

Ordinances (Council 25 June 2018)

ORDINANCE 1 – APPOINTMENT OF STAFF AND TERMS AND CONDITIONS OF SERVICE

Appointment of the Vice-Chancellor

1. In the event of a vacancy in the post of Vice-Chancellor, Council will agree the process by which it will receive a recommendation as to who should be appointed as a successor. The appointment and the initial salary and terms and conditions governing the appointment must be approved by Council.
2. The University Secretary, having consulted with the Chair of Council, will put forward a proposal to Council to facilitate discussion of the detail of the appointment process. The process will have due regard to best practice and to all statutory obligations placed upon Council, including the obligation to promote equality of opportunity. Council will also agree, at an early stage, any guidance it considers desirable to assist the Chair of Council in negotiations over pay and conditions with a prospective appointee.
3. Any subsequent variation to the salary and terms and conditions of the Vice-Chancellor, including any terms which may relate to study leave or leave of absence or to the termination of the appointment, will (subject to the provisions of Statute 7) be delegated to the Senior Officer's Remuneration Committee.

Appointment of University Secretary

4. The University will appoint a University Secretary. This role will be assigned, in the first instance, to the Chief Resource Officer.
4. In the event of a vacancy in the post of University Secretary, the Council will agree the process by which the appointment will be made, and the salary and conditions determined.
5. The Vice-Chancellor, having consulted with the Chair of Council, will put forward a proposal to Council to facilitate discussion of the detail of the appointment process. The process will have due regard to best practice and to all statutory obligations placed upon Council, including the obligation to promote equality of opportunity.
6. Any subsequent variation to the salary and terms and conditions of the University Secretary, including any terms which may relate to study leave or leave of absence or to the termination of the appointment, will (subject to the provisions of Statute 7) be delegated to the Senior Officer's Remuneration Committee.

Other Members of the Executive Team

7. The Executive Team shall comprise such members (in addition to the Vice-Chancellor and University Secretary) as are approved from time to time by Council, normally on the recommendation of the Vice-Chancellor. For the time being those members are:

The Pro-Vice-Chancellor (Academic)
The Pro-Vice-Chancellor (Research and Innovation)
The Pro-Vice-Chancellor Medicine & Health Sciences
The Pro-Vice-Chancellor Arts and Humanities
The Pro-Vice-Chancellor Science
The Pro-Vice-Chancellor Social Sciences
The Chief Operating Officer
The Chief Resource Officer

8. Any appointment will be made by the Vice-Chancellor following an appropriate process which has due regard to best practice and to all statutory obligations of the University, including the obligation to promote equality of opportunity. The Vice-Chancellor will determine the initial terms and conditions of the appointment save that any salary in excess of £150k will require the approval of the Chair of Council on behalf of the Senior Officers Remuneration Committee.
9. Amendment to the terms and conditions of the appointment including those relating to study leave and leave of absence or to any terms relating to the termination of any appointment (subject to Statute 7) will be approved by the Senior Officers Remuneration Committee.

Other Staff

10. The Vice-Chancellor shall determine from time to time the process for approving the establishment of all other posts and the process and authority for the making of appointments. The Vice-Chancellor shall approve the process for determining the salary, terms and conditions of appointments and any subsequent variation, subject to any requirement to consult or negotiate with the recognised trade unions, and any necessary budgetary approval. Such terms and conditions will include those relating to study leave and leave of absence and (subject to Statute 7 and to approval by the University Secretary) the terms relating to any termination of appointment. All arrangements for the appointment of staff shall have due regard to all statutory obligations including the obligation to promote equality of opportunity.
11. The Vice-Chancellor will not offer an appointment to any prospective member of staff at a starting salary in excess of £150,000 (excluding any clinical excellence awards or other exceptional awards funded by third parties) without the approval of the Chair of Council on behalf of the Senior Officers Remuneration Committee.

ORDINANCE 2 – GOVERNANCE AND ORGANISATION

Court

1. The University will invite annually, representatives of business and the public and “not for profit” sectors to a meeting and those attending such a meeting will form the Court in that year.
2. The meeting of Court will be an opportunity for the University to engage with a broadly based group of interested bodies and individuals, to promote the interests and achievements of the University.
3. Court will receive a report giving an account of the University’s activities over the past year (including financial performance) and an outlook for future years, as well as other presentations which will increase understanding of the University’s achievements and aspirations. The Chancellor will preside at Court and will agree the precise format of each Court meeting with the Vice-Chancellor or his nominee.

Assembly

4. Assembly will consist of all those persons who hold a contract of employment with the University. The Chair of Assembly will be the Vice-Chancellor or his nominee.
5. A meeting of Assembly will be called at least once in each calendar year, although if no business is submitted for debate then it will be cancelled and there will be no obligation to call a further meeting. Further meetings may be called by the Chair to discuss urgent matters at his or her discretion. In exercising such discretion, the Vice-Chancellor will always give due weight to any petition for such a meeting submitted by at least 40 members of Assembly.
6. The quorum for Assembly will be 40 members.
7. Assembly may discuss and declare an opinion on any matter which is relevant to the conduct of the business of the University in the pursuit of its charitable objects.
8. The rules for the conduct of Assembly will be determined from time to time by Council following appropriate consultation.

Conferment of Degrees and Awards

9. Degrees and Awards will be conferred at a Congregation, which will be conducted in accordance with arrangements approved by the Senate. The arrangements for Congregation will include arrangements for the conferment of Degrees and Awards in absentia.

10. The Vice-Chancellor may exceptionally agree arrangements for the conferment of awards other than at Congregation where it appears that it is beneficial and reasonable to do so; and may delegate authority to other members of the Executive Team to confer degrees.

Chancellor

11. The Council will appoint from time to time a Chancellor of the University (who will not carry executive responsibility) to serve for such period as Council may determine, normally three years. The period of office may be extended by Council, but not normally for more than a further three years in total.
12. The Chancellor will normally preside at Court and Congregation.
13. The Chancellor will seek always to promote the interests of the University through attendance at significant events in the University calendar and through personal networks.
14. Council may in exceptional circumstances remove the Chancellor from office.

The Pro-Chancellors

15. The Chair of Council for the time being shall be a Pro-Chancellor of the University.
16. Council may appoint additional Pro-Chancellors (who will not normally have any executive role) for periods of office not exceeding three years. The period of office may be extended but not normally for more than a further three years.
17. The Pro-Chancellors may act in the absence of the Chancellor, or otherwise offer support to the Chancellor in his or her role.

The Role of the Executive Team (ET)

18. ET is a broadly based group of senior staff whose breadth of experience, responsibilities and understanding of the University provide a sound basis for the development and implementation of the strategies and policies of the University, and for taking the significant decisions related to the operation of the University, where they have material implications for, or impact widely, across the University.
19. ET is not a committee, the Vice-Chancellor holds ultimate authority for its decisions. However, the Council requires that the Vice-Chancellor consults fully with ET in regard to the matters referred to in (18) above and such other matters as may be prescribed by Council, and has due

regard to the balance of opinion of ET when making decisions. Most of the responsibilities defined by the Vice-Chancellor's job description or delegated to the Vice-Chancellor by Council are likely to fall within this definition. ET, therefore, is expected to operate in a quasi-democratic fashion and to be able to accept joint responsibility for its decisions and for their implementation

Deputy Vice-Chancellor

20. The Council will appoint, on the recommendation of the Vice-Chancellor, a member of ET to assume the office of Deputy Vice-Chancellor for such period as Council may deem appropriate.
21. Council may determine an appointment as Deputy Vice-Chancellor at any time.
22. The Deputy Vice-Chancellor will act for the Vice-Chancellor during any period of absence of the Vice-Chancellor from the University and in accordance with any directions which may be given by the Vice-Chancellor.

Academic Structure of the University

23. Council will determine from time to time the framework for the academic structure of the University.
24. The current framework is that the University will be organised in four faculties, each faculty comprising a number of schools of study. The four faculties are, Medicine & Health Sciences, Arts & Humanities, Science and Social Sciences.
25. The academic and executive leader of each faculty will be the Pro-Vice-Chancellor who will be responsible to the Vice-Chancellor for the performance of the faculty.
26. The number, titles and discipline coverage of schools of study and distribution of schools of study between faculties will be determined from time to time by the Vice-Chancellor, having consulted with Senate.
27. A decision to withdraw from an area of study which would result in the closure of a school, will require the approval of Council, having consulted with Senate.
28. The requirement for, and the composition of and terms of reference of school boards will be approved by Senate.

Administrative Structure of the University

29. The structure of the administrative, technical and other services to

support the delivery of teaching and research and other objectives of the University shall be determined from time to time by the Vice-Chancellor on the recommendation of the Heads of the University's Administration, the Chief Operating Officer and Chief Resource Officer.

ORDINANCE 3 – THE SENATE

“7. The Senate

7.1 *There shall be a Senate of the University which shall have the composition, powers and functions conferred on it in the Ordinances and which shall have, subject to any requirements of the Council, delegated authority from the Council for:*

7.1.1 *the oversight of the academic performance of the University (including responsibility for the assurance of academic standards) and;*

7.1.2 *the regulation and supervision of the education and discipline of students.*

7.2 *The Vice-Chancellor shall be the Chair of Senate.”*

Membership

1. The Vice-Chancellor

The Pro-Vice-Chancellor Academic and the Pro-Vice-Chancellor Research Innovation (2)

The Pro-Vice-Chancellors (Medicine & Health Sciences, Arts and Humanities, Science and Social Sciences, “the Faculty Pro-Vice-Chancellors”) (4)

Four Heads of School (one from each Faculty)

16 academic representatives (4 from each Faculty) with one of the four from the professoriate and one at lecturer grade

Director of Information Services

Director of Student Services

Principal of City College Norwich

Three representatives of the Union of UEA Students

2. The Senate will be the appointing body for all members other than *ex officio* members and will determine from time to time the method for receiving nominations for appointed members.

