



Staff Handbook

London College of Business

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Welcome from the Principal

We are honoured and delighted to include you as a staff member of London College of Business (LCB).

The London College of Business was founded in 2005. The mission of LCB is to “provide affordable, excellent academic and professional education underpinned by creative work, scholarship and ethical values extending to:

- High quality undergraduate and postgraduate education
- Promote critical and ethical thinking
- Appeal to different learning styles
- Affordable education to all deserving and meritorious students”

We believe that the quality, integrity and critical nature of the British higher education system can benefit the whole world, if it is made available. Hence, it is our goal to offer the highest quality education possible, though affordable for the world’s students, whether in Britain or elsewhere. We believe that learning should be an intimate educational experience, such that student engagement is at the centre of what we aim to achieve. Our college must remain responsive to student needs and be free to evolve its curricula naturally as the field of knowledge expands. Our independence allows us to embody these values.

For our staff education is a career, not a business.

Our aims as an educational institution emphasize the following concepts:

- Access to education,
- Respect for the needs and interests of individual students,
- Quality, critical thinking, and academic rigor,
- Affordable education to students of varying background, experience, age, and citizenship,
- Our staff make a lifelong investment in education, such that education is their career, not their business,
- For the London College of Business to be a path to the fulfilment of the lifelong goals of our students.

I welcome you again as you play an important role in creating and developing the future of London College of Business.

Ian Nisbet

Your responsibilities as a member of staff

Whilst at the college it is expected that staff are 'good citizens,' so they behave in a mature responsible manner showing respect to all, students, visitors and staff alike.

The college's adopted policies and procedures that effect staff are contained within this handbook, the Student Handbook, the Quality Manual, and some are also on the college website www.lcbuk.org . Please read them carefully, paying particular attention to what is expected of you in terms of responsibility and attitude. Some bureaucracy cannot be avoided, so it is essential that you stay on top of meeting your obligations with regards to timetables, meeting attendance and responding to communications. In this regard, you should check emails daily and college notice boards (in college and online) weekly.

In addition to the policies contained within this handbook, you must also familiarise yourself with the policies and procedures contained in the Student Handbook, thus ensuring that you understand what is expected of our students and what they expect of us.

College Staff Policies and Procedures

Staff Communications Policy

Although London College of Business is a small college, with less than ten fulltime staff at present, it is still necessary to institute a staff communications policy, which aims to assist quality control by adopting best practice communication techniques.

Staff communications with students

1. All student enquiries must be taken seriously and dealt with in a polite professional manner.
2. All students who email the college should expect to receive a reply within one or two working days. There should be no exception to this rule. Staff should apportion up to an hour each day devoted to replying to student emails. If it is noticed that this hour is inadequate to deal with the volume of emails, then the principal should be notified in order that the matter can be looked into and resolved.
3. If out of the office for a working day, staff should set up an automatic email responder informing students of when their emails can expect to be answered.
4. For repeat emails on the same topic a standard, but up to date, email response can be sent. This may be in the form of: "If your email is about... then..."
5. Unreasonable student requests should be dealt with in a firm but fair way. Even though such an unreasonable request may be very common, it should be assumed in the first instance that each student is genuine, but ignorant of the unreasonableness of their request. It should not be assumed that they should already know such and such.
6. If students become persistent then they should be reminded that their request has been / will be dealt with in due course, or that such a request is unreasonable due to such and such reason. Should they still persist, then they should politely be asked to desist as there is nothing more that can be done. If they are not satisfied with this, then they should be directed to email the principal or student welfare officer to take the matter further.
7. Students should not ever be promised anything, except in writing by a person authorised to do so. If a written communication to students already exists, then all staff are authorised to repeat the contents for students who are requesting clarification.
8. Formal meetings with students should be recorded on a standard meeting minutes form. Records should include: date, attendees, items discussed, actions agreed upon and unresolved matters. Meeting minutes should be copied to each attendee and the original filed with the senior administrator, either electronically or on paper.

9. The Student Welfare Officer should be invited to all meetings related to students or policies, in order that they remain well informed of matters, to be able to swiftly respond to student enquiries.
10. Emails should be addressed to only one recipient (“to”), but cc’d to all relevant people.

Staff communications with other staff

1. All staff should feel free to, and be made welcome to, share ideas or suggestions with other staff on any matter. All suggestions should be heard without a guarantee of adoption. If the timing is inconvenient, then a later time should be scheduled to discuss the idea.
2. Each month should include an all-staff meeting which has time scheduled to discuss concerns with student engagement / progress, either generally, or specific cases. All staff should be engaged in such discussion so that all who interact with the student can be made aware of or raise any issues.
3. Meetings should be recorded on a standard meeting minutes form. Records should include: date, attendees, items discussed, actions agreed upon and unresolved matters. Meeting minutes should be copied to each attendee and the original filed with the senior administrator, either electronically or on paper.
4. Meeting minutes and other important documents should be added to the staff intranet system where they will be tagged according to topic, type and date.

Decision making

1. Decision making should never involve only one person.
2. All decisions should come after consultation with those affected by the decision and after senior management approval.
3. Meetings where such decisions are discussed and taken should be minuted, and then filed with the senior administrator.
4. Where possible such minutes should be made available on the staff intranet.
5. Areas that particularly need attention include:
 - Policy changes and new policies,
 - Calendar dates, exam dates, assignment deadlines,
 - External communications, including general emails to all students,
 - Student interventions.
 - New staff appointments.

This policy should be read in conjunction with the Committee Structure.

Public Information Policy

It is important that prospective students, students and the general public are given accurate and appropriate information about the college and its programmes at all times, hence the existence of this policy which aims to address this need.

As a general rule, documents produced within the college are considered safe to be in the public domain, unless otherwise stated, with the exception of any information concerning specific students or staff, or emails between staff, which is considered private, unless otherwise stated so. Being safe to being in the public domain does not mean it is necessarily promoted, but may appear in printed or electronic form where the public may gain access to it.

With this in mind, all staff should be conscious of ensuring accuracy and appropriateness of written information and communications. The inclusion of inappropriate content in documents or communications may result in disciplinary measures being taken.

Information that is intended for promotional purposes, such as posters, websites or email-shots, must have been checked by at least two senior staff members.

Information on the college websites, other the course areas of the managed learning environment (MLE), must be checked by at least two senior staff members before it is made available on the public internet.

Information placed within course areas of the MLE are the responsibility of the academic staff associated with the particular course, with overall responsibility lying with the Programme Director(s).

Detailed information about the programmes, programme specifications and module descriptors should be made available on the college website, where prospective students may gain easy access to it. It should be written in a way that is accessible to students. As much as is reasonable, printed versions should be made available to those who request it.

All adopted policies which relate to the student experience should be made publicly available on the college website.

Staff policies must be available on the college intranet, where all staff have access to them. They should also be available in printed form in the administration office and made available to staff or staff applicants upon request.

Specific information contained on the college website should adhere to the guidance offered in the QAA Quality Code Section C.

