages should be considered as potentially recoverable.

Even if material might not be thought offensive or threatening, such as trivial gossip or jokes, please be aware that people may consider it distracting, annoying or time-wasting. For this reason, the forwarding or

Policies and Procedures //

circulation of information unrelated to work is not encouraged.

Whilst we work hard to create a comfortable and supportive working environment at Keele SU, you should be aware that incoming e-mails may sometimes contain offensive or explicit material, and that this is beyond our control.

Mobile Phones

Using your mobile phone in a vehicle

Using a mobile phone while driving is an offence under road traffic regulations unless a proper hands-free adapter is used. Even so, using an adapter is best avoided as it may be distracting. To protect your safety, our policy is therefore to prohibit the use of mobile phones while driving during the course of work. Staff should turn off their mobile phone or switch it to voicemail while driving and return any calls only when it is safe to do so.

This policy applies to all staff who drive, whether they use a vehicle regularly during the course of their work or only occasionally.

Social Media

The web provides us with exciting and unparalleled opportunities to communicate widely with others, to participate in interactive discussions and to share information quickly using a variety of social media. The list is growing all the time. However, we need to be aware that these are not private forms of communication - the benefits of a wide audience and instant impact can also be a risk if not carefully managed.

Despite the clear benefits, your use of social media could potentially present risks to Keele SU's confidentiality and reputation and can jeopardise our compliance with legal obligations. You should be aware that, in some online communities, you may be seen to be communicating in your Keele SU role and therefore what you say has wider implications. You should ensure that your posts or messages support our Values and don't conflict with your role.

Using social media responsibly

We expect to continually develop our use of social media, and we will support and encourage its use in reaching people, communicating our message and stimulating debate. If you use social media as an authorised part of your role, you are asked to do so thoughtfully and respectfully. You are reminded that you're representing Keele SU, so you should understand and comply with the guidelines around appropriate use.

Social media should never be used in a way that breaches any of our other policies. If an internet post would breach any of our policies in another forum, it will also breach them in an online forum. Breaches will be addressed under our Disciplinary Policy.

The following points are important to be aware of:

- Postings should be for legitimate work purposes only.
- e You should never post disparaging, defamatory, discriminatory, inappropriate or offensive comments about Keele SU, your colleagues or any of our stakeholders.
- e You should be careful about posting comments or views which compromise our status as a charity, particularly the requirement for political neutrality, and the strict rules around support for political causes and the expression of political views which are set out in Charity Law.
- You should take care not to discuss or disclose anything confidential about Keele SU or relating to our intellectual property. Similarly, you should avoid commenting on other organisations' intellectual property.
- You should take care not to breach our Data Protection policy, for example, disclosing personal information about a colleague or a student.

- Similarly, you should be careful not to breach any copyright.
- e You should make it clear when you're speaking on your own behalf rather than that of Keele SU or in your role as a member of staff.
- You must not comment on sensitive or commercial issues such as Keele SU's performance or plans, without authorisation.
- If you are uncertain about whether a posting is appropriate, you should speak to your manager first. Similarly, if you come across a posting which reflects poorly on Keele SU, you should let your manager know immediately.

Personal use of social media at work

We recognise that staff may occasionally wish to use social media for personal activities at work using our computers, networks and other IT resources and communications systems. We authorise this occasional use as long as it does not involve unprofessional, unlawful or inappropriate content and doesn't interfere with your work responsibilities or productivity. While using personal social media at work, circulating or posting any commercial, personal, religious or political material or promotion of external organisations unrelated to Keele SU's business is strictly prohibited. As with the personal use of other work equipment or systems, this is a privilege and not a right, and we ask you to use good judgement always.

Awareness of how personal social media could affect work

Many people use social media in their personal lives. When you're posting in your personal capacity, you should be aware that you may have an impact on your work and employment if you are able to be identified as a Keele SU staff member, or if your role is such that you may be seen as representing Keele SU even in your personal life. For example, Keele SU's status as a charity carries serious responsibilities around political independence and great care must be taken around how and what views are expressed and how any campaigns are managed.

To protect both yourself and Keele SU's reputation, all of the points listed above under 'Using social media responsibly' apply whilst you're using it in your personal capacity. If you want to mention something related to your work, you should say that you're giving your personal view rather than that of Keele SU.

If you have any questions or concerns about the potential issues with using social media in your personal life, please speak to your Line manager.

END

Data Protection Policy: Staff //

PRINCIPLE

Keele SU is committed to supporting the safety of all employees and its members. This outlines Keele SU's expectations and your responsibilities in regard to data protection, both of your own personal data that may be held by Keele SU and the personal data of third parties that you may come into contact with or be responsible for during the course of your employment.

POLICY

Introduction

This policy details your rights and responsibilities in relation to such personal data during your time at Keele SU.

"Personal data"	is any information that relates to a living individual who can be identified from that information.
"Processing"	is any use that is made of personal data, including collecting, storing, amending, disclosing or destroying it.
"Special categories of personal data"	means information about an individual's racial or ethnic origin, political opinions, religious or political beliefs, trade union membership, health, sex life or sexual orientation and biometric data.
"Criminal records data"	means information about an individual's criminal convictions and offences and information relating to criminal allegations and proceedings.

If you have access to the personal, special categories or criminal records data of employees or of third parties, you must comply with this Policy. Failure to comply with the Policy and procedures may result in disciplinary action up to and including dismissal without notice.

Data Protection principles

Keele SU processes HR-related personal data in accordance with the following data protection principles:

- e** Keele SU processes personal data lawfully, fairly and in a transparent manner;
- Keele SU collects personal data only for specified, explicit and legitimate purposes;
- Keele SU processes personal data only where it is adequate, relevant and limited to what is necessary for the purposes of the processing;
- Keele SU keeps accurate personal data and takes all reasonable steps to ensure that inaccurate personal data is rectified or deleted without delay;
- Keele SU retains personal data only for the period necessary for the processing;
- e** Keele SU adopts appropriate measures to make sure that personal data is secure and is protected against unauthorised or unlawful processing and from accidental loss, destruction or damage.

Your entitlements

Data protection legislation prescribes the way in which Keele SU may collect, retain and handle personal data. Keele SU will comply with the requirements of data protection legislation and all employees and contractors who handle personal data in the course of their work must also comply with it.

Keele SU will inform individuals of the reasons for processing their personal data, how it uses such data and the legal basis for processing in its privacy notices. It will not process personal data about individuals for other reasons.

Where Keele SU processes special categories of personal data or criminal records data to perform obligations or to exercise rights in employment law, this is done in accordance with the rules relating to special categories of data and criminal records data.

Keele SU will update HR-related personal data promptly if an individual advises that their information has changed or is inaccurate.

Personal data gathered during the employment or engagement of an employee, worker, contractor, volunteer, or intern is held in the individual's personal file (in hard copy or electronic format, or both), and on HR systems. The periods for which Keele SU holds HR-related personal data are contained in its privacy notices.

Access to your personal data [subject access requests]

You have the right to make a subject access request. If you make such a request, Keele SU will tell you:

- whether or not your data is processed and if so why; the categories of personal data concerned and the source of the data if it is not collected from you;
- to whom your data may be disclosed, including any recipients located outside the European Economic Area (EEA) and the safeguards that apply to any such transfers;
- for how long your personal data is stored or how that period is decided;
- your rights to rectification or erasure of data, or to restrict or object to processing;
- your right to complain to the Information Commissioner if you think Keele SU has failed to comply with your data protection rights; and
- whether or not Keele SU carries out any automated decision-making and the logic involved in such decision-making.

Keele SU will also provide you with a copy of the personal data undergoing processing. This will normally be in electronic form if you have made the request electronically, unless you request otherwise.

If you want additional copies, Keele SU will charge a fee, which will be based on the administrative cost of providing the additional copies.

Other rights

You have a number of other rights in relation to your personal data. You can require Keele SU to:

- rectify inaccurate data;
- stop processing or erase data if your interests override Keele SU's legitimate grounds for processing data (where Keele SU relies on its legitimate interests as a lawful basis for processing data);
- stop processing or erase data if it is unlawful; and
- stop processing data for a period if it is inaccurate or if there is a dispute about whether or not your interests override Keele SU's legitimate interests for processing the data.

Your responsibilities

You are responsible for helping Keele SU keep your personal data accurate and up to date. You should let Keele SU know if personal data provided to Keele SU changes, for example, if you change bank or move house.

You may have access to the personal data of other individuals and of our customers or clients in the course of your employment, contract or term in office. Where this is the case, Keele SU relies on you to help meet its data protection obligations.

If you have access to personal data, you are required:

- e** to access only data that you have authority to access and only for authorised purposes;
- not to disclose data except to individuals (whether inside or outside Keele SU) who have appropriate authorisation;
- to keep data secure (for example by complying with rules on access to premises, computer access including password protection, and secure file storage and destruction);
- not to remove personal data or devices containing or that can be used to access personal data, from Keele SU's premises without adopting appropriate security measures (such as encryption or password protection) to secure the data and the device; and
- e** not to store personal data on local drives or on personal devices that are used for work purposes.

Failure to observe these requirements may amount to a disciplinary offence which will be dealt with under Keele SU's disciplinary procedure. Significant or deliberate breaches of this policy, such as accessing employee, customer or client data without authorisation or a legitimate reason to do so, may constitute gross misconduct and could lead to your dismissal without notice.

Processing special categories and criminal records data

Keele SU will process special categories and criminal records data primarily where it is necessary to enable Keele SU to meet its legal obligations and in particular to ensure adherence to health and safety legislation; vulnerable groups protection legislation; or for equal opportunities monitoring purposes.

Procedure

Keele SU keeps a record of its processing activities in respect of HR-related personal data in accordance with the requirements of data protection legislation.

Personal data relating to employees may be collected by Keele SU for the purposes of:

- e** recruitment, promotion, training, redeployment and/or career development, such as references, CVs and appraisal documents;
- administration and payment of wages, such as emergency contact details and bank/building society details;
- calculation of certain benefits including pensions;
- disciplinary or grievance issues;
- performance management purposes and performance review;
- recording of communication with employees and their representatives;
- e** compliance with legislation;
- provision of references to financial institutions, to facilitate entry onto educational courses and/or to assist future potential employers; and
- staffing levels and career planning

How we use special categories and criminal records data

“Special categories” data and “criminal records” data require higher levels of protection. We need to have further justification for collecting, storing and processing these types of personal data. We may process special categories or criminal records data in the following circumstances:

- in limited circumstances, with your explicit written consent;
- where we need to carry out our legal obligations;
- where it is needed in the public interest, such as for equal opportunities monitoring, or in relation to our occupational pension scheme;
- where it is needed to assess your working capacity on health grounds.

Less commonly, we may process this type of data where it is needed in relation to legal claims or where it is needed to protect your vital interests (or someone else’s interests) and you are not capable of giving your consent, or where you have already made the information public.

Accuracy of personal data

Keele SU will review personal data regularly to ensure that it is accurate, relevant and up to date.

To ensure Keele SU’s files are accurate and up to date, and so that Keele SU is able to contact you or, in the case of an emergency, another designated person, you must notify Keele SU as soon as possible of any change in your personal details. This includes change of address, telephone number, next of kin, bank or building society details, marriage, gain of qualifications, criminal convictions, loss of driving or other relevant licences, loss of work permit or any other change of personal circumstances.

Security of personal data

Keele SU will ensure that personal data is not processed unlawfully, lost or damaged. If you have access to personal data during the course of your employment, you must also comply with this obligation. If you believe you have lost any personal data in the course of your work, you must report it to your manager immediately. Failure to do so may result in disciplinary action up to and including dismissal without notice.

Data breaches

Keele SU will record all data breaches regardless of their affect.

If we discover that there has been a breach of HR-related personal data that poses a risk to the rights and freedoms of individuals, we will report it to the Information Commissioner within 72 hours of discovery.

If the breach is likely to result in a high risk to the rights and freedoms of individuals, we will tell affected individuals that there has been a breach and provide them with information about the likely consequences of the breach and the mitigation measures we have taken.

Access to personal data [“subject access requests”]

To make a subject access request, you should send your request to Keele SU. In some cases, Keele SU may need to ask for proof of identification before the request can be processed. We will inform you if we need to verify your identity and the documents we require.

We will normally respond to a request within one month from the date we receive it. In some cases, such as where Keele SU processes large amounts of the individual’s data, we may respond within three months of the date the request is received. We will write to the individual within one month of receiving the original request to tell them if this is the case.

If a subject access request is manifestly unfounded or excessive, Keele SU is not obliged to comply with it. Alternatively, we can agree to respond but will charge a fee, which will be based on the administrative cost of responding to the request. A subject access request is likely to be manifestly unfounded or excessive where it repeats a request to which we have already responded. If you submit a request that is unfounded or excessive, we will notify you that this is the case and whether or not we will respond to it.

Requests relating to data protection should be sent to the Data Protection Officer by email at su.itsupport@keele.ac.uk

END



Dignity at Work Policy (Bullying and Harassment) //

PRINCIPLE

This policy describes our clear commitment to having a workplace where people are supported to thrive and perform at their best, are treated with courtesy, dignity and respect, and are free to go about their work without harassment or bullying.

POLICY

It's useful to start by explaining what we mean by bullying and harassment.

Harassment is unwelcome and offensive attention, which is unacceptable whether it's intended or not. The legal definition in the 2010 Equality Act is 'Unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.' At Keele SU, we widen this to include any personal attribute or characteristic which makes the person different from the majority or from the individual harassing them.

Bullying is the abuse of power or position to undermine a person so that their confidence and self-esteem is weakened or destroyed. Although there's no legal definition, it may be described as 'Offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power in ways that undermine, humiliate, denigrate or injure the recipient'.

The words are often used interchangeably, and bullying is sometimes seen as a form of harassment. But whatever words are used, bullying and harassment are destructive and undermining for both the individual and the organisation, and we won't tolerate them at Keele SU.

This policy explains what bullying and harassment could look like and outlines how we will go about providing a workplace built on dignity and respect for all. If any issues do arise, we will address matters informally if possible, with the aim of improving understanding between people and building constructive working relationships. However, where this isn't possible or the issue is more severe, we will take a strict approach to any breaches of the policy.

Anyone who is found to have bullied or harassed someone will be subject to disciplinary proceedings. In some cases, this behaviour could potentially constitute gross misconduct and may result in dismissal. In extreme cases, harassment is a criminal offence.

Anyone who feels they have been bullied or harassed and makes an allegation about it in good faith will be supported throughout. False allegations which are found to have been made maliciously will, however, be dealt with under our Disciplinary Policy.

Bullying and Harassing Behaviour

Bullying and harassment can take place between people directly or via electronic media, such as by social media, telephone, text or email. It can take place in the workplace or outside of work, for example, at an external meeting or a work social event. Additionally, incidents may be isolated, or repeated and sustained over a period of time.

Bullying may include shouting, threatening, abusing, intimidating, insulting, ridiculing, criticising harshly, overloading or withholding work, ostracising or ignoring, humiliating and undermining a person so that their confidence and self-esteem is adversely affected.

Bullying behaviour

Examples of bullying behaviours in the workplace include:

- Setting unrealistic timescales for work
- Withholding relevant information making it hard for people to do their job
- Making it difficult for individuals to take annual leave without good reason
- Consistently giving them inconvenient shifts or the least popular work
- Leaving people out of social invitations or other group activities
- Failing to offer help when someone is struggling
- Overly harsh assessment, criticism or ridiculing of work
- Using power and position to cause embarrassment, discomfort or fear

Harassing behaviour

Harassment refers to unwanted, insulting or aggressive behaviour. It may or may not be intentional. Examples of harassing behaviours around the protected characteristics include the following:

Sexual	unwelcome sexual advances, touching or comments, sexually provocative looks, remarks or jokes, displaying offensive images or material, inappropriate texting or emailing.
Race	name-calling, insults, unnecessary reference to skin colour, racist jokes, ridiculing around cultural difference, verbal abuse or assault.
Disability	drawing attention to the disability or personal appearance, jokes, ignoring or focussing on a person because of their disability.
Age	denigrating skill or experience, patronising, marginalising, leaving people out of activities.
Sexual Orientation	homophobic jokes or remarks, comments using religious belief to justify a homophobic attitude, intrusive questioning about people's private life or threatening to disclose sexual orientation.
Religion or Belief	offering inappropriate catering to minority groups, offensive remarks and jokes, ridiculing religious requirements in dress.
Gender Reassignment	ridiculing dress or personal appearance, offensive jokes and remarks.

The above list is not exhaustive - Harassment can occur on the basis of any personal attribute that makes the individual different from the majority, or from the person who harasses that person. Additional examples beyond the 'protected characteristics' could include style of dress, personal interests, physical characteristics or regional accent.

Staff can make a complaint about bullying or harassment even where they themselves aren't the victim of it. They have a right and a duty to complain, for example, if they see or hear it happening to someone else, or where the treatment shown to others creates a wider climate of unease or fear at work.

Responsibilities

We all need to be mindful of our behaviour towards others and, potentially, the need to change it at times. For example, what one person thinks of as a joke or 'banter' could be unwelcome and upsetting for the person experiencing it, particularly if it's repeated. People don't have to put up with this - they have a right to raise the issue and they will be supported in doing so.

Managers should ensure there are appropriate standards of behaviour in the workplace. They should deal with unacceptable attitudes and behaviour quickly to prevent them developing or being seen as 'normal'. They should also be aware of their legal responsibilities in this area and their personal duty to act as a role model. Managers are responsible for preventing bullying/harassment at work and for taking action to stop it if it occurs. They must ensure that all incidents are dealt with promptly and fairly.

It's important to affirm that Line managers have a right and a responsibility to manage, and Keele SU will support them in doing so. There is a distinction between true bullying and harassment, and managing performance by giving people constructive feedback, with appropriate sensitivity, or setting reasonable performance or improvement targets and timescales where they're underperforming.

Our commitment to ensuring dignity and respect at work extends to staff, student staff, students, visitors, clients, customers and suppliers.

Dealing with Bullying and Harassment

If you feel that you are experiencing bullying or harassment, we want you to speak up in the knowledge that we will support you. You don't have to put up with it or feel anxious that it will get worse if you make a complaint. Our Values emphasise the importance of enabling everyone to make their best contribution in a welcoming and supportive workplace. Don't allow the situation to become intolerable.

If you feel you are being subjected to any form of bullying or harassment, or have seen this happening to someone else, you should keep a record of what happened, when and who else witnessed it. You are encouraged to speak to another person in confidence – this could be your line manager, a trusted colleague, an Officer, a member of the University HR Team, or a Union HR Lead.

Informal Approach

If possible, we encourage matters to be addressed informally at first. The intention here is to build mutual understanding between people and promote positive working relationships. This could happen in a number of ways:

Speak to the Person

You could consider talking to the person directly to explain the behaviour you find upsetting or offensive, to let them know the impact it has, and asking them to stop. They may be unaware that their behaviour is inappropriate, and this personal approach could be enough to deal with the matter. If you do this, you should make a note of when the conversation took place and what was agreed.

If you don't feel able to do this, you could ask one of the people outlined in the section above to speak on your behalf. If so, they should also make a note of the conversation that takes place.

Write to the Person

Another approach is to email or write to the person. You should explain to them that their behaviour is unacceptable, the effect it has and that you wish it to stop. Remember to keep a copy of your email or letter and if you feel comfortable, ask someone you trust to proofread it for you, as tone and meaning can be misinterpreted via the written word.

Facilitated Meeting

A facilitated meeting or mediation is an informal, confidential meeting between you and the person who is causing you concern. It will be run by a Line manager (or your Line managers' manager, if the issue concerns

Policies and Procedures

your Line manager) or an impartial third party. The idea is to have a 'safe' space where the issues can be aired, and both sides can explain their views and feelings. The idea is not to apportion blame or to have a 'winner' and a 'loser', but to explore the situation and the difficulties in the relationship and agree a way of working together in the future.

You can request this approach yourself, or your line manager/third party may suggest it as a way forward. It's important that both people involved agree to the process. The Line manager (or your Line managers' manager, if the issue concerns them) will meet each person informally to explore whether the issue is one which could be resolved this way and that both people agree to take part with positive intentions. If this can't be established, then this will not be a suitable means of resolving things. Similarly, if the meeting does take place and isn't constructive despite best intentions, it will be stopped.

More formal mediation may also be considered involving a suitable mediator from outside the organisation if appropriate. The option of mediation is available throughout the process and may also be useful to support working relations after the process is complete.

Formal approach

You may make a formal complaint at any time, either when the behaviour first occurs, if it re-occurs or after you have tried to deal with things informally by one or more of the ways outlined above. It may be that the behaviour is so offensive or aggressive that a formal complaint is the only suitable approach from the outset.

If you want to make a formal complaint, you should write to your line manager or the relevant senior leader, as appropriate, explaining what has happened and the people involved. If the complaint is about the CEO, you should write to Keele SU Development and Democracy Officer (Chair of the Trustee Board). The CEO and Officer should direct their concerns to an external Trustee who will act as the investigating manager in this procedure.

A formal complaint will be dealt with under Keele SU's Disciplinary Policy. With this, the issue will be investigated formally with an 'investigating officer' being asked to lead the review. This will involve speaking to both people involved and any witnesses. This will usually be your Line manager, but if they are the subject of the complaint or there are reasons why they may not be seen as impartial, another suitable manager will be appointed. This may be your Manager's Line manager. University HR will support the investigating manager and the formal process.

A prompt, thorough and objective investigation will take place in line with the timescales set out in the Disciplinary Policy. The outcome will depend on the nature and seriousness of the issue being investigated, but it will result in one of the following:

- Informal action – which may include speaking to the person about their behaviour, or a facilitated meeting or mediation with the people involved.
- Disciplinary action against the person found to have bullied or harassed, as set out in the Disciplinary Policy
- No further action, if this is felt to be the most appropriate.

Support

We understand that going through this process could be difficult or upsetting for both parties. Where appropriate we will ensure that practical support mechanisms are made available. This may include occupational health services or counselling. Depending on the particular circumstances, it may also include changing working arrangements or location temporarily for either of the people involved.

We will also agree confidentiality parameters with the person making the complaint, as far as we're able. Our intended approach is that confidentiality is preserved when dealing with these issues.

Who is Responsible for This Policy?

The Chief Executive Officer has overall responsibility for the effective operation of this policy but has delegated day- to-day responsibility for overseeing its implementation to the HR Support Manager.

All managers have a specific responsibility to operate within the boundaries of this policy, ensure that all staff understand the standards of behaviour expected of them and to take action when behaviour falls below its requirements.

Staff should disclose any instances of harassment or bullying of which they become aware to their Line manager, the relevant member of SLT or the HR Support Manager.

Questions about this policy and requests for training or information on dealing with bullying or harassment should be directed to the HR Support Manager.

Staff are invited to comment on this policy and suggest ways in which it might be improved by contacting the HR Support Manager.

Sexual Harassment Policy //

Introduction

All members of staff are entitled to be treated with dignity and respect in our place of work. This means freedom from sexual harassment, feeling safe and supported and having access to redress if such behaviour does arise.

Sexual harassment takes many forms, but whatever form it takes it is unlawful under the Equality Act 2010 (EqA) as amended. We will not tolerate it.

The law requires employers to take reasonable steps to prevent sexual harassment of their workers. We take action to prevent sexual harassment from occurring and have clear reporting procedures for our staff to make a complaint about sexual harassment. If you have been sexually harassed, or you have witnessed sexual harassment, we encourage you to tell us so that we can deal with the matter swiftly.

The CEO has overall responsibility for the operation of this policy but may delegate elements of implementation or decision-making to the HR Support Manager. Our managers will maintain an open-door policy and we encourage all staff to come forward with any concerns in relation to sexual harassment. All our staff have a responsibility to behave in line with the requirements of this policy.

Instances of sexual harassment or victimisation may lead to disciplinary action up to, and including, termination of employment.

This policy is reviewed regularly to ensure it remains up to date and in order to monitor its effectiveness. Any changes required will be implemented and communicated to our workforce.

Scope

We deplore all forms of sexual harassment and seek to ensure that the working environment is safe and supportive to all those who work for us. This includes employees, workers, agency workers, volunteers and contractors in all areas of Keele SU.

Definitions

Sexual harassment is unwanted conduct of a sexual nature which has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that person. It also covers treating someone less favourably because they have submitted to, or refused to submit to, unwanted conduct of a sexual nature or in relation to gender reassignment or sex.

Sexual harassment may be committed by a fellow worker, an agent of an organisation, or a third party. It does not need to occur in person. It can occur via digital means, including social media sites or channels (e.g. WhatsApp). Someone may be sexually harassed even if they were not the target of the behaviour. Examples of sexual harassment include, but are not limited to:

- sexual comments or jokes, which may be referred to as "banter"
- displaying sexually graphic pictures, posters or photos
- suggestive looks, staring or leering
- propositions and sexual advances
- making promises in return for sexual favours
- sexual gestures
- intrusive questions about a person's private or sex life or a person discussing their own sex life
- sexual posts or contact in online communications, including on social media
- spreading sexual rumours about a person
- sending sexually explicit emails, text messages or messages via other social media
- unwelcome touching, hugging, massaging or kissing

Victimisation is subjecting someone to detriment because they have done, are suspected of doing, or intend to do, an act which is protected under discrimination and harassment laws. These are outlined below. It is not necessary for the person to have done the protected act in order for detrimental treatment to be considered as victimisation.

The protected acts are:

- making a claim or complaint under the EqA (eg for discrimination or harassment)
- helping someone else to make a claim by giving evidence or information in connection with proceedings under the EqA
- making an allegation that someone has breached the EqA
- doing anything else in connection with the EqA.

Examples of victimisation may include:

- failing to consider someone for promotion because they have previously made a sexual harassment complaint
- dismissing someone because they accompanied a colleague to a meeting about a sexual harassment complaint
- excluding someone from work meetings because they gave evidence as a witness for another employee as part of an employment tribunal claim about harassment.

Circumstances which are covered

This policy covers behaviour which occurs in the following situations:

- a work situation (including working from home)
- a situation occurring outside of the normal workplace or normal working hours which is related to work, e.g. a working lunch, a business trip or social functions
- outside of a work situation but involving a colleague or other person connected to the Organisation, including on social media
- against anyone outside of a work situation where the incident is relevant to your suitability to carry out the role.

What to do if you are subject to sexual harassment or victimisation

We are committed to ensuring that there is no sexual harassment or victimisation in our workplace. Allegations of sexual harassment and victimisation will be treated as a disciplinary matter, although every situation will be considered on an individual basis and in accordance with the principles of our disciplinary procedures, a copy of which is available from the HR Support Manager.

Informal complaint

We recognise that complaints of sexual harassment or victimisation can be of a sensitive or intimate nature and that it may not be appropriate for you to raise the issue through our normal grievance procedure. In these circumstances, you are encouraged to raise such issues with a senior colleague of your choice (whether or not that person has a direct supervisory responsibility for you) as a confidential helper. This person cannot be the same person who will be responsible for investigating the matter if it becomes a formal complaint.

If you experience sexual harassment and you feel comfortable to do so, you should make it clear to the harasser on an informal basis that their behaviour is unwelcome and ask the harasser to stop. If you feel unable to do this verbally then you should hand a written request to the harasser, and your confidential helper can assist you in this.

In addition, you may also choose to raise concerns during your regular communication with your manager, eg in a one-to-one meeting. Your manager will listen to you and take your concerns seriously if you do this but may encourage you to follow the reporting procedures set out below. If you don't have a one-to-one meeting scheduled with your manager, you can ask to meet with them to discuss any concerns that you may have.

Formal complaint

Where the informal approach fails or if the sexual harassment or victimisation is more serious, you should bring the matter to the attention of the HR Support Manager, Kerry Whitfield (k.whitfield@keele.ac.uk) as a formal written complaint and again your confidential helper can assist you in this.

If possible, you should keep notes of what happened so that the written complaint can include:

- the name of the alleged harasser
- the nature of the alleged harassment
- the dates and times when the alleged harassment occurred
- the names of any witnesses
- any action already taken by you to stop the alleged harassment.

On receipt of a formal complaint, we will take action to separate you from the alleged harasser to enable an uninterrupted investigation to take place. This may involve a temporary transfer of the alleged harasser to another work area or suspension with contractual pay until the matter has been resolved.

The person dealing with the complaint will invite you to attend a meeting, at a reasonable time and location, to discuss the matter and carry out a thorough investigation. The meeting will normally be held within five working days of receipt of your complaint. You have the right to be accompanied at such a meeting by your confidential helper or another work colleague of your choice and you must take all reasonable steps to attend. Those involved in the investigation will be expected to act in confidence and any breach of confidence may be dealt with under the disciplinary procedure.

On conclusion of the investigation, which will normally be within 10 working days of the meeting with you, the decision of the investigator, detailing the findings, will be sent in writing to you.

You have the right to appeal against the findings of the investigator. If you wish to appeal, you must inform the person named on the investigation findings letter within five working days of receiving the outcome. You will then be invited

Policies and Procedures

to a further meeting. As far as reasonably practicable, the Organisation will be represented by a more senior manager than the manager who attended the first meeting (unless the most senior manager attended that meeting).

Following the appeal meeting, you will be informed of the final decision, normally within 10 working days, which will be confirmed in writing.

Regardless of the outcome of the procedure, we are committed to providing the support you may need. This may involve mediation between you and the other party or some other measure to manage the ongoing working relationship.

You will not be victimised for having brought a complaint.

What to do if you witness sexual harassment or victimisation

If you witness sexual harassment or victimisation, you are encouraged to take appropriate action to address it. You should not take any action that may put you at risk of sexual harassment or other harm. If you feel able, you should intervene to prevent the matter continuing. If you are not able to do this, your action may include offering support to the person who has been sexually harassed and encouraging them to report the incident or reporting the incident yourself.

If reporting the incident, you should bring the matter to the attention of the HR Manager, Kerry Whitfield (k.whitfield@keele.ac.uk) in writing.

Your concerns will be handled by the HR Support Manager who will sensitively talk to the person subject to sexual harassment to determine how they want the matter to be handled.

Third-party sexual harassment

Third-party sexual harassment occurs when a member of our workforce is subjected to sexual harassment by someone who is not part of our workforce but who is encountered in connection with work. This includes our customers, suppliers, members of the public, contactors and any visitors etc.

Third-party sexual harassment of our workforce is unlawful and will not be tolerated. The law requires employers to take steps to prevent sexual harassment by third parties and we are committed to doing so.

The law does not provide a mechanism for individuals to bring a claim of third-party harassment alone. However, failure for an employer to take reasonable steps to prevent third-party sexual harassment may result in legal liability in other types of claim.

In order to prevent third-party sexual harassment from occurring, we will:

- attach signage to the walls of the areas within the workplace where customers are present to warn that sexual harassment of our staff is not acceptable
- inform third parties (i.e. suppliers) of our zero-tolerance sexual harassment policy within our supplier documentation

If you have been subjected to third-party sexual harassment, you are encouraged to report this as soon as possible to the HR Support Manager, Kerry Whitfield (k.whitfield@keele.ac.uk)

Should a customer sexually harass a member of our workforce, we will investigate the incident in line with our [Venue Code-of-Conduct](#). Any criminal acts will be reported to the police.

We will not tolerate sexual harassment by any member of our workforce against a third party. Instances of sexual harassment of this kind may lead to disciplinary action, including termination of employment.

Disciplinary action

If the decision is that the allegation of sexual harassment or victimisation is well founded, the harasser/victimiser will be liable to disciplinary action in accordance with our disciplinary procedure up to, and including, summary dismissal. An employee who receives a formal warning or who is dismissed for sexual harassment/victimisation may appeal by using our disciplinary appeal procedure.

When deciding on the level of disciplinary sanction to be applied, we will take into consideration any aggravating factors affecting the case. One example of aggravating factors is an abuse of power over a more junior colleague.

If, due to the investigation, it is concluded that your complaint is both untrue and has been brought with malicious intent, disciplinary action will be taken against you.

Training

We provide training to all our staff on sexual harassment through the University Safeguarding mandatory training to ensure there is a clear understanding of:

- what sexual harassment is, how it may occur and that it will not be tolerated
- expected levels of behaviour
- how they can report any incidents of having been sexually harassed or having witnessed it
- how acts of harassment will be dealt with under the disciplinary procedure, which can potentially result in dismissal.

We ensure that all levels of management are trained on implementing this policy, including preventing and managing sexual harassment in the workplace and the procedure to follow if an allegation is reported.

We will regularly review the effectiveness of our training.

We provide refresher training as appropriate.

Able Futures

We would like to remind you that further support is available by contacting Able Futures – Mental Health Support Service, a confidential, free 24-hour counselling service, which can be accessed on 0800 321 3137 and online at www.able-futures.co.uk

More details of this service are available from Kerry Whitfield, HR Support Manager.

END

Disciplinary Policy //

PRINCIPLE

This policy describes how we will ensure that appropriate standards of behaviour are upheld at Keele SU. These standards exist to ensure we function effectively as a workplace in the interests of our members, that we uphold the law, and ensure the wellbeing and dignity of our stakeholders.

POLICY

Introduction

There may be times when the behaviour of a member of staff falls below what is acceptable to Keele SU. The policy describes the process we will go through if this happens and the range of possible outcomes.

We will act promptly, consistently and fairly in these situations. Whenever possible, we will try to resolve matters in a way that builds mutual understanding, ensures the effective running of Keele SU and supports positive working relationships. This means we will first consider if an informal approach is more appropriate and agree the steps to be taken to improve things. This may be enough to rectify the situation. If this isn't successful however, or the issue appears more unacceptable, serious, dangerous or unlawful, then the formal disciplinary procedure outlined below will be taken.

This policy applies to all employees including staff, student staff and full time Officers (as it relates to their status as an employee).

We recognize that people have different working patterns. For some staff a working week may include weekend days, for example, or they may work fewer than 5 days. As a result, any time scales advised in the procedure are based on Keele SU non-closure days, rather than on an individual's working pattern. For example, "within 7 days" means within 7 days including Saturday and Sunday, where Keele SU is not closed. It does not vary according to the particular days on which a member of staff would normally be working.

Fact Finding Meeting

It's important that line managers make an initial assessment of the issue to decide whether it can be addressed informally or whether the matter needs to be proceeded formally. This is done by gathering enough information so that a decision can be made. If the matter is to be addressed formally then an investigation under this procedure will be initiated.

If the matter involves Keele SU Development & Democracy Officer then a member of the Senior Leadership Team will carry out the fact find and present the information to an external Trustee for consideration. Trustees may wish to delegate the communication of their decision and any necessary actions to a member of the Senior Leadership Team working within the procedure for informal and formal approaches.

If the matter involves the CEO or a member of the Senior Leadership Team, external Trustees may carry out the fact finding.

For clarity, where an external Trustee is involved, they will take on the Line manager role.

Informal Action

If after the fact find the issue is considered to be relatively mild or new, Line managers can look into it and raise it informally at first and agree the steps to be taken to improve things.

Outcomes here may include clarification of rules or standards, support such as guidance or training, reasonable adjustments, and a facilitated meeting or mediation between people where there is a disagreement.

Following the informal discussion, the manager will summarise this in writing and clarify what will happen if

the required improvement doesn't happen within the agreed time frame.