Terms of Reference

3. The Senate shall act always in the best interests of the University as a whole and within the strategies and financial plans approved by the Council. It shall:

3.1 regulate all teaching and courses of study offered by the University;

3.2 regulate the admission of persons to courses of study;

3.3 regulate all University examinations and appoint examiners

- whether internal or external;
- 3.4 regulate the conditions qualifying for the award of degrees and other educational awards conferred by the University;
 - 3.5. in the name of the University or jointly or in conjunction or collaboration with another institution or institutions award degrees and other educational awards to persons who have pursued a course of study approved by the Senate and who have passed examinations and other forms of assessment under conditions laid down in regulations, or are otherwise qualified to receive them;
 - 3.6. grant honorary degrees, the title of emeritus professor or other University distinctions;
 - 3.7 revoke any degree, educational award or other distinction conferred by the University where the holder has been subsequently found to be in breach of the requirements for conferment of the award, or whose actions render them unfit to be a member or graduate of the University;
 - 3.8 regulate the use of academic dress in the University;
 - 3.9 approve regulations for the conduct of students and disciplinary procedures and penalties relating to students;
 - 3.10 ensure appropriate provision is made to promote the welfare of students;
 - 3.11 nominate, where required to do so, persons to serve on Council;
 - 3.12 determine the formalities which should attach to the conferment of degrees and other distinctions (subject to Ordinance 2);
 - 3.13 review at least annually the academic performance (in teaching, research, innovation) of the University and the standing of the University both nationally and internationally, judged against strategies approved by Council;
 - 3.14 identify and advise the Executive Team on such actions as may be necessary or desirable to:
 - a) meet the aims and objectives of strategies approved by Council and generally to:
 - b) further raise the quality of the student experience and the achievements and potential of students of the University; and
 - c) further raise the performance of the University in terms of the quality and the reputation of its research; and
 - d) ensure that the extent of regulation and the administrative services which support teaching, research, innovation promote efficiency and coherence of operation across the University, and avoid unnecessary complexity;
 - 3.15 make, add to, amend or revoke such regulations as are considered necessary relating to Senate's exercise of its powers and functions;
 - 3.16 where requested appoint representatives to other bodies of an academic nature;
 - 3.17 generally, exercise such powers as may be conferred on Senate by the Charter or Statutes;

3.18 meet at least three times per year.

Delegation and Chair's Action

4. The Senate may appoint such committees and other bodies consisting either wholly or partly of members of the Senate or otherwise as it may think fit.
5. The Senate may delegate its powers and functions to:
 - any of the committees or bodies it has appointed;
 - the Chair, a Pro-Vice-Chancellor or other officers of the University.

Chair's Action

6. In the case of business requiring urgent attention between meetings of Senate or a committee or other body appointed by Senate, the Chair of Senate or the Chair of such committee or other body as may be the case shall, when it is his or her opinion that it is not practical or proportionate to call a special meeting, have delegated authority to exercise the powers and functions of Senate or such committee or other body.

Standing Orders

7. The Senate shall approve such additional standing orders governing the conduct of its business which are not in conflict with this Ordinance as it considers to be necessary.

ORDINANCE 4 – ROLE OF THE VICE-CHANCELLOR AND UNIVERSITY SECRETARY

Vice-Chancellor

1. The Vice-Chancellor is the principal academic and administrative officer of the University. His role and delegated authority are set out below. In discharging this role the Vice-Chancellor works closely with the Executive Team (see Ordinance 2) and in particular with the University Secretary to promote best practice in the conduct of the University's affairs.
2. The Vice-Chancellor may delegate authority further, in particular to members of the Executive Team and to Heads of Schools and Divisions.
3. The Vice-Chancellor:
 - 3.1 is responsible for the executive management of the institution and its day to day direction and has authority to take decisions compatible with that role;

- 3.2 is Chair of the Senate and through the Senate has responsibility for the delivery of academic standards within the University;
- 3.3 is responsible for safeguarding and promoting the reputation of the University with prospective students, students, research funders, policy makers and other stakeholders;
- 3.4 engages and networks with a number of organisations at both national and regional level to promote the interests of the University and the higher education sector as a whole;
- 3.5 proposes sustainable and financially viable five-year strategies for approval by Council, and ensures that they are implemented;
- 3.6 develops annual operating plans for approval by Council;
- 3.7 promotes the personal development of members of the Executive Team and other senior staff;
- 3.8 ensures the development and responsiveness of efficient management structures and methods;
- 3.9 ensures that the University complies with all appropriate statutory and regulatory regimes;
- 3.10 ensures that the University meets or betters any approved surplus or deficit and net operating cash flow targets as approved by Council as part of the annual budget and that the University operates within the approved plan for capital expenditure. The Vice-Chancellor (jointly with the Chief Resource Officer) may vire between any expenditure headings of the revenue budget, and between years of the capital programme, but will not incur expenditure, without the approval of the Finance Committee or Council, where this could lead to future liabilities which could have a material impact on the University;
- 3.11 (jointly with the Chief Resource Officer) approves the use of any contingencies or other discretionary funds within the revenue and capital budgets;
- 3.12 is the “accountable officer” under the terms of the HEFCE Financial Memorandum and, in particular:
 - ensures that there is a comprehensive system of risk management;
 - ensures that there is regular and reliable information which is used to monitor performance (and in particular financial performance);
 - informs Council and HEFCE of any material adverse developments that could impact on the interests of the institution and HEFCE;
 - complies with the requirements related to audit;
 - submits required information to HEFCE which is accurate and timely.

The Chief Officers

4. The Chief Operating Officer and Chief Resource Officer head the University's administration and are accountable to the Vice-Chancellor for the overall management and leadership of the administrative divisions and for the delivery of effective and efficient services in areas including (but not exclusively) finance, human resources, capital development and facilities and estates management, libraries and IT, student and course administration and welfare, strategic planning and marketing and admissions. They are responsible for the delivery of the capital programme as approved by Council.
6. The Chief Officers shall have the power to delegate powers and responsibilities of their roles as stated in Ordinances, regulations, policies, Codes of Practice and procedures to members of administrative staff as appropriate and required.
7. The Chief Resource Officer is the designated University Secretary and, in that role, works closely with the Vice-Chancellor to ensure the proper conduct of the University's affairs. The University Secretary advises the Vice-Chancellor as to the appropriate vehicles through which decisions must be taken and (see above) is responsible jointly with the Vice-Chancellor for certain financial decisions. The University Secretary should give particular attention to supporting the Vice-Chancellor in his obligations as "accountable officer".
8. Jointly with the Vice-Chancellor the Chief Officers will maintain oversight of the risks faced by the University and ensure that Council is appropriately informed of risks, and in particular financial risks, surrounding the decisions it takes.
9. The University Secretary is Secretary to the Council and is responsible for:
 - 9.1 ensuring that Council is provided with effective administrative support in the provision of agendas, papers and minutes;
 - 9.2 providing guidance to Council as to its responsibilities under the Charter, Statutes, Ordinances and other regulations;
 - 9.3 drawing to the attention of Council any instance in which a proposed action would exceed Council's powers.
10. In exceptional circumstances, the University Secretary will bring to the attention of the Chair of Council any concerns he or she may have for the well-being of the University.

ORDINANCE 5 – THE COUNCIL AND ITS COMMITTEES

Membership

1. The membership of Council is nine independent members, the Vice-Chancellor, the Pro-Vice-Chancellor Academic, Pro-Vice-Chancellor Research and Innovation, two members of staff appointed by ballot amongst members of the Senate (of which at least one shall be a member of the academic staff), one member of the support staff elected by those staff, two students nominated by the executive of the Students Union.
2. Council is the appointing authority in relation to any member (other than the Vice-Chancellor or Pro-Vice-Chancellors) and must approve the appointment of any prospective members put forward by nomination or election arrangements.
3. All members of Council will be given appropriate induction on appointment.
4. Council will appoint, from amongst its independent members, the Chair, the Deputy Chair and Treasurer.
5. The Faculty Pro-Vice-Chancellors are not members of Council, but attend with full speaking rights. They assist Council in its understanding of matters before it and proffer advice. They do not have a vote, and care has to be taken, particularly when the views of Council are being summarised by the Chair, that undue weight is not given to the views of the Executive Team overall because of the Faculty Pro-Vice-Chancellors' presence in numbers.

Meetings

6. There shall be at least six ordinary meetings of the Council in each academic year, including an extended meeting to review and discuss strategy and opportunity and risk management. The timing of these meetings will be approved by Council. Council may agree additional ordinary meetings subject to at least seven days' notice being given for such meetings. Extraordinary meetings may be summoned by the Chair. At least fourteen days' notice shall be given for Extraordinary meetings together with information as to the items to be discussed. It will not be necessary to circulate all papers at the time the notice of the meeting is given.
7. By exception, meetings of Council may be held electronically (e.g. by conference call) but this shall not become normal practice.

Agendas

8. The Agenda for any meeting will include such items as may be determined appropriate by the University Secretary, the Vice-Chancellor or the Chair of Council, or such items as have been requested by Council. Agenda and papers should normally be circulated seven days before each meeting.

Quorum

9. The quorum shall be one-third (rounded up to the nearest whole number) of the current members provided always that there is at least one-third (rounded up to the nearest whole number) of the current independent members present. In the event that the independent members present at the meeting do not constitute a majority, then a majority of the independent members present shall be able to require, before or immediately after a decision is taken, that a decision is deferred until the next meeting or will not take effect until and unless it is ratified at that meeting.

Conduct of Business

10. The conduct of business shall be directed by the Chair of the meeting and the Chair's ruling on any point shall be final. All motions except those from the Chair, must be seconded before being put to the meeting. The Chair will normally summarise the consensus in the meeting and if there is no dissent the matter will be deemed to be Resolved *nem com*. If the Chair considers it appropriate, or there is a request for a vote, such vote will take place by show of hands. In the absence of the Chair at a meeting of Council, the Deputy Chair will preside, and in the absence of the Deputy Chair, a Chair will be elected for the meeting.

Declaration of Interest

10. A member of Council who has a pecuniary, family or other personal interest, whether or not in common with others, in any matter under discussion at any meeting at which he or she is present which may result in a conflict of interest shall declare that interest at the meeting and shall withdraw from that part of the meeting unless the meeting requests otherwise. A member who wishes to record in advance that he or she has interests that may make such disclosure necessary may do so by notifying the University Secretary of the interest; the University Secretary will inform the Chair of Council. In any case, any member declaring an interest will not vote on the relevant issue.

Committees

11. Council shall establish standing or ad hoc committees as it considers appropriate and delegate to such committees such powers and duties as

it shall think fit. All members of committees shall hold office for three years subject to, in the case of a serving member of Council, their continued membership of Council. Every committee of Council shall have power to appoint sub committees and to delegate to such sub committees such of its powers and duties as the board or committee shall think fit.

12. Council may take any decision which is within the powers and duties it has delegated to a committee where it thinks fit to do so.
13. Where Council has not determined the matter, the filling of vacancies in the membership of committees will be determined by the Governance Committee.
14. The provisions of clauses 9,10, 20-24 and 25 of this Ordinance will apply to committees of Council and any references to Council shall be deemed to be references to the committee in question;
15. The quorum for committees will be one-third of current members rounded up to the nearest whole number.