Staff Development Policy

QAA Quality Code Chapter B3: Expectation Indicator 3

<i>Learning and teaching practices are informed by reflection, evaluation of professional practice, and subject-specific and educational scholarship.</i>

The aims of London College of Business (LCB) staff development policy are to:

- help you develop the skills and give you the knowledge necessary to do the jobs for which you have been recruited
- help you develop the skills and give you the knowledge required in other jobs in the college, so that flexibility may be achieved at all levels in the college
- equip you for promotion, should the possibility arise
- increase the effectiveness of everyone in the college, and therefore of the college as a whole

Investment

The college will invest time and resources in the development of its staff, both full and part-time.

- All new staff will receive a thorough induction into the culture and practices of the college.
- Senior management will identify opportunities for staff development, to be offered to those who are most appropriately likely to benefit from them.
- Each year staff should spend at least two full days personal development training, or more if there is sufficient justification to do so.
- As awarding body policies and procedures are updated, relevant staff will be invited to attend update or refresher sessions, run either internally or externally.
- Staff are to be supported in maintaining their continuous professional development (CPD) portfolio and undertake relevant standardisation tasks accordingly.
- Awarding body standardisation exercises will be conducted as required and any extra training or support will be arranged for staff who may require this. Meetings to discuss such standardisation matters are part of the regular Academic Committee meeting cycle, as detailed in the [Staff Communications Policy](http://www.lcbuk.org/pdf/Staff_Communications_Policy.pdf) (http://www.lcbuk.org/pdf/Staff_Communications_Policy.pdf).
- Staff are expected to, and therefore supported in, research of their specialist fields of expertise to stay abreast of recent developments.

QAA Quality Code Chapter B4: Expectation Indicator 7

<i>Higher education providers ensure staff who enable students to develop and achieve are appropriately qualified, competent, up to date and supported.</i>

Appraisal

Members of staff will be appraised by their manager, who will complete a formal annual appraisal which will be based upon discussions with the employee. Employees will have the opportunity to air their views, record any comments and discuss plans for their development.

Promotion

All promotions are made solely on the basis of individual merit, and all suitable candidates will be considered regardless of their sex, race, religion, disability, sexual orientation or age.

An individual's potential for promotion is assessed by considering many aspects of their past, current performance and future capabilities.

This policy is based upon a sample produced by ACAS available at http://www.acas.org.uk/media/pdf/i/j/G04_1.pdf

Staff Grievance Procedure

Dealing with grievances informally

If you have a grievance or complaint to do with your work or the people you work with, which cannot be resolved directly, you should, wherever possible, start by talking it over with your manager. You may be able to agree a solution informally between you.

Formal grievance

If the matter is serious and/or you wish to raise the matter formally you should set out the grievance in writing to your manager. You should stick to the facts and avoid language that is insulting or abusive.

Where your grievance is against your manager and you feel unable to approach him or her you should talk to another manager or the owner.

Grievance hearing

Your manager will call you to a meeting, normally within five days, to discuss your grievance. You have the right to be accompanied by a colleague or trade union representative at this meeting if you make a reasonable request.

After the meeting the manager will give you a decision in writing, normally within 24 hours.

Appeal

If you are unhappy with your manager's decision and you wish to appeal you should let your manager know.

You will be invited to an appeal meeting, normally within five days, and your appeal will be heard by a more senior manager (or the college owner). You have the right to be accompanied by a colleague or trade union representative at this meeting if you make a reasonable request.

After the meeting the manager (or owner) will give you a decision, normally within 24 hours. The manager's (or owner's) decision is final.

This policy is based upon a sample produced by ACAS available at [http://www.acas.org.uk/media/pdf/s/o/Acas-Guide-on-discipline-and-grievances_at_work_\(April_11\)-accessible-version-may-2012.pdf](http://www.acas.org.uk/media/pdf/s/o/Acas-Guide-on-discipline-and-grievances_at_work_(April_11)-accessible-version-may-2012.pdf)

Staff Absence Policy

Policy statement

We are committed to improving the health, wellbeing and attendance of all employees. We value the contribution our employees make to our success. When any employee is unable to be at work for any reason, we miss that contribution. This absence policy explains:

- what we expect from managers and employees when handling absence
- how we will work to reduce levels of absence to no more than five days per employee per year.

We welcome the continued involvement of employees in implementing this policy.

Key principles

The college's absence policy is based on the following principles:

1. As a responsible employer we undertake to provide payments to employees who are unable to attend work due to sickness.
2. Regular, punctual attendance is an implied term of every employee's contract of employment – we ask each employee to take responsibility for achieving and maintaining good attendance.
3. We will support employees who have genuine grounds for absence for whatever reason. This support includes:
 - a. 'special leave' for necessary absences not caused by sickness
 - b. a flexible approach to the taking of annual leave
 - c. access to counsellors where necessary
 - d. rehabilitation programmes in cases of long-term sickness absence.
4. We will consider any advice given by the employee's GP on a 'Statement of Fitness for Work'. If the GP advises that an employee 'may be fit for work' we will discuss with the employee how we can help them get back to work – for example, on flexible hours, or altered duties.
5. We will use an occupational health adviser, where appropriate, to:
 - a. help identify the nature of an employee's illness
 - b. advise the employee and their manager on the best way to improve the employee's health and wellbeing.
6. We respect the confidentiality of all information relating to an employee's sickness. This policy will be implemented in line with all data protection legislation and the Access to Medical Records Act 1988.
7. The college's disciplinary procedures will be used if a timely explanation for absence is not forthcoming or is not satisfactory.

Notification of absence

If an employee is going to be absent from work they should communicate this to their manager or deputy within an hour of their normal start time. They should also:

- give a clear indication of the nature of the illness and
- a likely return date.

The manager will check with employees if there is any information they need about their current work. If the employee does not contact their manager by the required time the manager will attempt to contact the employee at home.

An employee may not always feel able to discuss their medical problems with their line manager. Managers will be sensitive to individual concerns and make alternative arrangements, where appropriate. For example, an employee may prefer to discuss health problems with a person of the same sex.

Evidence of incapacity

Employees can use the college self-certification arrangements for the first five days absence. Thereafter a letter from a GP in the form of a 'Statement of Fitness for Work' is required to cover every subsequent day.

If absence is likely to be protracted, i.e. more than four weeks continuously, there is a shared responsibility for the college and the employee to maintain contact at agreed intervals.

'May be fit for some work'

If the GP advises on the Statement of Fitness for Work that an employee 'may be fit for work' we will discuss with the employee ways of helping them get back to work. This might mean talking about a phased return to work or amended duties.

Return to work discussions

Managers will discuss absences with employees when they return to work to establish:

- the reason for, and cause of absence
- anything the manager or the college can do to help
- that the employee is fit to return to work.

If an employee's GP has advised that they 'may be fit for work' the return to work discussion can also be used to agree in detail how their return to work might work best in practice.

A more formal review will be triggered by:

- frequent short-term absences
- long-term absence.

This review will look at any further action required to improve the employee's attendance and wellbeing.

Absence due to disability/maternity

Absences relating to the disability of an employee or to pregnancy will be kept separate from sickness absence records. We refer employees to our Equal Opportunity Policy.

This policy is adapted from a sample policy produced by ACAS available at [http://www.acas.org.uk/media/pdf/i/o/Managing_attendance_employee_turnover_\(Oct_11\)-accessible-version-Apr-2012.pdf](http://www.acas.org.uk/media/pdf/i/o/Managing_attendance_employee_turnover_(Oct_11)-accessible-version-Apr-2012.pdf)

Fraud Policy

Fraud is a serious potential problem for any institution, but particularly serious when dealing with public funding. The guidelines set out below aim to identify instances of suspected fraud early, so that they can be dealt with in a timely manner.