The next stage would be to address the issue under the Disciplinary Procedure outlined below. It is important to clarify that behaviour and performance should improve immediately after the issue has been drawn to your attention and any relevant support or adjustment has been made.

DISCIPLINARY PROCEDURE

Where, following initial fact-finding, a decision is made by management that behaviour or performance should be addressed under the Disciplinary Procedure, the following will take place.

Stage 1: Informing you of the concern to be investigated

You will be informed that you are subject to an investigation and you will receive confirmation of the nature of the allegation and which policy this has potentially breached. We expect confidentiality around the detail of the allegation/s to be maintained to support the integrity of the process.

In the case for Full Time Officers, this will be initiated by Trustees and delegated to a member of the Senior Leadership Team to act on their behalf where requested.

Role Transfer and Suspension

You may be asked to undertake a different role or transfer to another location during the investigation. If a transfer is not appropriate, suspension is with pay and can occur at any point from the time you have been advised of the investigation to receiving the outcome from a Disciplinary Meeting. Note that suspension is not disciplinary action and does not pre-suppose guilt. To support a transparent investigation, suspension can occur at any point from the time you have been advised of the investigation to receiving the outcome from a Disciplinary Meeting.

Whilst suspended, you should;

Not visit Keele SU or contact any of our students, clients, customers, suppliers, contractors or staff (as well as University staff), unless authorised to do so. If you need to make contact with Keele SU or University, you should request this from the Investigating Manager who will advise the most appropriate means to do this.

Ensure you make yourself available to assist the investigation.

Report absences due to ill health and make annual leave requests via the Investigating Manager. Any leave that has been booked prior to the suspension will only be refused if it impacts on the progress of the investigation or any meetings being unreasonably delayed. This is the case for any subsequent requests for leave made during the suspension period.

Stage 2: Investigation

An Investigating Manager will be appointed to undertake a thorough and objective investigation. This person will not have been involved with the matter to be investigated. Once the investigation is complete the Disciplining Manager will confirm to you if there is to be a Disciplinary Meeting. Disciplinary Meetings will be held as soon as reasonably possible after the investigation is complete. *The intention is to do this within ten days.*

Stage 3: Disciplinary Meeting

You will be invited to attend a Disciplinary Meeting following the investigation where the matter will be discussed. You will be *given notice of at least 3 days* of this meeting, along with copies of any relevant documents. You will have the opportunity at the meeting to respond to the issues presented and the findings of the investigation. You have the right to bring a companion with you to the Disciplinary Meeting to support you. This may be a colleague or a Trade Union representative, but not an elected officer. The companion may discuss things with you, present or sum up your position to the meeting, but they may not answer questions on your behalf or prevent the meeting from progressing.

You will be informed in writing of the outcome of the Disciplinary Meeting and the reasons for it *within 7 days of it taking place*. This communication will also include details of who to contact if you want to appeal the outcome.

Stage 4: Appeal

If you are unhappy with the decision made at the Disciplinary Meeting or feel it's unfair, you may appeal in writing *within 7 days of being told of the decision*.

You will have the right to an appeal meeting. Note that the appeal is not re-hearing, but it will review the decision based on issues such as the thoroughness of the investigation, and whether inappropriate information was considered.

This meeting will, where possible, be held by someone senior to the person who held the original meeting. You have the right to bring a companion to the meeting to support you. The same conditions relating to this person outlined above apply to the appeal meeting.

You must notify and obtain the consent of all those present at the meeting if you intend to record it.

The appeal can result in the outcome of the first Disciplinary Meeting being overturned, confirmed, reduced or increased. The meeting will then be adjourned to allow Keele SU to consider the facts and the decision will be confirmed in writing. The outcome will be communicated as soon as possible, taking into account the complexity of the issues raised in the appeal. The decision at this stage will be final.

There is no further right of appeal following this.

There will be an impartial third party (usually HR Lead/Trustee) in all Disciplinary Meetings to advise and to keep a record

Outcome

The outcome of the Disciplinary Meeting will be one of the following:

No further action

If circumstances come to light which show you have no case to answer, then no further action will be required. This could take place in the case of genuine misunderstanding; a malicious complaint or where new information is uncovered which changes things.

Stage 1: First Written Warning

If your behaviour or performance is not at an acceptable standard, or for a more serious breach of discipline, a Written Warning may be issued. The warning will be held on file but removed and disregarded for disciplinary purposes after *6 months* provided your behaviour is satisfactory or performance reaches an acceptable standard during that time.

Stage 2: Final Written Warning

If your behaviour or performance continues to be unsatisfactory, or in the event of more serious cases/a second offence, a Final Written Warning may be issued. The warning will be held on file but removed and disregarded for disciplinary purposes after *12 months* provided your behaviour is satisfactory or your performance reaches an acceptable standard during that time.

Stage 3: Dismissal

If your behaviour or performance, despite warning and the steps above, is still unsatisfactory then you may be dismissed with notice. In cases of gross misconduct, you can be dismissed without notice or pay in lieu of notice, and without any prior warning having been given.

(Note: Democratic protocols mean this level of sanction is **not applicable to Full Time Officers**)

Unacceptable Behaviour

The following list contains examples of the issues that may be addressed under this policy. This does not cover every possible situation but is intended to clarify what could be included.

The following are examples of what we would consider **misconduct**:

- Persistent lateness or unexplained absence
- Failing to act on an appropriate instruction from Line managers
- Discriminating against, bullying, harassing or victimising someone
- Being under the influence of alcohol or illegal drugs at work
- Misuse of Keele SU's equipment, property or facilities
- Having or viewing offensive material at work such as pornography
- Breach of health and safety rules
- Theft or violence
- Excessive tardiness
- Failure to notify of an absence
- Failure to follow policies or procedure
- Acts of bullying and harassment
- Rude or abusive language in the workplace

For issues surrounding Capability - failing to meet an acceptable standard of performance in the role, despite all reasonable help and support being given, these should be addressed using the formal Performance Management Procedure outlined in the Performance Policy. Staff and line managers should ensure the most appropriate process is being followed. The Operations Support Manager or relevant SLT Member can provide clarity or advice.

The following are examples of what we would consider **gross misconduct**:

- Theft, deception, fraud and deliberate falsification of records
- Serious acts of bullying, harassment and discrimination towards a colleague, student, visitor or supplier on the basis of one of the protected characteristics
- Deliberately accessing internet sites containing pornographic, offensive or obscene material
- Serious misuse of computer, email and social media systems, including accessing pornographic, offensive or obscene websites or distributing emails of this nature
- Physical violence or the threat of violence
- Incapability at work brought on by alcohol, illegal drugs or other intoxicants
- Behaviour that brings Keele SU's reputation in disrepute
- A serious breach of confidence
- Deliberate damage to Keele SU's property or facilities
- Being arrested for or conviction of a criminal offence that is relevant to the employee's employment
- Any act of gross disobedience, non-compliance or deliberate disregard of reasonable instructions given with proper authority
- Gross negligence, or a deliberate act which leads to a significant breach of health and safety policy or procedure.
- Serious breach of confidentiality
- Serious breaches of Keele SU policies and procedures

Policies and Procedures

This list is not exhaustive and other acts may come under the definition of gross misconduct.

Keele SU reserves the right, at its complete discretion, to impose sanctions short of dismissal, including demotion, loss of next salary award or redeployment to another role.

As defined in employment contracts, any staff that have a current First or Final written warning on file as part of the formal Disciplinary process will not have any automatic pay progression within their salary band applied. One must not be on file in the preceding 12 months of the relevant anniversary date when the pay progression is due to be applied.

Keele SU reserves the right to discipline or dismiss you without following the full Disciplinary Procedure if you have less than 24 months' continuous service.

END

Drugs and Alcohol Policy //

PRINCIPLE

Keele SU is fully committed to supporting the safety and wellbeing of our staff and officers, and to providing a working environment in which people can thrive and perform at their best.

This policy describes our approach to drugs and alcohol at work. It seeks to give guidance on attending events where alcohol is available, and to provide clear direction for staff on their responsibilities around and the consequences of using alcohol or drugs in the workplace. It also outlines our firm commitment to support staff who have drug or alcohol dependency and wish to have help.

POLICY

Introduction

Keele SU provides a diverse range of entertainment activities as part of its calendar of events for students, staff and officers. In delivering our work, we are also engaged in many activities with the University and our partners. We recognise that alcohol may be available at some of our own and at University-related events (whether held on the premises or not), such as departmental balls, election celebrations, Christmas parties, entertaining visitors or other work-related events such as training courses, conferences etc. Our aim is to ensure that everyone fully enjoys their time at such events but, as a responsible employer, we must balance this against any risks to our reputation connected with the behaviour of staff, officers and those working in connection with Keele SU. We expect you to use good judgement and to behave professionally at all times.

In addition, Keele SU has clear obligations under the Health and Safety at Work Act 1974, which stipulates that employers have a duty to ensure the health, safety and welfare of employees as far as is reasonably practicable.

This policy sets out our position with regard to alcohol and drugs within the workplace and the approach we will take when the consumption of alcohol and drugs affects staff or officers' performance at work.

Scope

This policy applies to all staff employed by and working for Keele SU and officers (any reference to staff should also be taken to include Officers and Student Staff). The procedures cover one-off situations of staff being under the influence of alcohol or drugs whilst at work, as well as the action to be taken when a member of staff has an underlying alcohol or drug-related dependency.

Although we have a genuine interest in the well-being of our staff, what you do in your private life is generally outside the scope of this policy unless it affects your work, interferes with the legitimate activities of other members of the Keele SU, risks their safety or that of others.

Breaches of this policy or action taken as a consequence of substance misuse will be addressed under our Disciplinary Procedure. Probationers who breach this policy will have the circumstances considered as part of their Probationary Review.

Definitions

Substance Misuse

Drinking alcohol, taking drugs or a controlled substance, either intermittent or continuous which interferes with an individual's health, work capabilities or conduct, or which affects the work performance and/or safety of themselves and others.

Drugs

Means and includes any substance (other than alcohol) that produces physical, mental, emotional or behavioural change in the user, and where the sale, possession or consumption of them is illegal. This term includes prescription drugs where they have not been prescribed for the person possessing or using the drugs, and/or the prescription drugs are not taken in accordance with a doctor's direction.

'Legal highs', also known as New Emerging Drugs (NEDs), produce the same or similar effects to drugs such as cocaine, cannabis and ecstasy, but are not controlled under the Misuse of Drugs Act.

Legal highs have broadly three main effects, being either a:

- stimulant
- e sedative or 'downer'
- psychedelic or hallucinogen

Because these drugs sometime contain or have the effect of illegal drugs, taking these substances would be viewed in the same way as other drugs and controlled substances under this policy.

Controlled Substance

Means and includes all chemical substances or drugs listed in any controlled substances Acts or regulations applicable under the law.

Working Time

Is considered to be a staff member's normal working pattern in order to fulfil their contractual working hours. This excludes any unpaid lunch breaks.

Any time in which a staff member is required to represent Keele SU in their professional capacity. This includes time which is agreed with the manager and worked as Time Off in Lieu (TOIL) or overtime e.g. Departmental Balls.

Staff Responsibilities

As a staff member, you have a personal responsibility to:

- Familiarise yourself with the Alcohol and Drugs policy
- e Be fit for work at all times when conducting duties on behalf of Keele SU
- Notify management immediately if the use of any substance outlined above may cause any impairment of your work performance
- Avoid consuming alcohol during work time; those on Duty Management must not consume alcohol whilst on duty. Working time is defined above. Where you have any doubt around what is considered to be working time, prior clarification should be sought from your manager wherever possible. Our advice is not to consume alcohol in a situation where you are unsure
- Be in full control of your behaviour and conduct at all times when attending a work-related event where you are not on working time but are still recognisable as a staff member
- Not bring or use illegal substances under any circumstances on university premises or work-related event irrespective of location

- Seek professional help if you have substance dependency
- Undertake and complete a substance dependency rehabilitation programme as recommended by a professional body
- Report to management if you suspect that another staff member in the workplace is under the influence of any substance mentioned above
- Notify your manager if you are taking medication that could affect your ability to work safely
- Keele SU will take reasonably practicable steps to reduce the risks to employees who are required to work in an environment where people may be under the influence of alcohol or drugs. If you have a concern about your working environment, please raise this with your Line manager

Line managers' Responsibilities

Line managers have a responsibility to:

- Make the Alcohol and Drugs Policy available to staff, and ensure they are aware of its existence and how this relates to their role
- To be conscientious and to take appropriate action in relation to members of staff who maybe contravening this policy
- Ensure risk assessments are carried out for work under their control, taking into consideration the environment their department works within. These assessments must be communicated and understood by the affected staff members
- To ensure that activities they are involved with provide alternatives to alcohol, and that staff/volunteers and representatives from partnerships are aware of the Keele SU's expectations in this area
- Discuss with staff as soon as possible if their behaviour, performance or absence indicates a problem with substance misuse
- Refer to occupational health, staff who declare or who they suspect may have a substance abuse problem
- Seek further guidance from the SLT where appropriate
- Provide support to staff who undertake a treatment programme
- Remove from the workplace any staff who they suspect are under the influence of any substance mentioned above
- Record absence related to substance abuse in accordance with attendance reporting procedures
- Refer staff members to occupational health, for advice on health and safety at work if they are taking medication that could affect their ability to work safely
- Ensure Departmental procedures in certain areas are enforced e.g. ensure all bar staff are not allowed to drink alcohol whilst on duty or if taking a break
- Liaise with the contact point of the relevant organisation on matters that concern contractors or partners

Procedure for Underlying Alcohol or Drug Misuse

The abuse of alcohol or drugs may be an illness which is to be treated like other illness by seeking professional advice to have the best chance of recovery. There are many dangers associated with the use of alcohol and drugs which can impair a person's physical and mental wellbeing.

If you suspect or know that another member of staff is abusing alcohol or drugs, you have a duty of care to let a manager know and you should feel supported to do so - it could be that covering up for the person may not be in their long term best interest.

Where the action of a staff member affects their performance, their manager should keep accurate, confidential records of instances of performance which cause for concern.

The manager should meet with the member of staff in private, sooner rather than later, to discuss the concerns. The focus of the meeting should be on the areas of concern and to give the member of staff the opportunity to respond.

If the member of staff discloses they have a substance dependency problem, they should be made aware of the Drugs and Alcohol Policy and be advised of the support inside and outside the organisation that is available to them, such as occupational health.

From the meeting, agree actions (including the need for any risk assessments) and arrange regular review meetings to monitor progress.

The manager will consider whether, given the specific circumstances, to suspend any disciplinary action for misconduct where the member of staff is following a suitable course of action. In cases of gross misconduct, a substance misuse issue may be taken into account in determining disciplinary action.

If there is a disclosure that there are issues with alcohol and drugs, the manager will support the member of staff in seeking professional help. The length and paid time off for any treatments will be discussed on a case by case basis. In cases of a relapse a second course of treatment would be granted if there is a reasonable chance of success.

Employment may be terminated on the grounds of ill-health where treatment has been unsuccessful or the member of staff refuses to undertake professional help, and there remains an impact on their work performance.

Procedure for the Intermittent Use of Alcohol and Drugs

Keele SU will take all reasonable steps to prevent employees, agency workers and contractors carrying out work-related activities if they are considered to be unfit or unsafe to undertake the work due to drug or alcohol consumption.

If you are suspected to be under the influence of alcohol or drugs during working hours or on Union premises, Keele SU reserves the right to send you home. This type of incident may be viewed as a gross misconduct offence and dealt with under Keele SU's Disciplinary Procedure, which could result in dismissal without notice. If Keele SU has reasonable grounds to believe that you were under the influence of drugs and/or alcohol at work you will not be paid for this day.

Any manager discovering a member of staff displaying symptoms of substance abuse will undertake a fact-finding exercise to determine the circumstances of the misuse. If the manager undertaking the exercise is not the employees' direct report, they will pass the information to the reporting manager in order for them to take appropriate action.

END



Equality, Diversity & Inclusivity Policy //

STATEMENT, APPLICATION AND STAFF MANAGEMENT

POLICY STATEMENT

We are committed to promoting equality of opportunity for all staff and job applicants. We aim to create a working environment in which all individuals are able to make best use of their skills, free from discrimination or harassment, and in which all decisions are based on merit.

We do not discriminate against staff on the basis of age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation ("protected characteristics").

The principles of non-discrimination and equality of opportunity also apply to the way in which staff treat students, visitors, clients, customers, suppliers and former staff members.

All staff have a duty to act in accordance with this policy and treat colleagues with dignity at all times, and not to discriminate against or harass other members of staff, regardless of their status.

This policy does not form part of any employee's contract of employment and may be amended at any time.

All managers must set an appropriate standard of behaviour, lead by example and ensure that those they manage adhere to the policy and promote our aims and objectives with regard to equal opportunities.

If you have any questions about the content or application of this policy, you should contact the SLT for further information.

POLICY

Scope and purpose of the policy

This policy applies to all aspects of our relationship with staff and to relations between staff members at all levels. This includes job advertisements, recruitment and selection, training and development, opportunities for promotion, conditions of service and pay & benefits. Conduct at work, disciplinary and grievance procedures, and termination of employment for staff to reference are covered in the Equality, Diversity and Inclusivity policy.

We will take appropriate steps to accommodate the requirements of different religions, cultures, and domestic responsibilities, where possible.

This policy aims to establish good practice to be adhered to as a minimum standard at all times.

Forms of discrimination

Discrimination against an employee is generally prohibited unless there is a specific legal exemption. Discrimination may be direct or indirect and it may occur intentionally or unintentionally.

Direct discrimination occurs where someone is treated less favourably because of one or more of the protected characteristics set out above. For example, rejecting an applicant on the grounds of their race because they would not "fit in" would be direct discrimination.

Indirect discrimination occurs where someone is disadvantaged by an unjustified provision, criterion or practice that also puts other people with the same protected characteristic at a particular disadvantage. For example, a requirement to work full time puts women at a particular disadvantage because they generally have greater childcare commitments than men. Such a requirement will need to be objectively justified.

Harassment related to any of the protected characteristics is prohibited. Harassment is unwanted conduct that has the purpose or effect of violating someone's dignity, or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. Please refer to Keele SU's Dignity at Work Policy.

Victimisation is also prohibited. This is less favourable treatment of someone who has complained or given information about discrimination or harassment or supported someone else's complaint.

Recruitment and selection

We aim to ensure that no job applicant suffers discrimination because of any of the protected characteristics above. Our recruitment procedures are designed to ensure that individuals are treated on the basis of their relevant merits and abilities. Job selection criteria are reviewed to ensure that they are relevant to the job and are not disproportionate. Shortlisting of applicants will ordinarily be done by more than one person wherever possible.

Job advertisements should avoid stereotyping or using wording that may discourage groups with a particular protected characteristic from applying, and a copy of this policy shall be sent on request to those who enquire about vacancies.

We take steps to ensure that our vacancies are advertised to a diverse labour market, including seeking to develop links to local groups promoting community diversity.

Applicants should not be asked about health or disability before a job offer is made. There are limited exceptions which should only be used with Senior Manager approval. For example:

Questions necessary to establish if an applicant can perform an intrinsic part of the job (subject to any reasonable adjustments).

Questions to establish if an applicant is fit to attend an assessment, or any reasonable adjustments that may be needed at interview or assessment, where an applicant has indicated they have a disability and may need adjustments.

Positive action to recruit disabled persons.

Equal opportunities monitoring (which will not form part of the decision-making process).

Where necessary and appropriate, job offers may be made conditional on a satisfactory medical check.

Applicants should not be asked about past or current pregnancy or future intentions related to pregnancy. Applicants should not be asked about matters concerning age, race, religion or belief, sexual orientation, or gender reassignment without the approval of the SLT (who should first consider whether such matters are relevant and may lawfully be taken into account).

We are required by law to ensure that all employees are entitled to work in the UK. Assumptions about immigration status should not be made based on appearance or apparent nationality. All prospective employees, regardless of nationality, must be able to produce original documents (such as a passport) before employment starts, to satisfy current immigration legislation. The list of acceptable documents is available from the UK Visas and Immigration.

To ensure that this policy is operating effectively, and to identify groups that may be underrepresented or disadvantaged in our organisation, we monitor applicants' ethnic group, gender, disability, sexual orientation, religion and age as part of the recruitment procedure. Provision of this information is voluntary, and it will not adversely affect an individual's chances of recruitment or any other decision related to their employment. The information is removed from applications before shortlisting and kept in an anonymised format solely for the purposes stated in this policy. Analysing this data helps us take appropriate steps to avoid discrimination and improve equality and diversity.

Staff training and promotion and conditions of service

Staff training needs will be identified through regular staff appraisals by Line managers as part of the Behaviours Framework process and performance management processes. All staff will be given appropriate access to training to enable them to undertake their duties effectively and to progress within the organisation. Any promotion decisions will be made on the basis of merit.

Our conditions of service, benefits and facilities are reviewed regularly to ensure that they are available to all staff who should have access to them and that there are no unlawful obstacles to accessing them.

Termination of employment

We will ensure that redundancy criteria and procedures are fair and objective and are not directly or indirectly discriminatory.

We will also ensure that disciplinary procedures and penalties are applied without discrimination, whether they result in disciplinary warnings, dismissal or other disciplinary action.

Disability discrimination

If you are disabled, or become disabled, we encourage you to tell us about your condition so that we can support you as appropriate.

If you experience difficulties at work because of your disability, you may wish to contact your line manager to discuss any reasonable adjustments that would help overcome or minimise the difficulty. Your line manager may wish to consult with you and your medical adviser(s) or Occupational Health about possible adjustments. We will consider the matter carefully and try to accommodate your needs within reason. If we consider a particular adjustment would not be reasonable, we will explain our reasons and try to find an alternative solution where possible.

We will monitor the physical features of our premises to consider whether they place disabled workers, job applicants or service users at a substantial disadvantage compared to other staff. Where reasonable, we will take steps to improve access for disabled staff and service users.

Fixed-term employees and agency workers

We monitor our use of fixed-term employees and agency workers, and their conditions of service, to ensure that they are being offered appropriate access to benefits, training, promotion and permanent employment opportunities. We will, where relevant, monitor their progress to ensure that they are able to access permanent vacancies as they may arise.

Part-time work

We monitor the conditions of service of part-time employees and their progression to ensure that they are being offered appropriate access to benefits and training and promotion opportunities. We will ensure requests to alter working hours are dealt with appropriately.

Monitoring and review of the Equality, Diversity & Inclusivity policies

These policies are reviewed by the Finance, HR & Compliance Sub-Committee of the Trustee Board.

We will continue to review the effectiveness of these policies to ensure they are achieving its objectives. As part of this process we monitor the composition of job applicants and the benefits and career progression of our staff, as well as staff training.

Staff are invited to comment on these policies and suggest ways in which it might be improved by contacting the CEO.

CONDUCT

PRINCIPLE

This policy exists to explain our strong commitment to having a workplace in which everyone is treated with fairness, dignity and respect. Through this policy, our intention is to bring our Values to life and develop a mindset where we each take responsibility for building a healthy and receptive workplace which supports everyone's wellbeing.

We are committed to creating an inclusive environment at Keele SU in which people are supported to make their best contribution, free from discrimination or harassment, and in which all decisions and practices celebrate diversity & individuality and promote equality of opportunity.

POLICY

Context

This is what we have in mind when we talk about Equality, Diversity and Inclusivity (EDI):

Equality is where every person has equal rights and a fair chance. It's an approach that recognises that action needs to be taken to ensure a 'level playing field' for all.

Diversity encompasses respect for others and valuing difference. It means understanding that each person is unique, and that difference should be recognised, supported and valued as part of our culture.

Inclusivity is about being aware of any personal biases we might have and keeping them in check, adopting curiosity and empathy about different views and ways of being, and adapting our behaviour to make it easier for different people to feel accepted and valued for who they are.

These concepts are closely related. Taken together, as *active intentions*, they lead to a rich and stimulating workplace which can benefit from everyone's talents and perspectives in achieving its organisational objectives, where people can thrive and perform well, and where all our members can have an excellent experience. It's made explicit in our 'Values Based Behaviours', and it's intended to shape how each of us go about our work and interact with others.

Failing to actively include and support everyone can lead to personal distress, lost opportunity and lower performance - all of which adds up to an organisation which doesn't deliver what it could, and should, do

for its members.

This policy explains what constitutes discrimination and outlines how we will go about supporting equality, diversity and inclusivity in practice.

We will take a strict approach to any breaches of this policy. Anyone who is found to have discriminated against, victimised or harassed someone will be subject to disciplinary proceedings. In some cases, such behaviour could potentially constitute gross misconduct and may result in dismissal.

This policy does not form part of any employee's contract of employment and may be amended at any time.

Equality, Diversity and Inclusivity

Keele SU is committed to equality of opportunity for all staff and members. Our Employee Behaviours of Support, Empower & Communicate promote courtesy, openness and respect towards others in all aspects of our work. We value people, and we will make every effort to remove illegal or unnecessary barriers that prevent them from making a positive contribution to Keele SU and fulfilling their potential. We aim to develop a mindset that does more than just understand what's illegal. We will challenge policies, practices, perceptions and behaviour which hold people back, and develop an enquiring and supportive attitude towards others.

Our commitment to equality of opportunity and non-discrimination also extends to how staff treat students, visitors, clients, customers and suppliers.

Discrimination

We do not discriminate against people on the basis of age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion, faith or belief, gender or sexual orientation. These are the 'protected characteristics' written into UK law in the 2010 Equality Act.

Discrimination can occur in different ways and may be intentional or unintentional. It's our firm commitment to prevent and avoid all of them.

Direct discrimination	where people are treated less favourably because they have, or are believed to have, a protected characteristic. For example, denying people access to service, leaving people out of events or applying tougher performance standards.
Indirect discrimination	having a rule, practice or policy that aims to treat everyone the same, but which is unjustified in practice and puts certain individuals or groups at a disadvantage. For example, failing to provide food which meets the needs of people from particular religions when catering for workplace events.
Discrimination by association	where people are treated unfairly because they have an association with someone with a protected characteristic, or they're believed to have. For example, rejecting a job application from someone with a disabled child.
Harassment	related to any of the protected characteristics is prohibited. Harassment is unwanted behaviour that has the purpose or effect of violating someone's dignity, or creating an environment which is intimidating, hostile, degrading, humiliating or offensive to them.
Victimisation	is also prohibited. This is less favourable treatment of someone who has complained or given information about discrimination or harassment or has supported someone else's complaint.

Harassment and Bullying are covered in our Dignity at Work Policy.

Monitoring

We will monitor the recruitment and progress of our staff paying particular attention to recruitment, selection, retention, training and career development/progression. This is to ensure that this policy is operating effectively, and to identify groups that may be underrepresented or disadvantaged in our organisation.

We monitor applicants' ethnic group, gender, disability, sexual orientation, religion and age as part of the recruitment procedures outlined above.

Similarly, we will review periodically the employment records of our staff. Analysing the data in this way helps us take appropriate steps to avoid discrimination and to monitor the effectiveness of this policy. If necessary, we will change the policy to improve equality and diversity.

The Senior Leadership Team support policies involving staff such as the Recruitment and Selection Policy, customer focus, resolving issues, family friendly and performance and development policies that are designed to promote equal opportunity and protection against discrimination for all employees.

Breaches of the Policy

We take breaches of the policy very seriously. If you feel you have been discriminated against in any way, or subjected to harassment, you are encouraged to raise the matter with your Line manager in the first instance. If the complaint is about your Line manager, you can take it to their Line manager/SLT. Should this fail to address the issue to your satisfaction, you can raise the matter through our Dignity at Work Policy & Procedure.

Allegations regarding potential breaches will be treated in confidence and investigated in accordance with the relevant procedure. Anyone who makes an allegation in good faith will be supported, and not treated any less favourably as a result. False allegations which are found to have been made maliciously will, however, be dealt with under our Disciplinary Policy.

Any member of staff who is found to have committed an act of discrimination or harassment will be subject to disciplinary action. If the act is considered to be gross misconduct, then ultimately that person could be dismissed.

This policy covers all individuals working at all levels and grades, including senior managers, officers, directors, employees, consultants, contractors, trainees, homeworkers, part-time and fixed-term employees, volunteers, interns, casual workers and agency staff (collectively referred to as staff in this policy).

The Chief Executive has overall responsibility for the effective operation of this policy and for ensuring compliance with discrimination law. Day-to-day operational responsibility has been delegated to the senior leadership team and department managers.

This policy is reviewed by the Finance, HR & Compliance Sub-Committee of the Trustee Board.

If you have any questions about the content or application of this policy, you should contact your line manager to request training or further information.

END

Expenses Policy //

(Travel, Accommodation, Food and Refreshments)

PRINCIPLE

This policy explains when and how expenses can be claimed to reimburse you for costs incurred in carrying out your work for Keele SU. These are the personal expenses that you may be reimbursed for in the discharge of your role in Keele SU. Any expenses incurred in regard to departmental/team/role responsibilities must come from the relevant budget and follow those procedures.

Failure to follow this policy will constitute a disciplinary offence that will be managed in accordance with Keele SU's Disciplinary Procedure.

POLICY

Introduction

This outlines Keele SU's policy on the authorisation and reimbursement of business expenses incurred during the course of your employment. Keele SU will reimburse you in respect of any expenses wholly, necessarily and reasonably incurred in the course of your work.

We want to reimburse you properly and in a timely way so that you're not out of pocket for longer than necessary. We also need to make sure that all expenses are treated properly for tax purposes.

Keele SU reserves the right to refuse to pay an expense claim if the expenditure is unreasonable or unnecessary, or if the appropriate documentation has not been provided.

We will reimburse your expenses for travel, refreshments and other necessary items or activities carried out as part of your work for Keele SU. These must be agreed in advance with your Line manager.

Union Credit Cards

There are several credit cards held by the Leadership Team, Department Managers and the Finance Office. Those should be used for purchases wherever possible.

Travel Expenses

When travelling on Keele SU business, we choose the most appropriate and cost-effective form of travel available, bearing in mind the time and distance we need to travel. For example, we fix our train travel times rather than paying a premium for open tickets.

Mileage expenses, using a petty cash form mileage will be paid for journeys to and from Keele; which are required for the discharge of the responsibilities of your role, not for journeys to and from work.

Mileage is paid at the rate of 45 pence per mile for a car and 20 pence for a bicycle.

Only second class travel on public transport will be reimbursed. Elected Officers will be expected to make full use of appropriate saver and discounted travel where available. Keele SU will not fund domestic air travel.

We will not take responsibility for any costs incurred as a result of damage to your own vehicle or a third party's whilst being used on Students' Union business.

If you are using your own vehicle for Union business, please ensure you have read the Driving & Vehicles Policy.

Accommodation, Food and Refreshments

Staff and Officers will on occasion have to incur expenditure on Union business. The rules and expense rates applicable to all such personal business expenditure are:

- e Any overnight accommodation expenses must be agreed in advance with a member of the Senior Leadership Team. Subsistence payments, set out below, will only be paid where an overnight stay is required for Union business.

Receipts must be kept and provided to support your expenses claim.

Lunch: up to £5

Evening meal: up to £15

Breakfast – where not included with accommodation: up to £5

- e A payment of £5 for sundry expenses may be claimed when there is an overnight absence from home (£10 per night if outside the UK)
- e Meal allowances do not include alcohol.

If staff have been unable to use a Keele SU credit card and need to be reimbursed as outlined above, a claim should be submitted to the Keele SU Finance team (with the approval of the Manager of the relevant department) either electronically, or in person, and as long as it is received by the end of the day on a Tuesday, it will be paid into their bank that Friday.

For smaller amounts, when the Finance Office is open, staff may submit a petty cash form as outlined above to be reimbursed immediately.

END

Flexible Working Policy //

PRINCIPLE

Keele SU is committed to providing equality of opportunity in employment and to developing work practices and policies that support work-life balance. We recognise that, in addition to helping balance work and personal lives, flexible working can raise staff morale, reduce absenteeism and improve our use and retention of staff.

The Statutory Procedure for Flexible Working offers all staff the entitlement to request formally the possibility of changing their working arrangements to accommodate their wider commitments and personal preferences.

We will comply with the Flexible Working Regulations amended on the 30th June 2014, which states that organisations have a duty to consider all flexible working requests in a reasonable manner. This includes consideration of the operational needs of the organisation as well as the wishes of the individual themselves. Under the Flexible Working (Amendment) Regulations 2023 which come into force on 6th April 2024 staff have the right to make a flexible working application when they begin employment to change their terms and conditions. These changes can relate to the number of hours worked, the pattern or times of work, or the location. Note that under the Flexible Working (Amendment) 2023 staff will be entitled to make two requests (instead of one) in any 12-month period.

This policy sets out the rights and responsibilities of staff who wish to request a change to their contractual terms and conditions of employment to work flexibly.

No-one who makes a request for flexible working will be subjected to any detriment or lose any career development opportunities as a result.

POLICY

This policy applies to all employees. It does not apply to agency workers, consultants or self-employed contractors.

Forms of flexible working

Flexible working can incorporate a number of possible changes to working arrangements:

- Reduction or variation of working hours;
- Reduction or variation of the days worked; and/or
- Working from a different location (for example, from home).

Such changes may also involve starting a job share, working a set number of hours a year, rather than a week (annualised hours), working from home (whether for all or part of the week), working only during term-time (part-year working), working compressed hours, working flexi-time.

Eligibility for the formal right to request procedure

Requests under the formal procedure of this policy can only be made by employees who meet the criteria set out below. To be eligible to make a request under the formal procedure, you must:

- Be an employee;
- Not have made more than two formal requests to work flexibly within the last 12 months.

Making a formal flexible working request

Any employee interested in flexible working is advised to speak informally with their line manager to discuss their eligibility, the different options and the effect of their proposed work pattern on colleagues and service delivery, before submitting a formal or informal request.

You will need to submit a written application if you would like your flexible working request to be considered under the formal procedure. **Note the entire response to requests, formal procedure and appeal must be dealt within two months.**

Your written and dated application should be submitted to your line manager and, in order to meet the requirements of the formal procedure and to aid your line managers requirement to consult with you your request, should:

- State that it is a flexible working request;
- Provide as much information as you can about your current and desired working pattern, including working days, hours and start and finish times, and give the date from which you want your desired working pattern to start;
- State whether you have made a previous formal request for flexible working and, if so, when; and
- Be submitted in good time and ideally at least two months before you wish the changes you are requesting to take effect.

We might be able to agree your proposal without the need for a meeting (which is the next stage of the formal procedure). If that is the case, your line manager will write to you, confirming the decision and explaining the changes that will be made to your contract of employment.

If your proposal cannot be accommodated, discussion between you and your line manager may result in an alternative working pattern that can assist you.

Formal procedure: meeting

Due to the requirement to consult your line manager will arrange to meet with you after your application has been submitted. In most cases, the meeting will be held at your usual place of work. However, we will ensure that the meeting is held at a time and place that is convenient to you. The meeting will be used to consider the working arrangements you have requested and you have the right to be accompanied at the meeting. You will also be able to discuss what impact your proposed working arrangements will have on your work and that of your colleagues. If the arrangements you have requested cannot be accommodated, discussion at the meeting also provides an opportunity to explore possible alternative working arrangements.

Your line manager may suggest starting new working arrangements under an initial trial period to ensure that they meet your needs and those of your team or department.