The Common Seal

16. Where the execution of any contract or document has been approved by Council, or has been approved in accordance with delegated authority from Council, or is deemed by the University Secretary as being necessary to implement decisions taken by Council or decisions taken in accordance with powers delegated by Council, the Seal shall be affixed and witnessed by the University Secretary and the Vice-Chancellor or one of the Pro-Vice-Chancellors Academic or Research & Innovation. In the absence of the University Secretary, the seal may be witnessed by the Vice-Chancellor and one of the Pro-Vice-Chancellors Academic or Research & Innovation or the Chief Operating Officer.
17. The University Secretary shall keep a Sealing register recording the particulars of the document sealed, the date of sealing and the identity of the person witnessing affixing of seal.
18. The use of the Seal shall be reported to the Council at the Ordinary meeting next following such use.
19. In every case where the Seal has been used and the instrument has been signed or purports to have been signed in good faith and in accordance with these regulations then the instrument shall be binding in favour of any third party and shall not be affected or varied in any way by any irregularity of procedure or any failure to comply with the terms of these regulations.

Confidentiality and Reserved Business

20. Where there is good reason for papers to be confidential and/or to remain confidential after the meeting for a period of time these will normally be printed on blue paper. Council will determine whether the paper will remain confidential after the meeting and for what period of time, normally on the recommendation of the paper's author. Circumstances where confidentiality is important could include where commercial issues are involved, where the reputation of the University, any of its ventures or any of its partners could be at risk, or where sensitive issues affect identifiable individuals. However, Council wishes to make as much information as possible open and reports should be constructed so that sensible redactions can easily be made to enable the bulk of material to be published more quickly.
21. If it is proposed that the minute of any discussion should remain confidential for a period of time after the meeting that will be approved by Council, normally on the basis of a recommendation provided in the report.
22. The University Secretary may determine that any business to be put before Council should be designated as both confidential and reserved, and this will normally be printed on yellow paper. In such circumstances student members will not receive papers and will withdraw from the meeting when the business is discussed. Council has determined that the amount of reserved business should be kept to a minimum and normally only be in circumstances where sensitive issues affect identifiable staff or students whether as individuals or groups.
23. From time to time Council may receive papers which are classified as "Secret", normally printed on pink paper. Such papers will be issued at the meeting and collected following the discussion. The content of these papers, Council discussions and prospectively any minutes will remain confidential at all times.
24. Members have personal responsibility for safeguarding the confidentiality of reports and Council discussions in accordance with this Ordinance, and for the safekeeping of papers.

Chair's Action

25. In the case of business requiring urgent attention between meetings, the Chair of Council, shall, when it is her or his opinion that it is not practical or proportionate to call an extraordinary meeting, have delegated authority to exercise the powers and functions of Council, subject always to the provisions of the Charter and Statutes. The exercise of such delegated authority will be reported to a subsequent meeting of Council, but will not require ratification.

ORDINANCE 6 – STATUTE 7

The following Ordinance was approved by Council on 10 October 2016 and came into effect from 1 December 2016 pursuant to the provisions of Statute 7.

PART I: GENERAL PROVISIONS

1 Scope

- 1.1 This Ordinance applies to all academic staff (as defined in paragraph 1 of Statute 7), other than the Vice-Chancellor.

2 Right to be accompanied

- 2.1 The University will determine which procedure is to be followed and the decision will be final.
- 2.2 In all panel hearings constituted under Part IX of this Ordinance and where otherwise provided for under this Ordinance, a member of staff shall have the right to be accompanied by a work colleague or a trade union representative.
- 2.3 The chosen companion may address the hearing and may confer with the member of staff during the hearing, but is not permitted to answer questions on behalf of the member of staff.
- 2.4 If the companion is not available to attend at the time proposed for the hearing in question and will not be available for more than five working days afterwards, the member of staff may be asked to choose someone else to accompany him/her.
- 2.5 A companion will be permitted to take paid time off during working hours, with appropriate adjustments, to attend the hearing. No-one is obliged to act as a companion if they do not wish to do so.

3 Assistance for persons with disabilities

- 3.1 If the member of staff has any disability which may require reasonable adjustments at any meeting or hearing under this Ordinance, the member of staff should request those facilities in advance of the meeting or hearing.

4 Appeals against dismissal

- 4.1 Where the decision of an appeal panel hearing is to reject an appeal against dismissal the date of termination will be the original date notified to the member of staff in the original decision.

4.2 Where a member of staff appeals against dismissal, the date on which the dismissal takes effect will not be delayed pending the outcome of the appeal.

4.3 Appeals will normally be heard within the notice period in cases of dismissal.

5 Suspension

5.1 If suspended from work under this Ordinance the member of staff must not without the prior written authority of the Director of Human Resources or a person nominated on his/her behalf (such authority to be granted, subject to appropriate conditions, in order to enable the member of staff to prepare for any formal proceedings):

5.1.1 attend the University premises or have contact with other members of staff, students or funding bodies;

5.1.2 access University facilities including email systems and databases.

5.2 Suspension will be for no longer than is necessary and will be kept under review, normally every four weeks. The reason(s) for suspension and the initial period of suspension shall be notified in writing to the member of staff.

5.3 A member staff retains the right to contact his/her trade union representative when suspended.

5.4 Suspension is to be considered a neutral act and will normally be on full pay. It is not a disciplinary penalty. In exceptional circumstances, if the suspension is not on full pay, this would need to be ratified by the Vice-Chancellor.

5.5 Suspension must be authorised by the Director of Human Resources or a person nominated on his/her behalf. In limited circumstances (for example, where it is necessary to protect the University's interests, or the safety of other members of staff) and where the Director of Human Resources or a person nominated on his/her behalf is not available, another manager (grade 9 or above) may instruct a member of staff to leave the place of work and stay away until further notice. This must be reported to the Director of Human Resources or, in the absence of the Director of Human Resources, a Human Resources Manager as soon as possible in order that a decision can be made about whether the member of staff should be formally suspended.

6 Definition of 'working days'

6.1 A "working day" is any day, Monday to Friday, on which the University is formally open. English bank and public holidays and other days such

as at Christmas and Easter when the University is formally closed are excluded.

7 Third party organisations

- 7.1 The application of the procedures contained in this Ordinance may be modified by the Director of Human Resources or a person nominated on his/her behalf in cases where the member of staff employed by the University works in, or is managed by, a third party organisation (for example, where the member of staff is on a joint employment contract). This includes, in particular (but is not limited to), the procedures contained Parts II, III, IV, V, VII and IX of this Ordinance.

8 Time limits

- 8.1 Time limits referred to in this Ordinance are indicative only. There may be circumstances, particularly in complex cases, where it is not reasonable or practicable for the stated time limits to be complied with. Where this is the case, members of staff will be notified accordingly and provided with an explanation for any delay. Time limits may also be varied by mutual agreement and the University would consider any request.
- 8.2 Any meeting or hearing convened under this Ordinance may be adjourned if the person chairing or conducting the meeting or hearing considers this is appropriate.

9 Definitions

- 9.1 "Executive Team" means the University's senior management team comprising the Vice-Chancellor, Deputy Vice-Chancellor, Pro-Vice-Chancellors, Chief Operating Officer and the Chief Resource Officer.
- 9.2 "Senior Manager" means a Head of School or Head of Service.

PART II: GRIEVANCE PROCEDURE

1 Purpose

- 1.1 The purpose of this procedure is to resolve individual grievances promptly, fairly, consistently, and so far as may be possible within the relevant School, Service or other relevant area of the University.

2 Scope

- 2.1 Save as provided in paragraph 2.2, this procedure applies to grievances by members of staff concerning their appointments or employment where those grievances relate to themselves as individuals or their personal dealings or relationships with other staff.
- 2.2 This procedure does not apply to:

- 2.2.1 any complaint about disciplinary action or dismissal or any other matter for which express provision is made elsewhere in this Ordinance;
- 2.2.2 any complaint relating to grading or promotion decisions, which should be raised through the University's grading or promotion appeals procedure;
- 2.2.3 grievances concerning two or more members of staff (collective grievances) raised by a representative of a recognised trade union, in relation to which the University's Collective Disputes Procedure applies;
- 2.2.4 members of staff who are no longer employed by the University.

3 Informal resolution

- 3.1 A member of staff having a grievance should, as soon as reasonably practicable after the subject matter of the grievances arises, raise it informally with their immediate line manager. If the grievance relates to the member of staff's immediate line manager then the matter could be raised with the next level of management.

4 Formal procedure

Stage 1

- 4.1 If a member of staff wishes to raise a formal grievance or if the grievance has not been resolved by informal discussions under paragraph 3.1, the member of staff may, within 10 working days of those discussions having ended, raise the grievance in writing with the Head of School, Service, or other relevant area. If the grievance relates to the member of staff's immediate line manager then the matter should be raised with the next level of management.
- 4.2 The written grievance should clearly state the substance of the grievance (including any relevant facts, dates and the names of individuals involved) and the redress sought. In some situations the member of staff may be asked to provide further information.
- 4.3 The amount of any investigation required will depend on the nature of the grievance and will vary from case to case. It may involve interviewing and taking statements from the member of staff and any witnesses and/or reviewing relevant documents. In some cases an investigation may be initiated before holding a grievance meeting. In other cases a grievance meeting may be held before deciding what investigation (if any) to carry out.
- 4.4 The Head of School, Service, or other relevant area, or other relevant person in the University will convene a meeting with the member of

staff to discuss the grievance as soon as reasonably practicable and, in normal circumstances, within 10 working days of the written grievance being submitted. When convening the meeting the Head of School, Service or other relevant person in the University will inform the member of staff of his/her right to be accompanied. If it is not possible to deal with the matter within this time, the member of staff will be given an explanation for the delay and told when he/she can expect a response.

- 4.5 The purpose of the grievance meeting is to enable the member of staff to explain his/her grievance and how he/she thinks it should be resolved.
- 4.6 Following the grievance meeting it may be necessary to carry out further investigations and hold further grievance meetings as the Head of School, Service, or other relevant area, or other relevant person in the University considers appropriate. Such meetings will be arranged without unreasonable delay.
- 4.7 Normally within five working days of the final grievance meeting, the Head of School, Service, or other relevant person in the University will notify the member of staff in writing of the outcome of the grievance.

Stage 2

- 4.8 If the member of staff is dissatisfied with the outcome of Stage 1, the member of staff may appeal in writing to the Director of Human Resources, within 10 working days of being informed of the Stage 1 outcome, for redress of the grievance.
- 4.9 The written appeal must state clearly why the member of staff is not satisfied with the outcome of Stage 1 and the redress sought.
- 4.10 The appeal will normally be a review of the decision taken at Stage 1. The presentation of new evidence by either party will not usually be permitted, and if there is new evidence, this would need to be exchanged in good time. The Chair of the appeal would decide if the new evidence will be considered.
- 4.11 A grievance appeal meeting will be convened with the member of staff to discuss the grievance appeal as soon as reasonably practicable and, in normal circumstances, within 10 working days of the written grievance appeal being submitted. If it is not practicable to deal with the matter within this time, the member of staff will be given an explanation for the delay.
- 4.12 The grievance appeal meeting will normally be conducted by a member of staff of at least equivalent seniority, another Head of School, Service, or other relevant area, the Chief Operating Officer, Chief Resource Officer or a Pro-Vice Chancellor.