Fraud must not be accepted at any level, whether financial or academic. The college has a duty to promote the highest standards at all times, so any action or suggestion that fraud can be tolerated is absolutely inappropriate and will invoke the Staff Disciplinary Policy.

The senior management committee (see the Committee Structure) is responsible for the prevention, detection and investigation of irregularities, including fraud.

Fraud is primarily prevented through adhering to the college's various adopted policies. Occasional audits of college functions also serve as a deterrent and an early warning of possible irregularities.

Matters of academic integrity, from admissions, to programme delivery, to certification are the remit of the college Registrar. An audit of academic functions in the college will be conducted by the Registrar, as often as the Registrar deems necessary. All emails, files (paper and electronic) and database record shall be made available to the Registrar during such audits.

QAA Quality Code Chapter B2: Expectation Indicator 4

<i>Higher education providers monitor, review and update their recruitment, selection and admission policies and procedures, in order to enhance them and to ensure that they continue to support the provider's mission and strategic objectives.</i>
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Matters of financial irregularity, and all other irregularities in all areas of the college finances are the remit of the college Principal. An audit of financial functions in the college will be conducted by, or arranged by, the Principal, as often as the Principal deems necessary. All emails, files (paper and electronic) and database record shall be made available to the Principal during such audits.

Staff and students of the college are encouraged to be vigilant when applying the college policies at all times. They are also encouraged to raise any concerns that they may have in writing in confidence to the college Principal in the first instance, or the college owner, if the concerns are regarding the Principal.

Staff should be made aware of this policy as part of their induction programme. Students should be made aware of the seriousness with which the college views irregularities and fraud, as well as the mechanism for raising concerns.

Persons identifying irregularities will not be adversely affected as a result of 'whistle blowing' or identifying. If, however, upon investigation they are implicated in the irregularity, then they may face appropriate disciplinary measures.

An individual gaining or seeking to gain inappropriate access to files, records or computer systems, which are not ordinarily part of that individual's role, will be viewed as a potential instance of irregularity and will invoke an investigation, headed by the appropriate senior management team member, as identified above.

At any point in time the Principal can invite an external auditor to conduct a limited or full audit of college functions.

Serious instances of irregularities or fraud must be reported to concerned awarding bodies, public bodies, and other stakeholders in a timely manner.

Certification Policy

The college issues the following letters, where relevant, for the benefit of students.

- An offer letter to study on a specific course.
- A Confirmation of Acceptance to Study letter (CAS) according to the Tier 4 visa system.
- An enrolment letter confirming that the student has been enrolled on the course. If the enrolment is provisional, or dependant on further scrutiny, then this will be made clear in the letter.
- A confirmation of student status letter with regard to fees or academic progress will be issued at the student's request.
- A course completion letter is issued when the student has completed the taught part of the course, hence they have completed their studies, although results may be pending. Such a letter will not normally refer to student results, except as provisional results in exceptional cases.
- A dissertation submission confirmation letter will also mention the student's current status.

The above letters may not be used as certificates, nor should they imply that they act as official confirmation of student results.

Certificates, diploma supplements and transcripts of results are issued by the relevant awarding body.

Only after the awarding body has issued their certificate, diploma supplement, or transcript of results, may the college issue any letter confirming student results or a transcript of results.

When claiming certification from awarding bodies, or informing awarding bodies of interim results, all presented data should be checked by at least two members of staff; with one of them being the director of studies.

Students will be informed that their certificate has arrived within two working days of the certificate arriving at the college.

Students will be informed that they should collect the certificate in person, bringing appropriate identification. They will also be informed that the certificate can be posted to them upon receipt of the required payment for postage.

Staff Disciplinary Policy

1. Purpose and scope

The college aims to encourage improvement in individual conduct or performance. This policy sets out the actions which will be taken when disciplinary rules are breached.

2. Principles

- a. The policy is designed to establish the facts quickly and to deal consistently with disciplinary issues. No disciplinary action will be taken until the matter has been fully investigated.
- b. At every stage employees will be informed in writing of what is alleged and have the opportunity to state their case at a disciplinary meeting and be represented or accompanied, if they wish, by a trade union representative or a work colleague.
- c. An employee has the right to appeal against any disciplinary penalty.

3. The Procedure

Stage 1 – first warning

If conduct or performance is unsatisfactory, the employee will be given a written warning or performance note. Such warnings will be recorded, but disregarded after six months of satisfactory service. The employee will also be informed that a final written warning may be considered if there is no sustained satisfactory improvement or change. Where the first offence is sufficiently serious, for example because it is having, or is likely to have, a serious harmful effect on the college, it may be justifiable to move directly to a final written warning.

Stage 2 – final written warning

If the offence is serious, or there is no improvement in standards, or if a further offence of a similar kind occurs, a final written warning will be given which will include the reason for the warning and a note that if no improvement results within two months, action at Stage 3 will be taken.

Stage 3 – dismissal or action short of dismissal

If the conduct or performance has failed to improve, the employee may suffer demotion, disciplinary transfer, loss of seniority or dismissal.

Gross misconduct

If, after investigation, it is confirmed that an employee has committed an offence of the following nature (the list is not exhaustive), the normal consequence will be dismissal without notice or payment in lieu of notice:

- theft or fraud
- physical violence or bullying
- deliberate and serious damage to property
- serious misuse of an college's property or name
- deliberately accessing internet sites containing pornographic, offensive or obscene material
- serious insubordination
- unlawful discrimination or harassment
- bringing the college into serious disrepute
- serious incapability at work brought on by alcohol or illegal drugs
- causing loss, damage or injury through serious negligence
- a serious breach of health and safety rules
- a serious breach of awarding body expectations or rules
- a serious breach of confidence.

While the alleged gross misconduct is being investigated, the employee may be suspended, during which time he or she will be paid their normal pay rate. Any decision to dismiss will be taken by the SMT only after full investigation.

Appeals

An employee who wishes to appeal against any disciplinary decision must do so to the college Principal within five working days. The SMT will hear the appeal and decide the case as impartially as possible.

This policy is based upon a sample produced by ACAS available at [http://www.acas.org.uk/media/pdf/s/o/Acas-Guide-on-discipline-and-grievances_at_work_\(April_11\)-accessible-version-may-2012.pdf](http://www.acas.org.uk/media/pdf/s/o/Acas-Guide-on-discipline-and-grievances_at_work_(April_11)-accessible-version-may-2012.pdf)

The Equality Act 2010

The Equality Act gives disabled people rights in employment. A disabled person is defined in the Act as ‘anyone with a physical or mental impairment which has a substantial and long-term adverse effect upon his or her ability to carry out normal day-to-day activities’.

However, disability does not necessarily affect someone's health, so insisting on a medical report purely on the basis of the disability may be unlawful discrimination. If your organisation believes that pre-employment health screening is necessary, you must make sure it is carried out in a non-discriminatory way. It is unlawful to ask health related questions before making a job offer (whether condition or unconditional), except in order to:

- determine if a candidate can carry out a function which is essential to the job
- ask whether candidates need special arrangements for any part of the application process
- anonymously monitor whether candidates are disabled
- take positive action to assist disabled people
- check that a candidate has a disability where this is a genuine requirement of the job.