Formal procedure: decision

Following the meeting, your line manager will notify you of the decision in writing within the required two months response time. If your request is accepted, or where we propose an alternative to the arrangements you requested, your line manager will write to you with details of the new working arrangements, details of any trial period, an explanation of changes to your contract of employment and the date on which they will commence. You will be asked to sign and return a copy of the letter. This will be placed on your personnel file to confirm the variation to your terms of employment. There may also be some additional practical matters, such as arrangements for handing over work that your line manager will discuss with you.

Unless otherwise agreed (and subject to any agreed trial period) changes to your terms of employment will be permanent.

There may be circumstances where, due to business and operational requirements, we are unable to agree to a request.

In these circumstances, your line manager will write to you within the required two months response time:

Giving the business reason(s) for turning down your application;

- Explaining why the business reasons apply in your case; and
- Setting out the appeal procedure

The eight business reasons for which we may reject your request are:

- The burden of additional costs;
- Detrimental effect on ability to meet customer demand;
- Inability to reorganise work among existing staff;
- Inability to recruit additional staff;
- Detrimental impact on quality;
- Detrimental impact on performance;
- Insufficiency of work during the periods that you propose to work;
- and
- Planned changes

Formal procedure: appeal

If your request is rejected, you have the right to appeal. Your appeal must:

- be in writing and dated;
- set out the grounds on which you are appealing; and
- be sent to the **HR Support Manager** within 14 days-of the date on which you received the written rejection of your request.

Keele SU will arrange for an appeals meeting to take place. The meeting will be held at a convenient time for all those attending and you have the right to be accompanied at the meeting. Where possible, the appeal meeting will be conducted by a more senior manager who has not been previously involved in considering your request. You will be informed in writing of the decision within the required 2 months response time after the appeal meeting. If your appeal is upheld, you will be advised of your new working arrangements, details of any trial period, an explanation of changes to your contract of employment and the date on which they will commence. You will be asked to sign and return a copy of the letter. This will be placed on your personnel file to confirm the variation to your terms of employment. There may also be some additional practical matters, such as arrangements for handing over work that your line manager will discuss with you.

If your appeal is rejected, the written decision will give the business reason(s) for the decision and explain why the reason(s) apply in your case.

Extending time and withdrawal

There will be exceptional occasions when it is not possible to complete a stage of the procedure within the expected time limits. Where an extension of time is agreed with you, your line manager will write to you confirming the extension and the date on which it will end.

If you withdraw a formal request for flexible working- In certain circumstances, a request made under the formal procedure will be treated as withdrawn.

This will occur if:

- You fail to attend two meetings under the formal procedure without reasonable cause; or
- You fail to attend the appeal meeting without good reason

In such circumstances, your line manager will write to you confirming that the request has been treated as withdrawn.

Making an informal flexible working request

Employees who wish to make an informal request for flexible working may make a request to their line manager, who will consider it according to our business and operational requirements.

It will help your line manager to consider your request if you:

- Make your request in writing and confirm whether you wish any change to your current working pattern to be temporary or permanent;
- Provide as much information as you can about your current and desired working pattern, including working days, hours and start and finish times, and give the date from which you want your desired working pattern to start;
- Your line manager will advise you what steps will be taken to consider your request, which may include inviting you to attend a meeting, before advising you of the outcome of your request.

END

Gifts and Hospitality Policy //

PRINCIPLE

This policy sets out guidance around the receiving of gifts, hospitality and discounts for all who work at Keele SU. The purpose is to clarify the principles and processes in place to avoid staff being manipulated or placed under an obligation.

POLICY

Keele SU is both a charity and a democratic organisation. As such everyone who works here – staff and contractors – must take care about placing themselves and Keele SU in a position where there may be a perception of obligation, favouritism or a conflict of interest. We are concerned with protecting people from being placed in difficult situations around gifts or hospitality, to support people in behaving ethically in their work and to maintain our positive reputation as an organisation.

Context

There may be times when staff are offered or sent gifts in connection with their work at Keele SU. These could include:

- Free gifts or offers of money, goods or services
- The opportunity to get goods or services at a discount or on terms which aren't available to the general public
- The offer of food, drink, accommodation or entertainment.

This guidance is intended to support you in making the right decision if you are offered any money, gifts, or discounts in the course of your work. It's not possible to cover every situation which could arise, so please use your judgment on what is appropriate in the situation, being mindful that accepting something could put you in a difficult position. If you have any doubts or concerns on what might be appropriate and how it might appear, or you're not sure what to accept and what to decline, you should speak to your Line manager. If necessary, Line managers can seek guidance from the Leadership Team.

Whilst this policy covers everyone, we recognise that some people are more likely to be offered gifts or hospitality because of the nature of their role. This includes Officers, the Leadership Team and those in Commercial roles. Staff in these areas need to be particularly mindful of this guidance to protect both themselves and Keele SU from any perception of obligation, poor judgment or conflict of interest.

Specific Principles

The general principles of ethical behaviour in relation to gifts, hospitality etc. are:

- You must never ask for or invite gifts, hospitality or discounts.
- You should not accept gifts, hospitality or services from anyone where it would place you, or could appear to place you, under an obligation.
- Don't do anything that would lead to a conflict between your personal interests and your work duties, or where it could appear to do so.
- Wherever possible you should pay for your own meals and claim the appropriate expenses, as set out in our Expenses Policy.
- Money must never be accepted.

Behaviour that brings Keele SU's reputation into disrepute, a serious breach of confidence or a serious breach of Keele SU policies and procedures may be considered as gross misconduct and subsequently investigated under the Disciplinary Policy.

Guidance on Accepting Gifts and Hospitality

Gifts

As a general rule, you should not accept gifts from suppliers, clients, customers, contractors or any other person you deal with in your capacity as an employee of Keele SU.

If the value of the item is negligible, or if the item is presented as a seasonal gift, you should comply with the procedure set out below.

- Gifts such as branded stationery or other gifts with a value judged to be under £15, e.g. bottle of wine, box of chocolates or biscuits etc. These may be small gifts given as a 'thank you' for help or support, for example.
- Note that the value of £15 stated above is intended to be a guide and you should use your judgement. For example, a gift with a value of £50 given to a team is of less significance than when the same is offered to an individual. If you are unsure you should speak to your Line manager.

Hospitality

When a gift or hospitality is declined, those making the offer should be politely informed of Keele SU's policy and procedures for accepting such offers.

- Any meals or refreshments which are a part of the work and directly connected to Union business can be accepted. This must be reasonable and modest however, such as refreshments at a meeting or a working lunch. A practical test of what is reasonable is whether Keele SU could or would provide a similar level of hospitality.
- You may accept invitations to social functions offered as part of normal working life and connected to Keele SU business. This could include award ceremonies, corporate boxes at sporting events or gala dinners for example. If you attend functions in your role outside of normal working hours, you should be mindful that the rules and guidance apply then too. We ask you to use the same level of judgment and caution in these situations, to protect yourself.

Receipt of gifts

If the gift might constitute a bribe or other inducement, you are required to give the gift to your line manager, who will return it to the donor with a suitable covering letter.

In other instances, where appropriate, Keele SU will require you to return the gift to the donor with a polite note explaining Keele SU policy.

In exceptional cases, for example, if Keele SU decides that the gift was made as a token of the donor's gratitude for a service carried out Keele SU may allow you to retain the gift.

On seasonal occasions you may receive a number of gifts, for example, chocolates, bottles of wine, and so on. Please notify your line manager who will decide on the appropriate course of action.

Promotional gifts that are of trivial value (for example, promotional pens) are exempt from this policy and need not be disclosed.

Giving gifts

Although it is not Union policy to offer gifts, Keele SU recognises that, on occasion, this may be appropriate, for example, in recognition of exceptional service.

If you wish to propose that Keele SU presents a gift, you should put a request in writing to your line manager/ member of the Leadership Team stating:

- who the gift is for
- why it should be given
- the nature of the gift
- the gift's approximate value

If you send gifts that have not been approved in accordance with this procedure, you will not be reimbursed for the cost of the gift. In addition, such action may be treated as a disciplinary offence, which will be dealt with under Keele SU Disciplinary Procedure.

END



Grievance Policy //

PRINCIPLE

This policy describes how people can raise any problems, concerns or complaints they have with their working environment or relationships. It highlights Keele SU's commitment to addressing and resolving them quickly and fairly.

POLICY

Introduction

There may be times when people wish to raise a concern or complaint about their working environment or relationships. The policy describes the process we will go through if this happens and the range of possible outcomes.

We will act promptly, consistently and fairly in these situations. Whenever possible, we will try to resolve matters informally in a way that builds mutual understanding, ensures the effective running of Keele SU and supports positive working relationships. If this isn't possible and agreement between people can't be reached or the concern is more serious, then the formal Grievance Procedure will be used.

This policy applies to all employees including staff and student staff and full time Officers (*as it relates to their employment status*). Where the Line manager is referred to, or matters are initiated by Keele SU Development & Democracy Officer, CEO or member of the Senior Leadership Team, this may involve external Trustees at the most appropriate level to support the resolution of the concerns raised.

We recognise that people have different working patterns. For some staff a working week may include weekend days, for example, or they may work fewer than 5 days. As a result, any time scales advised in the procedure are based on Keele SU non-closure days, rather than an individual's working pattern. For example, "within 7 days" means within 7 days including Saturday and Sunday, where Keele SU is not closed. It does not vary according to the particular days on which a member of staff would normally be working.

Issues appropriate for this procedure

The following are examples of the issues that might be addressed via the Grievance Procedure:

- Working relationships
- Health and safety issues or practices
- A change that Keele SU or your Line manager intends to make to working arrangements, systems or environment
- Broader organisational change
- Terms and conditions

There are circumstances where the Grievance Procedure isn't suitable and other policies apply.

These include:

- Complaints about elected officers.
- Allegations of discrimination, bullying and harassment. This should be addressed via the Dignity at Work Policy. This may in turn lead to action under the terms of the Disciplinary Policy.

- Situations where there is a clear case for investigation and action under the Disciplinary Policy, e.g. abuse of property or flouting of health and safety rules.
- Allegations of illegal, corrupt or dangerous conduct which are in the public interest and which should be raised via the Whistleblowing Policy.
- If you are dissatisfied with the outcome of a Disciplinary Meeting. This should be addressed via the relevant appeals process.

GRIEVANCE PROCEDURE

Informal approach

If possible, we encourage matters to be addressed informally and at the earliest opportunity. The intention here is to build mutual understanding between people and promote positive working relationships. You should speak to your Line manager in the first instance and explain your concern. Depending on the issue, it may be resolved quickly in this way. Other possible solutions include a facilitated meeting or mediation.

A facilitated meeting can be helpful for resolving disagreements between people or differences in style and approach (so called 'personality clashes'). It's an informal, confidential meeting between you and the person who is causing you concern. It will be run by a Line manager with the agreement of both people involved. The idea is to have a 'safe' space where the issues can be aired, and both sides can explain their views and feelings. The idea is not to apportion blame or to have a 'winner' and a 'loser', but to explore the situation and the difficulties in the relationship, find common ground and agree a constructive way of working together in the future.

More formal mediation may also be considered involving a suitable mediator from outside the organisation if necessary.

We do encourage those involved to maintain confidentiality around the details of the concerns especially whilst the matter is in the process of being resolved, only for the aim of managing an efficient process.

Formal approach

You may raise a grievance formally after you have tried to deal with things informally or if you feel the concern is so serious that an informal approach isn't sufficient. We encourage you to do this at the earliest opportunity so we can deal with the matter promptly.

Step 1: Written Grievance

You should write to your Line manager (or your Line manager's Manager, if the complaint concerns them) explaining the issue and the impact it has. If relevant, you should describe what has already happened to resolve the issue informally or why you don't believe this is possible. You should also clarify what you would like to happen and where possible, include any relevant facts, dates, and names of individuals involved so that we can investigate it fully. If the complaint is about the Chief Executive, you should write to the Chair of Trustees, who will address your concerns with an External Trustee.

An Officer raising a complaint regarding employment matters should do so to Keele SU Democracy & Development Officer who will be supported by a member of the Senior Leadership Team to facilitate the resolution of the concern.

Step 2: Meeting

You will be invited to a meeting by the person you have raised your complaint with to explain your concern and the outcome you wish to see. We will aim to do this as soon as practicably possible, usually within 7 days of receiving the written grievance. You have the right to have a companion to support you at this meeting. This may be a colleague or a Trade Union representative, but not an elected officer. It is good practice for you to let us know the name of your companion and whether they are a colleague or Trade Union representative. The companion may discuss things with you, present or sum up your position, but they may not answer questions on your behalf or prevent the meeting from progressing.

If necessary, the meeting will adjourn so that the issues can be investigated, or to seek advice. This will be as soon as possible but within 7 days of the meeting. When it reconvenes, the manager will let you know the decision or outcome.

If you or your companion are unable to make the meeting date you should propose an alternative date within 7 days of the original meeting date. However, because we have a duty to avoid undue delays, we may decide to advise you of the decision in writing instead of meeting if you fail to attend a rearranged meeting or if you are absent due to ill health and unable to attend a meeting in the near future.

Appeal

If you are unhappy with the outcome of the Grievance Meeting or procedure, or believe that new information needs to be considered, you may appeal in writing within 7 days of being told of the decision.

You will have the right to an Appeal Meeting. This will, where possible, be held by someone senior to the person who held the original meeting within 14 days. You have the right to bring a companion to the meeting to support you. The same conditions relating to the companion outlined above apply to the appeal meeting.

The appeal can result in the outcome being confirmed or changed in some way. We will inform you in writing of our final decision as soon as possible, usually within one week of the Appeal Meeting.

There is no further right of appeal once this decision is made.

Collective Grievances

There may be circumstances where a group of staff wish to raise a grievance - a so-called 'collective grievance'. In this case, the process works in exactly the same way as for individual grievances outlined above, covering the informal, formal and appeals processes. The difference is that one person goes through the process as the nominated, agreed representative of the group.

END



Health and Safety Policy//

Introduction

Keele University Students' Union (Keele SU) has both a moral and legal duty to ensure, so far as is reasonably practicable, the health, safety and welfare of staff, students and other non-employees (such as visitors and contractors) who may be affected by its activities and undertakings. The legal duty is imposed under the Health and Safety at Work Act 1974 (HSWA) and other associated statutory provisions. Where five or more persons are employed (as is the case at Keele SU) a written statement of the employer's policy, organisation and arrangements for health & safety must be produced and brought to the attention of all employees. This document constitutes the policy and statement of intent to ensure all relevant legislation is complied with. Any revision of this document must also be notified to employees.

Whilst Keele SU recognises and endorses the University's policy as operates from its campus and is a tenant in a University building, in the eyes of the Health & Safety at Work Act, it is a separate undertaking as it is a separate 'employer.' Therefore Keele SU has its own policy and statement.

Keele SU is working towards a high standard in health & safety and for all staff to have a sensible attitude towards good working practices.

General Statement of Policy on Health & Safety

Keele University Students' Union (Keele SU) as an employer, has a duty under the requirements of the Health & Safety at Work Act 1974, European Directives and other associated legislation, to protect the health and safety of all its employees and to provide suitable provisions for their welfare, whilst they are at work. It also has a responsibility under the same Act not to expose to risks to health & safety, other persons who, though not employed by Keele SU, can be affected by its undertakings and activities.

In order to fully comply with these requirements it is the policy of the Keele SU to:

1. So far as is reasonably practicable, ensure the health, safety and welfare of all its employees whilst at work.
2. To ensure, so far as is reasonably practicable, that any other persons who may be affected by Keele SU's undertakings and activities, such as students, visitors and the general public, are not exposed to risks to their health and safety;
3. Carry out its duty to perform suitable and sufficient assessments of the risks to health & safety to employees which they are exposed to whilst at work, and to persons not in the employment of Keele SU, but affected by its undertakings and activities;
4. Have clear and logical organisational and procedural arrangements in place to effectively carry out its duties;
5. Maintain, so far as is reasonably practicable, all equipment and provide both safe systems of work and a safe working environment for employees, students and others;
6. Maintain clear procedures for action to be taken in the event of fire and other emergencies;
7. Maintain suitable provision of first aid facilities, and procedures for action in the event of accidents, and for the reporting of injuries, diseases, dangerous occurrences and other incidents;
8. Refer employees expected to undertake work that requires statutory health or medical surveillance to an Occupational Health Service;
9. Provide such information, training, instruction and supervision to ensure, so far as is reasonably practicable, the health and safety of employees, students and others;
10. Implement and maintain procedures for consultation between employees, Trade Unions and Management on matters of health and safety;
11. Implement and maintain procedures for the effective monitoring, reviewing and auditing of this policy, the organisational arrangements and procedures in place to protect the health and safety of employees, students and others;
12. Encourage the development and maintenance of a positive attitude towards health and safety throughout Keele SU.

Organisation

The Board of Trustees

The employer carries the ultimate responsibility for health & safety. The board of trustees is delegated to ensure that a Safety Policy is prepared and implemented. The Board of Trustees consists of the Sabbatical Officers, External Trustees and Student Trustees, with the Keele SU Leadership Team in attendance.

The Operations Managers (Services and Commercial)

The Chief Executive Officer (CEO) is the most senior staff member, and has overall responsibility on behalf of the Board of Trustees for the health & safety of all employees, students and others using the premises.

In the majority of situations the Leadership Team will also be the final disciplinary contact if refusal to comply with (or implement) safety measures has not been dealt with satisfactorily by Departmental Managers.

The CEO, Chief Operating Officer (COO), Central Services & IT Manager and Deputy Central Services Manager attend varying levels of University Health & Safety meetings and working groups. These members of staff will consult on Keele SU's behalf on matters brought to their attention relevant to these meetings and report on matters arising from them to the Board of Trustees and other relevant personnel.

The Leadership Team will decide appropriate action on advice from the University Safety Advisor and other safety related personnel taking relevant matters to the Board of Trustees.

The COO is the initial disciplinary contact if refusal to comply with (or implement) safety measures has not been dealt with satisfactorily or has been unable to be resolved by Departmental Managers.

The Leadership Team is responsible for the organisation of appropriate training, and maintenance of associated records.

University Health & Safety support

Each area within the University has dedicated Health & Safety Manager. The Health & Safety Manager's main function is to advise the head of that area (Leadership Team for the purpose of Keele SU) on all matters relating to health & safety affecting that department. Within Keele SU, the Central Services & IT Manager advises on and maintains health and safety. Other duties of the Central Services & IT Manager include:

1. Being fully familiar with the University's health & safety policy and the department/area's health & safety policy.
2. Acting with the delegated authority of the Leadership Team in matters of urgency.
3. Liaising with the University Health & Safety Manager and other central advisers on health & safety matters.
4. Co-coordinating health & safety activities within Keele SU, ensuring compliance with relevant legislation and statutory duties as regards health and safety.
5. Keeping the Health & Safety Policy & Statement under review and advising the Leadership Team on any amendments.
6. Maintaining a health & safety library.
7. Keeping proper records of any accidents or dangerous occurrences under RIDDOR
8. Carrying out of legal duties under the Health & Safety at Work Act 1974 and other associated regulations.
9. Preparation and revision (as necessary) of procedures and practices to ensure:-
 - Safe systems of work for all staff
 - Hazard reporting by employees and non-employees alike
 - Reporting of routine problems by employees
 - Accident reporting
 - Maintenance of premises, equipment and Union vehicles to a safe condition
10. Establishing and maintaining a system of internal audits and inspections, reporting issues to relevant departmental managers and where necessary, the Leadership Team.
11. Providing appropriate advice to the Leadership Team, Departmental Managers and other relevant persons on health & safety matters.

The Licensees

The Designated Premises Supervisor (DPS) is responsible for ensuring that the conditions of the premises license are met.

Departmental Line Managers

All departmental line managers have a line management have the following responsibilities:

1. To ensure that the policies, procedures and arrangements contained within this document are implemented within the department under their control.
2. To ensure that there are adequate arrangements for receiving and disseminating health & safety information to staff and that all, (especially new) staff, are given appropriate instruction, information and training, including provision of Guidance Notes and Safe Working Practice notes where appropriate.
3. To make staff aware of established safety procedures and take appropriate disciplinary action against individuals who persistently disregard safety rules and put themselves and/or others at risk.
4. To carry out risk assessments on their respective departments, ensuring that any significant risks to health & safety are removed or reduced to as low as is reasonably practicable.
5. To ensure that any accidents or dangerous occurrences are reported to the Central Services & IT Manager or Leadership Team.
6. They will act as Risk Co-ordinators for their department: The functions include:
 - a. To assist the Central Services & IT Manager has suitable and sufficient assessments of the risks to the health and safety of the staff, students and visitors.
 - b. To carry out risk assessments as and when they are necessary.
 - c. To identify when new assessments of the risks are required.
 - d. To keep records of departmental risk assessments.
 - e. To make a contribution to the health, safety & welfare of all employees of Keele SU.
 - f. To ensure the accurate and efficient reporting of accidents or dangerous occurrences in the workplace.
 - g. To assist the Central Services & IT Manager and/or Leadership Team in the investigation of incidents or dangerous occurrences.

Duty Managers/Supervisors

Duty Managers/Supervisors are responsible for ensuring that their staff work safely and, as far as is reasonably practicable, without risks to health. In particular, these persons are responsible for ensuring that their staff:

1. Are provided with the necessary instruction, information and training to enable safe working to be carried out.
2. Know and comply with the correct procedures for fire or other emergencies, first aid, and the reporting of accidents and hazards.
3. Know and comply with the correct procedures for use and storage of potentially hazardous materials or equipment which have been identified as requiring special precautions e.g. flammable/toxic liquids, dangerous equipment or machinery etc.
4. Are provided with adequate supervision, where appropriate, to enable the work to be carried out safely.
5. Use the appropriate protective equipment, clothing and materials.

Employees

Whilst the overall responsibility rests at the highest management level, all employees at every level have to accept degrees of responsibility for carrying out the Policy.

It is the legal duty (under section 7 of HSWA) of all employees whilst at work to:

1. Take reasonable care for the health & safety of themselves and other persons who may be affected by the way in which they carry out their work or activities.
2. Co-operate with supervisory or senior staff to enable the organisation to carry out their statutory health & safety duties.

3. Report to their supervisor or member of senior staff any situation, working practice or procedure which they know or feel is potentially hazardous, or that which has been reported to them as such.
4. Report accidents or dangerous incidents/occurrences to the appropriate supervisor or senior member of staff and the Central Services & IT Manager (or via KeeleSU Duty Manager).
5. Use, and not misuse protective clothing, equipment or materials provided in the interest of health & safety (including firefighting and detection equipment).
6. Comply with health & safety instructions, both verbal and written, which are issued to them.

Contractors

Both Keele SU and contractors have a responsibility to each other to ensure that whilst the contractor is on Keele SU premises neither parties' activities expose themselves or others to risks to health & safety. Therefore there must be co-operation between both parties to provide suitable information and instruction to enable assessment of any risks. Contractors (or sub-contractors) must be made aware of and adhere to Keele SU's (and the University's) safety rules for contractors at all times.

Clubs & Societies

The Activities and AU Departments have responsibility for ensuring that Clubs & Societies are properly risk assessed and insured. Clubs & societies themselves also have a responsibility to report any and all activities including relevant risk assessments to the Activities Department so that proper consideration of risk can be given. Any activity which is deemed to be unusual or high risk should be discussed with Endsleigh Insurance by the Activities and/or AU Departments.

Safety Representatives

Under the Safety Representatives and Safety Committees Regulation 1977, the recognised Trade Union in Keele SU has appointed a 'Safety Representative' (Central Services & IT Manager) to represent their members on Health & Safety Matters. The function, (within their discretion) of the Safety Representative is:

1. To assist in, or carry out their own investigations of accidents and hazards.
2. To investigate complaints by members.
3. To discuss health & safety matters with management as part of the joint consultation procedure.
4. To carry out inspections of the workplace.
5. To receive information from the Inspectors of the HSE.
6. To attend meetings of the union Health & Safety Committee as appropriate.

Workplace Health & Safety Committee

Keele SU Health & Safety Committee sits three times per year. The committee comprises of the CEO, COO, Deputy CEO, a representative Sabbatical Officer, Central Services & IT Manager, and other relevant departmental managers.

To consider, scrutinise, review, approve or otherwise have oversight of;

- Health and safety statement
- Health and safety legislation
- Health and safety policy and practice
- Incident & Accident review and learning
- Major incident review and reporting
- Staff and volunteer training needs

Persons with Purchasing Responsibility

All staff with purchasing responsibilities have a duty to ensure any work equipment, (machinery, appliance, apparatus or tool etc.) bought by them on behalf of Keele SU, complies with relevant British and European standards and legislation (such as the Provision & Use of Work Equipment Regulations 1998). Any items purchased classed as Portable Appliances must be reported to the Central Services & IT Manager so that these items can be recorded and tested accordingly.

Senior Fire Steward and Fire Stewards

These are nominated and trained persons with responsibility for taking decisions during a fire emergency, e.g. ensuring controlled evacuation, assembly at external meeting points and prevention of

re-entry into the evacuated building until the Fire Brigade state that it is safe to do so. The duty manager acts as senior fire steward.

Please refer to section 5 of Keele SU health and safety manual – Keele SU Fire Safety Policy.

First Aid Services

It is the responsibility of the Central Services & IT Manager, to ensure that:

1. Keele SU has an adequate number of personnel that are trained in the provision of first aid in order we at least meet the requirements of the Health & Safety (First Aid) Regulations 1981.
2. Keele SU has adequate first aid cover for differing periods and events.
3. Keele SU has adequate first aid supplies, and that all first aid boxes and facilities are maintained to an acceptable level.
4. Ensure the testing at regular intervals of first aid equipment.
5. Manage the accident books and accident statistics

First Aiders

These are trained persons who have one main responsibility, which is to provide first aid treatment to employees, students and others using Keele SU building. They act upon the instruction of the Central Services and IT Department.

Induction Policy //

PRINCIPLE

Keele SU recognises that having a strong and committed staff team is fundamental to our success as a Union. We want new staff to feel welcome and valued when they join us, and we aim to support them becoming settled and effective in their new role as quickly as possible.

This policy explains our approach for the induction of new staff. We intend that there should be a consistent approach to staff induction across Keele SU, based on best practice, and which provides a great experience for all new starters.

POLICY

Context

It's important that newly recruited staff have a positive experience of joining Keele SU, and they feel comfortable and supported as they begin their work with us. Joining a new organisation should be one of the most exciting, motivating and interesting times in a person's career. However, it may also be challenging because of the need to understand a new culture, meet new people, find out how things work and accept new goals. A good induction process can smooth the path, making the new starter feel welcome and supported, and able to make their best contribution as soon as possible. Because of this, we place great importance on providing a thorough and consistent induction for all new starters.

We have produced an induction checklist which line managers will use to ensure a uniform approach. This is to ensure that both the principles and the practicalities of induction are covered.

We will do what we can to help people during induction, but we also expect new staff to be proactive in their own right by making full use of the information and support given. You should feel comfortable and confident in asking questions, building relationships and exploring things for yourself.

Appointment and Pre-Arrival

Induction begins before the person starts work with us - it starts as soon as they're appointed and during the run up to their first day. This period is valuable in helping them to understand more about the organisation, their new role and our working culture. It also helps to make their personal transition easier and more comfortable.

In the time between the confirmation of your job offer and your first day in your new role, you can expect the following to happen:

- A welcome letter from us and a pre-arrival pack containing Union information, documentation for completion and all of your contractual documentation and guidance. You should feel free to ask whatever questions you have during this time.
- Your line manager or HR will contact you a week before you start to check all's well and to make arrangements to meet you on the first day.
- Your line manager or HR will tell your colleagues about your arrival and identify a buddy who will normally be from outside your team.

New Starters

When you arrive on your first day, your line manager will be there to welcome you and to introduce you to your colleagues. Some of your colleagues will have lunch with you that day. You will also meet your buddy, who will give you an informal tour of the buildings. Your buddy will be around to support and guide you throughout the first week and thereafter however long you need that relationship to last for.

During the first few weeks, the following will take place:

- e You will receive an Induction Pack containing key information such as our policies
- A 1-2-1 meeting with your line manager to discuss departmental objectives and Keele SU's behavioural framework
- 1-2-1 meetings with the members of your team to help you get to know them and their job roles
- A session with the CEO who will give you an overview of Keele SU strategy, mission, values and vision.

These activities are intended to provide you with the opportunity to understand more about your role and how it fits into Keele SU, to build some important relationships and to begin your journey with us.

Your line manager has a checklist of induction activities and will make sure they have taken place. You should also feel free to ask for any support you think you need and any questions you'd like answered – these will be welcomed.

Early Months and Probationary Period

You will have a specified probationary period when you join us, and we intend to support you in achieving this successfully. We will use regular 1-2-1 check ins with your line manager to set some early objectives for you and you will also have an end of probation performance review with your line manager to develop more personalised objectives and behaviours around your role. These will be carried forward into the standard Staff Review and Development (SRD) scheme that all permanent staff participate in.

If there are any issues during the probationary period, your line manager will discuss them with you and, together, you will agree what needs to happen to address them.

Line managers should use the new starter review process for this time and should seek guidance from the HR Support Manager or SLT if there are any issues requiring support.

Job Change/Returners

We expect and welcome staff to apply for different roles whilst at Keele SU. We appreciate that there are no set career patterns and people will probably move to many different roles during their working lives. These include promotions, moves to roles at a similar level or at a more junior level. People may also wish to explore secondment or volunteering opportunities elsewhere for a period of time. All of these role changes require effective induction to help you make the transition effectively. Whenever you get a new role at Keele SU, or you return from a secondment or period working elsewhere/for the University, we will support you with an induction plan based on the principles outlined above.

END

Maternity Policy //

PRINCIPLE

This policy aims to promote a consistent and supportive approach to maternity. It sets out the entitlements and provisions for pregnant women, in compliance with legal requirements, and to protect the health and well-being of the mother and child.

The policy is part of our strong commitment to creating a supportive and inclusive workplace for all. We want to enable everyone to contribute fully and develop professionally at work, whilst also managing their wider family needs and responsibilities effectively.

POLICY

The policy outlines the statutory rights and responsibilities of staff that are pregnant or have recently given birth. It describes how we will manage the period of Maternity Leave and pay with you and sets out the arrangements for ante-natal care, pregnancy-related sickness and health and safety. It also covers requests for time off to accompany your partner at ante-natal appointments. This policy also covers associated issues such as holidays. Entitlements and procedures that apply to Shared Parental Leave are contained in a separate Union policy. If you are pregnant, you have the right to take reasonable time off work, with pay, during your working hours to receive antenatal care, regardless of your length of service.

Keele SU requires you to give reasonable notice when making a request to take time off for scheduled antenatal appointments. Prior to time off being authorised, you will also be required to provide a copy of your appointment card and/or medical certificate confirming your pregnancy, with the exception of your first appointment.

There are a number of terms which are used throughout this policy. These are the terms used in UK legislation and across all organisations in relation to maternity policy.

OML	Ordinary Maternity Leave (26 weeks)
AML	Additional Maternity Leave (26 weeks)
SML	Statutory Maternity Leave (52 weeks in total, consisting of OML plus AML)
EWC	Expected week of childbirth
The 'Qualifying Week'	the 15th week before the
EWC SMP	Statutory Maternity Pay
OMP	Occupational Maternity Pay

KEY POINTS

- We're committed to supporting you during your pregnancy, whilst on Maternity Leave and on your return to work. Some of the regulations and procedures around Maternity Leave and pay can be quite complicated, and we recognise that you will need time to think about them and to understand their implications. Your line manager and University HR will help to clarify these issues with you, provide you with the necessary forms and paperwork, and will try to make the process as smooth and positive as possible.
- All pregnant employees are entitled to up to 52 weeks' Maternity Leave (SML), which is divided into 26 weeks of OML immediately followed by up to 26 weeks of AML. By law, you must take a minimum of two weeks Maternity Leave immediately after the birth of your child - this is included in the 26 weeks of OML allowed. The Maternity Leave period must be continuous and unbroken.
- The amount of Maternity Pay depends on the amount of time you've been employed at Keele SU. The minimum is 39 weeks SMP for eligible staff

- e You have the right to return to the same job and the same terms and conditions after OML. If this is not reasonably practical following AML, you are entitled to return to a suitable job with similar terms and conditions.
- During Maternity Leave all contractual rights, except pay, will continue as if you were still at work. This includes employment benefits, annual leave entitlement and pension. Your period of continuous employment is not affected by being on Maternity Leave.
- You are protected in law against any detriment, disadvantage, unfair treatment or dismissal arising from your pregnancy or Maternity Leave.
- If your partner is expecting a child, you have the right to request paid time off work to accompany her in to up to 2 ante-natal appointments.

Notification of your Pregnancy and Maternity Leave

Please tell us as soon as possible that you are pregnant. This is important as we need to know if there any health and safety implications for your work. We also want to support you, and to plan for the time when you'll be on Maternity Leave.

You are asked to tell us in writing of your pregnancy and the date you intend to go on Maternity Leave. This must happen before the Qualifying Week. You must provide a certificate from your doctor or midwife confirming your EWC – this is usually a MAT B1 form. You should provide this to us as soon as it has been issued to you.

You can start your Maternity Leave at any time after the 11th week before the EWC.

You may change the date you intend to go on Maternity Leave. If you want to do this, tell us in writing with at least 28 days' notice of the new date.

Within 28 days of receiving your written notice about when you want to start your Maternity Leave, we will write to you confirming the expected date of your return from Maternity Leave.

If the date you start Maternity Leave changes (either because you gave us written notice to change it, or because your Maternity Leave started early due to illness or premature childbirth) we will write to you again within 28 days of the start of Maternity Leave with a revised return date.

Health and Safety

We are committed to ensuring the health, safety and welfare of all employees and this includes pregnant women, those who've given birth in the last six months and those still breastfeeding. As part of our duty of care to you, your manager will carry out a risk assessment when you tell us about your pregnancy. A second risk assessment maybe carried out after your Maternity Leave, as part of your return to work meeting.

We will talk to you about any risks that have been identified as part of these assessments. If we feel that you would be exposed to health hazards in carrying out your normal work, we will take any preventative steps required to avoid you facing those risks. If necessary, this may include temporarily changing your working conditions or hours or offering you appropriate alternative work on similar terms and conditions.

If, for some specific reason, we are unable to offer you suitable alternative work, we may need to suspend you from work. This decision would only be taken after full discussion with you, your line manager, SLT and University HR. Suspension would be on full pay, unless you have unreasonably refused our offer of alternative work.

Ante-natal Appointments/Classes

You may take reasonable paid time off during working hours for ante-natal care such as with a doctor, midwife or health visitor whilst you are pregnant. Please give your manager as much notice as possible about these appointments. We may ask for a certificate of pregnancy or proof of appointment.

Sickness

All sickness absence before starting Maternity Leave will be administered under the normal sickness absence procedure.

If you are absent from work due to a pregnancy-related illness after the start of the 4th week before EWC, you may automatically be transferred onto Maternity Leave.

If you are unable to return to work at the end of the Maternity Leave period due to sickness, this will be administered under the normal Sickness Absence Procedure. Similarly, any sickness including pregnancy-related, occurring after you return to work will be treated in the same way.