- 4.13 Normally within 10 working days of the grievance appeal meeting, the manager who conducted the grievance appeal meeting will notify the member of staff in writing of the outcome of the grievance appeal.
- 4.14 This is the final stage of the grievance procedure and there is no further right of appeal.

5 Other procedures and invalid grievances

- 5.1 If the subject matter of a grievance is properly being considered with (or forms the whole or any part of):
- 5.1.1 a determination under Part III (Disciplinary procedure);
 - 5.1.2 a determination under Part IV (Capability/performance improvement procedure);
 - 5.1.3 a determination under Part V (Ill-health/incapacity procedure);
 - 5.1.4 a determination under Part VI (Redundancy procedure);
 - 5.1.5 a determination under Part VII (Dismissal on other grounds);
 - 5.1.6 a determination under Part VIII (Fixed-term employment);
 - 5.1.7 an appeal under the appeals provisions in Part IX (Hearing and appeal panels)

action upon the grievance under the formal stages of this procedure may be deferred until the relevant determination or appeal has been heard or the time for instituting it has passed. The member of staff shall normally be informed of such deferral within 10 working days of a grievance or grievance appeal being submitted under the formal stages of this procedure.

- 5.2 If the matter has been finally determined under the Parts of this Ordinance listed in paragraph 5.1, or other prescribed procedure being no less favourable than the grievance procedure, or the grievance is frivolous, vexatious or invalid, it may be summarily dismissed, or no action taken upon it, and the member of staff shall be notified accordingly, in writing, within 10 working days of the final determination in those other procedures or the grievance being submitted, as appropriate. Such decision should be taken on reasonable grounds.
- 5.3 Written grievances will be placed on the personal file of the member of staff making the grievance together with a record of any decisions taken and any notes or other documents compiled during the grievance process. If members of staff wish to provide comments on a decision, they would be kept on their personal file.

PART III: DISCIPLINARY PROCEDURE

1 Purpose and principles

- 1.1 The purpose of this procedure is to help members of staff to achieve and maintain required standards of conduct and to encourage improvement where necessary.
- 1.2 It is the policy of the University to ensure that any disciplinary matter is dealt with fairly and that steps are taken to establish the facts and give members of staff the opportunity to respond before taking any formal action.

2 Scope

- 2.1 Where it emerges during proceedings under this Part III that a member of staff's conduct may have been wholly or partly attributable to a medical condition, consideration will be given:
 - 2.1.1 to dealing with this aspect of the case prior to proceeding under this Part III;
 - 2.1.2 to dealing with the case under Part V (Ill health/incapacity procedure).
- 2.2 However, any proceedings under this Part III shall be valid even if they could have been brought or considered under Part V and a member of staff may be subject to a penalty, including dismissal, under this Part III notwithstanding the fact that his/her conduct may have been wholly or partly attributable to a medical condition.
- 2.3 The standards of conduct expected shall be set by the University, Head of School, Service, or other relevant person in the University or those nominated by him/her in accordance with the reasonable requirements of the post. Disciplinary action may be taken where these standards of conduct have not been met. A non-exhaustive list of potential examples of gross misconduct is contained in the Annex of this Part III.

3 Minor conduct issues

- 3.1 Minor conduct issues can often be resolved informally between the member of staff and his/her line manager or another more senior manager. It is important to deal with any concerns at an early stage before negative behaviours become entrenched and potentially more difficult to resolve.
- 3.2 Formal steps will be taken under this procedure if the matter is not resolved, or if informal discussion is not appropriate (for example, because of the seriousness of the allegation).

4 Confidentiality

- 4.1 The University will deal with disciplinary matters sensitively and with due respect for the privacy of any individuals involved. All members of staff must treat as confidential any information communicated to them in connection with an investigation or disciplinary matter.
- 4.2 Members of staff and anyone accompanying members of staff (including witnesses) must not make electronic recordings of any meetings or hearings conducted under this procedure, unless agreed by all parties.

5 Investigation

- 5.1 When a potential disciplinary matter arises and except in cases where the facts are not in dispute, an investigation will usually be carried out in order to gather the relevant facts and supporting evidence promptly before recollections fade.
- 5.2 The amount of investigation required will depend on the nature of the potential disciplinary matter and will vary from case to case. It may involve interviewing and taking statements from the member of staff concerned and any witnesses and/or reviewing relevant documents. Normally the relevant supervisor or line manager or a person nominated on his/her behalf will carry out the investigation (“the Investigating Officer”), following consultation with HR.
- 5.3 Members of staff should co-operate fully and promptly in any investigation. This will include informing the Investigating Officer of the names of any relevant witnesses, disclosing any relevant documents and attending investigative interviews if required.
- 5.4 Investigative interviews are solely for the purpose of fact finding and no decision on disciplinary action will be taken until after a disciplinary hearing has been held.
- 5.5 Members of staff do not normally have the right to be accompanied at an investigative interview but this would not be unreasonably refused.
- 5.6 Following the investigation, the Investigating Officer may determine:
 - 5.6.1 that there is no disciplinary case to answer;
 - 5.6.2 that the matter can be appropriately dealt with informally;
 - 5.6.3 that the matter should be considered under Part IV (Capability/performance improvement procedure);
 - 5.6.4 that the matter should be considered under Part V (Ill-health/incapacity procedure);

5.6.5 that there are sufficient grounds for consideration of a formal disciplinary warning or dismissal.

6 Suspension

- 6.1 A member of staff may be suspended in circumstances where misconduct is alleged, where there are risks to other parties or property, where relationships have broken down such as to impair efficiency and to assist an investigation into these and similar matters or where it is otherwise justified by the nature or seriousness of the misconduct. Suspension will be for no longer than is necessary and will be kept under review, normally every four weeks. The reason(s) for suspension and the initial period of suspension shall be notified in writing to the member of staff.
- 6.2 Suspension is to be considered a neutral act and will normally be on full pay. It is not a disciplinary penalty. In exceptional circumstances, if the suspension is not on full pay, this would need to be ratified by the Vice-Chancellor.

7 Formal warnings

- 7.1 Where an attempt to resolve a minor matter of concern has failed or where the matter is more serious but falls short of constituting possible good cause for dismissal, consideration may be given to issuing a formal warning.
- 7.2 Depending on the seriousness of the matter, the procedure may be started at any stage.
- 7.3 If the member of staff's conduct does not meet acceptable standards, he/she will normally be given a formal oral warning.
- 7.4 If further misconduct of any kind occurs, or if the misconduct is sufficiently serious to warrant a written warning, but not serious enough to justify a final written warning, the member of staff will normally be given a written warning.
- 7.5 If further misconduct of any kind occurs, or if the misconduct is sufficiently serious to warrant only one written warning, but not serious enough to justify dismissal, the member of staff will normally be given a final written warning.
- 7.6 If further misconduct of any kind occurs and the member of staff still fails to reach the prescribed standards, the matter will be referred for consideration of dismissal under the procedures set out in this Part III.
- 7.7 The purpose of a formal warning is to inform a member of staff that their conduct is below the standard required and if there is no improvement, this could result in further disciplinary action being taken to include dismissal.

- 7.8 A formal warning shall not be issued to a member of staff without the member of staff being required to attend a disciplinary hearing at which they may respond to any concerns raised. In advance of the hearing, the member of staff shall be given:
- 7.8.1 not less than 5 working days' notice of the date, time and venue for the planned disciplinary hearing;
 - 7.8.2 details of the matter(s) that will be considered at the hearing to include reference to any previous informal action taken to resolve the matter(s) if appropriate;
 - 7.8.3 any material that will be considered at the hearing including, if appropriate, any witness statements, except where a witness's identity is to be kept confidential, in which case as much information as possible will be provided while maintaining confidentiality;
 - 7.8.4 notification or their right to be accompanied at the hearing by a work colleague or trade union representative.

8 Conduct of disciplinary hearings where dismissal is not being considered

- 8.1 The disciplinary hearing shall be conducted by a person at an appropriate level of seniority who has not previously been involved in the matter ("the Chair").
- 8.2 The Chair shall set the procedure to be followed as appropriate for the proper consideration of the matter, to include provision for adjournments if necessary. The Chair shall have complete discretion as to the admissibility and presentation of evidence including any witnesses to be called. In exercising his/her discretion the Chair shall be guided by the requirement that the evidence, written and oral, must be confined to the subject matter of the hearing.
- 8.3 The member of staff may ask relevant witnesses to appear at the hearing, provided sufficient notice is given to arrange their attendance. The member of staff or his/her companion will be given the opportunity to respond to any information given by a witness, and questions might be asked to clarify matters raised in evidence.
- 8.4 Normally within 10 working days of the hearing, the Chair shall write to the member of staff and notify him/her of his/her decision. If there is to be a delay in notifying the decision, the Chair shall contact the member of staff to explain the reason for the delay and inform him/her of the date when notification will be made. The outcome of a disciplinary hearing may be:
 - 8.4.1 dismissal of the matter(s);

8.4.2 a referral for informal action under paragraph 3 above; or

8.4.3 or a formal warning under paragraph 9 below.

9 Issuing a formal warning

9.1 Prior to issuing a formal warning, consideration shall be given to whether the matter raised would normally be resolved informally and if so whether a reasonable attempt has been made to do so. Consideration will also be given to all relevant factors including the extent to which standards have been breached, the member of staff's previous conduct, position, length of service and any special circumstances which might make it appropriate to adjust the severity of the penalty.

9.2 If a formal warning is considered appropriate, the warning shall state:

9.2.1 whether it is an oral, written or final written warning;

9.2.2 the Chair's findings;

9.2.3 where appropriate, a reference to any attempt to resolve the complaint(s) informally prior to further action being taken;

9.2.4 the required improvement in conduct;

9.2.5 the consequences, should the required improvement not be achieved and sustained, e.g. further disciplinary action;

9.2.6 the length of time for the warning to operate (normally six months for an oral warning or written warning and 12 months for a final written warning);

9.2.7 the member of staff's right to appeal against the warning and the procedure for doing so.

9.3 A copy of the formal warning and notes of the hearing shall be retained on the member of staff's file for the duration of the warning. After the active period, the warning will remain permanently on the member of staff's personal file but will be disregarded in deciding the outcome of future disciplinary hearings.

10 Dismissal and action short of dismissal

10.1 Where attempts to resolve matters informally or through issuing formal warnings have failed or where there is an allegation of misconduct sufficient to justify considering dismissal, the Head of School, Service, or other relevant person in the University shall write to the Director of Human Resources to request that a hearing panel be established in accordance with paragraph 1 of Part IX.