If a report from any individual's doctor is sought, then permission must be given by the individual, and they have the right to see the report (Access to Medical Reports Act 1988).

Discrimination means treating someone less favourably without any justification, and the Act requires that employers make reasonable adjustments if that will then remove the reason for the unfavourable treatment. An example of a reasonable adjustment could be the provision of a suitable computer keyboard to an operator who had difficulty through disability in using a conventional keyboard.

In relation to discipline and grievance procedures, employers must clearly ensure they do not discriminate in any area of practice which could lead to dismissal or any other detriment (for example warnings).

The Act also covers people who become disabled during the course of their employment, and this is particularly relevant to the absence handling section of this handbook. It is vital that the employer should discuss with the worker what their needs really are and what effect, if any, the disability may have on future work with the organisation. Any dismissal of a disabled employee for a reason relating to the disability would have to be justified, and the reason for it would have to be one which could not be removed or made less than substantial by any reasonable adjustment.

The Equality and Human Rights Commission provides information and advice about all aspects of the Equality Act 2010, as well as signposting specialist organisations where necessary. In addition, it can offer good practice advice on the employment of disabled people. Tel: England 0845 604 6610, Scotland 0845 604 5510 and for Wales 0845 604 8810.

This text is taken from a document produced by ACAS available at [http://www.acas.org.uk/media/pdf/s/o/Acas-Guide-on-discipline-and-grievances_at_work_\(April_11\)-accessible-version-may-2012.pdf](http://www.acas.org.uk/media/pdf/s/o/Acas-Guide-on-discipline-and-grievances_at_work_(April_11)-accessible-version-may-2012.pdf)

Data Protection Act 1998

The Data Protection Act gives individuals the right to know what information is held about them. It provides a framework to ensure that personal information is handled properly.

The Act works in two ways. Firstly, it states that anyone who processes personal information must comply with eight principles, which make sure that personal information is:

- fairly and lawfully processed
- processed for limited purposes
- adequate, relevant and not excessive
- accurate and up to date
- not kept for longer than is necessary
- processed in line with your rights
- secure
- not transferred to other countries without adequate protection.

The second area covered by the Act provides individuals with important rights, including the right to find out what personal information is held on computer and most paper records.

Should an individual or organisation feel they're being denied access to personal information they're entitled to, or feel their information has not been handled according to the eight principles, they can contact the Information Commissioner's Office for help. Complaints are usually dealt with informally, but if this isn't possible, enforcement action can be taken.

Full details are available from the Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire SK9 5AF, Information line 01625 545700. The website, www.ico.gov.uk provides comprehensive advice including details of the Code of Practice on the Use of Personal Data in Employer/Employee Relationships and other Codes of Practice on recruitment and selection, employment records, monitoring at work and medical information.

This text is taken from a document produced by ACAS available at [http://www.acas.org.uk/media/pdf/s/o/Acas-Guide-on-discipline-and-grievances_at_work_\(April_11\)-accessible-version-may-2012.pdf](http://www.acas.org.uk/media/pdf/s/o/Acas-Guide-on-discipline-and-grievances_at_work_(April_11)-accessible-version-may-2012.pdf)

The Health and Safety at Work Act (1974)

The Health and Safety at Work Act (HSW Act) places general duties for health and safety on all people at work – employers, employees and self-employed, manufacturers, suppliers, designers and importers of materials used at work, and people in control of premises. Individuals as well as or instead of the organisation may be prosecuted for breaches of the Act.

The HSW Act also imposes a duty on all employers with a total of five or more employees to produce a written health and safety policy.

Health and safety regulations

Specific regulations are issued under the HSW Act on certain aspects of health and safety or covering certain industries, for example those covering safety committees and representatives, notification of accidents and dangerous occurrences, control of lead at work, diving operations, and the control of substances hazardous to health. Health and safety regulations, emanating from a range of EC Directives, came into force on 1 January, 1993. They are:

- Management of Health and Safety at Work Regulations
- Health and Safety (Display Screen Equipment) Regulations 1992
- Manual Handling Operations Regulations
- Provision and Use of Work Equipment Regulations
- Personal Protective Equipment at Work Regulations, and
- Workplace (Health, Safety and Welfare) Regulations.

One of the key elements of the Management of Health and Safety at Work Regulations, for example, is that employers are required to appoint competent people to help them take health and safety measures; appropriate specialist advice should be obtained where necessary. Additionally all employers must carry out a risk assessment (and if five or more people are employed, record the main findings and the arrangements for health and safety). The Health and Safety Executive publishes a range of booklets giving guidance on all the above Health and Safety at Work Regulations.

The Safety Representatives and Safety Committees Regulations 1977

These regulations give recognised trade unions the right to appoint safety representatives to represent employees in consultation with the employer about health and safety matters. The Act also provides for the possibility of employers being required by safety representatives to set up safety committees which would keep under review measures to ensure health and safety at the workplace. Full details are contained in the approved Code

of Practice Safety Representatives and Safety Committees, available from The Stationery Office.

The requirement for employers to provide facilities and assistance to safety representatives for carrying out inspections has been extended under the Management of Health and Safety at Work Regulations; employers now have to provide facilities and assistance for all their functions. The regulations also provide for increased rights of consultation for health and safety representatives.

Other health and safety legislation

Certain legal requirements of earlier Acts – such as the Factories Act 1961 and the Offices, Shops and Railway Premises Act 1963 – remain in force. However, an objective of the HSW Act is gradually to replace those requirements by regulations and approved codes of practice. The Health and Safety Executive (HSE) produces a guide to the HSW Act, which also lists regulations and approved codes of practice made under the Act, together with other Acts dealing with health and safety at work.

Health and Safety (Consultation with Employees) Regulations 1996

Employees not in groups covered by trade union safety representatives must be consulted by their employer, under the Health and Safety (Consultation with Employees) Regulations 1996. Employers can choose to consult directly with employees or through elected representatives. For further information see the leaflet Consulting Employees on Health and Safety IND (G) 232L, available from HSE Books, PO Box 1999, Sudbury, Suffolk CO10 2WA. Tel 01787 881165.

Employees' rights

The Trade Union Reform and Employment Rights Act 1993 provides protection against dismissal, or other detrimental action short of dismissal, for health and safety representatives and other employees in particular circumstances where health and safety is an issue. Employees who claim this right has been violated can complain to an employment tribunal, irrespective of their length of service.

General health of employees

In recent years a growing number of employers and trade unions have become interested in the provision of additional facilities and the development of education programmes and health policies aimed at improving the general health of employees. Such measures can improve employment relations, increase productivity, lower absence and accident rates and improve the organisation's public image.

A wide range of health facilities are provided by some employers, which may include:

- regular voluntary health checks
- eyesight tests
- dental checks
- screening for cancer (eg cervical or breast cancer)
- an alternative 'healthy' menu in the staff canteen or restaurant
- exercise facilities
- assistance in giving up smoking, alcohol or drugs
- stress counselling
- relaxation classes.

An information and education programme forms an essential part of any health campaign at work. The simplest way of providing information is to distribute material either produced in house or obtained from sources such as the HSE, the Department of Health or the Health Education Authority (HEA).