Contractual Rights during Maternity Leave

Whilst you are on Maternity Leave all your contractual rights, except pay, will continue as if you were still at work. When you return to work following Maternity Leave, you will be considered to have been continuously employed for the purposes of seniority, pension, redundancy and other similar rights.

- Pension rights and contributions will be dealt with in line with the rules of the Scheme.
- See the policy on eligibility for a pay award.
- Annual leave entitlement, as set out in your contract, accrues during Maternity Leave.
- However, any Public or Keele SU-declared holidays falling during the period of Maternity

Leave will not be added as additional days of leave.

If it happens that your post is affected by a redundancy situation during your Maternity Leave, we will write to inform you of any proposals and invite you to a meeting before any final decision is reached about your continued employment. Employees on Maternity, Paternity and Adoption leave will be given first refusal on any suitable alternative vacancies that are appropriate to their skills. The Maternity Leave, Adoption Leave and Shared Parental Leave (Amendment) Regulations 2024 from 6 April 2024 extend redundancy protection to apply during pregnancy and for a period of 18 months after birth or placement of a child for those taking maternity, adoption or shared parental leave.

Keeping in Touch (KIT)

The regulations enable us to keep in reasonable contact with each other over the duration of your Maternity Leave, and this can be done through so-called KIT days. These are typically to cover a range of issues such as joining training courses or meetings, keeping you informed of important developments at work or discussing plans for your return after Maternity Leave. It is not intended that KIT days are used to continue your work during Maternity Leave. Note that a KIT 'day' can be anything from a 1-hour meeting to a 'full' day.

KIT days are by mutual agreement – we will agree between us if and when they will take place, what they will be used for, what work is to be done. You will be paid up to your normal wages for the hours worked and pay will be arranged by your line manager. Note that we cannot require you to come into work for a KIT day, and neither are you entitled to KIT days. However, we will encourage and support KIT days where possible, as a way of keeping you involved in what's happening at the workplace, showing our support for you and for smoothing the path of your return to work.

You may do up to 10 days' work (KIT days) under your contract of employment, without breaking the period of Maternity Leave or affecting your entitlement to Maternity Pay.

These can be at any time during your Maternity Leave, apart from the 2 week period immediately after childbirth. The deduction will be in whole days only, irrespective of the hours worked.

Returning to Work

We will look forward to your return to work on the agreed date unless you tell us otherwise. To help us prepare for that, we ask that you confirm that you will be returning to work as expected.

If you wish to return to work before this date, you must tell us in writing giving at least 8 weeks' notice of the date you would like to return. If you don't give us enough notice of your wish to return earlier, we may need to postpone your return date until 8 weeks after you contact us, or the expected return date if this is sooner.

If you wish to return to work later than this date, you must contact us in writing to either request unpaid Parental Leave or to request paid annual leave in line with your contract of employment. Note that 21 days' notice must be given for a request for unpaid parental leave. Paid annual leave would be at our discretion.

If you decide not to return to work after Maternity Leave, you must give us notice in line with the resignation period in your contract of employment. Please note that the amount of Maternity Leave you have left must be at least equal to your contractual notice period, or we may require you to work the difference. This can be dealt with on a case by case basis.

You may be considering returning to work part-time. We will consider requests to change working patterns (such as working part-time) after Maternity Leave on a case-by-case basis. It is helpful if requests are made as early as possible to help us review and plan. We will always try to accommodate your wishes, but there is no absolute right to insist on working part-time. You do have a statutory right to ask for flexible working, but we may need to refuse if there is a justifiable reason based on the needs of Keele SU. The procedure for dealing with such requests is set out in our Flexible Working Policy.

Your Rights on Return to Work

You will normally return to work into the same position as before you went on Maternity Leave. As mentioned above, your terms of employment will be the same as they were before you left.

If you have taken AML or more than 4 weeks Parental Leave, and it's not feasible for us to enable you to return to the same position, we may give you another suitable role with conditions which are not less favourable.

Maternity Pay

Provisions for Maternity Pay differ according to how long you've been employed at Keele SU.

Employees with 26 weeks continuous service in the Qualifying Week

If you have at least 26 weeks continuous service in the Qualifying Week, you will qualify for up to 39 weeks Statutory Maternity Pay (SMP).

SMP is calculated as follows:

- First 6 weeks – the Earnings-Related Rate which is calculated at 90% of your average weekly earnings
- Remaining 33 weeks – the Prescribed Rate which is set by the Government for the relevant tax year, or the Earnings-Related Rate if this is lower

This is conditional upon your average earnings being at or above the lower earnings limit set by the Government. If you don't qualify for SMP, you may be entitled to be paid Maternity Allowance via the Benefits Agency.

Please contact the University HR Support Manager for details of SMP and earnings limits.

Employees with at least 1 year of service in the Qualifying Week

If you have at least 1 year of service in the Qualifying Week, you will be eligible to receive enhanced Maternity Pay which is set out below:

- Weeks 1-18: Normal pay
- Weeks 19-39: SMP (if entitled)
- Weeks 40-52: No pay

In order to receive enhanced Maternity Pay, you must confirm in writing your intention to return to work following the Maternity Leave period. You will be requested to sign the appropriate form for this purpose. If you don't sign this form, you may receive SMP only.

Keele SU reserves the right to reclaim all or part of the non-statutory element of Maternity Pay if you fail to return to work after Maternity Leave and continue in employment for at least 3 months, but whether Keele SU exercises this right can be dealt with on a case by case basis.

If you choose to withhold the enhanced entitlement the whole amount will be paid upon completion of you physically returning to work and completing at least 3 months service.

Time Off to Accompany Your Partner at Ante-natal Appointments

We appreciate that fathers want the opportunity to be a part of the pregnancy as much as they can. Attending antenatal appointments to support your partner, to find out what is happening with the baby and to support your own transition to welcoming the child is something we will support you with.

To encourage parental support during pregnancy and to complement the time off mothers have to attend antenatal appointments, all employees who are the expectant father of the child or partner, civil partner (including same sex), spouse of the mother will have the right to paid time off work to accompany her to routine appointments which are connected with the pregnancy and ante-natal appointments.

The conditions are:

- The right to time off applies to whether the child is conceived naturally, by donor insemination and by the intended parents in a surrogacy situation.
- To attend up to 2 ante-natal appointments (or routine appointments connected with the pregnancy).
- Time off for each appointment is for a maximum of six hours and 30 minutes of working time, defined as when you would be required to work. The time for the appointment includes travel time, waiting time and attending the appointment.
- In cases where the father is expecting children with different women, the entitlement is based on each pregnancy. Whilst this may not be a frequent occurrence, we want to support the best interests of the children concerned.

How to Request Attendance at an Ante-natal Appointment

We want to support you taking time off and to help make the process easy for you. Please complete the 'Staff Absence Request Form' under 'Other Paid Absence' – in doing this you are declaring you meet the criteria as set out in this procedure for taking the time off.

Your line manager may like to have a further discussion with you about when you would like to take the time off. This would typically be for work reasons. We will not unreasonably refuse a request for time off and we would always seek to achieve a mutually agreeable outcome to support you.

Other Circumstances

If the baby dies

If your baby dies during the SMP pay period, maternity pay and leave will continue as normal.

Stillbirth

A stillbirth is when a baby is stillborn after the 24th week of pregnancy.

If your child is stillborn 24 weeks or more into the pregnancy, maternity pay and leave will continue as normal.

You should provide evidence of the stillbirth e.g. a stillbirth certificate issued by the registrar or certificate/ notification for the registration of a stillbirth issued by the attending midwife/doctor.

If your baby is born alive but survives only for an instant, it is a live birth whenever it is born, and your maternity pay and leave will continue as normal.

Neonatal Care

From April 2025 under the Neonatal Care (Leave & Pay) Act 2023, parents of babies admitted to hospital before 28 days old and for at least one week will get a maximum of 12 weeks leave, paid at the statutory rate, in addition to maternity/paternity leave.

Miscarriage

If the miscarriage occurs any time up to 24 weeks of pregnancy, there will be no entitlement to statutory maternity leave or pay. Keele SU's sickness absence procedure will be used in this circumstance.

END

Menstruation and Menopause Policy//

Definitions

Menstruation The menstrual cycle is governed by natural changes which usually result in monthly bleeding. This process typically happens in a 28-day cycle; however, there are significant individual variations.

Perimenopause is the time leading up to the menopause when a woman may experience changes, such as irregular periods and / or other menopausal symptoms. This can be years before the menopause.

Menopause is when periods stop due to lower hormone levels. It usually happens between the ages of 45 and 55, although it can sometimes happen earlier. Menopause can have a big impact on women's life and work for a number of years.

Post menopause is the time after the menopause has occurred, starting when a woman has not had a period for twelve consecutive months.

Each woman will be affected in different ways and to different degrees over different periods of time, and menopausal symptoms can often indirectly affect their partners, families, and colleagues as well.

Some studies suggest that Black women may have more prevalent and severe symptoms,

Disabled women and those with pre-existing health conditions, may find that the menopause can aggravate their existing impairments and health conditions or even trigger new ones.

Menopausal symptoms can in turn be made worse by the disabled women's impairment or health condition.

Some trans men may experience natural menopausal symptoms.

Some trans women may experience pseudo-menopausal symptoms related to their hormone therapy treatment.

Some non-binary people may experience menopausal symptoms.

Introduction

The purpose of this policy is to assist with creating an open and supportive menstruation/menopause friendly workplace where managers and those experiencing menstruation/menopause feel comfortable discussing any issues associated with this, and to ensure the necessary help is known about and offered to those affected.

This policy applies to everyone in our organisation including employees, workers, contractors, volunteers, apprentices and interns.

Effects of menopause

Physical symptoms of the menopause can include the following:

- Hot flushes – a very common symptom that can start in the face, neck or chest, before spreading upwards and downward, may include sweating, the skin becoming red and patchy, and a quicker or stronger heart rate.
- Heavy and painful periods and clots, leaving those affected exhausted, as well as practically needing to change sanitary wear more frequently. Some affected may become anaemic.
- Night sweats, restless leg syndrome and sleep disturbance.
- Low mood, irritability, increased anxiety, panic attacks, fatigue, poor concentration, loss of confidence and memory problems.
- Urinary problems – more frequent urinary incontinence and urinary tract infections such as cystitis. It is common to have an urgent need to pass urine or a need to pass it more often than normal.
- Irritated skin – including dry and itchy skin or formication, and dry eyes. Also, vaginal symptoms of dryness, itching and discomfort.
- Joint and muscle aches and stiffness.

Policies and Procedures //

- Weight gain.
- Headaches and migraines.
- Menopausal hair loss.
- Osteoporosis – the strength and density of bones are affected by the loss of oestrogen, increasing the risk of the bone-thinning disease osteoporosis.
- Side effects from hormone replacement therapy (HRT), a form of treatment for menopausal symptoms for some people.

Effects of menstruation

- Blood loss
- Cramps / pain
- Mood changes
- Fatigue
- Digestive changes
- Poor sleep
- Breast pain and/or swelling

Communication

We aim to normalise conversations about menstruation/menopause in the workplace and remove any stigma. Menstruation/menopause should not be a taboo subject. We encourage employees to have discussions about the menstruation/menopause and be supportive of each other.

It is important that, as an employee, you prioritise your personal health and wellbeing. If you are struggling with any aspect of your role because of symptoms associated with menstruation or menopause, you should tell your manager, who will treat the matter with complete confidence. So that we can give you the best support possible we encourage you to be open and honest in these conversations.

Alternatively, your manager may talk to you if they notice a change in your behaviour or performance.

We understand that you may feel uncomfortable discussing personal information with your manager. If this is the case, we encourage you to talk to another senior member of staff a member of the Leadership team, HR or [Occupational Health](#) or you can contact [Health Assured Employee Assistance Programme \(EAP\)](#)

During any discussions, your manager will consider your individual situation and evaluate if any adjustments can be made. Your individual needs will be addressed sensitively, and confidentiality will be maintained.

Managers will also arrange follow up sessions to review the effectiveness of any adjustments put in place.

Making adjustments to your role

To help you in your daily duties, your manager will explore making adjustments to your role or working environment with the aim of reducing the effect that the menopause is having on you. We acknowledge that the menopause affects each individual in different ways so no adjustment will be made without fully discussing it with you first. We may also carry out a wellbeing assessment to identify potential issues.

Examples of adjustments include:

- changing your working location so you are closer to toilet facilities, away from hot and cold spots around the office or to ensure greater access to natural light
- allowing changes to our normal rules on work wear / flexibility over uniform and dress codes should they exacerbate symptoms
- implementing further temperature control, such as access to a fan
- assessing how work is allocated and whether you are affected at particular points of the day
- providing a quiet place to work or relax
- allowing additional rest breaks
- providing sanitary products in toilet and shower facilities
- changing start and finish times

- considering flexible working hours or allowing you to work from home
- Greater access to chilled drinking water

This is not a definitive list of adjustments, working with the Menstruation/Menopause Working Group and Union reps Keele SU will consider additional suggestions put forward by members of staff.

Once the adjustments are agreed, they will be reviewed on an ongoing basis to ensure they are having the required effect.

We are legally obliged by the Equality Act 2010 to make reasonable adjustments to an employee's role or working conditions if they have a disability that places them at a disadvantage when performing their role and we will ensure compliance with our obligations in this regard.

You may also be entitled to make a flexible working request. Please read our flexible working policy if you would like more details.

If you are unwell due to menstruation/menopausal symptoms

You are not expected to come to work if you are unwell because of menstruation/menopausal symptoms. If you are unwell, you should tell your line manager and follow our usual sickness reporting procedure.

Training

We provide training to all our staff on menstruation/menopause and how they can ask for help or support their colleagues.

We ensure that all levels of management are trained on the effects of menstruation/menopause, how to hold discussions with employees who are experiencing menstruation/menopause and adjustments that can be made to an employee's role to remove or lessen any effects the employee is experiencing.

Responsibility of Managers

Managers should ensure that all employees are aware of this policy and understand their own and the employers' responsibilities. Training on women's health issues including the menopause will be provided to all managers.

Managers (with the support of HR where requested) should encourage employees to discuss the impact of their menstrual symptoms on their work-life and encourage them to access the support and adjustments offered. They should promote a positive attitude to discussions around women's health issues.

Managers should be ready and willing to have open discussions about menstruation/ menopause, appreciating the personal nature of the conversation, and treat the discussion sensitively, confidentially and professionally.

Managers will consider all request for support and adjustments sympathetically and will not discriminate against those employees who are experiencing menstruation/ menopause and put in place the required support or adjustments in a timely manner. All employees must be treated fairly and consistently. Employees need to be confident that they will not be treated less favourably if they take up any support available to employees experiencing the menopause.

Responsibilities of employees

All staff should take personal responsibility for looking after their health.

Employees are encouraged to inform their manager (or an alternative contact, should they not feel comfortable speaking to their manager) if they are experiencing menopausal symptoms that may impact on their work and need any support, so that they can continue to be effective in their jobs.

Employees experiencing menstruation issues and/or the menopause are encouraged to seek support through

their GP, the employee assistance programme and other external organisations (see below) and are encouraged to join the Menstruation/Menopause Working Group.

All staff have a responsibility to contribute to a respectful and productive working environment, be willing to help and support their colleagues and understand any necessary adjustments their colleagues are receiving as a result of menstruation/menopausal symptoms,

Employees should report any instances of harassment, victimisation or discrimination experienced because of issues related to the menopause.

If an employee is found to have harassed, victimised or discriminated against another employee in relation to menstruation/the menopause, then they will be seen as having committed a disciplinary offence.

If you feel that you have been mistreated in any way by a colleague because of matters related to menstruation or the menopause, please tell your line manager, HR Support Manager or a member of the Leadership team.

Other support

Our employees have access to a confidential counselling telephone service who can provide advice and guidance for employees who would like support during the menopause. More details can be found about the Wisdom Employee Assistance Programme (EAP) within the Staff Handbook.

Other internal sources of help for those experiencing menopause include the University [‘Menopause: The Conversation Continues’](#) initiative.

Other external sources of help for those experiencing menstruation or menopause include:

[Menopause Matters](#)

[Menopause Cafe](#) [NHS Menopause](#)

[Women’s Health Concern](#)

[Manage my menopause](#)

[Menopause and Me](#) [Endometriosis UK](#)

[NHS Hormone Replacement Therapy Prescription Prepayment Certificate \(HRT PPC\)](#)

If you pay for NHS prescribed HRT medicine 3 or more times in 12 months, an HRT PPC could save you money.

Paternity Policy //

PRINCIPLE

This policy explains the entitlement and approach to Paternity Leave and Pay. The policy is part of Keele SU's strong commitment to creating a supportive and inclusive workplace for all. We want to enable everyone to contribute fully and develop professionally at work, whilst also managing their wider family needs and responsibilities effectively.

POLICY

The policy outlines the statutory rights and responsibilities of employees whose partners are pregnant, have recently given birth or have adopted a child. It describes how we will manage the period of Paternity Leave and pay and sets out the arrangements for requesting these.

There are a number of terms which are used in this policy. These are the terms used in UK legislation and across all organisations in relation to maternity and paternity policy.

EWC	Expected week of childbirth
The 'Qualifying Week'	the 15th week before the
EWC SPP	Statutory paternity pay

For the purpose of this policy 'Partner' is defined as someone who lives with the mother of the baby (or adopter) in an enduring family relationship but is not an immediate relative such as a grandparent or sibling.

Eligibility for Paternity Leave

Paternity Leave is available employees who are one of the following:

- Employees whose partner gives birth
- The partner of an individual who adopts, or the member of a couple adopting jointly who hasn't chosen to take adoption leave

To qualify for Paternity Leave, an employee must:

- Have or expect to have responsibility for the child's upbringing.
- In the case where the partner or spouse is giving birth, they must be the biological father of the child or the mother's spouse or partner (either gender).
- In the case of adoption, they must be the adopter's spouse or partner (regardless of the gender of either of the couple).
- Have worked continuously for Keele SU for 26 weeks ending with the Qualifying Week or the week in which the adopter is notified of being matched with a child.

Timing and Length of Paternity Leave

Paternity Leave consists of 1 or 2 consecutive weeks' leave. Leave can be taken as either two separate weeks, one single week or two consecutive weeks together. This will apply to children whose expected week of childbirth is after 6 April 2024, and children whose expected date of placement for adoption, or expected date of entry into Great Britain for adoption, is on or after that date.

Please tell us as soon as possible when you wish to take this leave. You can choose to start your leave:

- From the actual date of the child's birth or date of placement of the adopted child
- A chosen number of days or weeks after the actual date of the child's birth or date of placement
- From a chosen date later than the first day of the EWC, or the expected date of placement

Paternity Leave cannot start before the birth and must be taken within the first 52 weeks after the actual date of the child's birth (or placement) or within 52 weeks of the EWC if the child is born earlier than expected.

Notification of Paternity Leave

You are required to notify us of your intention to take Paternity Leave by the 15th week before the EWC or within 7 days of the adopter being notified by their adoption agency that they have been matched with a child for adoption. You should do this by completing the Paternity Leave Request Form

At the same time, you will also need to tell us:

- e The week the baby is due or when the child is expected to be placed
- Whether you wish to take one or two weeks' leave
- When you would like your Paternity Leave to start.

You may change your mind about the date you wish the leave to start by writing to Keele SU giving at least 28 days' notice of the new date.

Notification should be supported by a completed self-certificate.

Contractual Rights during Paternity Leave

Whilst you are on Paternity Leave, all your contractual rights, except pay, will continue as if you were still at work. When you return to work following Paternity Leave, you will be considered to have been continuously employed for the purposes of seniority, pension, redundancy and other similar rights.

- Pension rights and contributions will be dealt with in line with the rules of the scheme.
- You will be entitled to receive any normal annual increment on your pay scale due to you, in accordance with your contract of employment, and at the normal incremental date.
- Annual leave entitlement, as set out in your contract, accrues during Paternity Leave.
- e However, any Public or Keele SU-declared holidays falling during the period of Paternity.

Leave will not be added as additional days of leave.

If it happens that your post is affected by a redundancy situation during your Paternity Leave, we will write to inform you of any proposals and invite you to a meeting before any final decision is reached about your continued employment. Employees on Maternity, Paternity and Adoption leave will be given first refusal on any suitable alternative vacancies that are appropriate to their skills. The Maternity Leave, Adoption Leave and Shared Parental Leave (Amendment) Regulations 2024 from 6 April 2024 extend redundancy protection to apply during pregnancy and for a period of 18 months after birth or placement of a child for those taking maternity, adoption or shared parental leave.

Statutory Paternity Pay

If you are eligible to take Paternity Leave you will be entitled the following:

- 1 week paid at your basic salary
- e An additional 1 week paid at your basic salary

Occupational Paternity Pay

If you are eligible for Statutory Paternity Pay your weekly wage will be topped up to full pay for the second week. Payments will be pro-rata for part-time employees.

Staff with average weekly earnings above the Lower Earnings Limit for National Insurance Contributions as set by the Government will qualify for SPP. Please contact the University HR team for details.

Staff who do not qualify for SPP may be able to receive financial support through the Benefits Agency.

Time Off to Accompany Your Partner at Ante-natal Appointments

This is explained fully in our Maternity Policy.

Time off for Neonatal care

This is explained fully in our Maternity Policy

END



Pay and Reward Policy //

1. Policy Statement

- 1.1. Keele University Students' Union is committed to ensuring it has a fair, equitable and transparent approach to pay and reward that:
 - enables the Union to recruit and retain talented people that will enable it to become an outstanding organisation;
 - achieve equity, fairness and consistency in the operation of reward policies and practices;
 - ensures compliance with relevant employment legislation including minimum pay and equal pay legislation, and enables the Union to build a diverse workforce; and,
 - is sustainable, affordable and enables the Union to deliver outstanding services, representation, and opportunities to students;
- 1.2. Our Pay and Reward Policy, along with our pay framework, pay and reward principles and role grading criteria are designed to ensure the above objectives are met and that we apply a consistent approach to pay and pay decisions.
- 1.3. This policy applies to all permanent full and part-time employees. It does not apply to elected officers, student staff, trustees, volunteers, interns, apprentices, contractors or agency workers (unless expressly stated within the policy).

2. General Principles

- 2.1. Our pay grades reflect the work required and level of responsibility of each role. They are not intended to be reflective of personal circumstances or individual performance in the role.
- 2.2. Roles are grouped based on similar levels of responsibility and placed within the same grade of pay. An employee will not necessarily be on the same salary as a colleague in an equivalent role (with similar responsibilities), but should be within the same grade.
- 2.3. As a small organisation, it is not always possible for colleagues to progress or be promoted vertically through our structures. We accept that sometimes we'll be seen as an incubator for talent and that this means that colleagues may move to other organisations to achieve career advancement. We'll celebrate our role in developing people, support their progression and be happy about the role our organisation has played in shaping our colleagues' careers.
- 2.4. New starters will usually be placed on the bottom spine point of their grade, and only at a higher point with the permission of the Chief Executive. This should be reserved for candidates who have demonstrated exceptional capability during the assessment process. This is to allow for sufficient salary progression with the grade and to ensure equity and fairness. We recognise that people from minoritised-backgrounds may have faced additional barriers in their careers and therefore we will not base our pay decisions on previous salary or a candidates' willingness to negotiate, as we know this can contribute towards pay inequality.
- 2.5. Increments will be awarded every two years until the employee reaches the top of their respective band. Once at the top of the band no further increases shall be applied. Increments should not be seen as automatic as they rely upon the satisfactory performance of the employee. As a result, the Union reserves the right to withhold an increment to any staff member where there are serious issues of a performance or disciplinary nature within the preceding 12 months.
- 2.6. Student staff are appointed to roles on an hourly rate of pay in line with the National minimum wage or National living wage. Student staff roles are not assessed or evaluated against the grading criteria, but will periodically be checked to ensure expectations and responsibilities are reasonable and fair at the hourly rate of pay.

3. Grading of Roles

- 3.1. All roles within the Union structure are considered against a set of eight criteria:
- Communication;
 - Service and Strategic Plan delivery;
 - Liaison and Networking;
 - Decision-making processes and outcomes;
 - Planning and organising resources;
 - Risk management;
 - Initiative and Problem Solving;
 - Knowledge and Qualifications.
- 3.2. The process of grading (or re-grading) roles will ensure and require that all roles have clear, up to date and high-quality job descriptions and person specifications.
- 3.3. The HR Support Manager will work with line managers to consider these criteria when designing new roles and reviewing current grading. All grading reviews will need to be approved by the Chief Executive.
- 3.4. The role grading criteria aim to provide guidance to ensure consistency and transparency in how roles are designed and graded across the organisation.
- 3.5. The grade of a role will generally be reviewed or considered when:
- a new role is introduced or a vacant role is reviewed before beginning a recruitment process;
 - an existing role changes significantly (usually this would be as a result of changes to the strategy or operational plan, and should not happen on an ad-hoc basis); or
 - a colleague requests that their grade is reviewed because they do not believe the expectations of the role are appropriate to the grade and/or in line with other roles at the same grade. In this case, the individual should first discuss their concerns with their line manager.
- 3.6. The grading of a role will be determined by the job description and person specification, which will be considered alongside other roles within the Union to assess its overall fit within the structure. Grading reviews are always based on the core requirements of the role rather than any additional projects or development activity that a colleague has initiated, without necessarily being a requirement of the role.
- 3.7. The HR Support Manager will work with the relevant line manager to assess the grading for the role and to ensure that the job description clearly and accurately articulates the responsibilities and expectations of the post.
- 3.8. If the review is initiated by the role-holder, they and their line manager will discuss where the expectations of the role are misaligned with the grading criteria and, if necessary, will meet with the CEO, if the issue cannot be resolved. The purpose of this meeting is to enable the role holder to articulate the reasons why they believe that the responsibilities and expectations of them are outside of the current grade. The relevant SLT member (or CEO) will decide, using the grading criteria as a guide, whether the expectations of the role holder are unreasonable; and if they are, whether that should be resolved by those expectations being adjusted, or by the role being considered for regrading.
- 3.9. Once the decision has been made, the Senior Leader (or CEO) will confirm the outcome to the role holder and the line manager. If the outcome involves a regrading of the role, this will need to be approved by the CEO ahead of any changes being implemented.
- 3.10. If there is a delay in applying any pay increase, back pay may be awarded for a maximum of three months, at the discretion of the CEO.
- 3.11. If the role holder is not satisfied with the outcome of the review process, they may raise their concerns using the Grievance Policy and Procedure.

4. New Appointments

- 4.1. All new colleagues will usually be offered the role on the lowest level of their allocated grade. This will be made clear in our recruitment packs and job adverts.
- 4.2. There may be some cases where a candidate is offered the role at a higher spine point within the grade, with approval from the CEO. This decision should be reserved for very strong candidates who have demonstrated exceptional skill or capability and should not normally exceed the midpoint within the grade.

5. Increments

- 5.1. On the two year anniversary of their commencement in role, colleagues may be eligible to receive a pay increment which will lead them to progress up their pay band. The Union reserves the right to withhold an increment to any staff member where there are serious issues of a performance or disciplinary nature within the preceding 12 months
- 5.2. Further increments will apply every 2 years until the employee reaches the top of their pay band.
- 5.3. Once a colleague has reached the top of their grade, they will not be eligible for any further increments, unless the role is regraded, or they move into a new role.

6. Annual Cost of Living Review

- 6.1. A 'Cost of Living' review will take place annually, and any increases will be determined by the Board or its sub-committee(s). These decisions will take into consideration a number of factors which may include (but is not limited to) national negotiations, rate of inflation, changes to cost of living and the Union's affordability.
- 6.2. 'Cost of Living' increases will usually be applied on the 1st April, to align with any changes to the national living or minimum wage. The cost of living increase will apply to all employees within the pay structure, including those at the top of their pay grade.

7. Salary Enhancements for Temporary Additional Responsibilities

- 7.1. Proposals for temporary salary enhancements will be considered by the CEO. An enhancement may be considered for an employee who, for a temporary period of at least three months, either:
- 7.2. 'Acts up', taking on significant additional managerial or supervisory responsibilities, or
- 7.3. Covers a substantial amount of another role at the same level, in addition to their own responsibilities, requiring a significant extra contribution.
- 7.4. Salary enhancements are made as a monthly payment, are taxable but not pensionable, and will not be consolidated into a colleague's basic salary.
- 7.5. If the colleague is temporarily taking on the full responsibilities of a role at a higher grade, then the salary enhancement would usually be to the value of the difference between their current pay point and the bottom pay point of the 'acting up' role.
- 7.6. If the additional responsibilities do not equate to fully covering another role, then a lesser enhancement will be awarded. This would be considered and decided by the CEO. The enhancement would usually be calculated by taking the gap between the current pay point and the agreed pay point of the 'acting up' role and assigning a percentage depending on the level of responsibility. For example:
- 7.7. A colleague at Grade B takes on additional responsibility equivalent to 60% of a Grade C role. They receive an additional responsibilities allowance equivalent to 60% of the difference between their current pay point and the bottom pay point of the 'acting up' role.
- 7.8. If the colleague is temporarily taking on a significant amount of additional work in order to cover another role at the same level, in addition to their own responsibilities, then the

salary enhancement would usually be decided by the CEO as a percentage of the colleague's current salary, up to a maximum of 15%.

7.9. Where an employee is on a protected salary due to organisation restructure (see section 9), then any salary enhancements will be applied to the grade for the employee's role, rather than their protected salary.

7.10. The following situations will not usually be eligible for a pay enhancement:

- Periods of additional cover of less than three months.
- Managers or supervisors taking on duties from among roles within their own team.

8. Internal Moves

8.1. The following principles will be applied when colleagues move between established roles:

- Move from a lower to a higher grade – if an employee moves from a lower to a higher graded role, they will move into the relevant grade at the lowest pay point (irrespective of their position on their existing band).
- Move from one role to another within the same grade – if an employee moves from one role to another within the same grade, the employee will remain on the same pay point.
- Moves from a higher to a lower grade voluntarily – if an employee moves from a higher graded role to a lower graded role through their own choice, the employee will transfer to the equivalent pay point on the new lower grade.
- Move from a higher to a lower grade as a result of redundancy – if an employee's role becomes redundant and they accept a role at a lower grade, the employee will move to the highest pay point of the lower grade and their salary will be protected in line with section 9.

9. Salary protection

- 9.1. Salary protection occurs when a role holder's salary for the role has reduced due to a re-grading of the role, or because of organisational change. This means the role moves from a higher grade to a lower grade, but the role holder's pay is protected at the higher level.
- 9.2. Where this occurs, we will agree a 'with effect from date' with the role holder. The Union will protect the affected role holder's salary at the higher level and formalise the period by which this pay will be protected with the postholder.
- 9.3. The affected role holder will not receive any pay increments during the period of protection and will only receive a cost-of-living increase. The reason for this is so not to further inflate their protected salary and create a greater gap.

Principles of Pay Framework

- A. Levels of pay (pay grades) primarily reflect the work required and level of responsibility for each role. They are not intended to be reflective of personal circumstances or individual performance in the role.
- B. Consideration will be given to external market factors but this is not as important as internal fairness and equity. Extensive testing has been undertaken against students' union and private sector roles and it is believed that the grade structure will enable Keele Students' Union to continue to attract and retain talented candidates effectively.
- C. Roles are grouped based on similar levels of responsibility and placed within the same grade (band) of pay. An employee will not necessarily be on the same salary as a colleague in an equivalent role (with similar responsibilities) but should be within the same band.
- D. The salary range for Band D and above is equally and consistently applied at 12.5% of the band entry point. Time taken to reach the midpoint of each band reflects, to an extent, the anticipated length of service to reach an effective level of competency. However, it is expected that

employees learning and growth in their role will mean that they will continue to add increased value to the organisation in their post, up to a ceiling (the top of the grade).

- E. New starters will be automatically placed on the bottom point of their grade. Any variation to this will require the permission of the CEO. This should be reserved for very strong candidates based on previous experience and applied only in exceptional circumstances. The Trustee Board will decide upon the entry point of the CEO based upon market factors at the time of advertisement but will be within the noted range.
- F. Increments are awarded every two years on the anniversary of the employee entering the organisation. Once an employee reaches point 5 on their band no further increments are paid.
- G. Cost of living rises will be considered separately to annual pay increments but applied to all employees, including those on probation and at the top of their scale. Officer Trustees will also receive the inflationary increase.
- H. Student staff are appointed to roles on an hourly rate of pay in line with the National Minimum and Living Wage, subject to review annually by the Chief Executive. Student staff roles are not assessed or evaluated against the Union's role evaluation criteria but will periodically be checked to ensure expectations and responsibilities are reasonable and fair at the hourly rate of pay.

Role Evaluation Criteria

1) Communication

Points	1	2	3	4	5
The extent to which the postholder needs to communicate with and understand and influence other people.	Provides basic and straightforward information concerning post being done.	Required to articulate and communicate routine matters which require some prior interpretation	Able to interpret and communicate detailed information to external stakeholders in an appropriate manner using different channels. Required to obtain and win commitment from others.	Regularly communicates complex matters in formal environments and structuring communications in an appropriate format. Occasionally required to use written communications to influence external stakeholders to achieve medium-term objectives	Act as ambassador to regularly communicate technical and/or challenging matters to stakeholders. Frequently required to use verbal and written communication to influence and handle difficult negotiations with external stakeholders to achieve long-term objectives.

2) Service & Strategic Plan Delivery

Points	2	4	6	8	10	12	14
Responsibility service delivery; having control over future plans and the freedom allowed to carry out this planning without referring to others.	Provides deliverables to internal stakeholders and members	Responsible for the accuracy or quality of specialist deliverables or services.	Inputs to business plans and assists in the management and delivery of services to stakeholders	Engages and liaises with senior managers to manage and develop a service and/or create a plan for a team within an agreed framework.	Responsible for delivering two or more services and/or contributing ideas towards future strategic developments of a specialist service area	Has responsibility for strategically developing services and delivering operations across a directorate. Accountable for monitoring and evaluating areas of performance under direct control.	Sets overall service standards, strategic direction and expectations across the whole organisation, monitors and evaluates performance.

3) Liaison & Networking

Points	1	2	3	4	5
This factor measures the degree of personal contact and appraises the nature of relationships with other people, which are required to be maintained by the post-holder in the course of the job.	Contacts and exchanges of information with immediate colleagues in the same team.	Contacts with other departments or occasionally receiving basic enquires from outside the organisation as first contact	Contacts dealing with contentious or complex matters where the outcome will have a significant effect on the person or organisation contacted. Though the post operates within policy guidelines, the handling of the contacts requires a considerable degree of discretion and advocacy.	Responsibility to act on behalf of the organisation and commit to a course of action. Required to participate in collaborative strategic partnerships and influence external decision-making for the benefit of the organisation	Responsible and ultimately accountable for the reputation of the organisation. Identifies and leads on strategic partnerships. Spends a significant proportion of their work time in communication with external stakeholders to influence decision-making.