- 10.2 If the Director of Human Resources or person nominated on his/her behalf determines that a hearing panel should be established, he/she will request the University Secretary to establish the panel in accordance with paragraph 1 of Part IX.
- 10.3 The hearing panel, having considered the complaint(s) and any defence to the complaints presented by the member of staff, shall have available the following determinations or penalties, to include a combination of determinations or penalties for any one or all of the complaints:
 - 10.3.1 to dismiss the complaint(s) against the member of staff;
 - 10.3.2 to refer the matter to be dealt with informally under an earlier stage of this procedure;
 - 10.3.3 to refer the matter for a formal warning under an earlier stage of this procedure;
 - 10.3.4 to issue a formal warning to the member of staff;
 - 10.3.5 to dismiss the member of staff with notice in accordance with the provisions of their contract of employment;
 - 10.3.6 to designate the member of staff's conduct as constituting misconduct such as to merit summary dismissal without notice.
- 10.4 Where a panel has determined that a matter be referred for action under an earlier part of this procedure, the Director of Human Resources or a person nominated on his/her behalf shall write to the member of staff confirming the panel's decision and advising on the action to be taken and giving a timescale for that action to be taken.
- 10.5 Where a panel has determined a penalty, the Director of Human Resources or a person nominated on his/her behalf shall write to the member of staff confirming the penalty and take all such actions as are necessary to implement that penalty to include:
 - 10.5.1 where the panel has designated the conduct as misconduct such as to merit summary dismissal without notice, to forthwith dismiss the member of staff;
 - 10.5.2 in all other cases of dismissal to issue notice of dismissal with notice in accordance with the provisions of his/her contract of employment.
- 10.6 Where the panel has dismissed the complaint(s), the Director of Human Resources or a person nominated on his/her behalf shall write to the member of staff confirming this.

- 10.7 When informing the member of staff of the hearing panel's decision (unless the panel has dismissed the complaints), the Director of Human Resources or a person nominated on his/her behalf will inform the member of staff that he/she has a right to appeal against the decision and confirm the arrangements for submitting an appeal.
- 10.8 Any dismissal or notice of dismissal shall be withdrawn or modified if an appeal panel decides that the member of staff should not be dismissed or should be dismissed with notice.

11 Attendance at formal hearings

- 11.1 The member of staff shall make reasonable efforts to attend a formal disciplinary hearing when requested to do so.
- 11.2 If a member of staff fails to attend without good reason, or is persistently unable to do so, a decision may be taken based on the available evidence.

12 Appeals

- 12.1 In all cases of formal disciplinary action, the member of staff has a right to appeal against any sanction imposed. This will be confirmed in writing to the member of staff at the time the sanction is notified, together with confirmation of the arrangements for submitting an appeal.
- 12.2 An appeal against a formal warning is to be submitted to the Director of Human Resources within 10 working days of receipt of written confirmation of the warning being imposed. The appeal shall be submitted in writing and the grounds for appeal shall be stated.
- 12.3 An appeal against a formal warning will normally be heard by a Senior Manager or a member of the Executive Team who has had no previous involvement in the matter ("the Appeal Chair"). The Appeal Chair shall set the procedure to be followed as appropriate for the proper consideration of the complaint, to include provision for adjournments if necessary. The Appeal Chair shall have complete discretion as to the admissibility and presentation of evidence including any witnesses to be called. The appeal hearing will not usually be a rehearing. In exercising his/her discretion the Appeal Chair shall be guided by the requirement that the evidence, written and oral, must be confined to the subject matter of the complaint.
- 12.4 Normally within 10 working days of the appeal hearing, the Appeal Chair shall write to the member of staff notifying him/her of the decision. If there is to be a delay in notifying the decision, the Appeal Chair shall contact the member of staff to explain the reason for the delay and give a date when notification will be made. The Appeal Chair's decision will be final.

- 12.5 An appeal against a decision of the panel under paragraph 10.3 of this Part III, including an appeal against dismissal, or dismissal without notice, is to be submitted to the Director of Human Resources within 10 working days of receipt of written notice of dismissal. The appeal shall be submitted in writing and the grounds for appeal shall be stated. An appeal panel shall be established in accordance with paragraph 1 of Part IX to hear the appeal.

Annex

13 Examples of gross misconduct

- 13.1 The following list provides examples of offences which may be regarded by the University as gross misconduct and/or sufficient to justify dismissal. This list is not intended to be exhaustive:
- 13.1.1 theft, deliberate falsification of records or claims against the University or other acts of dishonesty;
 - 13.1.2 fighting, assault on another person or other physical violence;
 - 13.1.3 abusive behaviour (including violent or offensive language);
 - 13.1.4 physical, verbal or psychological bullying of any type;
 - 13.1.5 fraud;
 - 13.1.6 deliberate damage to University property or interests;
 - 13.1.7 serious breach of health and safety rules or procedures;
 - 13.1.8 serious incapacity through alcohol or being under the influence of illegal drugs, or the sale of alcohol or drugs on University premises;
 - 13.1.9 serious negligence which causes unacceptable loss, damage or injury to persons or University property or finances;
 - 13.1.10 serious act of insubordination (such as a refusal to carry out a lawful instruction);
 - 13.1.11 breach of confidentiality (including a failure to maintain confidentiality in an investigation relating to a complaint of harassment) but subject to the Public Interest Disclosure Act 1998;
 - 13.1.12 any unlawful act of discrimination, victimisation or harassment;
 - 13.1.13 unauthorised computer use or access;

- 13.1.14 absence without agreement or just cause;
- 13.1.15 breach of the Anti-corruption Policy;
- 13.1.16 being convicted of a serious criminal offence (whether committed during the course of your employment or not) or being investigated for such an offence where, in the reasonable opinion of the University, such investigation has resulted in the loss of trust and confidence in the employee by the University or by the general public or students of the University;
- 13.1.17 misuse of e-mail or of the internet;
- 13.1.18 serious breach of the Data Protection Act 1998 or serious breach of the University's Data Protection Policy.

PART IV: CAPABILITY/PERFORMANCE IMPROVEMENT PROCEDURE

1 Purpose and principles

- 1.1 The purpose of this procedure is to help and encourage members of staff to achieve and maintain satisfactory performance standards and to encourage improvement where necessary.
- 1.2 It is the policy of the University to ensure that any performance matter is dealt with fairly and that steps are taken to establish the facts and give members of staff the opportunity to respond before taking any formal action. Appropriate timescales should be communicated clearly.

2 Scope

- 2.1 Where it emerges during proceedings under this Part IV that a member of staff's performance/capability may have been wholly or partly attributable to a medical condition, consideration will be given:
 - 2.1.1 to dealing with this aspect of the case prior to proceeding under this Part IV;
 - 2.1.2 to dealing with the case under Part V (Ill health/incapacity procedure).
- 2.2 However, any proceedings under this Part IV shall be valid even if they could have been brought or considered under Part V and a member of staff may be subject to a determination, including dismissal, under this Part IV notwithstanding the fact that his/her performance/capability may have been wholly or partly attributable to a medical condition.

3 **Disabilities**

- 3.1 Consideration will be given to whether poor performance may be related to a disability and, if so, whether there are reasonable adjustments that should be made to the member of staff's working arrangements. These considerations should take place prior to any formal procedures.

4 **Confidentiality**

- 4.1 It is the aim of the University to deal with performance matters sensitively and with due respect for the privacy of any individuals involved. All members of staff must treat as confidential any information communicated to them in connection with a matter which is subject to this procedure.
- 4.2 Members of staff and anyone accompanying members of staff (including witnesses) must not make electronic recordings of any meetings or hearings conducted under this procedure, unless agreed by all parties.

5 **Identifying performance issues**

- 5.1 The standards of performance expected shall be set by the University, Head of School, Service, or other relevant person in the University or those nominated by him/her in accordance with the reasonable requirements of the post. If there is a concern that the required standards are not being met, action may be taken under this procedure.
- 5.2 In the first instance, performance issues should normally be dealt with informally between a member of staff and his/her line manager as part of day-to-day management. Positive support and encouragement shall be offered to assist the member of staff in meeting the required standards. Where appropriate, a note of any such informal discussions may be placed on a member of staff's personal file but will be ignored for the purposes of any future capability hearings. The formal procedures should be used for more serious cases, or in any case where earlier informal discussion has not resulted in satisfactory improvement.
- 5.3 Informal discussions may help:
- 5.3.1 clarify the required standards;
 - 5.3.2 identify areas of concern;
 - 5.3.3 establish the likely causes of poor performance;
 - 5.3.4 identify any coaching or training needs; and/or

- 5.3.5 set targets for improvement and a timescale for review;
- 5.3.6 identify any means of support to achieve objectives.
- 5.4 In many cases informal discussions will help to resolve performance issues and no further action may be necessary.
- 5.5 Where concerns about a member of staff's performance are identified, an assessment will usually be carried out in order to decide if there are grounds for taking formal action under this procedure. The procedure involved will depend on the circumstances, but may involve reviewing the member of staff's personal file, gathering any relevant documents, monitoring the member of staff's work and, if appropriate, interviewing the member of staff and/or other individuals confidentially regarding the member of staff's work. A review by the relevant Faculty Pro-Vice-Chancellor or Associate Dean or the Chief Operating Officer or Chief Resource Officer can take place if agreed by all parties.

6 Formal capability hearings

- 6.1 If there are grounds for taking formal action regarding alleged poor performance, the member of staff will be required to attend a capability hearing.
- 6.2 The aims of a capability hearing will usually include:
 - 6.2.1 setting out the required standards that the University considers the member of staff may have failed to meet, and considering the evidence for that;
 - 6.2.2 allowing the member of staff to ask questions, present evidence, call witnesses, respond to evidence and make representations;
 - 6.2.3 establishing the likely causes of poor performance including any reasons why any measures taken so far have not led to the required improvement;
 - 6.2.4 identifying whether there are further measures, such as additional training or supervision, which may improve performance;
 - 6.2.5 where appropriate, discussing targets for improvement and a time-scale for review;
 - 6.2.6 if dismissal is a possibility, establishing whether there is any likelihood of a significant improvement being made within a reasonable time and whether there is any practical alternative to dismissal, such as redeployment.

- 6.3 Depending on the seriousness of the matter, the formal procedure may be started at any stage. However, members of staff will not be dismissed for performance reasons without previous warnings.

7 Conduct of capability hearings where dismissal is not being considered

- 7.1 A formal warning shall not be issued to a member of staff without the member of staff being required to attend a capability hearing at which they may respond to any concerns raised. In advance of the hearing, the member of staff shall be given:

7.1.1 not less than 5 working days' notice of the date, time and venue for the planned hearing, including the exchange of relevant material;

7.1.2 details of the matter(s) that will be considered at the hearing to include reference to any previous informal action taken to resolve the matter(s) if appropriate;

7.1.3 any material that will be considered at the hearing including, if appropriate, any witness statements, except where a witness's identity is to be kept confidential, in which case as much information as possible will be provided while maintaining confidentiality;

7.1.4 notification or their right to be accompanied at the hearing by a work colleague or trade union representative.