The Health and Safety Executive (HSE) is currently focusing on the issue of stress at work. HSE defines stress as "the adverse reaction a person has to excessive pressure or other types of demand placed upon them". The HSE has developed Management Standards to help employers deal with stress. These standards help measure an employer's performance in managing the key causes of stress at work and identify areas for improvement. For more information visit www.hse.gov.uk/stress and see the Acas advisory booklet Stress at work.

The HEA also provides a wide range of useful and informative leaflets on health matters and has developed health promotion campaigns such as Look after yourself and Look after your heart. Further advice and help can be obtained from local Health Education Units listed in the telephone book under the name of the local health authority.

Health policies can help organisations to prepare for and perhaps avoid problems. This can be particularly important in the case of potentially sensitive issues such as mental health, alcohol and drugs.

The development of clear policies can help ensure that decisions affecting employees:

- are generally understood and consistently and fairly applied within the organisation
- take full account of their effect on all areas of the organisation's activity
- satisfy legal requirements
- contribute to good relations between employer, employees and their representatives.

For further information see the ACAS guide Health, work and wellbeing at www.acas.org.uk/publications.

This text is taken from a document produced by ACAS available at
[http://www.acas.org.uk/media/pdf/0/0/A_to_Z_of_Work_\(November_2010\)-accessible-version-may-2012.pdf](http://www.acas.org.uk/media/pdf/0/0/A_to_Z_of_Work_(November_2010)-accessible-version-may-2012.pdf)

Conflict of Interests Policy

The purpose of this policy is to establish a standard of conduct to ensure that personnel in the organisation act in the best interests of the college and its clients and, in pursuing this goal, maintain standards relating to conflict of interest. These standards are intended to enhance public confidence in the integrity of the college and its personnel.

This policy applies to all employees of the college.

Conflict of interest

A situation where an individual, or the organization he/she represents or has an interest in, has a direct or indirect competing interest with the the college's activities. This competing interest may result in the individual being in a position to benefit from the situation or in the college not being able to achieve a result in the best interest of the the college.

A conflict may arise where an individual is a party to a contract with the college or has an interest in an enterprise, or is related to a person who is party to such a contract; or where an individual receives payment by the college for services rendered to the college other than reimbursement for reasonable out-of-pocket expenses measured according to the the college's procedures on expense reimbursement.

Conflict of interest includes, but is not limited to situations

- Where an employee's private affairs or financial interests are in conflict with their work duties, responsibilities and obligations, or result in a public perception that a conflict exists
- Which could impair the employee's ability to act in the public interest
- Where the actions of an employee would compromise or undermine the trust that the public places in the college.

All employees shall immediately disclose to the Principal, in writing, any business, commercial or financial interest where such interest might be construed as being in real, potential or apparent conflict with their official duties.

Performance of duties

An employee will not vote on, or participate in, any discussion about a resolution to approve a contract in which he/she has an interest, nor will an employee approve and/or sign off on such circumstances.

In the performance of their duties, employees must not:

- Place themselves in a position of obligation to persons who might benefit or appear to benefit from special consideration with respect to the college business

- Have a monetary interest that would conflict with the discharge of the duties owed to the college
- Disclose, discuss, use, take advantage of, benefit or appear to benefit from the use of information not generally available to the public and which has been acquired during their official college duties
- Communicate with any level of government, or with any elected or appointed government official in relation to the business of the college, unless they have specific authorization
- Assist private entities or persons in their dealings with the college where this could result in preferential treatment to any person
- Directly or indirectly use, or allow the use of, the college property or information for anything other than officially approved activities

Outside employment

Staff members may engage in remunerative employment with another employer, volunteer activity, carry on a business, or receive remuneration from public funds for activities outside their position provided that:

- It does not interfere with the performance of their duties
- It does not bring the college into disrepute
- They do not have an advantage derived from their employment as a college employee
- It is not performed in such a way as to appear to be an official act or to represent the organization's public positions or policies
- It does not involve the use of college premises, services, equipment or supplies to which the staff member has access by virtue of their employment, unless official authorization is secured.

Gifts

Staff must avoid the appearance of favouritism in all of their dealings on behalf of the college and not accept personal gifts from those doing business or seeking to do business with the college.

Financial

Staff must not commit the college to any unauthorized expenditure or other liability and must ensure that all commitments are approved in accordance with the appropriate by-laws, regulations and policies including all appropriate consultations and approvals.

Vendor relationships

Staff in leadership roles will not perform fee for service responsibilities for the college in addition to their responsibilities as an employee of the college. Nor will employees sell goods to the college, unless by specific approval of the senior management.

Goods shall not be purchased from relative of an employee without consultation with applicable line manager and a determination made as to whether the correct processes were undertaken and the impact of the decision. Where there is doubt on the subject, the issue is to be referred to the senior management.

Client relationships

All employees are to understand the client's vulnerability and dependence on the employee to provide assistance, and to act accordingly. This includes recognition that personal relationships outside the scope of their professional roles are not in the best interest of either party or the college.

Conflict of interest situations between employees and clients are investigated immediately and resolved as appropriate.

Breach of conflict of interest

Employees are required to consult with their manager whenever they have any question as to whether a particular circumstance may place them in a conflict of interest.

Persons who fail to comply with these standards during the course of their employment will be subject to such appropriate measures as may be determined by the college including dismissal from employment.

Persons who fail to comply with these standards following termination of employment with the college hereby acknowledge that the disclosure of confidential information will result in irreparable harm to the college and the college shall have the right to enforce its lawful rights and remedies against any offending person.

Reservation of rights

Where an individual fails to disclose a conflict or an interest according to this policy or according to other laws or regulations in the United Kingdom, the college reserves all rights it may have to deal with the contract, conflict and individual involved.

Much of this text is taken from a document produced by the HR Council available at http://hrcouncil.ca/docs/POL_Conflict_of_Interest3.pdf

Staff Recruitment Policy

This policy applies to the recruitment and selection of all staff members of the college

Employees who are involved in the recruitment and selection process of staff should be aware of and adhere to this policy. In addition, any external consultants or recruitment agencies who assist in the recruitment process must act in accordance with this policy. The engaged manager is responsible for providing such external parties with this policy prior to his or her involvement in the recruitment process.

It aims to:

- To ensure that the recruitment process is appropriate
- To appoint the best suited person for every position
- To ensure the equality of opportunity for all applicants
- To ensure the compliance with the college's Equal Opportunities Policy and relevant employment legislation
- To promote the college's values
- To meet the college's operational requirements and strategic aims

This policy has been designed to provide a flexible framework which promotes good practice, adopts a proactive approach to equality and diversity that renders full support to the college.

The college is committed to ensure that the recruitment and selection process of staff members are conducted in a manner that is systematic, efficient and effective in the light of promoting the equality of opportunity.

All employees involved in the recruitment process should ensure that they have received relevant internal training on recruitment and selection. Staff members who are engaged in the recruitment process should be aware of their responsibilities under the relevant legislation.

If a member of staff engaged in the recruitment process has a close personal or familial relationship with an applicant, he or she must declare this immediately. In line with the college's conflict of interest policy, it will be necessary for the particular staff member to be excluded in the recruitment and selection process.

All documents received in relation to every applicant will be treated with strict confidence in accordance to the Data Protection Act (DPA). Applicants reserve the right to ask for a feedback and access any documentation held in compliance with the DPA.