4) Decision Making Processes & Outcomes

Points	1	2	3	4	5
The need to make choices, the accountability for the outcome, the constraints upon decisions and the availability of guidelines or advice which determine the extent of discretion employed	Working within well-defined procedures with limited discretion in prioritising own work; most decisions are referred to others	Work is carried out within clearly defined rules and procedures with discretion to make decisions affecting their work, from a range of established options. Anything unusual is referred to others.	The post holder would be expected to exercise judgement and have discretion to make recommendations on more complex matters within a general policy framework. Their decisions affect a service area or team.	Responsible for researching and drafting policies or practices to inform strategic decisions and the direction of the organisation, subject to Board approval	Holds accountability for and leads on policy formation and decision-making that determines the strategic direction of the organisation working with elected leaders and the Board

5) Planning & Organising Resources

Points	2	4	6	8	10	12	14
This factor measures the degree of responsibility for staff and others for whose work the post can be considered directly accountable	No supervisory responsibility for others. Own work schedule is planned and organised by superior.	Little or no supervisory responsibility other than helping/inducting less experienced staff and being considerate of team members duties in the planning of own work schedule.	Moderate supervisory responsibility, e.g. the postholder checks quantity and quality of others' work. The postholder may have responsibility for the rota and work schedule of casual staff.	Line management of staff carrying out tasks in one identifiable area of work; responsible for performance management of permanent staff. Contributes to the planning of work for immediate team and is accountable for operational delivery of KPIs.	Line management of more than one group of staff carrying out duties in the same type of work; responsible for performance management of permanent staff. Contributes to the setting strategic KPIs and is accountable for operational delivery.	Responsible for management of managers and/or directorate-level resources. Is accountable for the setting and delivery of strategic KPIs affecting area of responsibility.	Responsible for the long-term planning of people and resources across the organisation and line management of senior leaders. Takes ultimate accountability for setting and delivery of strategic KPIs

6) Risk and Financial Management

Points	2	4	6	8	10	12	14
This factor describes the amount of financial responsibility and level of risk for which the jobholder is accountable for.	No direct responsibility for financial resources. Responsible for alerting others to areas of concern and ensuring own actions promote a healthy and positive environment.	The job involves some direct responsibility for financial resources (e.g. handling cash or processing invoices) Engages with others to improve working practices and procedures.	Works with others to identify areas of risk and contribute to the setting of policies. Conducts risk assessments in own area of work. Being accountable for small (up to £25,000) expenditures from an agreed budget or equivalent income.	Being accountable for considerable (up to £100,000) expenditure from an agreed budget or equivalent income. The responsibility may include contributing to the setting and monitoring of the relevant budget. Responsible for the creation and implementation of policies, procedures and risk assessments to effectively manage risk.	Responsible for analysing, managing and reporting on specific and significant areas of strategic risk. Accountable for large (up to £500,000) expenditures from an agreed budget or equivalent income and setting of the relevant budget.	The job involves a major direct responsibility for financial resources. The work involves being accountable for very large (up to £1,000,000) expenditures from an agreed budget or equivalent income and setting of the relevant budget.	Has overall responsibility for appraising and managing key strategic risks on behalf of the Board and is ultimately accountable for the long-term financial resources of the organisation and setting of the organisational budget.

7) Creativity & Problem Solving

Points	1	2	3	4	5	6	7
This factor measures the extent to which a job requires the post holder to be innovative and imaginative in response to issues and resolving problems	Works on routine tasks with limited opportunity for creative work	Given problems to resolve within pre-agreed parameters requiring the use of occasional creative skills	Required to apply policies, procedures, weigh up options and use initiative when making decisions or solving problems affecting own area of work	Required to undertake research then plan to solve problems affecting their service area	Required to resolve problems and challenges involving complex matters and which has long-term impact on matters outside their service area	Work carried out at a strategic level which requires creative expertise and problem solving where the need for imaginative thinking is not limited by defined policies.	Work carried out in unprecedented situations frequently involving an innovative response on diverse subjects, which have extensive organisational implications.

8) Knowledge & Qualifications

Points	1	2	3	4	5	6	7
This factor measures knowledge, skill and experience, in their broadest sense, in relation to the work or discipline required by the post, and which are necessary for the satisfactory performance of the full duties and responsibilities.	No specific or relevant knowledge, qualifications or experience are required. All tasks can be performed after initial induction.	Some basic knowledge or relevant experience is required. Immediate application of skill and knowledge is required on commencement in role.	Ability to undertake a variety of advanced tasks relating to one function or area of activity which requires a good standard of practical knowledge or previous experience.	Specific qualifications and/or specialist technical knowledge is required to fulfil the requirements of the role.	Detailed knowledge and prior experience of more than one service area in relation to the organisation's work or advanced level specialist and technical knowledge is required.	Ability to undertake work of a complex nature which requires detailed knowledge and skill in a diverse range of specialist disciplines with prior experience required.	Ability to undertake work of a highly complex and diverse nature which requires advanced/high level knowledge and skill in a range of specialist disciplines with extensive prior experience required.

Performance Policy //

Values Based Behaviours Framework and Performance Management (Capability)

PRINCIPLE

Keele SU recognises that having a high-performing staff team is fundamental to our success. How we perform individually and collectively makes a significant difference to the people we work with and to the lives of our members.

This policy explains our approach to managing performance. We intend there to be a consistent approach to performance management across Keele SU. This is intended to facilitate and support people in making their best contribution and fulfilling their potential. The policy refers to processes and tools to help us create the conditions in which people can perform at their best. It also outlines the process we will follow where there is a concern about under performance.

POLICY

How people perform in their role is very important. The expectations set around what we need to achieve and how we go about it are the foundation for Keele SU's performance overall. All staff have a contractual responsibility to perform their duties to a good standard and will be given all reasonable support and encouragement to do so.

Our approach to performance is based on both what people do (objectives) and how they achieve it (behaviours). Together they describe 'good performance' and provide guidance so everyone behaves in a way which is consistent with our Values.

Our Values are what matter most to us. They summarise the main drivers of Keele SU and focus us all on our overall vision; **Empower every student to be who they want to be and make a difference to the world**, including how we pursue that through our mission of *the delivery of our quality support, activity, representation, entertainment and value for money services, we will ensure that our students feel part of a community which is inclusive, where they can grow in confidence and simply, be students.*

Values help to create a shared understanding and feeling of connection as a team. They are aligned to the experience we want our students and our staff to have at Keele SU.

Induction

When you join us at Keele SU, your induction will include performance and learning objectives for your early months, and your probationary period in particular. This is set out in our Induction Policy.

Setting Objectives

Successful performance is based both what you do and how it is achieved. Our Staff Review & Development (SRD) process is designed to build good performance, based on achieving results, demonstrating positive behaviours and applying skills. The process will cover the following steps annually:

By August:

- Agreeing SMART (Specific, Measurable, Achievable, Realistic, Timely) objectives based on your role, your department's objectives for the year and any Union-wide shared objectives
- Agreeing learning and development needs for the year
- A discussion about each of the values-based behaviours relevant to your role and future development.

From September – June

- Continuous feedback meetings (1-2-1) with your line manager, usually monthly

By June/July

- Final review and assessment of performance for the year

These timelines are a general standard but may be subject to change due to circumstances affecting Keele SU, University calendar or staff contracts (i.e. Term Time only Staff) but will follow an annual cycle process.

'Good Performance'

Your performance will be measured both in two ways:

Outcomes outcomes or results on the completion of work/objectives

Behaviours & Skills meeting the relevant behaviours in your Role Profile and applying your skills and learning

To achieve 'good performance' you must show how you have met the criteria in both of these areas – Staff can see examples of the expected, exceptional and poor behaviours in the Behaviours Guidance Resource.

Outcomes could be shown by:

- Achievement of agreed objectives on time and to the required level
 - Delivery of services to a defined level or quality
 - Programmes or projects that produce measurable results
- Behaviours & skills could be shown by:
- Positive impact on or attitude towards our work, culture and students
 - Living the values-based behaviours consistently
 - Learning and application of new knowledge and/or skills
 - Supporting others to achieve their objectives

Values-Based Behaviours

Our Vision, Mission, Values and Behaviours was drawn from staff, student and Trustee input on how the Values could be brought to life in Keele SU. This has now been developed further as a Values-Based Behaviours Framework.

This framework aims to help you give examples of when you've demonstrated the positive behaviours defined, and to support you in identifying areas for learning and development. The descriptors have been developed for the full range of 'people' applications including recruitment and selection, performance review, personal development, and for shaping our culture. They are designed to be:

- **Observable**
- **Assessable**
- **Developable**

In the new framework, each of our behaviours has been outlined for different levels of staff, i.e. team member, senior/supervisor, line manager and senior leader. The behaviours are cumulative - you are expected to demonstrate the ones relevant to your role plus those in the levels below. All of the behaviours reflect and feed into the values of Supportive, Empowering and Communicative. The Framework will feed into the larger structure of Keele SU's strategy, mission and values in order to pursue the overall vision.

We don't intend to define all of the behaviours in this framework. Instead these are core behaviours which describe how you should apply the relevant skills, knowledge and experience in carrying out your work. These behaviours are part of a Continuous Feedback Process. You and your line manager will discuss them regularly, so everyone is clear about where they currently are and where they need to develop. The behaviours and values will be how we as a Union will be setting individual and departmental objectives, to ensure cohesion and a common language for us all to communicate with.

The Values-Based Behaviours Framework is set out in the table on the next page by role/level.

Teams should also be referring to the Expected and Exceptional Behaviours for all Staff table to set the department's objectives. Staff can see this and the full Behaviours Framework, including guidance tools and role breakdowns at the end of this handbook.

	AS A TEAM MEMBER YOU:	AS A SENIOR TEAM MEMBER/SUPERVISOR YOU:	AS A LINE MANAGER YOU:	AS A SENIOR LEADER YOU:
	EMPOWER	EMPOWER	EMPOWER	EMPOWER
Empowering through development	Seek out opportunities to learn more, get feedback and broaden experience.	Share specialist know-how and broaden others' experience and skills, offering training and guidance.	Allow space for experimentation and risk taking, treating mistakes as learning opportunities.	Inspire others to take chances, do more and be more, bringing out the best in people.
	Readily share own know-how and skills with those less experienced.	Help others to explore options in new situations, and so develop their own ideas and approaches.	Identify the level of support and stretch individuals needs to develop confidence and capability.	Identify future organisational requirements, matching these with individual's aspirations and potential.
Empowering through problem solving	Take ownership of problems, using initiative to make decisions that move things forward.	Give others the information and time they need to resolve problems in their own way, respecting their decisions.	Support people in their decision making whilst holding them to account for timely implementation.	Enable decisions to be made at the right level, removing complexity or red tape.
	Research facts and interpret policies and principles to resolve problem situations.	Develop new approaches to problems, taking timely decisions or making recommendations that reflect a considered analysis of options.	Engage others in resolving the more complex, broader problems that occur, building self-sufficiency.	Provide the strategic context as a framework for empowered problem solving.
	SUPPORT	SUPPORT	SUPPORT	SUPPORT
Support through service	Make sure the member knows they're important, finding ways to add value.	Build dialogue and mutual understanding with stakeholders/members.	Network and engage with the members/stakeholders to build their understanding of their wider and long term needs.	Make time to explore trends, new ideas and development to improve stakeholders' experience of Keele SU.
	Identify ways to improve the quality or efficiency of your own service.	Investigate and implement improvements to the service offered or standards achieved.	Help colleagues to understand the perspective and context of members/stakeholders and so enhance the service provided.	Scope new ways of working to improve the relationship/ service for stakeholders and partners.
Support through teamwork	Work flexibly and cooperatively to support colleagues and contacts, actively contributing to a pleasant work environment.	Facilitate and build relationships with others outside the team, engaging others and helping to get things done.	Draw on the skills, aptitudes, experience and interest of team members, showing people they are valued.	Act as a role model for teamwork with internal and external stakeholders at a leadership level.
	Build positive working relationships with others, respecting and valuing difference.	Create a harmonious working environment, addressing any interpersonal issues promptly and fairly.	Make space for different professional working styles, ensuring everyone has a sense of belonging.	Manage group and organisational dynamics to ensure everyone can contribute to their best ability.
	COMMUNICATE	COMMUNICATE	COMMUNICATE	COMMUNICATE
Communicate through open conversation	Identify information of relevance to others and ensure they are kept informed.	Tailor communication to the audience, context and agenda to help others fully engage in discussion.	Ask questions, listen, draw out and discuss the broad range of issues, proposals and suggestions, building shared understanding and trust.	Demonstrate and encourage truly open communication and dialogue at all levels.
	Give feedback that is respectful, constructive and open, whilst showing respect for different Perspectives.	Provide regular, timely recognition and feedback.	Seek and provide feedback, ensuring open communication up, down and across the organisation and with stakeholders.	Ensure issues are addressed and timely action is taken at an organisational and/or individual level in response to feedback.
Communication through collaboration	Organise your time and workload, focusing effort on the priorities and doing what you say you'll do.	Plan and communicate own and/or others' contribution to the overall goals, agreeing clear targets and objectives.	Identify how best to deliver operational requirements and targets using the skills of team members to full Effect.	Clarify the overall goals and vision for the future, providing direction to enable integrated operational planning.
	Meet agreed standards and deadlines, so enabling others to do their part.	Handle unexpected events, helping others to reprioritise or adapt plans.	Coordinate a range of people and resources, clarifying conflicting priorities and reallocating resources when circumstances change.	Manage the balance of skills and resources within and across teams to ensure achievement of strategic Goals.

Continuous Feedback Process

The Continuous Feedback Process consists of regular discussions with your line manager which support you to achieve your objectives in a way that 'lives our Values'. It also helps you to apply and develop your skills and behaviours to make an immediate difference. Up-to-date feedback will be a central part of these discussions.

These discussions are intended to be positive, open and two-way. You will reflect on your work and performance, and your line manager will provide coaching, feedback and direction.

Three types of feedback should be provided during these meetings:

e Appreciation

● Coaching

● Appraisal

The frequency of discussions depends on your needs and the nature of the role; for example, how often your activities change and how frequently work needs to be supervised, reviewed or refocused. For most roles this is likely to be monthly, although at times it may be weekly or fortnightly depending on individual needs.

The minimum frequency expected is quarterly. As a guide, the discussion is expected to last up to an hour.

There is an assumption of 'good performance' in this process. The frequency of the meetings and feedback given is designed to identify if someone is falling behind and needs more support, which is a process that will be initiated and guided by your Line manager. (See information below regarding Performance Improvement)

Performance Improvement

In situations where an individual's performance is not reaching Keele SU's 'good performance' level, the line manager will work with them to identify the reasons for the gap in performance with the intention of helping them to improve to the required level. Throughout this, the focus will be to understand the reasons for any under performance and to provide the support or other interventions needed for performance to reach an acceptable standard as soon as possible. All reasonable efforts will be made to do this. This is why undertaking a baseline assessment of your behaviours skills level when first starting the process/during induction is crucial to ensure that you and your Manager are agreed on your current skill/experience level.

It is recognised that under performance may have a number of causes including:

e Lack of aptitude, skill or experience

● Inappropriate recruitment, induction or

training ● Lack of resources crucial to

performance

e Changes in the nature/allocation of work, e.g. too great a workload ●

Personal/family problems

● Reorganisation of structure, role or responsibilities

e Poor attendance or concentration at work related to ill health.

The procedure below is based on exploring the reasons for a gap in performance and addressing them. The

process is informal at first but moves on to outline the formal steps to be taken where poor performance is more serious, frequent or repeated.

Informal Performance Improvement Process

Where a line manager believes that an individual's performance is not reaching Keele SU's 'good performance' standard, they should investigate the reasons for this as soon as possible. This will take place at an informal meeting where the manager should discuss the cause for concern.

During the meeting, the line manager will:

- Explain the areas where the individual's performance is below expectations, taking care to describe the basis or the evidence for this. The clear aim of this discussion is to identify any problems or reasons for the under performance and to resolve them. Solutions could include additional training, reviewing workload, informal guidance, extra resources, providing coaching or some other kind of ongoing support
- Give the individual the opportunity to explain their under performance and to raise any concerns they may have about the job or the support and guidance they have been given to do it
- Ensure that the member of staff is clear about the level of performance or productivity required in relation to each part of the role where there is a concern, using the behaviours framework to illustrate any gaps
- Set a reasonable timeframe within which improvement is expected and arrange a further meeting at the end of this time to review the situation. When establishing a 'reasonable timescale' for improvement, line managers should consider the complexity of the tasks involved in relation to the qualifications and experience of the individual.

The content and outcome of this meeting should be confirmed by the line manager in writing to the individual. This should be in the form of a Performance Improvement Plan. It should include the type of improvement required, any additional support or training that will be provided, behaviours to be evidenced in the framework, any other agreed actions, and the timescale for improvement and review.

It may be helpful to arrange a number of 1:1 meetings with the individual over an agreed period of time to monitor how things are going with the Performance Improvement Plan, both with the issue itself and the effectiveness of the support/actions offered.

It is important to clarify that the individual's performance should start to improve immediately after the issue has been drawn to their attention, and any relevant support or adjustment has been made. The Performance Improvement Plan is an informal management route and will not be noted in any formal disciplinary record.

Notes for Line managers

When discussing under performance, managers must be specific about their concerns and must be able to show evidence and/or give examples, using the behaviours framework and guidance resource and 1-2-1 notes and timelines.

Managers are required to bear the following in mind:

- The provisions of the Disability Discrimination Act, and in particular the obligation to make reasonable adjustments when dealing with disabled people or those with particular circumstances
- It may be that under performance is related to illness, in which case it's important to refer to the Sickness Absence Policy for guidance
- The range of family friendly, flexible working leave and wellbeing options which are available to staff, if this has relevance to the under performance issue. These are explained in the relevant policies.

In situations where the individual is incapable of performing to an acceptable standard, or they feel they are 'out of their depth' or unsuited to the role, redeployment may be considered as an option.

The Leadership Team or HR Support Manager can provide further guidance and support on all of these areas.

It may be that this informal stage will bring about the changes required, and no further action may be necessary.

Where informal action, including the Performance Improvement Plan, hasn't resulted in the required improvement, it may be appropriate to move to a formal process which results in formal performance warnings being issued or, potentially, to dismissal.

Formal Performance Improvement Process

A member of staff who is subject to a formal Performance Improvement Process has the right to be accompanied during any formal meetings. This could be by a work colleague or a Trade Union representative.

Stage 1

If performance does not meet acceptable standards and informal action has not succeeded in addressing the problem, or the under performance or capability is serious enough to justify formal rather than informal action in the first place, the line manager will invite the individual to discuss the issues formally.

At this first formal meeting, the individual should be reminded of any discussions that have previously taken place and the actions agreed on the Performance Improvement Plan. The exact nature of the under performance issue should be explained clearly. There should also be an attempt to understand why previous actions have not helped.

Consideration will be given to any further training or support needed to address the issue – the focus of the conversation remains to address the causes and to bring about an improvement. Any actions agreed should be recorded. The staff member should also be informed about the date of review and what will happen if there is no improvement.

A written performance warning may be issued from this meeting. The warning will remain on file for 6 months but will be disregarded if performance reaches an acceptable standard in that time.

Stage 2

If performance continues to be unsatisfactory, or in more serious cases of capability or under performance, the manager will invite the staff member to another formal meeting (this will be the first or second formal meeting depending on the seriousness of the issue). The timescale for improvement should be clearly set out at this meeting and what will happen if there is no acceptable improvement. Further consideration should be given to any training or support and some exploration of how the individual feels this could help when earlier interventions have failed.

A final written performance warning may be issued. This will remain on file for 12 months but disregarded if performance reaches an acceptable standard during that time.

Stage 3

If performance continues to be unsatisfactory despite all reasonable help and support being given, the staff member may be dismissed on the grounds of capability or under performance.

Appeal

Staff have a right to appeal the outcome of any formal performance warnings. The appeal should be made in writing within 7 days (i.e. 7 Keele SU non-closure days, including weekend days). The appeal will be heard by a member of the Senior Leadership Team. Staff have a right to be accompanied at any appeal meetings.

The outcome of the appeal meeting will be given in writing within 7 days.
There is no further right of appeal after this.

Both the informal and formal performance improvement process are non-contractual and Keele SU reserve the right to depart from the process in appropriate cases, including for example where an individual is within a probationary or trial period.

Keele SU reserves the right, at its complete discretion, to impose sanctions short of dismissal, including demotion, loss of next salary award or redeployment to another role.

As defined in employment contracts, any staff that have a current First or Final written warning on file as part of the formal Disciplinary process will not have any automatic pay progression within their salary band applied. One must not be on file in the preceding 12 months of the relevant anniversary date when the pay progression is due to be applied.

Staff and Line managers should also refer to the Disciplinary Policy, the Formal Performance Procedure covers capability (ability to perform in your role) and the Formal Disciplinary Procedure covers conduct and ensure the most appropriate process is being followed. The HR Support Manager or relevant Leadership Team Member can provide clarity or advice.

END

Safeguarding - Adults at Risk Policy//

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1. Introduction

1.1. Keele SU (Keele SU) is committed to creating a safe environment where every individual can thrive, free from abuse or neglect. This policy outlines our responsibilities and procedures to safeguard children and adults at risk.

1.2. This policy reflects the fact that Keele SU has many members who may have care and support needs who may be vulnerable to abuse and harm and provides some services to under 18's.

1.3. This policy reflects the fact that Keele SU should be a safe environment which promotes wellbeing and protects adults and children who may be at risk of harm or abuse.

1.4. All staff should be aware of our safeguarding responsibilities for adults and children who come to the Campus or are linked with the Union in any way.

1.5. All staff can play a part in safeguarding by recognising risks to adults and children and by knowing what action to take.

1.6. All staff are expected to undertake relevant training provided by Keele SU.

1.7. The Chief Executive Officer (CEO) of Keele SU has leadership responsibility to oversee the Union's safeguarding arrangements. Safeguarding Officers should be the first point of contact for anyone who has any concerns in relation to safeguarding. In the absence of the CEO, the COO will deputise.

2. Policy Statement and Scope

2.1. Keele SU aims to protect all individuals who use our services, regardless of age, disability, gender, race, religion, sexual orientation, or marital status. We promote a robust safeguarding culture across all levels of the organisation.

2.2. This policy applies to all Keele SU staff, officers, volunteers, students, their families, and visitors. It covers all activities, including clubs and societies.

3. Legislation and the Legal Context

3.1 Our safeguarding responsibilities are informed by:

- The Care Act 2014
- The Children Act 1989 and 2004
- The Sexual Offences Act 2003
- The Mental Capacity Act 2005
- The Safeguarding Vulnerable Groups Act 2006
- The Human Rights Act 1998
- The Counter-Terrorism and Security Act 2015 (Prevent Duty)

3.2 Higher Education Institutions and Students' Unions are not specifically named in either the Children Act or the Care Act as having a duty to safeguard and protect children or adults unlike schools or Further Education Colleges. Universities have a duty of care to safeguard children, young people and adults at risk of harm and exploitation during their course or activity relating to the University and/or Students' Union.

3.3 Keele SU does however have a general duty of care under common law to take such steps as are reasonable to ensure that children, young people and adults who may be at risk are safe and that reasonably foreseen harm does not occur as a result of careless acts or omission on the part of the organisation.

4. Definition of Safeguarding

4.1. Safeguarding relates to protecting children and adults who may be vulnerable from all forms of abuse and exploitation.

4.2. There is no exhaustive list of what may constitute abuse or exploitation, but it includes physical, emotional, sexual, financial, neglect, online abuse, domestic abuse, human trafficking, and discriminatory abuse.

4.3. Safeguarding also relates to broader preventative responsibilities that are wide-ranging concerning the welfare and well-being of children and enabling people to reach their full potential as well as to stay safe and healthy.

5. Definition of Adults at Risk

5.1. Being an adult at risk means the need for special care, support or protection because of age, disability, risk or abuse of neglect.

5.2. Vulnerable groups are groups of people who are at a higher risk of abuse or harm due to their characteristics and circumstances. It is the collective term for 'adult at risks' and 'children.'

5.3. The Safeguarding Vulnerable Groups Act 2006 aims to prevent unsuitable people from working with children and adult at risks in a role that involves regulated activity.

5.4. An adult at risk is someone aged over 18 who:

- may need community care services because of a mental or physical disability, their age or an illness
- is unable to protect themselves from harm or exploitation

5.5. An adult at risk may be someone who lives:

- alone
- with family or friends
- in a situation where they are dependent on others, such as in care home, sheltered accommodation or with domiciliary care

5.6. An adult at risk may be someone who:

- is older
- has a physical disability
- has a chronic long-term illness
- is addicted to alcohol or drugs
- has a learning disability
- has a severe communication impairment
- has autistic spectrum disorder
- is homeless
- has been subjected to domestic abuse or sexual abuse
- has been subjected to trafficking or sexual exploitation

6. Roles and Responsibilities

6.1. **Trustee Board:** Ensure policies and practices are in place, manage risks, and report incidents.

6.2. **CEO/COO (Safeguarding Lead):** Monitor policy compliance, liaise with local authorities and safeguarding boards, maintain records, and report to the Trustee Board and Charity Commission in relation to serious incidents.

6.3. Safeguarding Officers: Act as contacts for safeguarding issues, maintain records, and contribute to policy reviews.

6.4. Managers: Ensure staff and volunteers are aware of and comply with the safeguarding policy.

6.5. All Staff and Volunteers: Complete training, report concerns, and maintain appropriate relationships.

7. Reporting and Managing Concerns

7.1. Immediate Danger: Call the police on 999.

7.2. Non-Emergency Concerns: Report to a Safeguarding Officer. If unavailable, contact the CEO/COO.

7.3. A Reporting Flowchart and Incident Reporting Form can be found in the Appendices of this Policy.

8. Confidentiality and Data Protection

8.1. Members of staff should never offer complete confidentiality. Be open and honest about why, what, how and with whom information will, or could be, shared and seek their agreement unless it is unsafe or inappropriate to do so.

8.2. It should always be made clear that information which suggests the possibility of an individual being a serious risk to themselves or others, which may give rise to concerns about the welfare of a child or adult, or relates to criminal activity, may need to be passed on.

8.3. GDPR is not a barrier to sharing information but provides a framework to ensure that personal information about a living person is shared appropriately. You can share information without consent if, in your judgement, that lack of consent can be overridden in the public interest.

8.4. Base your information sharing decisions on considerations of the safety and well-being of the person and others who may be affected by the actions that have been disclosed.

8.5. Information should only be shared with those people who need to know it, for example, the Safeguarding Officers/CEO/COO, Social Services and, if appropriate, key safeguarding staff at Keele University.

9. Photography

9.1. Keele SU celebrates the achievements of its members and representatives and is obliged to promote its activities and opportunities to all members. As such, there will be times when photographs and videos are taken.

9.2. Keele SU recognises the individuals' right to privacy, however, and so will:

- Publicise at large events when photos and video footage are being taken and the procedures for individuals to inform staff if they do not wish their image to be captured;
- Obtain the express permission of individuals that they are happy for their images to be taken when the image in question identifies the individual personally;
- If the individual is under 18, obtain the express permission of their parent/guardian/carer. If this is not possible for whatever reason, no image will be taken;
- When obtaining consent, Keele SU will inform the individual the context and purpose of the image and how and where it will be used.

10. Whistleblowing

10.1. Refer to the Whistleblowing Policy.

11. Wellbeing

11.1. In addition to our statutory safeguarding responsibilities, Keele SU is committed to the ongoing wellbeing of our students and all who use our services. Students can face a variety of stressors including academic (exams and results), housing, financial and relational. If a concern does not reach the threshold for further action by Keele SU or the Local Authority, or a student has returned to a home overseas, we remain committed to supporting the individual's wellbeing and managing risk. We do this through early intervention including:

- Monitoring wellbeing

- Providing information on expected and safe behaviour from others.
- Signposting to relevant services close to them. This may be inside or outside of University services and may include police or social care services overseas, where appropriate.

11.2. During office hours, Keele SU or students can contact Student Services Student services - Keele University. The Student Services Centre is located in the Claus Moser Building and is open for first line support 9am to 5pm Monday to Friday* by phone 01782 734481 or email student.services@keele.ac.uk (*except Bank Holidays and University closure days).

11.3. The same referral pathway is available outside of the hours mentioned above, if there is no immediate concern for the students wellbeing. If there is any concern that the student could need further support before 9am the next day, contact should also be made with the Campus Safety team and Out of Hours Student Support Officer on 01782733999.

12. Implementation

12.1. We adhere to the six principles of safeguarding: Empowerment, Prevention, Protection, Proportionality, Partnerships, and Accountability which can be found in *Appendix 7*. We ensure all staff and volunteers are trained and that safeguarding practices are regularly reviewed.

13. Prevent Duty

13.1. Keele SU is committed to the principles of the Prevent Duty under the Counter-Terrorism and Security Act 2015 and Martyn's Law, when it is introduced. We seek to prevent people from being drawn into terrorism and reduce the risk of terrorism happening in our facilities.

13.2. We will ensure that all relevant staff and volunteers:

- Understand what radicalisation is and why people may be vulnerable to being drawn into terrorism.
- Are aware of extremism and the relationship between extremism and terrorism.
- Know what measures are available to prevent people from becoming drawn into terrorism and how to challenge the extreme ideology that can be associated with it.
- Obtain support for people who may be exploited by radicalising influences by referring into the Staffordshire Police Prevent Team*.
- Comply with our obligations to prevent terrorism occurring in our venues, as they emerge, under Martyn's Law.

14. Safer Recruitment

14.1. We follow safer recruitment practices to ensure that staff and volunteers are suitable for their roles which can be found in *Appendix 3*.

15. Appendices

- **Appendix 1:** Definitions and Signs of Abuse (page 8)
- **Appendix 2:** Guidance for Interactions with Under 18's (page 10)
- **Appendix 3:** Safer Recruitment Procedures (page 12)
- **Appendix 4:** Reporting Flowchart (page 13)
- **Appendix 5:** Incident Reporting Form (page 14)
- **Appendix 6:** Important Contacts (page 16)
- **Appendix 7:** The Six Principles of Safeguarding (page 17)
- **Appendix 8:** Full Role Descriptions and Responsibilities (page 18)

Appendix 1: Definitions and Signs of Abuse

Definitions

- **Physical abuse:** Bodily assaults resulting in injuries (e.g., hitting, slapping, pushing, kicking), misuse of medication, restraint, or inappropriate sanctions.
- **Sexual abuse:** Rape, incest, acts of indecency, sexual assault, sexual harassment, or sexual acts to which the adult at risk has not consented.
- **Psychological/emotional abuse:** Threats of harm, controlling, intimidation, coercion, harassment, verbal abuse, enforced isolation, or withdrawal from services.
- **Neglect and acts of omission:** Ignoring medical or physical care needs, failure to provide access to appropriate health, social care, or educational services.
- **Financial or material abuse:** Theft, fraud, exploitation, pressure in connection with wills, property, or inheritance.
- **Discriminatory abuse:** Racist, sexist, or based on a person's disability, and other forms of harassment.
- **Self-neglect:** Failure to take care of own basic needs, neglecting care for personal hygiene and surroundings.

- **Modern Slavery:** Slavery, human trafficking, forced labour, domestic servitude, coercion, deception, and life of inhumane treatment.
- **Organisational abuse:** Denial of rights, denial of access to family, friends, Doctor, Solicitor, denial of access to money or information.
- **Domestic abuse:** Threatening behaviour, intimidation, violence between family members or those who are or have been intimate partners.
- **Cyber Bullying:** Making fun of another person online, repeatedly picking on another person through emails, text messages, or any technological means.
- **Forced Marriage:** A marriage in which one or both of the parties are married without their consent or against their will.
- **Mate Crime:** Vulnerable people being befriended by members of the community who go on to exploit and take advantage of them.
- **Radicalisation:** Inspiring new recruits, embedding extreme views, and persuading vulnerable individuals to the legitimacy of a cause.

Signs of Abuse

- **Physical abuse signs:** Unexplained falls, bruising, burns, injuries at different stages of healing, weight loss, ulcers, bed sores.
- **Sexual abuse signs:** Disclosure, medical problems, disturbed behaviour, fear or aggression towards one person.
- **Psychological/emotional signs:** Isolation, unkempt appearance, withdrawal, anxiety, change in appetite, insomnia, tearfulness.
- **Neglect signs:** Poor physical condition, inadequate diet, untreated injuries, poor personal hygiene.
- **Financial or material signs:** Unexplained inability to pay bills, sudden withdrawal of money, disparity between assets and living conditions.
- **Discriminatory signs:** Lack of respect, substandard service, exclusion from rights.
- **Self-neglect signs:** Not engaging with support, unwilling to meet care needs, unable to make informed decisions.
- **Modern slavery signs:** Physical or psychological abuse, not allowed independent travel, few personal belongings, living/working in the same place.

- **Organisational signs:** Poor standards, inflexible routines, lack of personal belongings, inappropriate physical intervention.
- **Domestic abuse signs:** Similar to any type of abuse or neglect.
- **Cyber Abuse signs:** Emotional upset during or after using the Internet, secretive digital life, withdrawal from family and friends.
- **Forced Marriage signs:** Running away from home, depression, poor performance at work or school, surprise engagement.
- **Mate Crime signs:** Bills not being paid, sudden lack of money, losing possessions, changing will.
- **Radicalisation signs:** Isolation, scripted speech, unwillingness to discuss views, disrespectful attitude, increased anger, secretiveness.

Appendix 2: Guidance for Interactions with Under 18's

1. Keele SU representatives are expected to take reasonable steps to determine whether the people they are working with or who are participating in an event or activity (on or off campus) are under the age of 18 or have additional needs for support and protection.
2. If Keele SU representatives or members are engaged in projects or activities, such as volunteering, that involve contact with children, young people or adult at risks, appropriate steps will be taken to ensure necessary Disclosure and Barring Service (DBS) checks are conducted.
3. Keele SU representatives should take steps to avoid any unsupervised contact with anyone under the age of 18, as part of their duties. Any meetings with someone under the age of 18 should take place in the presence of at least one other Keele SU representative or responsible adult. If this is genuinely not possible, due to the circumstances, any meeting should be in an open environment.
4. If events take place within the Students' Union, for example, in the bar or venue that involve the participation of under '18s, the organising party will be responsible for ensuring appropriate supervision of the children/young people present. Any concerns around this or the conduct of the participants will be raised by Keele SU management with the organising party. Keele SU management reserve the right to stop or cancel an event if they feel that the safety of participants is compromised or at risk.
5. Keele SU recognises that there may be occasions where members may bring children with them onto campus, for example, attending an appointment with the ASK. In such situations, children must remain under the safe supervision of their parent/guardian/carer at all times.
6. Keele SU representatives should not engage in sexual relationships or sexual activities with under 18s they meet in the course of their duties, due to the potential abuse of their position of power and influence. It is a sexual offence under the Sexual Offences Act 2003 for an adult to engage in sexual activity with a person under the age of 18 (even if the person is of the legal age of consent) where the adult is deemed to be in a position of trust. Where there are concerns related to abuse of power related to an individual's role and responsibility, irrespective of the age of the alleged victim, disciplinary action will be considered.
7. Keele SU representatives (whether they are employees of Keele SU or not) should never give an under 18 their home address, personal telephone or mobile number, personal email address, or social networking details.
8. Keele SU recommends that its representatives (staff and students) and members take steps to ensure they do not accidentally put themselves in a position where an allegation can be made against them.
9. Keele SU is committed to responding swiftly to any allegations of abuse or harm by its representatives and will invoke its disciplinary or complaints process as appropriate.
10. Keele SU takes allegations that are found to be clearly vexatious or frivolous very seriously and will deem them a disciplinary – and potentially criminal – matter.