- 7.2 The member of staff may ask relevant witnesses to appear at the hearing, provided sufficient notice is given to arrange their attendance. The member of staff or his/her companion will be given the opportunity to respond to any information given by a witness, but will not normally be permitted to cross examine witnesses.

8 Dismissal and further action short of dismissal

- 8.1 Where attempts to resolve complaints informally or through issuing formal warnings have failed or where the matter is sufficient to justify considering dismissal or other penalty, the Head of School, Service or other relevant person in the University shall write to the Director of Human Resources to request that a hearing panel be established in accordance with paragraph 1 of Part IX.

- 8.2 If the Director of Human Resources or person nominated on his/her behalf determines a hearing panel should be established, he/she will request the University Secretary to establish the panel in accordance with paragraph 1 of Part IX.

9 Formal capability hearing stages

Stage 1 hearing

- 9.1 A Stage 1 capability hearing shall be conducted by a person at an appropriate level of seniority. This will usually be the member of staff's line manager or Head of School or Service, or a person nominated on his/her behalf ("the Stage 1 Chair").
- 9.2 Following a Stage 1 capability hearing, if the Stage 1 Chair decides the member of staff's performance is unsatisfactory, the member of staff will be given a written warning setting out:
 - 9.2.1 the areas in which the member of staff has not met the required performance standards;
 - 9.2.2 targets for improvement;
 - 9.2.3 any measures, such as additional training or supervision, which will be taken with a view to improving performance;
 - 9.2.4 a period for review;
 - 9.2.5 the consequences of failing to improve within the review period, or of further unsatisfactory performance.
- 9.3 A written warning may be authorised by the Head of School, Service or a person nominated on his/her behalf.
- 9.4 The written warning will normally remain active for six months from the end of the review period. After the active period the warning will remain permanently on the member of staff's personal file but will be disregarded in deciding the outcome of any future capability proceedings.
- 9.5 The member of staff's performance will be monitored during the review period. The Head of School, Service, or a person nominated on his/her behalf will write to inform the member of staff of the outcome:
 - 9.5.1 if the University is satisfied with the member of staff's performance, no further action will be taken;
 - 9.5.2 if the University is not satisfied, the matter may be progressed to a Stage 2 capability hearing; or
 - 9.5.3 if the University considers that there has been a substantial but insufficient improvement, the review period may be extended.

Stage 2 hearing

- 9.6 If a member of staff's performance does not improve within the review period set out in a written warning, or if there is further evidence of poor performance while the written warning is still active, which was not available at stage1, a Stage 2 capability hearing may be held.
- 9.7 A Stage 2 capability hearing shall be conducted by a person at an appropriate level of seniority. This will usually be the member of staff's line manager or Head of School, Service, or a person nominated on his/her behalf ("the Stage 2 Chair").
- 9.8 Following a Stage 2 capability hearing, if the Stage 2 Chair decides that the member of staff's performance is unsatisfactory, the member of staff will be given a final written warning, setting out:
 - 9.8.1 the areas in which the member of staff has not met the required performance standards;
 - 9.8.2 targets for improvement;
 - 9.8.3 any measures, such as additional training or supervision, which will be taken with a view to improving performance;
 - 9.8.4 an appropriate timed period for review; and
 - 9.8.5 the consequences of failing to improve within the review period, or of further unsatisfactory performance.
- 9.9 A final written warning may be authorised by the Head of School, Service, or a person nominated on his/her behalf.
- 9.10 A final written warning will normally remain active for 12 months from the end of the review period. After the active period, the warning will remain permanently on the member of staff's personal file but will be disregarded in deciding the outcome of future capability proceedings.
- 9.11 The member of staff's performance will be monitored during the review period. The Head of School, Service or a person nominated on his/her behalf will write to inform the member of staff of the outcome:
 - 9.11.1 if the University is satisfied with the member of staff's performance, no further action will be taken;
 - 9.11.2 if the University is not satisfied, the matter may be progressed to a Stage 3 capability hearing; or
 - 9.11.3 if the University considers that there has been a substantial but insufficient improvement, the review period may be extended.

10 Stage 3 hearing

- 10.1 A hearing panel will be convened as set out in paragraph 8 of this Part IV.
- 10.2 The hearing panel, having considered the matter and any response presented by the member of staff shall have available the following determinations, to include a combination of determinations for any one or all of the matters:
 - 10.2.1 to dismiss the matter;
 - 10.2.2 to refer the matter to be dealt with informally under an earlier stage of this procedure;
 - 10.2.3 to refer the matter for a formal warning under an earlier stage of this procedure;
 - 10.2.4 to issue a formal warning to the member of staff;
 - 10.2.5 to extend an active final written warning and set a further period of review;
 - 10.2.6 to redeploy the member of staff into another suitable role at the same or a lower grade;
 - 10.2.7 to dismiss the member of staff with notice in accordance with the provisions of their contract of employment.
- 10.3 Where a panel has determined that a matter be referred for action under an earlier part of the procedure, the Director of Human Resources or a person nominated on his/her behalf shall write to the member of staff confirming the panel's decision and advising on the action to be taken and giving a timescale for that action to be taken.
- 10.4 Where a panel has reached a determination, the Director of Human Resources or a person nominated on his/her behalf shall write to the member of staff confirming the determination and take all such actions as are necessary to implement that determination to include to issue notice of dismissal with notice in accordance with the provisions of his/her contract of employment.
- 10.5 Where the panel has dismissed the matter, the Director of Human Resources or a person nominated on his/her behalf shall write to the member of staff confirming this.
- 10.6 When informing the member of staff of the hearing panel's decision (unless the panel has dismissed the matter), the Director of Human Resources or a person nominated on his/her behalf will inform the member of staff that he/she has a right to appeal against the decision and confirm the arrangements for submitting an appeal.

- 10.7 Any dismissal or notice of dismissal shall be withdrawn or modified if an appeal panel decides that the member of staff should not be dismissed.

11 Attendance at formal capability hearings

- 11.1 The member of staff shall make reasonable efforts to attend a formal capability hearing when requested to do so.
- 11.2 If a member of staff fails to attend without good reason, or is persistently unable to do so, a decision may be taken based on the available evidence.

12 Appeals

- 12.1 In all cases of formal action under this procedure, the member of staff has a right to appeal against any decision made. This will be confirmed in writing to the member of staff at the time the decision is notified, together with confirmation of the arrangements for submitting an appeal.
- 12.2 An appeal against a formal warning is to be submitted to the Director of Human Resources within 10 working days of receipt of written confirmation of the warning being imposed. The appeal shall be submitted in writing and the grounds for appeal shall be stated.
- 12.3 An appeal against a formal warning will normally be heard by a Senior Manager or a member of the Executive Team who has had no previous involvement in the matter ("the Appeal Chair"). The Appeal Chair shall set the procedure to be followed as appropriate for the proper consideration of the matter, to include provision for adjournments if necessary. The Appeal Chair shall have complete discretion as to the admissibility and presentation of evidence including any witnesses to be called. The appeal hearing will not usually be a rehearing. In exercising his/her discretion the Appeal Chair shall be guided by the requirement that the evidence, written and oral, must be confined to the subject matter of the complaint.
- 12.4 Normally within 10 working days of the appeal hearing, the Appeal Chair shall write to the member of staff notifying him/her of the decision. If there is to be a delay in notifying the decision, the Appeal Chair shall contact the member of staff to explain the reason for the delay and give a date when notification will be made. The Appeal Chair's decision will be final.
- 12.5 An appeal against a decision of the panel under paragraph 10.2 of this Part IV, including an appeal against dismissal, is to be submitted to the Director of Human Resources within 10 working days of receipt of written notice of dismissal. The appeal shall be submitted in writing and the grounds for appeal shall be stated. An appeal panel shall be

established in accordance with paragraph 1 of Part IX to hear the appeal.

PART V: ILL-HEALTH/INCAPACITY PROCEDURE

1 Purpose and principles

- 1.1 The purpose of this procedure is to ensure that members of staff suffering with a medical condition impacting on their employment are dealt with fairly, including taking into account individual circumstances and the provisions of the Equality Act 2010, where applicable.

2 Scope

- 2.1 Concerns about poor performance or conduct, to include poor attendance, shall normally be raised under Part III (Disciplinary procedure) or Part IV (Capability/performance improvement procedure). However, where it is evident, or where it emerges during proceedings under Part III or Part IV, that performance or conduct may have been wholly or partly attributable to a medical condition, consideration shall be given to dealing with the matter under this Part V.
- 2.2 The decision as to whether the matter shall be dealt with under this Part V or under Part III or Part IV shall be a decision of the Director of Human Resources or a person nominated on his/her behalf. There is no right of appeal against this decision.
- 2.3 A decision to deal with the matter under this Part V shall not invalidate actions taken under Part III or Part IV.

3 Medical reports

- 3.1 Where it has been identified that conduct or performance may have been wholly or partly attributable to a medical condition it will be usual for the University to obtain a report from the member of staff's General Practitioner/Specialist and/or an Occupational Health adviser.
- 3.2 In addition the University may obtain and pay for medical evidence from an independent medical specialist.
- 3.3 Medical evidence may be sought at any stage of this procedure but will normally be sought at an early stage to ensure that the University has obtained relevant information before decisions are made in respect of the member of staff.

4 Consultation meeting

- 4.1 Where it has been identified that conduct or performance may have been wholly or partly attributable to a medical condition, and except in cases of alleged serious misconduct, potentially constituting good

cause for dismissal, a reasonable attempt will be made to resolve any concerns through discussion with the member of staff and by providing support.

- 4.2 The standards of conduct and performance expected shall be set by the University, Head of School, Service or other relevant person in the University or those nominated by him/her in accordance with the reasonable requirements of the post. If there is a concern that the required standards are not being met, the appropriate manager shall arrange to meet with the member of staff.
- 4.3 In advance of the meeting, the member of staff shall be given:
 - 4.3.1 not less than 5 working days' notice of the date, time and venue for the planned meeting;
 - 4.3.2 details of the concerns(s) that will be considered at the meeting to include reference to any previous informal action taken to resolve the concerns(s) if appropriate;
 - 4.3.3 any material that will be considered at the meeting including medical reports and, if appropriate, any absence records or witness statements (subject to maintaining confidentiality requirements) gathered during an investigation;
 - 4.3.4 notification that they may be accompanied at the meeting by a work colleague or trade union representative.
- 4.4 The concerns shall be discussed with the member of staff including any possible outcome. The aim shall be to identify the reasons why the required standards of conduct or performance are not being met and to determine any support that can reasonably be provided to assist the member of staff in meeting the required standards. It will be important to seek the member of staff's own views on their medical condition, timescale for recovery, and any support that may be required to enable him/her to meet the required standard of conduct or performance. The member of staff's views shall be taken into account when deciding what action to take.
- 4.5 Where a medical condition has a substantial and long term adverse effect on a member of staff's ability to carry out normal day to day activities, the University will act in accordance with the requirements of the Equality Act 2010 and give consideration to, and review with the member of staff, whether reasonable adjustments to working arrangements or the workplace will overcome the practical effects of the disability. Such adjustments (with appropriate adjustments in pay) may include:
 - 4.5.1 adjustment to working hours, working conditions or arrangements;

- 4.5.2 time off for counselling, treatment;
 - 4.5.3 a phased return to work following a long term absence;
 - 4.5.4 a transfer to an alternative post.
- 4.6 The member of staff shall make every effort to attend the meeting. If he/she is unable to attend the meeting due to the medical condition, he/she shall have the opportunity to submit any views in writing. If the medical condition prevents or limits direct communication with the member of staff, provision may be made for communication via another appropriate person.
- 4.7 A note of the meeting, to include a record of the discussion, actions agreed and any period of review shall be sent to the member of staff.
- 4.8 Provision may be made for further consultation meetings which shall be arranged and conducted as above.