The recruitment and selection process should not commence until a full evaluation of the post has taken place, which should be in accordance with the strategic plans with the budget for such a post secured.

All positions will normally be advertised within the college. This will help maximizing equality of opportunity and providing staff members with opportunities for career development, thus maintaining the skills and expertise of existing staff.

Positions will be advertised using the most appropriate and cost effective channels. This may include local job centres, local or national newspapers and magazines, international publications and/or web sites. Internal postings should be valid for a minimum of 7 days and external advertisements should be valid for a minimum of 14 days.

Every applicant will be treated with respect and provided with sufficient information to the decisions made with regard to his/her suitability for the applied role. Appropriate or particular background information of the college and the specific position should be made available during the application process.

All recruitments will be based on agreed job descriptions and person specifications. Recruitment and selection must be conducted as an evidence-based process and candidates should be assessed against agreed selection criteria, based on relevant knowledge, skills, competence, experience and qualifications to perform the role as outlined in the person specifications.

QAA Quality Code Chapter B3: Expectation Indicator 4

<i>Higher education providers assure themselves that everyone involved in teaching or supporting student learning is appropriately qualified, supported and developed.</i>
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Short listing must be undertaken by at least two individuals who are involved in the process of interview. Interviews should normally be conducted by a minimum of three people, and all interviews for every post must be conducted by the same people.

Interview questions must relate to the job requirements as exemplified in the post and personal specifications.

The decisions on selection will be determined by the majority view of the interviewers.

Appendix 1: Employment Statement

A written statement of the main terms and conditions of employment under the Employment Rights Act 1996.

1. You began employment with London College of Business (LCB) on
.....
2. Your period of continuous employment:
 - a) * Your previous employment with (Name of previous employer or employers) does count as part of your period of continuous employment which therefore began on (Date period of continuous employment commenced)

or
 - b) * Your previous employment does not count as part of your period of continuous employment.

*Select (a) or (b) as appropriate.

3. Your Job title is
4. Your employer's address and your normal place of work is

London College of Business Ltd. Unit 6A Monteagle Court Wakering Road Barking IG11 8PL

5. Your pay will be £..... per annum, paid monthly.
6. Your hours of work are Monday to Friday 9am until 6pm with a 1 hour break
7. Your holiday entitlement is All public holidays and 20 days per year, beginning each April, with no entitlement to carry over unused holidays. All holiday requests must be received at least one week before the holiday. The management of the college reserve the right to deny holiday requests. Your statutory rights will not be affected.
8. In case of incapacity for work You are expected to inform your employer as soon as possible and to arrange cover work where necessary. Periods of sickness of up to five days will be paid at your normal pay rate. Periods of sickness longer than five working days will require a doctor's note. You are entitled to Statutory Sick Pay if you are sick for more than four days and provide a sick note from your doctor. For more details please read the Staff Absence Policy available in the staff handbook or upon request.

9. LCB does not operate a pension scheme. A contracting-out certificate under the Social Security Pensions Act 1975 is not in force.
10. You are only entitled to expenses if: (i) these are authorised in advance; (ii) you actually incur the expense and produce proper receipts; (iii) you claim the expenses within 2 working days of incurring the expense (or the next working day after holiday or sickness absence).
11. The amount of notice of termination of your employment you are entitled to receive is

Period of continuous employment	Notice
Four weeks or more, but less than two years	1 week
Two years or more, but less than 12 years	1 week of each year of continuous employment
12 years or more	12 weeks notice
Your employer shall be entitled to terminate your contract of employment without notice if you commit an act of gross misconduct.	
Your employer has the right during your period of notice or any part thereof to: (i) place you on special paid leave and/or (ii) make a payment to you in lieu of notice.	

12. Your employment is permanent – subject to general rights of termination under the law.
13. There are no collective agreements in force.
14. You are not expected to work outside the UK for more than one month.
15. The disciplinary rules which apply to you can be found in the Staff Discipline Policy available in the Staff Handbook or upon request.
16. If you have a grievance or are dissatisfied with any disciplinary decision that affects you, you should apply in the first instance in writing to: the college Principal

This contract is based upon a template produced by ACAS available at <http://www.acas.org.uk/media/word/5/s/HS02-written-statement-example.doc>

Appendix 2: Performance Record

Name	
Job Title	
Do you manage staff? Yes/No	
Report year	
Who do you report to?	
Who countersigns your report?	

Section 1 – Objectives (to be completed by employee)

Objective 1

Summary of achievement against objective 1

Interim Review

Final Review

Objective 2

Summary of achievement against objective 2

Interim Review

Final Review

Objective 3

Summary of achievement against objective 2

Interim Review

Final Review

Section 2 – competencies

Comment briefly on your achievement against the competencies for your job that you have agreed with your manager.

Competency	Enter level required for your job (1/2/3)	Comment
Enter level required for your job (1/2/3)		
Comment		
Focusing on customers		
Learning new job skills		
Focusing on goals		
Teamwork		
Communicating effectively		
Solving problems		
Being flexible		
Embracing change		
Knowing the business		
Being creative		
Developing self and others		
Planning and organising		
Leading and deciding		

Section 3 – Personal development (to be completed by employee’s line manager)

This section enables people to reflect on what they are good at and what areas they would like to develop.

Current Strengths

Future career plans and aspirations

(Summarise what you would like to be doing in the short, medium and longer term).

Personal Development Plan (PDP)

This is an opportunity to maintain a focus on personal development and can form a basis of discussion with your line manager.

Area of development	How will this be developed	By when	Record of achievements

Section 4 – Interim Review

This section is for brief overall summary comments for the half year by the employee and their line manager, together with assessment level agreed after discussion at the interim review. If agreement is not reached then a comment about this is recorded by both the employee and the line manager in the summary section.

Date of Interim Review
Employee's summary for half year

Line manager's summary for half year
(Comment briefly on achievement for objectives, competencies and development)

Indicative interim assessment level (half year)

This is based on performance to date against objectives and competencies. It is indicative and can change in line with full year performance.

Indicative interim assessment level	Tick the level agreed
Outstanding performance	
Standard performance	
Below standard performance with development needs	
Unsatisfactory performance	

Section 5 – Final review

This section is for brief overall summary comments for the full year by the employee and their line manager, together with assessment level agreed after discussion at the final review. If agreement is not reached then a comment about this is recorded by both the employee and the line manager in the summary section.

Date of Interim Review
Employee's summary for full year

Line manager's summary for full year
(Comment briefly on achievement for objectives, competencies and development)

Final Assessment Level

This is based on performance over the year against objectives and competencies.

Assessment	Description	Tick agreed assessment level
Outstanding performance	Objectives exceeded and competencies more than fully demonstrated.	
Standard performance	Objectives met and competencies fully-demonstrated at required levels.	
Less than standard performance with development needs	Most objectives met but development required to fully meet all objectives.	
Unsatisfactory performance	Performance unacceptable; objectives not met and competencies not demonstrated. Under-performance action underway.	

This policy is based upon a sample produced by ACAS available at http://www.acas.org.uk/media/pdf/g/7/Acas_how_to_manage_performance-accessible-version-Nov-2011.pdf

Appendix 3: Principle about Information

All information should be shared publicly, except that which has a reason not to be.