Appendix 3: Safer Recruitment Procedures

Safer Recruitment refers to a way of recruiting staff and volunteers which reduces the likelihood of recruiting an individual who may be a safeguarding risk. Our procedure for each role is:

1. Identify the tasks and responsibilities involved, and the type of person most suitable for the job.
2. Draw up the selection criteria and put together a list of essential and desirable qualifications, skills and experience.
3. All applicants should apply in writing and their application will cover their personal details, previous and current work/volunteering experience.
4. Measuring any application against the selection criteria.
5. If relevant to the post, applicants need to sign a declaration stating that there is no reason why they should be considered unsuitable to work with adults at risk. The Rehabilitation of Offenders Act (1974) requires that people applying for positions working with adults at risk must declare all previous convictions. A Disclosure and Barring (DBS) Check will be undertaken and assessed. They are also required to declare any pending case against them.
6. We will ensure the applicant understands that all information will be dealt with confidentially and will not be used against them unfairly.
7. Ask for photographic evidence to confirm the identity of the applicant e.g. their passport.
8. We may request to see documentation of any qualifications detailed by the applicant.
9. Always interview candidates (in the case of volunteers, an informal meeting is acceptable).
10. Request two written references from people who are not family members or friends and who have knowledge of the applicant's experience of working with adults at risk, if relevant to the post. We will ask the referee to also comment on their suitability for working with adults at risk.
11. If relevant to the post, we will ensure that our successful applicant obtains the Enhanced DBS as required from the Disclosure and Barring Service. They will be offered the role subject to satisfactory DBS checks.
12. We will include our safeguarding adults at risk policy in the induction process.
13. Adult Safeguarding training will be provided for all relevant staff and volunteers as part of induction.

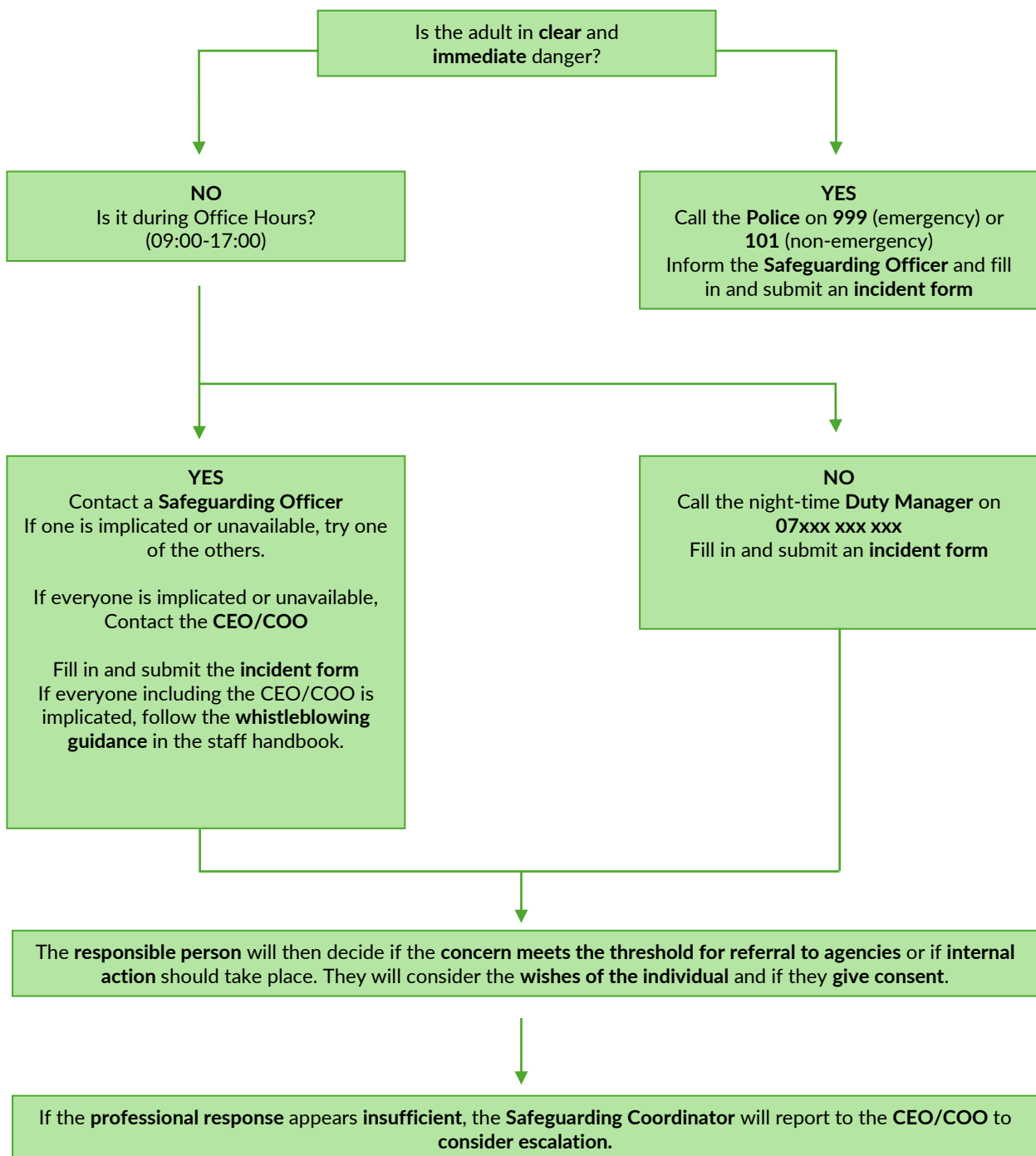
Appendix 4: Reporting Flowchart

Key Points:

Immediate danger: Call the police on 999.

Non-emergency concerns: Report to a Safeguarding Officer. If unavailable, contact the CEO/COO.

Maintain confidentiality and only share information with authorised personnel.



Appendix 7: The Six Principles of Safeguarding

EMPOWERMENT	<p>People supported & encouraged to make their own decisions and give informed consent</p> <p>A person who has been in an empowering safeguarding processes would say, "I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens".</p>
PREVENTION	<p>It's better to act before harm occurs.</p> <p>A person who has been in a preventative safeguarding environment would say, "I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help".</p>
PROPORTIONALITY	<p>Using the least intrusive response appropriate to the risk presented.</p> <p>A person who has been in a preventative safeguarding environment would say, "I am sure that the professionals will work in my interest and they will only get involved as much as needed."</p>
PROTECTION	<p>There is support and representation for those in greatest need. A person who has been in a protective safeguarding environment would say, "I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding process to the extent to which I want."</p>
PARTNERSHIP	<p>Local solutions through services working with their communities.</p> <p>A person who has been in a safeguarding environment with good partnerships would say, "I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me."</p>
ACCOUNTABILITY	<p>Anyone relevant should be accountable for the role they play in safeguarding, and responsibility should not be shirked.</p> <p>A person who has been in a safeguarding environment with strong accountability would say, "I know that everybody takes my concerns seriously. Nobody has been passive or uninterested."</p>

Chief Executive Officer (CEO) / Chief Operating Officer (COO)

The role of the CEO and COO, as Safeguarding Lead must:

1. Ensure that this Policy is monitored and reviewed to ensure that it reflects current legislation and guidance on the protection of children and adults at risk of harm
2. Be the main point of contact for the University for safeguarding children and adults at risk of harm.

3. Engage with the Staffordshire and Stoke on Trent Adult Safeguarding Partnership Board and Local Authority Designated Officer.
4. Maintain confidential records of relevant cases and action taken in keeping with the Data Protection Act 2018.
5. Report to the Trustee board on safeguarding matters, both compliance and how the process is working in practice.
6. Report serious incidents to the Charity Commission.
7. Ensure staff and students are appropriately trained on safeguarding.
8. Monitor safeguarding performance and implement measures to ensure the process is appropriate and satisfactory

Safeguarding Officers

The role of the Safeguarding Officer is to:

1. Contribute to the review and monitoring of this policy to ensure that it reflects current legislation and guidance on the protection of children and adults at risk of harm.
2. Act as a contact with the University for safeguarding children and adults at risk of harm.
3. Engage with the Staffordshire and Stoke on Trent Adult Safeguarding Partnership Board and Local Authority Designated Officer.
4. Maintain confidential records of relevant cases and action taken in keeping with the Data Protection Act 2018.
5. Contributing to appropriate reports to the Trustee Board.

Managers

Managers are responsible for:

1. Having an appropriate awareness of the safeguarding policy and the requirements of legislation as they apply to the work of their department/team.
2. Ensuring that staff, student leaders and volunteers are made aware of and understand the Safeguarding policy along with its related procedures.
3. Ensuring that staff, student leaders and volunteers who require safeguarding training for their work receive this.
4. Working with HR to ensure that any staff and volunteers' roles that require a DBS check receive this.

All Staff, Student Leaders and Volunteers

All staff, student leaders and volunteers are responsible for:

- Completing appropriate training.
- Co-operating with supervisors and managers on safeguarding matters.
- Ensuring they maintain age and culturally appropriate relationships with children and
- adults at risk of harm.

END

Shared Parental Leave Policy (SPL) //

PRINCIPLE

This policy describes a new kind of leave for parents – Shared Parental Leave (SPL). It sets out the entitlements and provisions for parents who wish to share time away from work to care for their new child, in compliance with legal requirements and to support a more flexible approach for working parents.

The policy is part of our strong commitment to creating a supportive and inclusive workplace for all. We want to enable everyone to contribute fully and develop professionally at work, whilst also managing their wider family needs and responsibilities effectively.

POLICY

SPL gives you and your partner more flexibility in how to share the care of your child in the first year of birth or placement for adoption. Employed mothers will continue to be entitled to 52 weeks of Maternity Leave and 39 weeks of statutory Maternity Pay or maternity allowance. An eligible mother can choose to end her Maternity Leave early and with her partner or the child's father, opt for SPL instead of Maternity Leave. They will be able to share a pot of leave and can decide to be off work at the same time and/or take it in turns to have periods to look after the child. There may also be an entitlement to some Statutory Shared Parental Pay (ShPP).

This policy outlines the statutory rights and responsibilities of staff who wish to take SPL and ShPP.

Eligibility

SPL can only be used by two people, the mother/adopter of the child and either the father of the child (in the case of birth), the spouse, civil partner or partner of the child's mother/adopter as long as both parents are sharing the main responsibility for the care of the child at the time of the birth/placement for adoption.

An employee seeking to take SPL must satisfy each of the following criteria:

- You and the other parent must give the necessary statutory notices and declarations. These are:
 - Notice to end any Maternity Leave, Statutory Maternity Pay (SMP) or Maternity Allowance periods (MA), or alternatively
 - Notice to end adoption leave or Statutory Adoption Pay (SAP).
- You must have a minimum of least 26 weeks continuous service with Keele SU by the end of the 15th week before the child's expected due date/matching date;
- You must still be employed with us at the start of each period of SPL;
- The other parent (your partner) must have worked for at least 26 weeks of the 66 weeks leading up to the child's expected due date/matching date and have earned an average of the minimum earnings limit set annually by the Department for Work and Pensions in any 13 of those weeks; The up to date minimum earnings limit can be found at: www.gov.uk/shared-parental-leave-and-pay/eligibility
- You must notify us of your entitlement and provide evidence as required.

You and the other parent must give the necessary statutory notices and declarations. These are:

- Notice to end any Maternity Leave, Statutory Maternity Pay (SMP) or Maternity Allowance periods (MA), or alternatively
- Notice to end adoption leave or Statutory Adoption Pay (SAP).

- You must have a minimum of least 26 weeks continuous service with Keele SU by the end of the 15th week before the child's expected due date/matching date;
- You must still be employed with us at the start of each period of SPL;
- The other parent (your partner in the case of adoption) must have worked for at least 26 weeks of the 66 weeks leading up to the child's expected due date/matching date and have earned an average of at least £30 (this is correct as of 2015 but may change annually) a week during 13 of those weeks.
- You must notify us of your entitlement and provide evidence as required (this is done by completing the Shared Parental Leave Form).

Entitlement

- Eligible employees may be entitled to take up to 50 weeks SPL during the child's first year in their family.
- SPL cannot commence until the mother has taken the legally required 2 weeks of Maternity Leave immediately following the birth of the child and in the case of the adopter, after taking at least 2 weeks of adoption leave.
- The father/partner/spouse can take SPL immediately following the birth/placement of the child. They may choose to take their paid paternity leave of 2 weeks first as they cannot take paternity leave or pay once they have taken any SPL or ShPP.
- If they reduce their Maternity/adoption leave entitlement then they and/or their partner may opt-in to SPL and take any remaining weeks as SPL.
- A mother/adopter may reduce their entitlement to Maternity/adoption leave by returning to work before the full entitlement of 52 weeks has been taken, or they may give notice to curtail their leave at a specified future date.
- If the employee is eligible to receive Shared Parental Pay (ShPP) it may be paid for some, or all, of the SPL period. ● SPL must end no later than 52 weeks after the birth/placement of the child.

Stage 1: Notification of Entitlement to Shared Parental Leave

You must give your line manager notification of your entitlement and intention to take SPL at least 8 weeks before the date you intend to take it by completing the Shared Parental Leave Form.

By completing the Shared Parental Leave Form you are providing us with the correct notification.

Stage 2: Booking Shared Parental Leave

You should complete the Period of Leave Notice section of the Shared Parental Leave Form to book SPL.

You have the right to submit 3 notifications specifying leave periods you are intending to take. Each notification may contain either:

Continuous leave, a single period of weeks leave; This is a number of weeks taken in a single unbroken period of leave (e.g. 6 continuous weeks)

You have the right to take a continuous block of leave notified in a single notification as long as it does not exceed the total number of weeks SPL available to you.

You may submit up to 3 separate notifications for continuous periods of

leave. OR,

Discontinuous leave where you intend to return to work between periods of leave.

This is a set number of weeks of leave over a period of time, with breaks between the leave where you will return to work (e.g. you will take 6 weeks of SPL and work every other week for a period of 3 months).

Any requests for discontinuous leave will be carefully considered on a case by case basis, weighing up the potential benefits to the employee and to Keele SU against any adverse impact to the business. Agreeing to one request will not set a precedent or create the right for another employee to be granted a similar pattern of SPL. A request for discontinuous leave may be granted in full or in part e.g. Keele SU may propose a modified version of the request.

We have the right to refuse discontinuous leave.

Refusal of Discontinuous Leave

If discontinuous leave is refused you may:

- e** Withdraw the request without detriment within 15 days of giving the notification, or
- Take the total number of weeks in the period of leave notice in a single continuous block

If you choose to take the leave in a single continuous block you have until the 19th day from the date the original notification was given to choose when you want the leave period to begin.

The leave cannot start sooner than 8 weeks from the date the original notification was submitted.

If you do not choose a start date then the leave will begin on the first leave date requested in the original notification.

SPL can only be taken in complete weeks but may begin on any day of the week (e.g. if a week of SPL began on a Tuesday it would finish on a Monday).

Stage 3: Discussions regarding Shared Parental Leave

Your manager, upon receiving the Shared Parental Leave Form may write to you to arrange an informal meeting to talk about your SPL booking if required.

Stage 4: Responding to a Shared Parental Leave notification

Once your manager has considered the details on the Shared Parental Leave Form a response will be provided in writing within 14 days from the leave request confirming the following:

- Confirming if you are entitled to take SPL
- e** Number of weeks SPL you are able to take
- Numbers of weeks ShPP you are entitled to
- Confirmation of dates of any Continuous SPL Leave booked
- e** Confirmation or refusal of any Discontinuous SPL Leave booked
- Invite to a meeting to discuss SPL Leave if required

Stage 5: Variations to arranged Shared Parental Leave

You can vary or cancel an agreed and booked period of SPL provided that you notify your manager in writing at least 8 weeks before the date of any variation.

Any variation or cancellation, including notice to return to work early, will count as a new notification reducing your right to submit 3 notifications by 1.

If the change is as a result of a child being born early, or as a result of Keele SU requesting it be changed and you are agreeable to this change your right to submit 3 notifications will not be reduced.

Any variation will be confirmed in writing.

Statutory Shared Parental Pay (ShPP)

Eligible employees may be entitled to take up to 37 weeks ShPP while taking SPL. The amount of weeks available will depend on the amount by which the mother/adopter reduces their Maternity/Adoption Pay period or Maternity Allowance period.

ShPP may be payable during some or all of the SPL, depending on the length and timing of the leave. It will be paid at the current rate set by the Government or 90% of your average weekly earnings (whichever is lower).

ShPP is paid to employees who have 26 weeks continuous service by the 15th week of baby's due date at the date they are notified of being matched with a child for adoption and who qualify for statutory Adoption Pay:

- Weeks 1-18: Normal pay
- Weeks 19-39: ShPP (if entitled)
- Weeks 40-52: No pay

To claim ShPP you must satisfy each of the following criteria:

- The mother/adopter must be/have been entitled to Statutory Maternity/Adoption Pay or Maternity Allowance and must have reduced their Maternity/Adoption Pay or Maternity Allowance period
- The employee must intend to care for the child during the week in which ShPP is payable
- The employee must have an average weekly earnings for the period of 8 weeks leading up to and including the 15th week before the child's expected due date/matching date which are not less than the lower earnings limit in force for national insurance contributions
- The employee must remain in continuous employment until the first week of ShPP has begun
- The employee must give proper notification in accordance with the rules set out in this policy

If you are entitled to take ShPP, at least 8 weeks before receiving any ShPP you must give your line manager written notice advising of your entitlement to ShPP. This is included in the Shared Parental Leave Form.

Terms and Conditions during Shared Parental Leave

During the period of SPL all your contracted rights, except pay, will continue as if you were still at work. Your annual leave entitlement will continue to accrue, however any public holidays, University Closure days or Students' Union closure days will not be added as additional leave.

Pension contributions will continue to be made during any period when you are receiving ShPP but not during any period of unpaid SPL. Employee contributions will be based on actual pay and employers' contributions will be based on the salary you would have received had you not been taking SPL.

Shared Parental Leave In Touch Days (SPLIT Days)

You can agree to attend work for up to 20 days during SPL without bringing your period of SPL to an end or impacting on your right to claim ShPP for that week. This could be to attend a training course, meeting or just to keep you informed of developments at work or discuss your plans for your return to work after SPL. These are known as SPLIT days. Any work or training carried out on a day or part of a day shall constitute a day's work for these purposes.

You are not obliged to carry out any work and Keele SU is not obliged to offer any work during your period of SPL. Any work undertaken will be by mutual agreement.

You will receive full pay for the hours worked on any SPLIT day. If it occurs during a week when you are receiving ShPP, this will be effectively 'topped up' so that you receive full pay for the day in question.

Any SPLIT days worked will not extend the period of SPL.

Keele SU reserves the right to maintain reasonable contact with you during your SPL.

Returning to Work after Shared Parental Leave and your Rights

You will have been advised in writing of the end date of any period of SPL. You are expected to return to work on the next working day after this date.

You must give 8 weeks written notice if:

- You wish to return to work before the agreed date.
If you have already given 3 periods of leave notices you will not be able to end your SPL without our agreement.
- You wish to return to work later than the agreed date, assuming you still have unused SPL entitlement remaining.
If you have already given 3 periods of leave notices you will not be able to extend your SPL without our agreement.

Your Rights

You are entitled to return to work in the same job and on the same terms and conditions if the total of your maternity/paternity/adoption leave and SPL amounts to 26 weeks or less.

If the total of your maternity/paternity/adoption leave and SPL amounts to more than 26 weeks, or if you take a period of 5 weeks of unpaid parental leave, even if the total weeks of maternity/paternity/adoption and SPL do not exceed 26 weeks you are entitled to return to the same job, however if this is not reasonably practicable, to another job which is both suitable and appropriate and on terms and conditions no less favourable.

If you decide not to return to work after SPL you must give notice in line with the notice period in your contract. If you wish to put in a flexible working request the procedure for this is set out in the Flexible Working Policy. It is helpful if requests are made as early as possible to help us review and plan.

If it happens that your post is affected by a redundancy situation during your Shared Parental Leave, we will write to inform you of any proposals and invite you to a meeting before any final decision is reached about your continued employment. Employees on Maternity, Paternity and Adoption leave will be given first refusal on any suitable alternative vacancies that are appropriate to their skills. The Maternity Leave, Adoption Leave and Shared Parental Leave (Amendment) Regulations 2024 from 6 April 2024 extend redundancy protection to apply during pregnancy and for a period of 18 months after birth or placement of a child for those taking maternity, adoption or shared parental leave.

END

Sickness Absence Policy

& Formal Sickness Absence Procedure //

PRINCIPLE

Keele SU is highly committed to promoting the welfare of all staff. This is central to our Values and to keeping Keele SU's performance and standards on track. We recognise the importance of health and wellbeing to individuals themselves and for us as a responsible employer. We also appreciate that accidents and illness do sometimes occur, and that managing these sensitively and effectively is important for us all.

This policy is designed to promote good practice in supporting health improvement, preventing ill health, and managing sickness absence fairly when it occurs. It also emphasises the rehabilitation of staff, including measures to support and retain people wherever possible, including those with disabilities.

Where short-term absences are continued or cannot be verified medically, with frequent or unexplained absences, or when matters that arise from a return to work interview need to be investigated, Keele SU may instigate a formal sickness absence procedure, which is outlined at the end of this policy. This policy covers employees at all levels and grades.

POLICY

We want staff to understand that attending work is important. We expect people to come to work and to perform to the best of their ability when they are fit to do so. We also understand that a certain amount of absence due to illness or accident is inevitable.

Sickness absence can vary from short, intermittent periods of ill-health to a continuous period of long-term absence. It may be physical or mental, and it may have a number of different causes, treatments and outcomes.

It's important that we manage sickness absence effectively as an organisation, both to support those affected and to minimise any detrimental impact on the delivery of our services and on other staff. Through this policy we aim to:

- Reduce the level of sickness absence wherever possible through early intervention and support.
- Minimise the likelihood of sickness absence by identifying causes of absence and recommending practical changes in working practices or environment, where possible.
- Ensure a fair and consistent approach to the management of sickness absence across Keele SU and without discrimination.
- Limit the consequences for other staff and our operations when absence occurs.
- Support staff through periods of ill-health, with the aim of securing their early and sustained return to work.
- Manage people's rehabilitation on their return to work, including any support mechanisms or reasonable adjustments.
- Ensure that we comply with Disability Discrimination legislation and other relevant statutory requirements.

This policy should be read alongside the others in the Wellbeing suite of policies, including our Annual Leave & Holiday Policy, Health and Safety Policy and our Drugs & Alcohol Policy.

Disabilities

We are aware that sickness absence may result from a disability. At each stage of the sickness absence procedure, we will consider whether there are reasonable adjustments that could be made to the job or to other aspects of work arrangements which could provide support at work or assist a return to work.

If you consider that you are affected by a disability or any medical condition which affects your ability to undertake your work, you should inform your line manager.

Monitoring and Assessment

Being aware of absence levels across the organisation is an important part both of reducing it and of identifying individual ill-health problems at an early stage. It also helps to alert us to any environmental or workplace issues that could be contributing to staff absence.

It is the line manager's responsibility to record staff absence from work and the reasons for it. We want to be clear that this is primarily with the intention of supporting staff including those with long-term health conditions or disabilities. This information will be collated and monitored by line managers and SLT. We do this so that we're alerted early to any cause for concern, or to unexplained patterns or changes in people's attendance.

Keele SU may at any time, ask you to consent to a medical examination by an Occupational Health Service/and or a doctor nominated by us and to agree to the doctor providing us with a medical report. The terms of our contracts are that staff must give this consent when reasonably asked to do so by us.

Note that where we find repeated or unexplained absence, we will investigate. We will provide support, sensitivity and help where people need it. However, in circumstances where we believe the absence is not genuine, action will be taken under our Disciplinary Policy. Ultimately, this could result in dismissal.

Notifying Sickness Absence

The following applies to all absence that hasn't been agreed in advance with your line manager.

- e** You are asked to contact your line manager at the earliest opportunity before the start of your normal working time on the first day of sickness absence, wherever practicable. You should provide details of the nature of absence or illness and how long you expect to be absent.
- If you are due to work an evening shift, you should notify your manager by 12 noon on the day you will be absent, or as soon as you know you will be unable to work.
- You should notify your line manager directly if you're unable to come to work. You should leave a message on an answer phone or pass a message via another member of staff only once you have attempted to contact your manager directly. If your manager is not at work you should inform another manager. A text message or message via social media is not considered appropriate communication of sickness absence.
- e** In exceptional circumstances, where you are unable to notify your manager personally, you may ask a friend or relative to do it on your behalf. However, it remains your responsibility to ensure that notification takes place as described and that you do it in person as soon as you're able.
- Whilst you're off sick, you should keep in contact with your line manager and advise them of the likely date of return. If you anticipated being absent for just one day, you must telephone on the following day if you're still absent. This will apply to any day that you said you expected to return.
- Note that it is your responsibility to notify your line manager of the date of return, especially where sickness is not covered by a medical certificate. This is particularly relevant for staff who work shifts so we can avoid duplication of shift cover. Failure to do so may result in you being sent home without pay.

Managers will ensure that;

- Any sickness absence that is notified to them is recorded in the relevant system file, including part days
- Arrangements are made, where necessary, to cover work and to inform colleagues and stakeholders (whilst maintaining confidentiality)

Please note that failing to follow the above notification procedure may result in action under the terms of our Disciplinary Policy.

Certification

Absence for less than seven days

Immediately on return to work, you must complete a Self-Certification Form to account for all days of absence due to sickness or injury. (Available from your line manager) this should be given to the HR Support Manager

Absence for more than seven days

After the first seven days of continuous sickness absence (including non-working days), you must produce a doctor's 'Statement of Fitness to Work' certificate (also known as a 'Fit note') covering all days of absence. This should be sent to your manager without delay. Immediately on your return to work, you will also need to complete a Self-Certification Form to cover all days of absence due to sickness or injury.

If your doctor provides a certificate stating that you 'may be fit for work' you should inform your line manager immediately. We will discuss with you any additional measures that may be needed to support your return to work, taking account of your doctor's advice. This may take place at a 'return to work' interview. If appropriate measures cannot be taken, you will remain on sick leave and we will set a date to review the situation.

If you wish to return to work before the doctor's certificate has expired, you must obtain a doctor's 'Statement of Fitness to Resume Duties' before you return to work. Such a statement may also be required in other special cases if we request it.

Please note that it is expected that staff members who are off on sick leave do not attend Keele SU nighttime events/club nights.

If a staff member who is off sick feels that a nighttime event would be beneficial to their mental health, they can request to attend the event by contacting the HR Support Manager who will look at the request considering all factors such as reasons for sick leave, the event content and any risks to health attending the event. If it is agreed a request to add you to the guestlist will be made.

Sickness during Annual Leave

If you are sick during annual leave, you should notify us on the first day of sickness and follow the reporting procedure set out above. On your return you must complete a Self-Certification Form. Where the absence is for more than seven days, a doctor's certificate must be provided. You will be regarded as being off sick rather than on annual leave for the dates declared, and you will be allowed to take the annual leave at a future date as agreed by us. Note that if you tell us you are sick but still continue to take pre-booked holiday, this will not apply.

Sick Pay

In order to claim sick pay allowance, it is essential that the notification and certification procedures set out above are followed. Failing to do so may affect your entitlement to receive statutory and Keele SU sickness benefit. You should refer to your contract of employment for the level of sick pay to which you are entitled.

Third Party Accident

If you are absent as a result of an accident, you are not entitled to sick pay if you receive damages from a third party that cover your loss of income. In this event we may advance you a sum no greater than the allowance provided under the scheme. However, this is subject to you agreeing to refund us all or part of the sum advanced you from any damages you receive.

Managing Sickness Absence

Keele SU has a clear intention to build a positive culture of support, trust and collaboration with staff. We have —provided a broad set of flexible working, leave and support mechanisms to allow staff to manage their working

lives responsibly and accountably. The following are mechanisms we will use, where necessary, to manage sickness absence at Keele SU.

'Return to Work' Meetings

If you have been absent due to sickness or injury your line manager will ask you to a 'return to work' meeting. This is an informal meeting, held in private, so we can confirm the details of your sickness, find out how you are and how things are going for you at the moment, and discuss whether any measures are required to support you at work or to prevent a recurrence of the illness.

If you were issued with a certificate saying you may be fit for work, we will hold a meeting with you to make sure that we accommodate any adjustments or measures that are needed for you to return, following your doctor's advice.

Managing Frequent Sickness Absence

In circumstances where a particular pattern of absence is noted, or where significant levels of absence occur over a 12 month rolling period, we will invite you to a formal meeting with your line manager. The emphasis here will be to discuss the issue with the intention of understanding what has caused it and how it might be mitigated in future. The meeting will be a genuine discussion to explore the situation and to offer any support needed.

No further action may be necessary following this meeting. In cases where improvements in attendance are needed, this will be discussed and clarified. It's also possible that the issue may go on to become a long-term absence which will be managed as such.

In determining whether absence levels are significant, one of the methods we may use is the Bradford Factor. This method looks at how many occasions you have been absent in the previous 12 months as well as how many days you have been absent for.

The calculation is based on the number of spells of absence, multiplied by the number of spells of absence, multiplied by the total number of days. This gives the absence point figure:

$S \times S \times D$ = Bradford Factor points score

(S = number of spells of absence in the last 12 months) (D = number of days absence in the last 12 months)

For example: If staff member 'A' has been off 3 times between 1st April 2019 and 31st March 2020 with a total number of 10 days absent the calculation would be:

3 spells of absence x 3 spells of absence x 10 days = 90 points

The calculation is always based on the preceding 12 months, so points levels will expire the longer a period of no absences is registered. The Bradford Factor trigger should be pro-rata for staff members who do not work 37.5 hours a week (see table below).

If the Bradford Factor trigger is reached by an employee then it will indicate higher than average absence and may trigger the formal meeting with the line manager mentioned above.

Hours staff member works:	37.5	30	22.5	15	17.5
Bradford factor trigger:	125	100	75	50	25

Medical Examination

If there is frequent or unexplained absence, we may request you to be examined by a medical practitioner to determine your fitness for work. If you are off work and you are medically assessed as being fit to return to work, your entitlement to sick pay will stop from that date.

Formal Action: Sickness absence meetings procedure

Where short-term absences are continued or cannot be verified medically, frequent or unexplained absences, matters that arise from a return to work interview that need to be investigated, we may instigate a formal sickness absence procedure. In this, staff will be asked to attend a formal meeting to discuss the absence and clear timeframes set for improvement. Reasonable help and support will be offered to staff in making these improvements.

As this is a formal procedure, staff may be accompanied during these meetings and may appeal following any decisions. However, if there is no satisfactory improvement over the agreed timeframes, the staff member may ultimately be dismissed.

For the full procedure, including your right to appeal please see the Formal Action Sickness Absence Meetings Procedure below.

Long-Term Sickness Absence

It may happen from time to time that someone suffers long-term sickness or injury where they may be off work for many months or where the future outcome is uncertain. If you are off work with a long-term illness or injury considered to be of 4 weeks or more duration, we will do what we can to offer support to you as a valued member of staff, both during your illness and on your return to work. You will be treated fairly and reasonably throughout, and we will hope to welcome you back to work as the situation allows.

We will keep in touch with you periodically to discuss how you are and when you might be able to return to work, and you will continue to be paid any sick pay entitlement under the rules of the scheme. As part of this we may request to meet with you at an agreed location and we may ask for medical assessment of your condition or seek current advice from a doctor. Where the condition is defined as a disability, we will comply fully with the Disability Discrimination Act.

Return to Work

We will do all we can to support and rehabilitate you on your return to work from long-term sickness absence. The following are examples of the measures that will be considered, as necessary:

- Phased return
- Temporary or permanent reduction in hours or times of work
- Change of location such as the option to work from home
- Additional rest periods
- Help with transport
- Refresher training or work shadowing
- A workplace mentor
- Alternative duties or roles
- Reasonable physical adjustments
- Support under the Access to Work scheme.

Your line manager will continue to monitor, review and discuss how things are going with you on your return to work. We will do this to support you, and also to be open-minded and proactive should these adjustments need to be changed to facilitate your ongoing rehabilitation.

Termination of Employment

There may be circumstances where an employee has persistent levels of short term absences, a single period or a number of periods of long term absence where the impact on the running of Keele SU is affected. In these instances, a consideration of terminating the individual's employment would be made.

Termination of employment will be considered where there is no realistic expectation that you can return to work, even with reasonable adjustments or alternative arrangements, or when problematic absence levels continue.

If this happens, we will write to you and arrange to discuss the matter with you. In certain circumstances you may be able to retire on the grounds of ill-health and take some or all of your pension benefits.

If the decision is made to terminate your employment, we will write to you again explaining the decision. You will have the right to appeal this decision, and that letter will contain details of how you might do so.

Terminal Illness

It is possible that a member of staff may develop a terminal illness. This may be quite sudden or following a period of long-term sickness. There are no set rules on how these situations will be managed as the circumstances will vary between people. Some people may wish to work as long as possible whereas others will want to leave work immediately if they're able to. However, the following are principles we will use to guide us in managing these difficult and sensitive situations:

- e** Our first priority will be to support the member of staff and we will be guided by them. We will make whatever adjustments we reasonably can to allow them to work if they want to. This may include physical adjustments and or referral to support agencies.
- There may be financial questions or concerns, so we will help to get quick responses to issues around pensions or other work benefits.
- We will comply with the Data Protection Act in relation to what people want or don't want colleagues to know about their condition.
- We will be mindful of the impact on the individual's colleagues and managers, and provide support, such as counselling and time off to attend the funeral.

In situations where a member of staff has a family member who is terminally ill, we will be mindful that additional time off and support is needed to help them manage during this very difficult time. Line managers should talk to the individual about the support they need and what they would like other people to know, referring to our Annual Leave & Holiday Policy and to SLT for guidance as necessary.

FORMAL SICKNESS ABSENCE MEETINGS PROCEDURE

As stated at the beginning of this policy, where short-term absences are continued or cannot be verified medically, frequent or unexplained absences, matters that arise from a return to work interview that need to be investigated, Keele SU may instigate a formal sickness absence procedure. In this, staff will be asked to attend a formal meeting to discuss the absence and clear timeframes set for improvement. Reasonable help and support will be offered to staff in making these improvements.

As this is a formal procedure, staff may be accompanied during these meetings and may appeal following any decisions. However, if there is no satisfactory improvement over the agreed timeframes, the staff member may be ultimately be dismissed.

As outlined, we may apply this procedure whenever we consider it necessary, including, for example, if you:

- e** Have been absent due to illness on a number of occasions
- Have discussed matters at a return to work interview that require investigation and/or ● Have been absent for more than 7 days (including long term)

Unless it is impractical to do so, we will give you reasonable written notice of the date, time and place of a sickness absence meeting. We will put any concerns about your sickness absence and the basis for those concerns in writing or otherwise advise why the meeting is being called. A reasonable opportunity for you to consider this information before a meeting will be provided.

The meeting will be conducted by your line manager. We may invite a representative of the University HR department to provide advice and guidance. You may bring a companion with you to the meeting, either a trade union representative or a colleague who will be allowed reasonable paid time off to attend.