5 Investigation

- 5.1 A consultation meeting held in accordance with paragraph 4 above may require investigations to be undertaken either to assist in resolving the difficulties as part of the consultation process or because the difficulties have not been resolved as a result of that process. In some circumstances an investigation may be required before the first consultation meeting.
- 5.2 An investigation will normally include the seeking of appropriate medical evidence in accordance with paragraph 4 above.
- 5.3 The investigation may be carried out by the relevant manager or by a person nominated on his/her behalf.
- 5.4 It may be necessary to gather further evidence by taking statements from witnesses although confidentiality regarding the member of staff's medical condition shall be maintained as far as possible. The member of staff shall be informed that statements are being taken as part of the investigation and invited to nominate witnesses who may give evidence on his/her behalf.
- 5.5 Following the initial investigation, the Director of Human Resources or a person nominated on his/her behalf may determine:
- 5.5.1 that the matter should not be pursued further;
 - 5.5.2 that the matter can be appropriately dealt with informally;
 - 5.5.3 that the matter should be considered under Part III (Disciplinary procedure);

- 5.5.4 that the matter should be considered under Part IV (Capability/performance improvement procedure);
- 5.5.5 that there are sufficient grounds for further consideration under this Part V.

6 Suspension

- 6.1 If appropriate, the member of staff may be suspended while the matter is being considered. Suspension will be for no longer than is necessary and will be kept under review, normally every four weeks. The reason(s) for suspension and the initial period of suspension shall be notified in writing to the member of staff.
- 6.2 Suspension is to be considered a neutral act and will normally be on full pay. It is not a disciplinary penalty. In exceptional circumstances, if the suspension is not on full pay, this would need to be ratified by the Vice-Chancellor.

7 Medical retirement

- 7.1 A member of staff who is a member of the University's pension scheme, may apply for medical retirement subject to the rules of the scheme. In principle, the University will advise members of staff in this position and explore possible options.

8 Dismissal

- 8.1 Where attempts to resolve concerns about a member of staff's capability or conduct through consultation and support have failed or where attempts to resolve complaints through issuing formal warnings have failed or where there is an allegation of misconduct such as could merit dismissal the Director of Human Resources or a person nominated on his/her behalf shall request the University Secretary to establish a hearing panel in accordance with paragraph 1 of Part IX to consider whether the member of staff's employment should be terminated on the ground of incapacity on physical or mental health grounds or on any other ground set out in Part III (Disciplinary procedure) or Part IV (Capability/performance improvement procedure).
- 8.2 Following the hearing panel reaching a conclusion, the Director of Human Resources or a person nominated on his/her behalf shall give effect to any decision of the hearing panel that a member of staff should be dismissed and issue notice of dismissal in accordance with the provisions of their contract of employment.
- 8.3 When informing the member of staff of the hearing panel's decision, the Director of Human Resources or a person nominated on his/her behalf shall inform the member of staff that he/she has the right to appeal

against the decision and confirm the arrangements for submitting an appeal.

- 8.4 Any dismissal or notice of dismissal shall be cancelled, withdrawn or modified if an appeal panel decides that the member of staff should not be dismissed or should be dismissed with notice.

9 Appeals

- 9.1 An appeal against dismissal, or dismissal without notice, is to be submitted to the Director of Human Resources within 10 working days of receipt of written notice of dismissal. The appeal shall be submitted in writing and the grounds for appeal shall be stated. An appeal panel shall be convened in accordance with paragraph 1 of Part IX to hear the appeal.

PART VI: REDUNDANCY PROCEDURE

1 Principles

- 1.1 The University will always seek to avoid the need for compulsory redundancies. This procedure is designed to ensure that whenever a reduction in staff numbers may become necessary:
- 1.1.1 this is communicated clearly with all affected members of staff;
 - 1.1.2 affected members of staff are treated fairly;
 - 1.1.3 steps are taken to identify ways of avoiding compulsory redundancies;
 - 1.1.4 the University consults with members of staff and recognised trade unions;
 - 1.1.5 any selection for compulsory redundancy is undertaken fairly, reasonably and without unlawful discrimination.

2 Scope

- 2.1 This procedure does not apply to the expiry of a fixed-term contract which will be dealt with in accordance with Part VIII. For the avoidance of doubt, this procedure will apply to the termination of a fixed-term contract during its term on the grounds of redundancy.

3 Definition of redundancy

- 3.1 Dismissal by reason of redundancy has the same meaning as in section 139 of the Employment Rights Act 1996, or successor legislation.

4 Preliminary Stage

- 4.1 As soon as reasonably practical, following an initial decision that a reduction in the academic staff by reason of redundancy may be necessary, there shall be preliminary consultation with appropriate representatives of the academic staff who may be affected and with the staff themselves. Consultation shall take place irrespective of the number of staff who may be affected, and in advance of any final decision that redundancies will be necessary. The consultation process will reflect the University Guidelines for dealing with Redundancy and Redeployment.
- 4.2 This will be preliminary consultation to enable the parties:
- 4.2.1 to receive and where possible address any questions on the change proposed;
 - 4.2.2 to consider any comments or views as a basis for determining any final decision to proceed with the change or otherwise;
 - 4.2.3 to consider ways of avoiding/reducing the number of dismissals, to include consideration of the likelihood of achieving the change by voluntary means including redeployment;
 - 4.2.4 to consider ways of mitigating the consequences of any dismissals;
 - 4.2.5 to seek to agree protocols for communication and for effecting the change if it is to go ahead, including a timetable for actions.
- 4.3 The following information shall be provided to assist the preliminary consultation process:
- 4.3.1 the reasons for the change proposed;
 - 4.3.2 details of the change proposed to include the number and grades of staff who are at risk of redundancy as a result of the change proposed;
 - 4.3.3 the total number of staff of that grade within the School, Service, Department, Centre or other relevant area.
- 4.4 Staff who are absent from work (e.g. due to maternity leave, sick or other leave) will be sent a copy of the information to their home address and will be invited to participate in the consultation process.
- 4.5 Where the situation is not resolved by agreement and/or voluntary means, the School, Service, Department, Centre or other relevant area

or other relevant person in the University area shall notify the Director of Human Resources and seek a determination that formal redundancy procedures should be instituted.

5 Approval by the Council or a member of the Executive Team

- 5.1 Where the proposal that academic staff should be made redundant arises from a departmental closure or a significant organisational restructure, the Council or a committee appointed by Council shall be required to approve the proposal. Where this is the case, the Director of Human Resources or a person nominated on his/her behalf shall inform the representatives of the academic staff who may be affected and the staff themselves of the date that the matter is to be considered for determination by the Council or a committee appointed by Council. In all other cases a member of the Executive Team shall be required to approve the proposal. The University Secretary will, when appropriate, consult with the Deputy Chair of Council about the issue of significance.
- 5.2 The Council, or a committee of the Council, or the member of the Executive Team, as appropriate, shall be provided with:
- 5.2.1 details of the area affected;
 - 5.2.2 the reasons(s) for the desired reduction in the academic staff;
 - 5.2.3 a report on the preliminary consultation with the staff representatives and staff likely to be affected and any comments received.
- 5.3 Where the Council, or a committee of the Council, or the member of the Executive Team, as appropriate, determines that formal redundancy procedures should be instituted for the area affected, the Council, or a committee of the Council, or the member of the Executive Team, as appropriate, shall:
- 5.3.1 authorise that a Redundancy Panel be convened with the power to dismiss any member of staff selected for redundancy;
 - 5.3.2 write to the Director of Human Resources or a person nominated on his/her behalf to instruct him/her to make arrangements to establish a Redundancy Panel in accordance with the provisions set out below.

6 Redundancy Panel

- 6.1 The Director of Human Resources or a person nominated on his/her behalf shall inform each member of staff (with a copy to the appropriate representative) in writing:

- 6.1.1 that the Council, or a committee of the Council, or a member of the Executive Team has determined that formal redundancy procedures should be instituted to achieve the desired reduction;
 - 6.1.2 that a Redundancy Panel will be established to consider selection for redundancy to which they will be entitled to make written and oral representations if they so wish;
 - 6.1.3 that they may be assisted/accompanied in making any oral representation to the Redundancy Panel by a work colleague or trade union representative.
- 6.2 The Redundancy Panel shall comprise the persons set out in paragraph 1.2 of Part IX:
- 6.3 The Redundancy Panel shall determine its own procedure for selection of employees for redundancy. When doing so the Redundancy Panel shall take account of any statutory consultation required and any consultation already undertaken under section 4 above which may need to be continued by the Redundancy Panel. The Redundancy Panel will also take account of the number of employees likely to be affected by any redundancies. The Redundancy Panel will meet as required and will consult with the employees and their representatives on all relevant matters including the proposed selection criteria.
- 6.4 Following the Redundancy Panel reaching a conclusion, the Chair of the Redundancy Panel shall send a report to the Director of Human Resources or a person nominated on his/her behalf setting out:
- 6.4.1 details of all the staff in the pool from which any selection for redundancy was to be made;
 - 6.4.2 confirmation of the criteria used to select for redundancy;
 - 6.4.3 details of those staff selected for redundancy and the reasons for their selection.
- 6.5 Following receipt of the report from the Chair of the Redundancy Panel, the Director of Human Resources or a person nominated on his/her behalf shall notify the staff selected for redundancy. Such notification shall include:
- 6.5.1 a summary of the action taken to avoid compulsory redundancies including steps taken to consider alternative employment;
 - 6.5.2 notification that the member of staff has been selected for redundancy and the reason(s) why they have been so selected;

- 6.5.3 confirmation that the member of staff is to be dismissed by reason of redundancy subject to the outcome of any appeal against redundancy by a relevant person and the date when the dismissal is to take effect;
 - 6.5.4 notification of the right to appeal against the decision to dismiss by reason of redundancy and the arrangements for doing so.
- 6.6 Following receipt of the report from the Chair of the Redundancy Panel, the Director of Human Resources or a person nominated on his/her behalf shall notify the members of staff who were in the selection pool but who have not been selected for redundancy that they have not been selected for redundancy subject to the outcome of any appeal against selection by another relevant member of staff.