Implementation:

All meeting minutes will appear on Intranet/open filing cabinet, unless marked private; then it will be filed in the locked filing cabinet.

Principle about Decisions:

No one person should make a decision within LCB, without consulting their line manager, and preferably after consulting all who are affected by it. If an urgent decision was made, then the line manager must be informed at the earliest opportunity.

Principle about Documentation:

Meetings and decisions should be recorded. Those who met, who was absent and the main points discussed along with the arising action points should be recorded. All records must have the date of the meeting at the top.

Records should be seen and acknowledged by the line manager of the staff involved in the meeting.

The name of the next person to see the document will be recorded at the foot of the record. If there are multiple line managers, then multiple names will appear at the foot of the document.

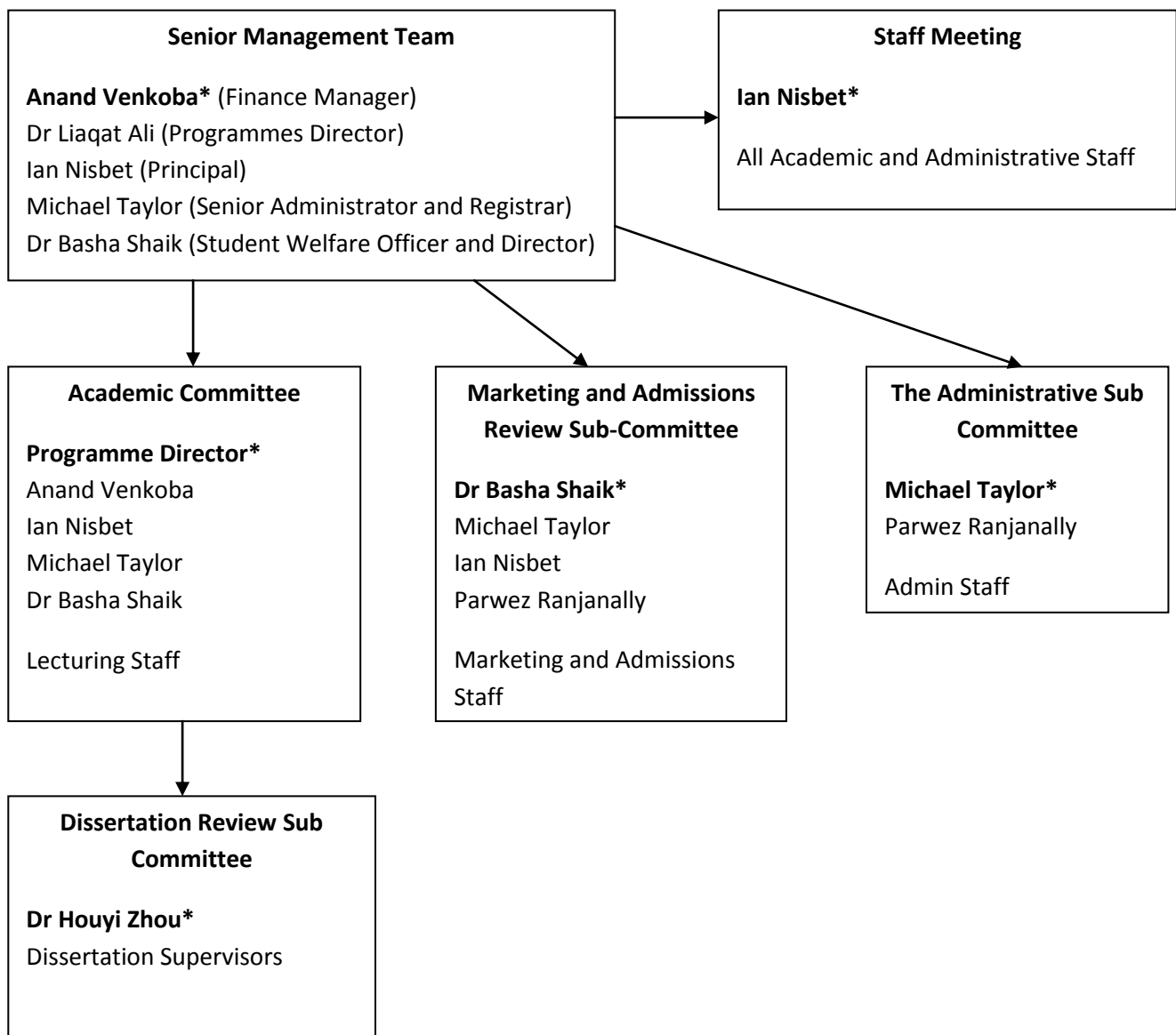
If further discussion is needed, then it should be entered as an agenda item at the next senior management team meeting.

Any action to be taken should be taken or issued as an instruction to a member of staff.

At the point of deciding when to take the action, a date for reviewing the action should be decided and then recorded onto the meeting record. A corresponding diary entry should be made to remind that the action arising from such and such a date needs reviewing.

The meeting record must finally be marked as private or left as a public.

Appendix 4: Full Committee Structure (currently dormant)



*Names in bold type denotes the Chair of each committee

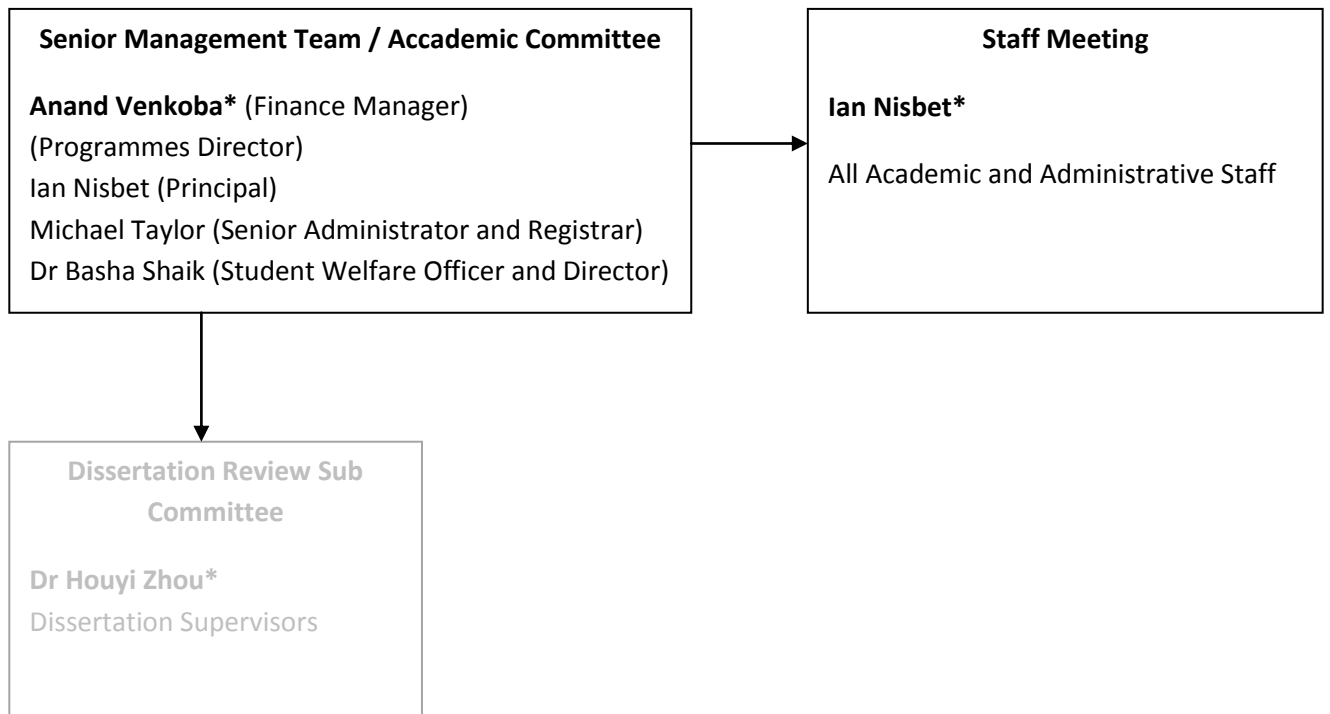
Full Committee Structure Meetings. All meetings can be held actually or virtually.