You must take all reasonable steps to attend a meeting. Failure to do so without good reason may be treated as misconduct. If you or your companion are unable to attend at the time specified, you should immediately inform your line manager who will seek to agree an alternative time.

A meeting may be adjourned if your line manager is awaiting receipt of information, needs to gather any further information or give consideration to matters discussed at a previous meeting. You will be given a reasonable opportunity to consider any new information obtained before the meeting is reconvened.

Confirmation of any decision made at a meeting and the reasons for it will be given to you in writing within 7 days of a sickness absence meeting (unless this time scale is not practicable, in which case it will be provided as soon as is practicable). For stage 3 you will also be notified of the right of appeal.

If, at any time, your line manager considers that you have taken or are taking sickness absence when you are not unwell, they may refer matters to be dealt with under our Disciplinary Policy and Procedure.

Stage 1: First Sickness Absence Meeting

The purposes of a first sickness absence meeting may include:

- Discussing the reasons for absence
- Where you are on long-term sickness absence, determining how long the absence is likely to last
- Where you have been absent on a number of occasions, determining the likelihood of further absences ●

Considering whether medical advice is required

- Considering what, if any, measures might improve your health and/or attendance
- Agreeing a way forward, action that will be taken and a time-scale for review and/or a further meeting under the sickness absence procedure

Stage 2: Further Sickness Absence Meeting(s)

Depending on the matters discussed at the first stage of the sickness absence procedure and/or where further absence in line with the above occur, further meeting or meetings may be necessary.

The purposes of further meeting(s) may include:

- Discussing the reasons for and impact of your ongoing absence(s)
- Where you are on long-term sickness absence, discussing how long your absence is likely to last
- Where you have been absent on a number of occasions, discussing the likelihood of further absences
- If it has not been obtained, considering whether medical advice is required. If it has been obtained, considering the advice that has been given and whether further advice is required
- Considering your ability to return to/remain in your job in view both of your capabilities and our business needs and any adjustments that can reasonably be made to your job to enable you to do so
- Considering possible redeployment opportunities and whether any adjustments can reasonably be made to assist in redeploying you

Stage 3: Final Sickness Absence Meeting

Where you have been warned that you are at risk of dismissal, we may invite you to a meeting under the third stage of the sickness absence procedure.

The purposes of the meeting will be:

- To review the meetings that have taken place and matters discussed with you
 - Where you remain on long-term sickness absence, to consider whether there have been any changes since the last meeting under stage two of the procedure, either as regards your possible return to work or opportunities for return or redeployment
 - To consider any further matters that you wish to raise
 - To consider whether there is a reasonable likelihood of you returning to work or achieving the desired level of attendance in a reasonable time
-
- To consider the possible termination of your employment
 - Termination will normally be with full notice or payment in lieu of notice

Appeals

You may appeal against the outcome of stage 3 of this procedure.

An appeal should be made in writing, stating the full grounds of appeal, to your line manager with 7 days of the date on which the decision was sent to you.

Unless it is not practicable, you will be given written notice of an appeal meeting within 7 days of the meeting. The appeal will be held as soon as possible. Any new matters raised in an appeal may delay an appeal meeting if further investigation is required.

You will be provided with written details of any new information which comes to light before an appeal meeting. You will also be given a reasonable opportunity to consider this information before the meeting.

Where practicable, an appeal meeting will be conducted by a manager senior to the individual who conducted the sickness absence meeting, or an External Trustee in the case of the Chief Executive. Depending on the grounds of appeal, an appeal meeting may review the original decision.

Following an appeal, the original decision may be confirmed, revoked or replaced with a different decision. The final decision will be confirmed in writing, as soon as reasonably possible following the appeal meeting.

There will be no further right of appeal.

The date that any dismissal takes effect will not be delayed pending the outcome of an appeal. However, if the appeal is successful, the decision to dismiss will be revoked with no loss of continuity or pay.

END

Smoke-Free Policy //

PRINCIPLE

This policy outlines our position as a smoke-free place of work.

POLICY

Keele SU is smoke-free. Everyone who works at or uses Keele SU has the right to be in a smoke-free environment, so we don't allow smoking inside our buildings or facilities, at any of our events or in any of our vehicles. No-Smoking signs are displayed at the entrances to our workplace.

We're required by law to provide a healthy and safe workplace under the terms of the 2006 Health Act. Smoking, both direct and passive, is directly linked with serious illness and health problems. Many people also find it intrusive and unpleasant. We want to protect everyone's health, safety and wellbeing, and to provide a comfortable working environment. No-smoking signs are displayed at entrances to remind people of this.

To be clear, this applies to everyone including staff, students, visitors and contractors. The policy covers cigarettes (tobacco or herbal), cigars, pipes, e-cigarettes and anything similar.

E-cigarettes are included because, although they release vapour rather than tobacco smoke, the emissions can contain potential toxins and their long term-effects are unknown. E-cigarettes also can appear to 'normalise' smoking, which is something we'd like to discourage for health reasons.

Staff using our vehicles, whether as a driver or passenger, must ensure the vehicles remain smoke-free. Any of our vehicles that are used primarily for private purposes are excluded from the smoking ban.

Smoking is permitted outside Union buildings and facilities during normal breaks, in the allocated smoking spaces on campus only. Cigarette butts should be disposed of in a safe, tidy and accountable way in the appropriate receptacles provided. Staff are permitted to flexibly use their allocated break/rest time during a working day, breaks should not exceed the total time of your contracted meal/rest breaks unless you are using TOIL accrued from annualised hours.

Help and support is available to smokers who'd like to stop.

● NHS Stop Smoking nhs.uk/livewell/smoking

gosmokefree.co.uk

● Local GP or pharmacy

Personnel responsible for implementation of the policy

SLT has overall responsibility for the effective operation of this policy but has delegated day-to-day responsibility for its operation to the Facilities Manager. Any questions concerning the operation of this policy should be directed to the Facilities Manager.

Responsibility for monitoring and reviewing the operation of the policy and any recommendations for change to minimise risks to our operations also lies with the Central Services Manager.

All staff must comply with and support this policy. The Central Services Manager will have responsibility for informing all staff, consultants and contractors of the policy and their role in the implementation and monitoring of the policy.

We want people to understand and respect this policy because it's the right thing for everyone. However, people who smoke where they've been requested not to will be subject to our disciplinary procedure. It's also fair to point out that it's a criminal offence not to comply with the smoke-free ruling, and anyone who doesn't comply could be fined or prosecuted.

Policies and Procedures //

Sustainable, Ethical and Environmental Policy //

Principle

Keele SU staff and student staff must adhere to the Keele SU policy and procedures and seek to promote social and environmental sustainability within their areas of responsibility.

Background

Understanding sustainability is more important now than ever, and universities hold a lot of responsibility when it comes to the future of our planet. The ongoing climate crisis affects us all, and we believe sustainability should be accessible and inclusive for everyone. Keele SU declared a climate emergency in 2019. Keele SU is dedicated to embedding sustainability throughout everything we do, creating opportunities for students from every corner of the university to get involved and help make a difference.

We are committed to delivering excellent student activities and campaigns that improve the student experience at Keele. We know that sustainability is so much more than just planting trees and turning off the heating. From liberation and social justice to our environmental practices, we're working hard to ensure we address all aspects of sustainability, as mapped out by the Global Goals for Sustainable Development. We will continue to champion student-led initiatives focusing on how we can improve our practices and empower grass-roots activism to improve not just your Students' Union, but the University and the wider community.

The climate crisis and environmental injustice is becoming an increasingly important issue for our members, highlighting the importance of combatting this crisis not only by the University but by the Students' Union to meet the needs of current students but also future student generations.

Vision & Mission

Keele SU's first Sustainable Action Plan passed by the Keele SU Board of Trustees in December 2022.

Vision: To be a global leader in sustainability within the Student Unions sector, ensuring our organisation combats and minimises environmental, social, and economic injustices to create positive sustainable change for current and future students.

Mission: To embed sustainable justice in everything we do at Keele Students' Union, empowering and developing our members with the skills and opportunities to facilitate worthwhile change within and outside our institution.

Core Themes:

To achieve what is set out in this plan, we have determined 3 core themes which outline the specific areas of work in our action plan. They are as follows:

- **Governance:** Ensures the organisation creates short- and long-term policy within through our democratic processes that keep the organisation accountable in the actions set out in this plan.
- **Empowering and Engaging Students:** Including students in our decision-making process and supplying them the opportunities and skills they need to embed sustainability within the organisation, institution, and wider community.
- **Operations and Commercial:** Covering how the Union operates as an organisation and reviewing how we can be more sustainable infrastructurally and commercially.

Strategic Aim

Keele SU, following the climate emergency declaration from the SU aims to:

- Facilitate positive and sustainable political and infrastructural changes to the Keele Students' Union Building.
- Engage staff and students in the topic of economic, social, and environmental sustainability.
- Emphasize Keele Students' Unions pledge to sustainability now and in the future.
- Embed sustainability in everything we do operationally and strategically.
- Lead this plan with the Keele SU Sustainability Working Group
- Lead an Intersectional approach into solving local sustainable problems based on a system of climate justice.

Keele SU is committed to full compliance with environmental legislation and will strive to improve its performance working closely with the University, NUS, SOS UK and students.

Keele SU will lobby the University to continually monitor and improve their environmental and ethical performance.

Keele SU will engage both its members, officers and staff in awareness of bringing about ethical and environmental change both as members of the SU community and members of society beyond.

Vehicles And Driving Policy //

PRINCIPLE

This outlines Keele SU's expectations and your responsibilities when driving either a vehicle provided by Keele SU or your own vehicle for business purposes.

It also highlights the actions that you must take to ensure you drive safely and the procedures you must follow in the event of an accident. In addition, it sets out the circumstances in which Keele SU can recover related costs if you are responsible for an accident or damage to a vehicle provided by Keele SU.

POLICY

Your responsibilities

It is your responsibility to ensure that you are familiar with the procedures and that you understand your responsibilities when using a vehicle for business purposes to ensure the vehicle is roadworthy and does not pose a risk to other users. You are also responsible for ensuring your health and safety and that of your passengers and/or other road users.

Mobile phones and driving

You must not use a hand-held mobile phone while driving. A hand-held mobile phone should only be used when the vehicle has been parked in a safe place and the engine has been switched off.

A hands-free mobile phone, where correctly fitted, may be used but not in a manner that affects your concentration or control of the vehicle.

Driving under the influence of alcohol or drugs

You must not drive on business while you are under the influence of alcohol, illegal drugs or prescribed drugs if the prescribed drug has any potential effect on your fitness to drive.

Using your own vehicle when carrying out your duties

If you use your own vehicle when carrying out your duties, it is your responsibility to ensure that your vehicle is roadworthy and properly taxed and that your vehicle insurance cover extends to business usage.

You must read, understand and follow these rules.

PROCEDURES

Taking your driving licence details

If you drive a vehicle provided by Keele SU or drive your own vehicle on business you must provide the latest Shared Driving Licence Information to Keele SU every six months.

To do this, log on to viewdrivingrecord.service.gov.uk and enter your details as required. You must then create a licence check code to share your driving record with Keele SU and supply this to Keele SU within 21 days.

You must also notify your manager whenever there is any change to the details on your driving licence, such as the addition of penalty point

Accidents and damage

If you are involved in an accident in a vehicle whilst working for Keele SU, you should obtain the full contact and insurance details of any third party and any witnesses to the incident.

You must immediately report any accident whilst working for Keele SU to your line manager.

Breach of this policy

In the event that you breach this policy or the procedures to be followed, this may result in disciplinary action, up to and including dismissal without notice.

END

Whistleblowing Policy //

PRINCIPLE

This policy describes how staff can raise concerns they have about suspected malpractice, unethical or illegal behaviour at Keele SU which are normally of an exceptionally serious nature and may be in the public interest. It highlights our commitment to a culture of transparency and openness in which suspected wrongdoing can be raised and addressed quickly and fairly.

POLICY

Introduction

Keele SU is committed to running the organisation and serving our members with honesty and integrity. Our reputation as an organisation is very important to us and we expect staff to maintain high standards in how they go about their various roles. However, there could be times when things aren't as they should be and people may want to raise a concern or complaint about something which they believe to be illegal, unethical or dangerous. Often the issue doesn't personally affect the person raising the concern, although it may do. This is known as making a protected disclosure in the public interest or 'whistleblowing'.

This policy describes how staff can raise these concerns, how they will be investigated, and the legal protection offered to staff who make a disclosure.

Keele SU constantly strives to safeguard and act in the interest of the public and its employees. It is important to Keele SU that any fraud, misconduct or wrongdoing, by staff or other agents, is reported and properly addressed.

Additionally, living our Values emphasises openness, inclusivity and personal accountability. We want our workplace to be one where people can contribute and thrive in a safe environment.

Whistleblowing

Whistleblowing is the disclosure of information which relates to actual or suspected wrongdoing or dangerous practice at work. You can follow this policy to report serious concerns which may include:

- Conduct that is an offence or breach of law
- Health and safety risks, including risks to the public as well as other employees ●
- Environmental damage
- Failure to comply with regulatory or statutory obligations
- Financial mismanagement fraud, bribery or corruption
- Negligence
- Miscarriage of justice
- Deliberate concealment of information tending to show any of the above matters

A 'whistleblower' is someone who raises a genuine concern about any of these points. If you have any such concerns, you should raise it under this policy.

This policy shouldn't be used for any personal concerns about your work, how you've been treated, disagreements with managers or colleagues, or to raise concerns about discrimination or bullying. If these are concerns for you, you should raise them under the Grievance Policy or the Dignity at Work Policy. Similarly, it should not be used to revisit internal grievance issues which have been to appeal.

If you aren't sure what to do or are uncertain about which policy applies, you should speak to the HR Support Manager, member of SLT or CEO.

Protection

Keele SU is committed to good practice and high standards and wants to be supportive to its employees. It recognises that the decision to report a concern under this procedure can be difficult. But if you raise your concern in good faith, you are doing your duty to your employer and to our customers and you should have confidence in doing so and have nothing to fear. Keele SU will not tolerate any kind of harassment or victimisation and will take appropriate action to protect you when you raise a concern in good faith.

If you make an allegation in good faith, but it is not confirmed by any investigation, no action will be taken against you. If, however, you make it frivolously, maliciously or for personal gain, disciplinary action may be taken against you.

Any investigations into allegations of potential malpractice will not influence or be influenced by any disciplinary or redundancy procedures that already affect you.

Confidentiality

All concerns will be treated in confidence and every effort will be made not to reveal your identity if you so wish. However, you may eventually be needed as a witness in disciplinary or criminal proceedings if necessary (if you are, Keele SU will arrange for you to be given advice about the procedure).

Stage 1: Raising a concern

If possible, we encourage matters to be addressed through your line manager first and as soon as possible. However, if the matter is particularly sensitive or serious, or you suspect your line manager or SLT member of being involved, you can either approach the CEO, an external Trustee, or the HR Support Manager

You might wish to discuss your concern in confidence with a colleague first, and you may find it easier to raise the matter if there are two or more of you with the same concern.

You can talk to them in person or put your concerns in writing if you prefer. Reports should be sent to your immediate manager or their superior and a copy sent to the HR Support Manager or CEO.

You are not expected to prove the truth of your allegation, but you will need to demonstrate, to the person you contact, that there are reasonable grounds for your concern.

You may invite a colleague or other representative to be with you during any meetings or interviews in connection with the concerns that you have raised. Such meetings can also be held away from your place of employment if you wish.

HR Support Manager will act as the Investigating Manager unless there is a conflict of interest. They will write to you as soon as possible to acknowledge your letter of concern and to explain how they plan to proceed. They will carry out a full investigation of the issue within a reasonable timescale. This may include the involvement of specialists or other external investigators such as auditors. In the case of alleged criminal activities, they will refer the matter to the police.

Anonymous Allegations

You are encouraged to put your name to your concern; as if you do it will have more powerful effect than if you raise a concern anonymously.

Keele SU will use its discretion in deciding whether to consider an anonymous allegation, taking into account the seriousness and credibility of the allegation, and the likelihood of confirming it with attributable sources. If we can pursue the matter anonymously, we will take every step to try to ensure that your identity is not revealed without your consent, although it may be the nature of the allegation or evidence we hold would indicate the source.

Stage 2: How will Keele SU respond

Keele SU will not ignore your concerns. Initial enquiries will be carried out to decide whether an investigation is needed. Any investigation may involve:

- Management, Auditors, and/or the disciplinary process
- Referral to the Police
- Referral to the external auditor
- An independent inquiry

The initial enquiries may find that an investigation is not necessary, or some concerns may be resolved by agreed action without the need for an investigation. Any necessary urgent action would be taken before an investigation is conducted.

Where an allegation falls within the scope of a specific procedure (e.g. discrimination) it will be considered under that procedure.

The person dealing with the matter will write to you within 10 days of receiving your concern to:

- Acknowledge that the concern has been received
- Indicate how Keele SU intends to deal with the matter
- Give an estimate of how long it will take to provide a final response
- Tell you whether any initial enquiries have been made
- Supply you with information on staff support mechanisms, and
- Tell you whether further investigations will take place and if not, why not.

You may be asked to supply more information or to clarify, if necessary.

Stage 3: How you can take the matter further

The policy is intended to help you raise concerns within Keele SU. Keele SU hopes you will be satisfied with any action taken. If you are not, and you feel it is right to raise this matter outside Keele SU, the following are possible contacts:

- The Charity Commission [gov.uk/government/organisations/charity-commission](https://www.gov.uk/government/organisations/charity-commission)
- Your Trade Union
- Your local Citizens Advice Bureau
- Relevant profession bodies or regulatory organisations ●

A relevant voluntary organization

e Protect
Tel: 020 3117 2520
protect-advice.org.uk

● The Police

If you are unsure as to the appropriate authority, advice can be sought from Protect (formerly known as “Public Concern at Work”) which is an independent Whistleblowing Charity. Their contact details are at the end of this policy.

If you raise a false allegation and you are found to be culpable, or in any way involved in the wrongdoing, or if you raise a concern maliciously or in a manner not prescribed in this policy, then you may be subject to disciplinary action up to and including dismissal without notice for gross misconduct.

You should not disclose to a non-relevant third party any details of any concern raised in accordance with this policy, and you must not, in any circumstances, publicise your concerns in any way.

Independent advice

Independent advice and support can be obtained from Protect (formerly known as “Public Concern at Work”) (Independent Whistleblowing Charity):

● whistle@protect-advice.org.uk
0203 117 2520
protect-advice.org.uk

The Responsible Member of Staff

The Chief Executive has overall responsibility for the maintenance and operation of this policy, and will maintain a confidential record of concerns raised and report as necessary to the Board of Trustees.

END

KEELE SU BEHAVIOURS FRAMEWORK //

People who are upbeat and positive are more likely to be productive, more relaxed, more accepting of others, and more likely to share their sense of humour. We aim to provide a stimulating and practical environment where you enjoy your time at work and excel. Our Values and Behaviours are the foundation for making Keele SU a positive place to work.

Competencies are the behaviours (and, where appropriate, technical attributes) that staff must have, or must acquire, to perform effectively at work.

They are often defined by the knowledge, skills and behaviours that someone must demonstrate in their role:

- Knowledge is the practical and theoretical understanding of a subject
- Skills are a natural or learned ability to perform a certain physical or mental task
- **Behaviours are a pattern of action or the way that someone conducts themselves at work**

The Behaviours Framework provides our staff with an indication of the behaviours and actions that will be valued, recognised and applauded, as well as those that will indicate a need for training, performance management or support. They represent a language of performance for Keele SU.

Staff are a students' union's most valuable asset, it matters how they are recruited and selected, inducted, supervised, trained and developed. We understand the need to ensure our staff, whatever their level or role, can demonstrate sufficient expertise and consistent high-performance standards. Many of our Staff are front-line, responding to changing student needs and wants. Whatever your role, you underpin the success of Keele SU.

LIVING THE VALUES

We actively encourage every member of Keele SU team to be committed to living our Employee Behaviours – empowering, supportive, communicative – through the ways we work together, showing respect for the contribution made by everyone and helping others to achieve their goals as well as meeting our own.

EMPOWERING

We love to see people grow and succeed and do whatever we can to help them fulfil their potential. We inspire, guide, encourage, share and support while providing a helping hand when we're needed. We not only notice the best in people but help them to see their own potential.

SUPPORTIVE

We're all unique, and we see each person as the individual they are. We value and respect everyone, whatever their background, culture or style. We promote fairness and celebrate diversity in all that we do, working hard to make the right services and support available for all, whenever and wherever they need it.

COMMUNICATIVE

Working together is our strength. We thrive on ideas, exchange and listen to experience, encouraging collective talent and bringing people together. We value one another for our knowledge and skills and communicate at every stage to succeed in our common goals.

A Behaviour Framework presents a clear set of behaviours towards which staff can work, and provides clarity about how you are expected to perform in your job, enabling you to identify your strengths and plan your development.

There are significant benefits for you as a staff member, providing a clearly defined set of personal objectives, helping you prioritise your learning and development, providing feedback and evidence on the progress that you are making, and supporting career progression. (Whether in Keele SU or in another organisation)

Our new performance approach recognises that what people do and how they do it are equally important. It gives examples of the positive behaviours element of the 'Good Performance' definition, as well as those Keele SU considers poor behaviours.

The descriptors have been developed to be used for performance reviews, personal development, staff recruitment and selection, and reinforcing our desired culture. We'll provide training to help you reflect on your current performance and any development to help you meet Keele SU's 'Good Performance' standard.

To find out more about how this will work, see our [Performance Policy](#) in this handbook. You will use the Assessment Tool and Guidance Resource we have put together as the first steps of creating your Review and Development plan for the year.

In this section, you will find the full Behaviours Framework. All staff will meet the expected behaviours and should be working towards the exceptional in all of their outputs as well as being aware of what behaviours are not acceptable. This Behaviours Framework ensures that the Keele SU is truly living its values and gives a cohesive, universal language for staff, students and stakeholders to use and understand in all aspects of their working life.

The purpose of the following tables is to provide clarity on the different types of behaviour which align with each of our values supporting Keele SU's vision. The descriptions in the left hand and centre columns are those which we would want people to be displaying.




The first tables are the repeated core behaviours, outlined in appropriate tense. The behaviours used in line with the performance policy and process are outlined in full with the addition of poor (unacceptable behaviours) this tool can be used by staff and managers for appraisals or performance management and also for using as a common language when addressing issues (behaviours of other team members/managers) or when requesting CPD pathways or L&D needs.

EMPOWER //


	 EXPECTED BEHAVIOUR (Effective Behaviour)	 EXCEPTIONAL BEHAVIOUR (Outstanding Behaviour)	 POOR BEHAVIOUR (Unacceptable Behaviour)
Empowering Yourself	<p>Undertaking CPD courses on time and as required.</p> <p>Actively seeking feedback from your manager.</p> <p>Acting on feedback and being prepared to learn from mistakes.</p>	<p>Actively seeking opportunities outside of your comfort zone.</p> <p>Getting involved in activities outside Keele SU, e.g. volunteering, being on NUS panels/</p>	<p>Not taking any opportunities offered to you/</p> <p>Ignoring requests to take basic training.</p> <p>Ignoring feedback from your manager</p> <p>Unwilling to learn & adapt to new ways of working</p>
Empowering Each Other	<p>Listening to each other.</p> <p>Appreciating colleagues experience.</p> <p>Discussing ideas with each other outside of your own department.</p>	<p>Nominating Staff for Awards.</p> <p>Putting colleagues' needs before your own.</p> <p>Feeding back to a colleague's Manager about excellent performance.</p>	<p>Creating barriers to others' creativity.</p> <p>Not listening to ideas.</p> <p>Not being willing to change your views.</p>
Empowering Students	<p>Seeking student involvement in activities.</p> <p>Not being judgmental.</p> <p>Listening to students wants and needs.</p> <p>Continually seeking feedback from students.</p>	<p>Actively coming up with new ideas to ensure students can achieve their best.</p> <p>Going out of your way to congratulate, encourage and engage with students.</p> <p>When engaging with students, informing them about transferable skills.</p>	<p>Ignoring student feedback.</p> <p>Casting judgement about a particular demographic of students.</p> <p>Not encouraging our students to get involved.</p>
Empowering Your Staff*	<p>Listening to ideas.</p> <p>Giving them freedom to develop.</p> <p>Setting clear department objectives.</p> <p>Following up on L&D needs from 1-1's with staff.</p>	<p>Delegating tasks which will develop your staff.</p> <p>Publicly thanking your staff.</p> <p>Offering opportunities for progression or CPD.</p>	<p>Micromanaging.</p> <p>Stifling ideas.</p> <p>Ignoring staff.</p> <p>Not involving your team in departmental decisions.</p>

*If you are a line manager

SUPPORT //

	 EXPECTED BEHAVIOUR (Effective Behaviour)	 EXCEPTIONAL BEHAVIOUR (Outstanding Behaviour)	 POOR BEHAVIOUR (Unacceptable Behaviour)
Supporting Each Other	<p>Being empathetic towards colleagues.</p> <p>Taking time to get to know each other.</p> <p>Being polite, pleasant and professional with each other.</p> <p>Actively encouraging colleagues.</p>	<p>Taking time to understand each other's needs.</p> <p>Taking part in others' activities to show support.</p>	<p>Ignoring colleagues - either in person or via email.</p> <p>Taking credit for others' work.</p> <p>Embarrassing others in front of peers.</p> <p>Calling out colleagues publicly.</p>
Supporting Students	<p>Showing empathy when talking to students.</p> <p>Responding to students in a timely manner, particularly when signposting to services.</p> <p>Taking time to learn what other departments do in order to better support students.</p>	<p>Actively seeking out new ways and processes to support students.</p> <p>Taking the time to learn about SU and University processes outside of their remit in order to better signpost students.</p>	<p>Ignoring students.</p> <p>Not passing on information when necessary.</p> <p>Not signposting to services outside of remit.</p>
Supporting the University & Other Stakeholders	<p>Attending meetings when invited and sending apologies when appropriate.</p> <p>Feeding information back to relevant colleagues when necessary.</p> <p>Being an active participant in meetings.</p>	<p>Seeking involvement from the University in projects when relevant.</p>	<p>Ignoring meeting invites and emails.</p> <p>Not delegating to more appropriate staff.</p>

COMMUNICATE //

	 EXPECTED BEHAVIOUR (Effective Behaviour)	 EXCEPTIONAL BEHAVIOUR (Outstanding Behaviour)	 POOR BEHAVIOUR (Unacceptable Behaviour)
Communicating with Each Other	<p>Being on time for meetings and inputting into them.</p> <p>Keeping your diary and whereabouts up to date.</p> <p>Informing colleagues in a timely manner of activities which involve their department.</p> <p>Being open and honest with each other.</p>	<p>Inviting staff from other departments to team meetings.</p> <p>Checking in informally with colleagues outside of meetings.</p> <p>Making an effort to attend staff social activities.</p> <p>Sharing learning you may have completed with colleagues.</p>	<p>Not keeping colleagues updated.</p> <p>Not following up on conversations with colleagues.</p> <p>Actively ignoring emails or requests from colleagues.</p> <p>'Gate keeping' information.</p>
Communicating with Students	<p>Smiling and being polite.</p> <p>Offering help if you see a student that might need it.</p> <p>Respond to enquiries in a timely matter, even if you don't know the answer, let them know you're looking into it.</p>	<p>Going out of your way to find the answer to their question, especially if it isn't your area.</p> <p>Ensure that any material you produce for students is Supportive.</p>	<p>Being flippant and showing you don't have time for their queries.</p> <p>Not notifying students of any changes to activities.</p>
Communicating with the University & Other Stakeholders	<p>Responding to requests on time and clearly.</p> <p>Communicating professionally and politely.</p>	<p>Sharing information with the University which might help them, particularly with projects that may affect students.</p> <p>Making active contact with colleagues to ensure they are aware of the work going on in Keele SU.</p>	<p>Not giving the full information on a situation.</p> <p>Actively creating an 'us and them' atmosphere.</p>
Communicating with Your Staff*	<p>Having regular, diarised 1-1s with your staff being honest in your feedback.</p> <p>Taking a genuine interest in your colleagues' wellbeing and work-life balance.</p>	<p>Keeping up to date with the latest external trends in your area.</p> <p>Organising team building activities for your department.</p>	<p>Not having regular meetings.</p> <p>Not checking in on their work or wellbeing.</p> <p>Not inviting your staff to relevant meetings.</p> <p>Not giving credit to their work.</p>

*If you are a line manager

TEAM MEMBERS //

A TEAM MEMBER WHO LIVES THE EMPOWERMENT VALUE	AN EMPOWERED TEAM MEMBER WOULD...	A TEAM MEMBER WHO DOES NOT LIVE THE EMPOWERMENT VALUE
<p>Is open to receiving feedback, actively asking others for advice.</p> <p>Responds positively to feedback, seeking new ways to grow, change, and achieve their goals.</p> <p>Is enthusiastic about taking on new opportunities, trying new ways of working and developing their own learning.</p>	<p>T1 Seek out opportunities to learn more, get feedback and broaden experience</p>	<p>Is resistant to or is reluctant to accept new ideas or opportunities.</p> <p>Can be defensive and respond negatively to feedback.</p> <p>Can stick to narrowly defined tasks or not seek to broaden experience.</p>
<p>Spots times when colleagues need help, and willingly offers it.</p> <p>Takes the initiative to help and support others.</p> <p>Works collaboratively with others on the team, and across the organisation, especially with our members.</p> <p>Is willing to share their own knowledge, skills and expertise.</p>	<p>T2 Readily share own know-how and skills with those less experienced</p>	<p>Needs to be asked to help others.</p> <p>Doesn't notice others are stuck or may need advice.</p> <p>Can compete rather than collaborate with others.</p> <p>Can be reluctant to share own knowledge.</p>
<p>Shows initiative, taking action to tackle challenges.</p> <p>Demonstrates a positive attitude to solving problems, generating ideas and brings solutions to managers, colleagues and members.</p> <p>Makes appropriate decisions that improve services.</p> <p>Asks questions if they're unsure of something.</p>	<p>T3 Take ownership of problems, using initiative to make decisions that move things forward</p>	<p>Often passes problems to others or let the ball drop.</p> <p>Rarely takes the initiative.</p> <p>Often turns to others for advice/help to make decisions within their scope.</p> <p>Can make decisions that worsen a situation or over-promise.</p>
<p>Gathers information to develop their understanding and inform their ideas and working methods.</p> <p>Investigates facts rather than making assumptions.</p> <p>Interprets policies and working methods in a positive way in order to support others.</p>	<p>T4 Research facts and interpret policies and principles to resolve problem situations</p>	<p>Doesn't check facts/policies sufficiently before acting.</p> <p>Often makes incorrect assumptions without investigating further.</p> <p>Goes to others about day to day problems they could look up and resolve.</p> <p>Works in a way that is not aligned with Keele SU's policies and practices.</p>

A TEAM MEMBER WHO LIVES THE SUPPORTIVE VALUE	A SUPPORTIVE TEAM MEMBER WOULD...	A TEAM MEMBER WHO DOES NOT LIVE THE SUPPORTIVE VALUE
<p>Responds to members and stakeholders as individuals.</p> <p>Consistently demonstrates a flexible approach to meeting member/team requirements.</p> <p>Regularly acts as a positive ambassador and role model for Keele SU.</p>	<p>T5 Make sure the member knows they're important, finding ways to add value</p>	<p>Can be unprofessional when working with members/stakeholders.</p> <p>Doesn't treat members as individuals.</p> <p>Gives a standard response rather than addressing real needs.</p> <p>Gossips about other staff members.</p>
<p>Adjusts service delivery in response to feedback.</p> <p>Offers appropriate suggestions to improve service quality/efficiency.</p> <p>Often receives praise and positive feedback from members and stakeholders.</p>	<p>T6 Identify ways to improve the quality or efficiency of their own service</p>	<p>Regularly delivers a slow/poor service.</p> <p>Rarely makes suggestions to improve quality/efficiency.</p> <p>Receives complaints from members and stakeholders.</p>
<p>Frequently demonstrates positive working practices..</p> <p>Is always willing to take on board new ways of working to ensure a supportive service.</p> <p>Gives others their full attention, making people feel valued.</p>	<p>T7 Work flexibly and cooperatively to support colleagues and contacts, actively contributing to a pleasant work environment</p>	<p>Exhibits negative behaviours which impacts the team or organisation (e.g. gossiping, unduly competitive, rudeness).</p> <p>Sticks rigidly to own work, failing to help others out.</p> <p>Regularly assumes the worst in others or in a situation.</p>
<p>Is friendly, welcoming and interested in others.</p> <p>Acts in a sensitive and non-judgemental way at all times when dealing with others.</p> <p>Actively builds positive relationships with members, stakeholders and colleagues.</p> <p>Acts respectfully, taking account of different working styles, experiences, beliefs or cultures.</p>	<p>T8 Build positive working relationships with others, respecting and valuing differences</p>	<p>Devotes little time to getting to know people outside immediate team.</p> <p>Often shows lack of understanding of different experiences, beliefs or cultures, appearing disrespectful or dismissive.</p> <p>Can adopt a biased, exclusive or disrespectful manner in dealing with others.</p> <p>Can act in a way that is overly friendly or too pushy.</p>

A TEAM MEMBER WHO LIVES THE COMMUNICATION VALUE	COMMUNICATIVE TEAM MEMBERS WOULD...	A TEAM MEMBER WHO DOES NOT LIVE THE COMMUNICATION VALUE
<p>Tries new things and works creatively to achieve goals.</p> <p>Passes on information in a timely manner.</p> <p>Willingly shares information with others.</p> <p>Updates others in order that work can be completed.</p>	<p>T9 Identify information of relevance to others and ensure they are kept informed</p>	<p>Doesn't inform others of issues or progress that impact them.</p> <p>Passes on information late or when it is no longer relevant.</p> <p>Needs constant prompts or reminders to share information/update others.</p>
<p>Is respectful of different ideas and points of view - taking time to consider them.</p> <p>Offers honest feedback and advice to colleagues sensitively.</p> <p>Shares behavioural rather than personal feedback.</p>	<p>T10 Give feedback that is respectful, constructive and open, whilst showing respect for different perspectives</p>	<p>Doesn't give feedback when it is appropriate.</p> <p>Gives personal, rather than behavioural feedback.</p> <p>Doesn't listen to others' views on the matter.</p>
<p>Always does what they say they will do.</p> <p>Remains focussed and able to work towards their goals.</p> <p>Contributes positively to the team.</p> <p>Recognises the bigger picture, understanding how everyone's work fits together.</p>	<p>T11 Organise their time and workload, focusing effort on the priorities and doing what they say they'll do</p>	<p>Regularly lets others down or fails to complete actions they've agreed to do.</p> <p>Gets distracted by non-important tasks.</p> <p>Doesn't contribute as much to the team as others.</p>
<p>Meets deadlines often delivering higher than expected quality.</p> <p>Always works in an organised manner recognising the impact their own work has on that of others.</p> <p>Recognises and respects others' skills, talents and experience.</p>	<p>T12 Meet agreed standards and deadlines, enabling others to do their part</p>	<p>Regularly fails to meet deadlines, when entirely possible to do so.</p> <p>Quality of their work can lead to issues for others to resolve.</p> <p>Produces work of low standard that others need to correct/amend.</p> <p>Shows a disorganised approach to work which impacts on others.</p>