7 Appeals

- 7.1 An appeal against a decision of the Redundancy Panel that a member of staff is to be dismissed by reason of redundancy, is to be submitted to the Director of Human Resources within 10 working days of receipt of written notice of dismissal. The appeal shall be submitted in writing and the grounds for appeal shall be stated. An appeal panel shall be established in accordance with paragraph 1 Part IX to hear the appeal.

PART VII: PROCEDURE FOR DISMISSAL ON OTHER GROUNDS

1 Application and scope

- 1.1 Action may be taken under this procedure on any ground other than those covered in the procedures contained in Parts III, IV, V, and VI of this Ordinance.
- 1.2 The reason for contemplating dismissal shall be substantial and shall include, but shall not be restricted to:
- 1.2.1 some other substantial reason of a kind such as to justify the dismissal of a member of staff holding the position which the member of staff held; or
 - 1.2.2 the member of staff could not continue to work in the position which he/she held without contravention (either on his/her part or on that of the University) of a duty or restriction imposed by or under an enactment.

2 Action prior to a hearing panel

- 2.1 Prior to seeking a determination by a hearing panel that a member of staff should be dismissed, the Head of School, Service or other relevant person in the University shall write to the member of staff to notify him/her of the position. The reasons(s) and related evidence for

contemplating dismissal shall be given and the member of staff shall be invited to comment.

- 2.2 The member of staff shall have 10 working days to submit his/her comments in writing, and this could include representations for redeployment.
- 2.3 Following receipt of any comments from the member of staff, or if no comments are received within 10 working days, the Head of School, Service or other relevant person in the University shall then consider the matter again.

3 Suspension

- 3.1 If appropriate, the member of staff may be suspended while the matter is being considered. Suspension will be for no longer than is necessary and will be kept under review, normally every four weeks. The reason(s) for suspension and the initial period of suspension shall be notified in writing to the member of staff.
- 3.2 Suspension is to be considered a neutral act and will normally be on full pay. It is not a disciplinary penalty. In exceptional circumstances, if the suspension is not on full pay, this would need to be ratified by the Vice-Chancellor.

4 Dismissal

- 4.1 If having considered the matter further in accordance with paragraph 2.3, the Head of School, Service or other relevant person in the University, determines that it is necessary to seek dismissal of the member of staff he/she shall write to the Director of Human Resources to request that a hearing panel be established in accordance with paragraph 1 of Part IX to consider the matter.
- 4.2 Where a hearing panel determines that a member of staff should be dismissed, the Director of Human Resources or a person nominated on his/her behalf shall give effect to that decision by issuing notice of dismissal to the member of staff with notice in accordance with the provisions of his/her contract of employment.
- 4.3 When informing the member of staff of the hearing panel's decision to dismiss, the Director of Human Resources or a person nominated on his/her behalf will inform the member of staff that he/she has the right to appeal against the decision, and confirm the arrangements for submitting an appeal.
- 4.4 Any dismissal or notice of dismissal shall be cancelled, withdrawn or modified if an appeal panel decides that the member of staff should not be dismissed.

5 Appeal

- 5.1 An appeal against dismissal is to be submitted to the Director of Human Resources within 10 working days of receipt of written notice of dismissal. The appeal shall be submitted in writing and the grounds for appeal shall be stated. An appeal panel shall be established in accordance with paragraph 1 of Part IX to hear the appeal.

PART VIII: FIXED-TERM EMPLOYMENT

1 Application

- 1.1 During the term of the fixed-term contract of employment, members of staff employed on fixed-term contracts shall be subject to the provisions contained within this Ordinance made under:

- 1.1.1 Part I (General provisions);
- 1.1.2 Part II (Grievance procedure);
- 1.1.3 Part III (Disciplinary procedure);
- 1.1.4 Part IV (Capability/performance improvement procedure);
- 1.1.5 Part V (Ill-health/incapacity procedure);
- 1.1.6 Part VI (Redundancy procedure);
- 1.1.7 Part VII (Dismissal on other grounds).

- 1.2 The procedure to be followed in relation to the expiry and non-renewal of fixed-term contracts of employment is set out in the University's Code of Practice on Fixed-Term Employees.

PART IX: HEARING AND APPEAL PANELS

1 Constitution of hearing and appeal panels

- 1.1 This Part X applies to panels operating under paragraphs 7.3 and 7.5 of Statute 7.
- 1.2 Panels operating under paragraph 7.3 of Statute 7 shall consist of three persons being:
- 1.2.1 a Chair, who will be a member of the Executive Team;
 - 1.2.2 a Senior Manager;
 - 1.2.3 a member of the Senate, or a member of the academic staff nominated by the Senate.

- 1.3 Panels operating under paragraph 7.5 of Statute 7 (appeal panels) shall consist of three persons being:
 - 1.3.1 a Chair, who will be an independent member of Council or another independent person not being a person employed by the University;
 - 1.3.2 a Senior Manager;
 - 1.3.3 a member of Senate, or a member of the academic staff nominated by the Senate.
- 1.4 The persons comprising the panels shall not have had any previous material involvement with the matter(s) to be determined.
- 1.5 The University Secretary or person nominated on his/her behalf shall be responsible for securing sufficient nominations under each category to enable panels to be established when required and without undue delay.
- 1.6 The University Secretary or a person nominated on his/her behalf shall consult through the agreed process with recognised trade unions in relation to a list of persons who are members of the Senate who may be appointed as panel members.
- 1.7 The Vice-Chancellor shall appoint panels operating under paragraph 7.3 of Statute 7.
- 1.8 The Chair of Council or Deputy Chair of Council or Treasurer shall appoint panels operating under paragraph 7.5 of Statute 7.

2 Action prior to hearing and appeal panel hearings

- 2.1 The University Secretary or person nominated on his/her behalf shall be responsible for taking charge of panel proceedings. To include:
 - 2.1.1 arranging and notifying the member of staff of a date of the hearing, which shall normally be not less than 5 working days and not more than 20 working days from the determination that a panel is required;
 - 2.1.2 notifying or reminding the member of staff of their right to be accompanied by a work colleague or trade union representative;
 - 2.1.3 any necessary administrative and accommodation arrangements to enable the panel to sit;
 - 2.1.4 any necessary administrative and accommodation arrangements for the attendance of witnesses or persons entitled to make oral representations to the panel;

- 2.1.5 the production and distribution of documents in a timely manner and in accordance with the relevant Parts of this Ordinance to allow for the proper presentation and consideration of the matters before the panel.

3 Conduct of panel hearings

- 3.1 The Chair shall set the procedure to be followed as appropriate for the proper consideration of the matter to include provision for adjournments if necessary. The Chair shall have complete discretion as to the admissibility and presentation of evidence including the witnesses to be called. In exercising his/her discretion the Chair shall be guided by the requirement that the evidence, written and oral, must be confined to the subject matter of the hearing.
- 3.2 An appeal hearing will usually be a review rather than a re-hearing of the original decision. Where practicable and depending on the individual circumstances, appeal hearings will be concluded prior to the expiry of a member of staff's notice of dismissal.
- 3.3 Normally within 10 working days of the final day of the hearing, the member of staff will be notified of the panel's decision. If there is to be a delay in notifying the decision, the member of staff shall be contacted to explain the reason for the delay and informed when notification is likely to be made.

4 Action following a hearing and appeal panels

- 4.1 Notification of the panel's decision will be given in writing including the reasons for the panel's decision.

ORDINANCE 7 – PROVISIONS AS TO THE VICE-CHANCELLOR

1 General

- 1.1 The Council may dismiss the Vice-Chancellor for conduct, capability or qualifications (to include performance), contravention of a duty or restriction imposed by or under an enactment, or some other substantial reason, in accordance with the procedure prescribed below.

2 Complaint

- 2.1 A complaint seeking the dismissal of the Vice-Chancellor may be made by not less than two members of Council (which may include the Chair of Council) to the Chair of Council.
- 2.2 If it appears to the Chair of Council, on the material before him, that the complaint raises a prima-facie case and that this could, if proved, warrant dismissal or removal from office, he shall request the Council (absent the Vice-Chancellor) to appoint a Tribunal to hear and determine the matter.

- 2.3 If it appears to the Chair of Council that a complaint made to him under paragraph 2.1 does not raise a prima facie case or is trivial or invalid, he may recommend to the Council that no action be taken upon it.
- 2.4 Where a complaint is referred to the Council, the Chair of Council may suspend the Vice-Chancellor from his duties and determine the terms of any suspension.

3 Tribunal

- 3.1 Where the Council has appointed a Tribunal pursuant to paragraph 2.2, it shall instruct a solicitor or other suitable person to formulate a charge or charges and to present, or arrange for the presentation of, the charges before the Tribunal.
- 3.2 A Tribunal appointed by the Council shall comprise three members of the Council of which at least two will be independent members.
- 3.3 At the time of appointing the Tribunal the Council may also appoint a Panel to hear any appeal against the decision of the Tribunal (see 4.1 below).
- 3.4 Subject to the principles of justice and fairness, the Tribunal may determine its own procedure. The Vice-Chancellor will have the right to an oral hearing before the Tribunal.
- 3.5 The Tribunal shall send its reasoned decision on any charge referred to it and its recommendation(s), if any, as to the appropriate penalty to the Council and to the Vice-Chancellor drawing attention to the period of time within which any appeal against the recommendation should be made and the method by which the appeal should be made.

4 Appeal and decision of the Council

- 4.1 If the Tribunal recommends dismissal or removal from office and the Vice-Chancellor lodges an appeal, the appeal will be heard by a Panel appointed by the Council comprising three members of the Council of which at least two will be independent members. Members of the Council who sat on the Tribunal should not sit on the Appeal Panel.
- 4.2 Subject to the principles of justice and fairness, the Panel may determine its own procedure for the appeal. The appeal will normally be conducted by way of a review of the recommendation of the Tribunal, rather than a re-hearing. The Vice-Chancellor will have the right to an oral hearing before the Panel.
- 4.3 The Panel shall send its reasoned decisions and the basis for them to the Vice-Chancellor and to the Council.

5 Decision of the Council

- 5.1 If the Tribunal recommends dismissal and the Vice-Chancellor does not lodge any appeal, or if any appeal Panel endorses a recommendation to dismiss, the Council (absent the Vice-Chancellor) will consider the recommendation of the Tribunal and decide whether or not to dismiss the Vice-Chancellor.
- 5.2 The Vice-Chancellor will be provided with an opportunity to submit written representations to the Council.
- 5.3 The Council shall send its decision to the Vice-Chancellor. There will be no further right of appeal.