- **Marketing and Admissions Review Sub-Committee.** Each semester, before the exam board, all academic, senior, and marketing and admissions staff should attend a meeting to review what has just passed. The meeting agenda should include:
 - a. Newly enrolled students; their eligibility, engagement, attitude and ability.
 - b. Continuing students; their engagement, attitude and ability.The outcome of the meeting will be to agree where improvements in marketing and admissions can be made.
- **Dissertation Review Sub Committee.** Each semester, before the exam board, all dissertation supervisors, academic and senior staff should attend a meeting to review what has just passed. The meeting agenda should focus on dissertations students' progress, engagement, attitude and ability. The outcome of the meeting will be to agree where improvements in dissertation process can be made.
- **The Administrative Sub Committee.** Each month all admin and senior staff should attend a meeting to review all enrolled students; their engagement, attendance and attitude. The outcome of the meeting will be to agree where pastoral interventions may be required.
- **Academic Committee.** Each month all academic and senior staff should attend a meeting to review all enrolled students; their engagement, attitude and ability. The outcome of the meeting will be to agree where academic interventions may be required.
- **Full Staff Meeting.** Membership: All Academic and Administrative Staff, Chair: The Principal. Remit: To discuss concerns with student engagement/progression (General and specific); to check diary of upcoming events and give out reminders.

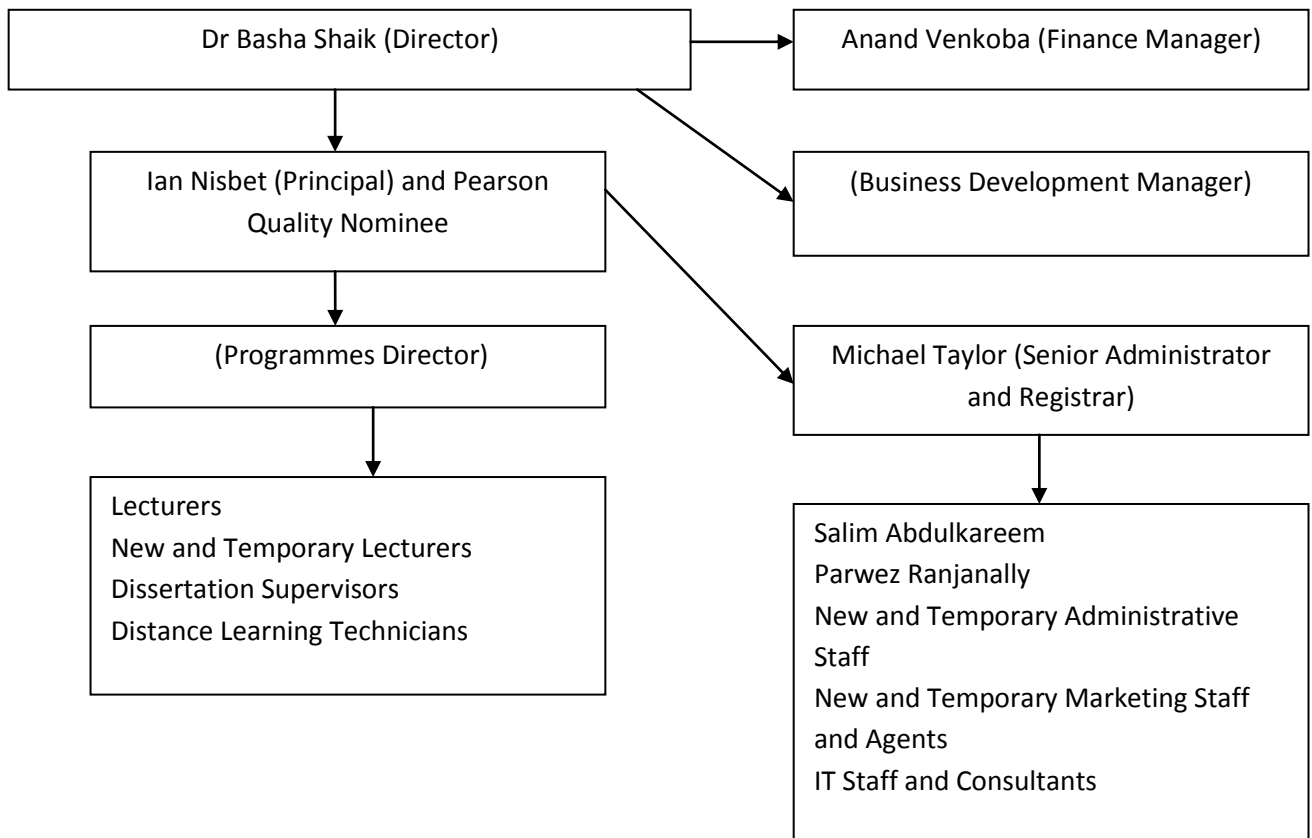
Appendix 5: Merged Committee Structure

While the college is small, with only core staff in place, there is no need for a very formal committee structure, which includes the same people in each committee. Therefore, the Senior Management Team and Academic Committee have been merged. Also, the SMT now has absorbed the Marketing and Admissions Review Sub-Committee and the Administrative Sub-Committee.

***Names in bold type denotes the Chair of each committee**



Appendix 6: Lines of Reporting



Lines of Reporting

Minutes/points of action and decisions are public information where possible.

Minutes/points of action and decisions reached at the Dissertation sub committee are reported to the Academic Committee

Minutes/points of action and decisions reached at the Academic Committee, Marketing and Admissions Review Sub committee, and Administrative Sub committee are reported to the SMT/and full staff meetings (where appropriate)

All academic staff and academic support staff report to Programme Director.

Admissions staff and reception staff report to Registrar / Senior Administrator. Technical staff and marketing staff report to Principal.

Programme Director and Registrar / Senior Administrator report to Principal. Principal and Finance Manager report to the Director.

Senior Management Team is composed of the Programme Director, Registrar, Senior Administrator, Finance Manager, Principal, Director/Owner and Chair of Senior Admin Team.

College Address



London College of Business – Barking

6A Monteagle Court, Wakering Road, Barking, Essex IG11 8PL, UK.

Phone: +44 (0) 208 591 2222

Fax: +44 (0) 208 594 2333

Email: info@lcbuk.org

Directions

Train: Barking Underground station is on the District Line.

Car: Leave A406 at Barking, follow road to left at roundabout, LCB is on right after one minute.