SPECIALISTS AND SUPERVISORS //

A SPECIALIST/SUPERVISOR WHO LIVES THE EMPOWERMENT VALUE	AN EMPOWERED SPECIALIST/SUPERVISOR WOULD...	A SPECIALIST/SUPERVISOR WHO DOES NOT LIVE THE EMPOWERMENT VALUE
<p>Recognises when to proactively share knowledge and experiences with others.</p> <p>Open and transparent about their area of expertise.</p> <p>Builds opportunities for others to learn and develop acting in a supportive manner.</p> <p>Imparts information which is concise and expressed at the correct level for colleagues.</p>	<p>S1 Share specialist know-how and broaden others' experience and skills, offering training and guidance.</p>	<p>Keeps know-how to themselves or rarely shares expertise.</p> <p>Doesn't make time or resists developing skills to coach others.</p> <p>Doesn't allow others the chance to broaden their experience or skills.</p>
<p>Is open minded and looks to adapt and develop others ideas & suggestions.</p> <p>Encourages others to seek out new and different options or approaches.</p> <p>Actively and willing listens to others even when their thoughts and ideas are significantly different to their own.</p> <p>Uses a coaching style to help others reach their own conclusions.</p>	<p>S2 Help others to explore options in new situations, and so develop their own ideas and approaches.</p>	<p>Tells others the answers when they could work it out themselves.</p> <p>Often ignores opportunities to help others to learn specialist skills/know-how.</p> <p>Often belittles or derides others' suggestions.</p>
<p>Remains calm when challenged.</p> <p>Demonstrates emotional and behavioural flexibility when adopting other ways of working.</p> <p>Regularly offers encouragement so colleagues can resolve challenges themselves.</p> <p>Provides information in a timely manner and checks others understanding.</p>	<p>S3 Give others the information and time they need to resolve problems in their own way, respecting their decisions.</p>	<p>Tells others what to do.</p> <p>Often overrides others' decisions without explanation.</p> <p>Expects everything to be done their way, when there are other options.</p>
<p>Tries to break new ground adopting a managed risk style.</p> <p>Adopts a timely and focussed approach to reaching decisions.</p> <p>Responds appropriately to changing priorities.</p> <p>Checks through information and data thoroughly.</p>	<p>S4 Develop new approaches to problems, taking timely decisions or making recommendations that reflect considered analysis of options.</p>	<p>Relies on tried and tested decisions without considering other options.</p> <p>Regularly deliberates too long or acts too quickly without due consideration.</p> <p>Conducts partial analysis; lacks thoroughness or structure; doesn't spot mistakes.</p>

A SPECIALIST/SUPERVISOR WHO LIVES THE SUPPORTIVE VALUE	A SUPPORTIVE SPECIALIST/SUPERVISOR WOULD...	A SPECIALIST/SUPERVISOR WHO DOES NOT LIVE THE SUPPORTIVE VALUE
<p>Develops a wide range of contacts within the organisation and institution.</p> <p>Seeks out the needs and requirements of stakeholders/members.</p> <p>Frequently provides stakeholders/members with updates on progress with task/projects.</p> <p>Maintains on-going dialogue with key stakeholders/ members.</p>	<p>S5 Build dialogue and mutual understanding with stakeholders/ members.</p>	<p>Rarely meets with or consults stakeholders/ members.</p> <p>Creates a sense of 'them and us'.</p> <p>Shows lack of interest in needs and goals of members/stakeholders.</p> <p>Often fails to listen to the issue/needs of members.</p>
<p>Seeks feedback from stakeholders/members on the effectiveness of the support and services they are providing.</p> <p>Sets high standards for the quality of work they provide.</p> <p>Maintains an on-going improvement focus.</p> <p>Ensures delivery of professional excellence and expertise.</p>	<p>S6 Investigate and implement improvements to the service offered or standards achieved.</p>	<p>Assumes current service is good enough.</p> <p>Doesn't actively monitor standards of service.</p> <p>Can resist opportunities to respond to feedback or improve service, making assumptions about what members want/need.</p>
<p>Demonstrates interest in others and develops a range of contacts outside own team to help get the job done.</p> <p>Frequently works hard to develop and maintain positive relationships across the organisation and institution.</p> <p>Seeks information, resources and support from others outside own team, including Officers.</p> <p>Takes pride for being trustworthy and demonstrating concern for others.</p>	<p>S7 Facilitate and build relationships with others outside the team, engaging others and helping to get things done.</p>	<p>Seldom takes time to build relationships with Officers or staff in other teams.</p> <p>Rarely proactive in dealings with other staff, waits to be asked/told.</p> <p>Often acts as a barrier or fails to give their support to smooth the way for others in the organisation to make progress.</p>
<p>Takes a positive approach to dealing with interpersonal issues quickly and openly.</p> <p>Understands others style and adjusts own behaviour to build rapport.</p> <p>Seeks feedback from stakeholders/members on the impact of their own style.</p> <p>Demonstrates integrity and empathy when working with others.</p>	<p>S8 Create a harmonious working environment, addressing any interpersonal issues promptly and fairly.</p>	<p>Avoids addressing issues or inappropriate behaviour between team members.</p> <p>Creates disharmony.</p> <p>Can adopt a biased, exclusive or disrespectful manner in their dealings with others.</p>

A SPECIALIST/SUPERVISOR WHO LIVES THE COMMUNICATION VALUE	COMMUNICATIVE SPECIALISTS/ SUPERVISORS WOULD...	A SPECIALIST/SUPERVISOR WHO DOES NOT LIVE THE COMMUNICATION VALUE
<p>Keen to understand the perspective of stakeholders/members.</p> <p>Takes account of others communication style, preferences and needs.</p> <p>Listens effectively and checks to ensure understanding.</p> <p>Takes proactive action to keep self-informed.</p>	<p>S9 Tailor communication to the audience, context and agenda to help others fully engage in discussion.</p>	<p>Often fails to communicate clearly or appropriately.</p> <p>Doesn't adapt communications style/method to engage the audience.</p> <p>Rarely encourages questions/discussion.</p> <p>Show little appreciation of audience understanding or interests.</p>
<p>Provides frequent and well-formed feedback to others.</p> <p>Offers praise when praise is warranted.</p> <p>Actively looks for occasions where colleagues deserve recognition.</p> <p>Will offer feedback to others at all levels of the organization.</p>	<p>S10 Provide regular, timely recognition and feedback.</p>	<p>Rarely praises others for good work or effort.</p> <p>Often avoids giving feedback or gives feedback at an inappropriate time or place.</p> <p>Often overly critical in a way that is demotivating.</p>
<p>Delegates work to others in a clear and comprehensive manner setting out well defined expectations.</p> <p>Designs and implements robust communication plans on own and team's activity.</p> <p>Agrees well-formed objectives with own team, stakeholders and members.</p> <p>Aligns objectives with the overall goals of the organization.</p>	<p>S11 Plan and communicate own and/or others' contribution to the overall goals, agreeing clear targets and objectives.</p>	<p>Sets vague or unclear goals or keeps changing the goals.</p> <p>Sets different people off on the same task or fails to allocate work.</p> <p>Needs constant prompts or reminders to share information/update others/complete regular reporting.</p>
<p>Demonstrates an adaptable approach to unforeseen events and situations.</p> <p>Willingly refines plans to meet changing priorities and communicates amendments to interested parties.</p> <p>Keeps track of activity and progress against plans to ensure alignment with stated outcomes.</p> <p>Keeps their "ear to the ground" to spot occasion when plans and objectives will require amending.</p> <p>Communicates any changes quickly and clearly.</p>	<p>S12 Handle unexpected events, helping others to reprioritise or adapt plans.</p>	<p>Often reacts in a negative/unsettling way to unexpected events.</p> <p>Needs help to adjust or reprioritise when changes have an impact on workload or plans.</p> <p>Doesn't keep others up to date on changes.</p>

LINE MANAGERS //

A LINE MANAGER WHO LIVES THE EMPOWERMENT VALUE	AN EMPOWERED LINE MANAGER WOULD...	A LINE MANAGER WHO DOES NOT LIVE THE EMPOWERMENT VALUE
<p>Encourages others to take well mitigated risks.</p> <p>Refers decision making to the right level within their team.</p> <p>Takes time to review mistakes with people and treats the review as a positive opportunity to learn.</p> <p>Encourages and supports people to use initiative and gives them space to implement their ideas.</p>	<p>M1 Allow space for experimentation and risk taking, treating mistakes as learning opportunities.</p>	<p>Is often overly critical of others' mistakes.</p> <p>Can create a fear culture or avoids taking any risks.</p> <p>Rarely lets others 'have a go' or often dictates how things must be done and micromanages.</p>
<p>Identifies what motivates different people and uses this to improve performance and confidence.</p> <p>Regularly provides support to people when they are facing challenges.</p> <p>Empowers team members so they feel strong and positive.</p> <p>Invests time and effort to identify individual abilities and areas for improvement.</p>	<p>M2 Identify the level of support and stretch individuals need to develop confidence and capability.</p>	<p>Rarely helps others build confidence.</p> <p>Pushes people too hard and/or too fast.</p> <p>Delegates work to others without support, often taking a 'sink or swim' approach.</p> <p>Often makes incorrect assumptions about others' interests or abilities.</p> <p>Doesn't take the time to get to know their team.</p>
<p>Acts as a sounding board to team members offering help and support.</p> <p>Always ensures team members understand their responsibility in delivering results and department objectives.</p> <p>Regularly checks with people to review progress against results.</p> <p>Builds a strong sense of ownership and commitment for delivery of results and outcomes.</p>	<p>M3 Support people in their decision making whilst holding them to account for timely implementation.</p>	<p>Criticises others' decisions or actions.</p> <p>Often disowns the actions/decisions of team members or presents delivery as someone else's issue.</p> <p>Doesn't check and follow through implementation of decisions.</p> <p>Doesn't take responsibility for the team.</p>
<p>Encourages contributions and involvement from team members.</p> <p>Exhibits a flexible approach to problem solving.</p> <p>Works to ensure team members develop their own solutions to problems and challenges.</p> <p>Encourages people to think outside the box.</p>	<p>M4 Engage others in resolving the more complex, broader problems that occur, building self-sufficiency.</p>	<p>Takes decisions without consultation/discussion, or over consults.</p> <p>Often tells others what they should do and/or creates dependency.</p> <p>Involves only their peers in decision making.</p> <p>Relies heavily on gut instinct or rarely provides clear analysis to support decision making or option evaluation.</p>

A LINE MANAGER WHO LIVES THE SUPPORTIVE VALUE	A SUPPORTIVE LINE MANAGER WOULD...	A LINE MANAGER WHO DOES NOT LIVE THE SUPPORTIVE VALUE
<p>Actively builds and maintains a network of colleagues.</p> <p>Develops a deep understanding of stakeholder and member needs.</p> <p>Maintains a robust understanding of the organisations operating context.</p> <p>Has discussions within and across teams to improve organisational effectiveness.</p>	<p>M5 Network and engage with members/ stakeholders to build their understanding of wider and long-term needs.</p>	<p>Fails to make opportunities to engage with members/stakeholders.</p> <p>Seldom uses insight from members to understand and respond to their wider needs.</p> <p>Doesn't show interest in or fails to understand members' broader needs or the wider context.</p> <p>Rarely involves staff outside their own team.</p>
<p>Readily shares understanding of stakeholders and members' needs and issues with colleagues.</p> <p>Aligns departmental plans and activities with strategic priorities.</p> <p>Drives a member service oriented culture within the team.</p> <p>Ensures all team members are kept up to date with organisational plans.</p>	<p>M6 Helps colleagues to understand the perspective and context of members/ stakeholders and so enhance the service provided.</p>	<p>Takes a 'one size fits all' approach to service.</p> <p>Gives little attention to defining the member requirement in setting strategic priorities and department plans/objectives.</p> <p>Shows a lack of knowledge and/or interest in wider issues, developments and impact related to team's service.</p>
<p>Builds a high performing team within own department.</p> <p>Regularly conducts effective 1-2-1's.</p> <p>Coaches and supports team members to take responsibility for their own development.</p> <p>Invites input from the team into decisions that affect them.</p> <p>Nominates colleagues for awards.</p>	<p>M7 Draw on the skills, aptitudes, experience and interest of team members, showing people they are valued.</p>	<p>Makes little time available to get to know team members.</p> <p>Rarely lets team members know they are valued as individuals or celebrates their achievements more widely.</p> <p>Gives limited attention to equal opportunities or helping individuals to play to their strengths and interests.</p>
<p>Develops a positive team spirit.</p> <p>Seeks diversity within and across the team.</p> <p>Proactively builds and blends a team with a variety of skills, experiences and styles.</p> <p>Ensures the team feel part of the wider organization.</p>	<p>M8 Make space for different professional working styles, ensuring everyone has a sense of belonging.</p>	<p>Expects everyone to work in exactly the same way.</p> <p>Doesn't help individuals/newcomers become part of the team.</p> <p>Recruits in own image.</p> <p>Ignores how neurodiversity impacts individuals.</p>

A LINE MANAGER WHO LIVES THE COMMUNICATION VALUE	COMMUNICATIVE LINE MANAGERS WOULD...	A LINE MANAGER WHO DOES NOT LIVE THE COMMUNICATION VALUE
<p>Supports the team and its reputation.</p> <p>Invests time and effort in listening to others and discussing role related information.</p> <p>Answers questions in an open and honest manner.</p> <p>Regularly demonstrates care and interest in team members.</p>	<p>M9 Ask questions, listen, draw out and discuss the broad range of issues, proposals and suggestions, building shared understanding and trust.</p>	<p>Rarely encourages discussion and debate; doesn't engage others.</p> <p>Seldom listens to or often rejects others' views/ opinions.</p> <p>Fails to build trust or shows a lack of trust of people, inside or outside the team/Union.</p>
<p>Actively seeks feedback from team and other colleagues.</p> <p>Provides regular updates to stakeholders and members.</p> <p>Always visible and accessible to staff, stakeholders and members.</p> <p>Engages proactively and positively with other teams.</p>	<p>M10 Seek and provide feedback, ensuring open communication up, down and across the organisation and with stakeholders.</p>	<p>Rarely invites feedback from team, peers, senior team or externally.</p> <p>Keeps own views quiet or appears secretive and not open.</p> <p>Seldom gives constructive feedback or often gives feedback in a way that impacts openness and closes communication down.</p>
<p>Makes effective use of the skills and capabilities within the team.</p> <p>Works with team to develop and improve operational performance setting high standards.</p> <p>Works alongside team members to practice and improve newly acquired skills and knowledge.</p> <p>Actively encourages team to share knowledge with other team members and departments.</p>	<p>M11 Identify how best to deliver operational requirements and targets using the skills of team members to full effect.</p>	<p>Doesn't use or develop others' skills to full effect.</p> <p>Doesn't target recruitment or development at skill gaps in the team.</p> <p>Rarely collaborates to achieve operational requirements.</p> <p>Fails to support team members to practice and share new learning of benefit to the business.</p>
<p>Readily shares team resources for cross organisational projects and activities.</p> <p>Works with the team to identify and agree priorities.</p> <p>Flexible in adjusting priorities and work-flow.</p> <p>Maintains on-going dialogue with team members, co-ordinating activity across the team.</p>	<p>M12 Coordinates a range of people and resources, clarifying conflicting priorities and reallocating resources when circumstances change.</p>	<p>Doesn't actively liaise and cooperate across teams.</p> <p>Doesn't recognise (or even creates) conflicting priorities.</p> <p>Requires decisions from others when the situation changes.</p>

SENIOR LEADERS //

A SENIOR LEADER WHO LIVES THE EMPOWERMENT VALUE	AN EMPOWERED SENIOR LEADER WOULD...	A SENIOR LEADER WHO DOES NOT LIVE THE EMPOWERMENT VALUE
<p>Is highly visible and credible across Keele SU and institution.</p> <p>Invests time and energy to inspire individuals, teams and departments to meet the strategic goals for Keele SU.</p> <p>Is purposeful in ensuring people are positively challenged to develop themselves and have defined career goals.</p> <p>Ensures managers and staff are fully accountable for improving performance and developing behaviours in line with our values.</p>	<p>L1 Inspire others to take chances, do more and be more, bringing out the best in people.</p>	<p>Fails to inspire others, within or beyond their team.</p> <p>Is rarely visible to people beyond their immediate team.</p> <p>Does little to develop others or their careers.</p> <p>Fails to hold people to account for their behaviours and performance.</p>
<p>Identifies and communicates the long term vision and aims for Keele SU.</p> <p>Ensures people are supported to identify how the vision and aims relate to their role and relevant development needs.</p> <p>Encourages people to use initiative, develop ideas and see improvement.</p> <p>Challenges the status quo and identifies improvements and opportunities for change.</p>	<p>L2 Identify future organisational requirements, matching these with individual's aspirations and potential.</p>	<p>Is too immersed in the 'here and now'.</p> <p>Shows little succession planning or development of individuals for future.</p> <p>Fails to transfer learning to the team, missing the opportunity to develop internally.</p> <p>Is reluctant to try new ideas.</p>
<p>Ensures decisions are made balancing speed with proper review and analysis of information.</p> <p>Take the lead on encouraging managers and staff to make their own decisions without referring upwards (when appropriate).</p> <p>Challenges and supports managers to remove unnecessary bureaucracy and complexity.</p> <p>Identifies and interprets a range of internal and external factors which impact on organisational performance.</p>	<p>L3 Enable decisions to be made at the right level, removing complexity or red tape.</p>	<p>Retains control or insists on sign-off when it is not necessary.</p> <p>Does not make processes or decision making transparent.</p> <p>Rarely encourages independent decision making or initiative.</p>
<p>Offers a powerful and compelling view of how and where Union performance can be improved.</p> <p>Ensures managers and staff have a clear and well informed understanding of the future direction of Keele SU.</p> <p>Engages employees in helping to define the strategic direction of Keele SU.</p> <p>Challenges and supports managers to develop a powerful and positive empowerment culture.</p>	<p>L4 Provide the strategic context as a framework for empowered problem solving.</p>	<p>Doesn't articulate or engage staff in discussing strategic context.</p> <p>Focuses on delivering historical activities rather than making real and lasting change to Union service.</p> <p>Doesn't provide the information people need to take decisions.</p>

A SENIOR LEADER WHO LIVES THE SUPPORTIVE VALUE	A SUPPORTIVE SENIOR LEADER WOULD...	A SENIOR LEADER WHO DOES NOT LIVE THE SUPPORTIVE VALUE
<p>Develops breakthrough thinking to significantly improve the services we offer our stakeholders and members.</p> <p>Actively encourages and supports creative and innovative thinking.</p> <p>Develops short and long term plans that anticipate future trends and provide opportunities for Keele SU.</p> <p>Takes the time to seek out new methods, processes and systems being used by other organisations.</p> <p>Builds a sense of pride within Keele SU for the quality of services we offer.</p>	<p>L5 Make time to explore trends, new ideas and development to improve stakeholders' experience of Keele SU.</p>	<p>Rarely looks outside Keele SU for new ideas and developments.</p> <p>Assumes current approaches are appropriate.</p> <p>Doesn't look to the future or plan effectively for change.</p> <p>Fails to respond to insight or opportunities to improve service experience.</p>
<p>Proactively engages with senior key stakeholders to develop a well-informed understanding of their views and thoughts regarding Keele SU.</p> <p>Challenges self and other LT members to honestly and robustly review the quality and effectiveness of the ways Keele SU operates.</p> <p>Identifies and evaluates risks and develops strategies to mitigate such risks.</p> <p>Regularly conducts reviews of the effectiveness of the LT and openly seeks to identify ways and methods of improving the interactions between individual LT members and as a collective.</p>	<p>L6 Scope new ways of working to improve the relationship/service for stakeholders and partners.</p>	<p>Doesn't genuinely take the stakeholders' perspective into account or makes too many assumptions.</p> <p>Fails to really get to know stakeholders and partners.</p> <p>Rarely identifies steps that address and/or transform service quality.</p>
<p>Takes a lead role in building and improving the reputation of Keele SU.</p> <p>Proactively engages with internal and external stakeholders to keep them informed of the strategic direction of the organisation and progress against goals and aims.</p> <p>Generates an inspiring and compelling vision for the future of the organisation and frequently communicates this to all staff, stakeholders and members.</p> <p>Is a role model who demonstrates behaviours which align with and provide consistent reinforcement of our values.</p>	<p>L7 Act as a role model for teamwork with internal and external stakeholders at a leadership level.</p>	<p>Fails to develop and protect the reputation of Keele SU.</p> <p>Rarely champions achievements of their own team or others.</p> <p>Acts in a way that is at odds Keele SU's Values.</p> <p>Unable to articulate or inspire people around Keele SU's vision and goals.</p> <p>Takes personal credit for the work of the wider team.</p>
<p>Takes the lead role in developing a culture where cross functional interaction and support is evident.</p> <p>Promotes team working with peers offering timely feedback on behaviour and appreciation for help and support.</p> <p>Creates clarity and confidence within Keele SU staff regarding the future direction of the organization.</p> <p>Builds a powerful sense of community within Keele SU.</p>	<p>L8 Manage group and organisational dynamics to ensure everyone can contribute to their best ability.</p>	<p>Can allow unhealthy habits/behaviours to develop in their team without addressing them or creates negative dynamics through own behaviour.</p> <p>Often focused on own team/department or continually identifying issues with others' work.</p> <p>Leaves team unclear about vision or goals of their area and/or Keele SU.</p> <p>Allows poor behaviours to continue when known about.</p>

A SENIOR LEADER WHO LIVES THE COMMUNICATION VALUE	COMMUNICATIVE SENIOR LEADERS WOULD...	A SENIOR LEADER WHO DOES NOT LIVE THE COMMUNICATION VALUE
<p>Is open and transparent when in dialogue with colleagues seeking their views, opinions and thoughts.</p> <p>Engages with colleagues at all levels to inform them of progress towards our strategic goals.</p> <p>Seeks feedback from individuals and teams on own contribution.</p> <p>Develops and maintains a powerful network internally and externally.</p>	<p>L9 Demonstrate and encourage truly open communication and dialogue at all levels.</p>	<p>Is secretive about information that should be openly shared and/or fails to keep their team up to date on progress and success across Keele SU.</p> <p>Doesn't encourage debate or discussion or rarely listens to others' views.</p> <p>Restricts collaboration to existing relationships.</p>
<p>Always takes prompt and decisive action to address issues that are raised at individual, team or organisational levels.</p> <p>Is prepared to take challenging and potentially contentious decisions and defend them at the highest level.</p> <p>Addresses issues such as conflict or low morale adopting a positive and enquiring approach.</p> <p>Regularly discusses the "health" of the organisation with colleagues at all levels of Keele SU.</p>	<p>L10 Ensure issues are addressed and timely action is taken at an organisational and/ or individual level in response to feedback.</p>	<p>Fails to act on feedback to address issues or celebrate success.</p> <p>Reacts in a heavy handed way, without further enquiry/investigation.</p> <p>Handles feedback in a way that has negative consequences.</p> <p>Struggles to address low morale, demotivation or conflict.</p>
<p>Regularly discusses own departments goals and objectives with colleagues so a holistic view of Keele SU is built and communicated.</p> <p>Checks with individuals and teams that they are fully aware of the part they play in delivery high quality and service.</p> <p>Provides a clear and inspiring appreciation for the future of the organization.</p> <p>Demonstrates an openness to receiving feedback from colleagues at all levels as to their views and thoughts on where Keele SU is headed.</p>	<p>L11 Clarify the overall goals and vision for the future, providing direction to enable integrated operational planning.</p>	<p>Fails to see the need for, and communication of, integrated plans.</p> <p>Doesn't communicate a clear vision/long term agenda or one that coincides with the plans of the organisation as a whole.</p> <p>Low level of visibility, communicates in confused manner.</p> <p>Frequently changes direction.</p>
<p>Champions learning, development and talent management across Keele SU.</p> <p>Supports team to succeed empowering people adopting a coaching and mentoring approach.</p> <p>Identifies capability requirements so departmental strategy and outcomes can be achieved.</p> <p>Acts as role model for learning and development by undertaking an analysis of own learning and development needs and implementing a range of different activity.</p>	<p>L12 Manage the balance of skills and resources within and across teams to ensure achievement of strategic goals.</p>	<p>Doesn't cooperate or collaborate with others on resourcing issues.</p> <p>Can be oppositional or overly competitive.</p> <p>Resists engaging in discussions or making difficult decisions to balance operational and financial resources.</p> <p>Wastes or hides resources which could be more effectively used elsewhere.</p>

	AS A TEAM MEMBER YOU:	AS A SENIOR TEAM MEMBER/SUPERVISOR YOU:	AS A LINE MANAGER YOU:	AS A SENIOR LEADER YOU:
	EMPOWER	EMPOWER	EMPOWER	EMPOWER
Empowering through development	Seek out opportunities to learn more, get feedback and broaden experience.	Share specialist know-how and broaden others' experience and skills, offering training and guidance.	Allow space for experimentation and risk taking, treating mistakes as learning opportunities.	Inspire others to take chances, do more and be more, bringing out the best in people.
	Readily share own know-how and skills with those less experienced.	Help others to explore options in new situations, and so develop their own ideas and approaches.	Identify the level of support and stretch individuals needs to develop confidence and capability.	Identify future organisational requirements, matching these with individual's aspirations and potential.
Empowering through problem solving	Take ownership of problems, using initiative to make decisions that move things forward.	Give others the information and time they need to resolve problems in their own way, respecting their decisions.	Support people in their decision making whilst holding them to account for timely implementation.	Enable decisions to be made at the right level, removing complexity or red tape.
	Research facts and interpret policies and principles to resolve problem situations.	Develop new approaches to problems, taking timely decisions or making recommendations that reflect a considered analysis of options.	Engage others in resolving the more complex, broader problems that occur, building self-sufficiency.	Provide the strategic context as a framework for empowered problem solving.
	SUPPORT	SUPPORT	SUPPORT	SUPPORT
Support through service	Make sure the member knows they're important, finding ways to add value.	Build dialogue and mutual understanding with stakeholders/members.	Network and engage with the members/stakeholders to build their understanding of their wider and long term needs.	Make time to explore trends, new ideas and development to improve stakeholders' experience of Keele SU.
	Identify ways to improve the quality or efficiency of your own service.	Investigate and implement improvements to the service offered or standards achieved.	Help colleagues to understand the perspective and context of members/ stakeholders and so enhance the service provided.	Scope new ways of working to improve the relationship/ service for stakeholders and partners.
Support through teamwork	Work flexibly and cooperatively to support colleagues and contacts, actively contributing to a pleasant work environment.	Facilitate and build relationships with others outside the team, engaging others and helping to get things done.	Draw on the skills, aptitudes, experience and interest of team members, showing people they are valued.	Act as a role model for teamwork with internal and external stakeholders at a leadership level.
	Build positive working relationships with others, respecting and valuing difference.	Create a harmonious working environment, addressing any interpersonal issues promptly and fairly.	Make space for different professional working styles, ensuring everyone has a sense of belonging.	Manage group and organisational dynamics to ensure everyone can contribute to their best ability.
	COMMUNICATE	COMMUNICATE	COMMUNICATE	COMMUNICATE
Communicate through open conversation	Identify information of relevance to others and ensure they are kept informed.	Tailor communication to the audience, context and agenda to help others fully engage in discussion.	Ask questions, listen, draw out and discuss the broad range of issues, proposals and suggestions, building shared understanding and trust.	Demonstrate and encourage truly open communication and dialogue at all levels.
	Give feedback that is respectful, constructive and open, whilst showing respect for different Perspectives.	Provide regular, timely recognition and feedback.	Seek and provide feedback, ensuring open communication up, down and across the organisation and with stakeholders.	Ensure issues are addressed and timely action is taken at an organisational and/or individual level in response to feedback.
Communication through collaboration	Organise your time and workload, focusing effort on the priorities and doing what you say you'll do.	Plan and communicate own and/or others' contribution to the overall goals, agreeing clear targets and objectives.	Identify how best to deliver operational requirements and targets using the skills of team members to full Effect.	Clarify the overall goals and vision for the future, providing direction to enable integrated operational planning.
	Meet agreed standards and deadlines, so enabling others to do their part.	Handle unexpected events, helping others to reprioritise or adapt plans.	Coordinate a range of people and resources, clarifying conflicting priorities and reallocating resources when circumstances change.	Manage the balance of skills and resources within and across teams to ensure achievement of strategic Goals.



WORKPLACE BENEFITS AND DISCOUNTS //

We want Keele SU to be a great place to work. We have set up an excellent range of benefits and opportunities you can access during your work with us. This includes a comprehensive set of Wellbeing & Leave and Flexible Working Policies, along with continuing professional development and organisational development courses. We aim to give you the flexibility to manage your work in a way that suits both our needs, and we will actively support your personal, professional and career development aspirations. This is part of us living our Values and making Keele SU an inclusive and inspiring place to work. We ask in return that you give your best focus and commitment to your work at all times, that you support and care for your colleagues and that you participate fully as possible in the life of Keele SU.

In addition to this, there are various benefits and discounts you have access to as a member of staff at Keele SU.

Keele Key Bus Ticket

Keele Staff benefit from an exclusive bus ticket allowing cheaper and easier travel from campus to key locations throughout the city.

The **Keele Key** is available to buy when boarding any First Potteries or D&G bus in Newcastle-under-Lyme and Stoke-on-Trent. The Keele Key ticket allows you to:

- Board any First Potteries or D&G bus in Newcastle-under-Lyme and Stoke-on-Trent with one ticket
- Have unlimited travel as far as Crewe and Stafford
- Benefit from the **cheapest** weekly multi operator ticket available

Keele Key day and week tickets are available, simply show the bus driver your Keele Card on board any D&G or First bus to purchase.

'Keele Key' Bus Pass Loan Scheme and Keele Gym Loan Scheme

We provide the cost of an annual 'Keele Key' bus pass or annual Keele Gym Membership, loaned to any staff that require one at a 0% interest which can be paid back to the Union in 10 equal instalments via your net pay via payroll. Annual bus and Gym passes are significantly cheaper than monthly or 'pay as you go' options. Please contact su.finance@keele.ac.uk for more information.

Keele Card

The Keele Card can be used to make payments at numerous locations on campus such as catering outlets, retail outlets and the library.

Some of these facilities attract a discount over cash payment which will be advertised at the locations.






Employee Wellbeing/Mental Health Day

In addition to annual leave, Keele SU give staff a Wellbeing Day to use once a year to do something that they feel will benefit their wellbeing. Staff can spend the day catching up with old friends, getting outdoors, exercising or simply catching up on sleep and rest. The aim is for staff to feel recharged and content after their wellbeing day. Keele SU can provide a maximum of £30 towards any activity

Wisdom App - Employee Assistance Programme (EAP)

All Keele SU Staff can make use of the EAP which is a confidential employee benefit designed to help you deal with personal and professional problems that could be affecting your home life or work life, health and general wellbeing. Our helpline is available 24/7, 365 days a year.

Wisdom App can provide additional support for a variety of personal matters, such as:

-  Personal legal information or tax support
-  Family issues including childcare and elder care 
- Housing and tenancy concerns
-  Bereavement or loss
-  Relationships and marital changes

The Free 24-hour confidential helpline can be reached at 0800 028 0199

It also has an online portal which includes things like excellent wellbeing information, health & fitness support, advice and guidance on legal issues.

To gain access to the Health and Well-being Portal you will require the below login credentials on this site
<https://wisdom.healthassured.org/>

You will need this organisational code to initially log in: MHA175100

You will then be shown instructions to set up your own account.

Download the Wisdom Mobile App:

[Download from the App Store](#)

[Download on Google Play](#)

TOTUM student discount card

Staff working at Keele SU are able to purchase a TOTUM student discount card. It entitles you to discounts on many national brands such as H&M, New Look, EE, TUI, SCHUH and many more. For full information and to purchase a card, go to
[TOTUM | The #1 UK Student Discount Card and App](#)

University Sports Centre and Fitness Classes

The Sports Centre caters for all staff training needs from performance through to casual training. Staff gym memberships vary across the year with the most popular being the Academic Membership. These can be purchased at Keele Sports Centre and includes a free induction and access to all fitness classes.

Benefits:

- A free induction from our experienced instructors
- Access to over 25 classes included in your membership
- A free personalised fitness programme
- Advice and support to help you reach your goals

Plus, there's NO joining fee when you sign up!

Staff pay as you go sessions are £4.60 and an All Inclusive Academic Year Staff Membership is £158.

Keele SU Discounts

All available through the Keele SU App & Keele Card

- Keele SU Shop: 20% Discount on clothing (excludes sale items)
- Union Kitchen: 20% Discount on food & drink
- The Squirrel Bar & Kitchen: Free half pint soft drink (when working x 1 per shift)
- Events - Free entry on all standard shows below £10 and 50% off Keele SU events over £10 (excludes Welcome, Woodstoke & public events)

Keep checking the University intranet, KeeleSU.com and Staff Savvy Communications for new benefits, the benefits listed are not absolute and may be subject to change.

KEY CONTACTS //

Most people in Keele can be reached via Teams, but if what you are looking for isn't there or in the information below, check the staff/department contact lists, University Telephone Directory on the intranet or contact Union Reception. For external contacts, dial down to Union reception who can give you the latest details.

Union Reception (email SU@keele.ac.uk) 01782 733700
University IT Service Desk (Staff) 01782 733636
Security Enquiries (24 hours) 01782 733004

Accommodation Services	34026/34150
Audio Visual Services	33307
Careers & Employability	33023
Chaplaincy and Faith Services	33393
Counselling & Emotional Wellbeing	34188
University Finance	33149
Governance	34311
Health Centre	39993
Home Farm	33555
University Human Resources	33408
IT Services	33062
IT Service Desk	33636
KUBE Radio	33742
Learning & Professional Development Centre	34144
Library Services	33232
Leisure Centre (E&D)	33368
University Marketing & Communications	33997
Media Communication Centre	34969
Nursery	33394
Occupational Health & Safety Unit	33566
Pharmacy	34951
Post Room	34468
Records & Exams (SAS)	34000
Security	33004
Student Support & Development Services (SAS)	34105
Students Union	33700
Sustainability Hub (Home Farm)	33555
Switchboard	0 or 01782 732000
Timetabling (SAS)	33865
UNISON 33010	33010
Vice-Chancellor's Office	33334
24 hour University Reception	33004

Calling a number off campus:

Dial 9 – followed by the required number.

5 digit numbers beginning 3xxxx except for 37xxx:

To dial these from off-campus, precede the number with +44 1782 7.

Five digit numbers 37xxx can't be dialled from off-campus. Do not add the prefix +44 1782 7 to these numbers, these are reserved for student halls.

5 digit number beginning 20xxx:

These are internal numbers for Keele Management Centre, the number can be dialled directly from on-campus; from off-campus dial the reception desk on + 44 1782 738900.





Keele University Students' Union
Newcastle-under-Lyme, Staffordshire. ST5 5BJ.

T: 01782 733700 | E: su@keele.ac.uk | W: [Keele SU.com](http://KeeleSU.com)
Keele SU is a Charitable Incorporated Organisation No.1173328

