

## **BOARD OF GOVERNORS**

### **HUMAN RESOURCES COMMITTEE**

1400, Thursday 17 September 2015, Room 3.01, St Andrew's Court

#### **MINUTES**

**Present:** Janice Caplan, External Governor (Chair)  
Professor Graham Galbraith, Vice-Chancellor  
Jane Hoskins, External Governor  
Martin James, External Governor  
Virginia Lovell, External Governor  
Margaret Scott, External Governor  
Bill Salmond, External Governor, Chair of the Board  
Anne Burrill, Support Staff Governor  
Professor Mike Tipton, Academic Staff Governor

**Clerk:** Adrian Parry, Director of Corporate Governance  
Yordanka Raykova, Senior Governance Officer

**In attendance:** Dave Small, Equality and Diversity Manager (Min 9 only)  
Jeannette May, Deputy Director of HR (Min 11.3 only)  
Peter Brook, Director of Human Resources  
Professor Paul Hayes, Pro Vice-Chancellor

#### **1 ELECTION OF CHAIR**

Adrian Parry opened the meeting by inviting the election of Chair. As agreed at the 20 May 2015 meeting (Min 42 refers) the election of Governors' Committee Chairs for the 2014/2015 session had been deferred to the September 2015 round of meetings. Janice Caplan had indicated that was willing to stand again and external Governors had been contacted and all had been supportive of her candidature. Janice Caplan, proposed by Martin James, seconded by Jane Hoskins, was elected unanimously as Chair of HR Committee.

#### **2 APOLOGIES AND MEMBERSHIP**

2.1 The Chair welcomed External Governors: Margaret Scott and Virginia Lovell to their first meeting of the Committee.

2.2 No apologies were received for the meeting.

### 3 CONSTITUTION, MEMBERSHIP AND TERMS OF REFERENCE, COMMITTEE BUSINESS CONDUCTED IN 2014/2015 AND INDICATIVE PROGRAMME OF WORK FOR HUMAN RESOURCES COMMITTEE IN 2015/2016

3.1 Committee received a paper mapping the terms of reference of the Committee against the Committee business conducted in 2014/2015. Adrian Parry introduced the paper, noting that the report was presented in a new format to provide a logical sequence to the issues. Consideration of the business conducted by the Committee in 2014/2015 and whether it had discharged its Terms of Reference, should lead to consideration of whether the Terms of Reference continued to be fit for purpose and finally to consideration of the committee business for the forthcoming year.

3.2 Committee welcomed the new format of the report and agreed the Constitution and Terms of Reference for the 2015/2016 session subject to a minor addition: committee wished to add a term of reference to its remit to include its consideration and scrutiny of workforce data. Members agreed the Committee Business for the 2015/2016 session as presented, accepting that it was to be used as an aide memoire over the year and could be amended in future and noted the key themes identified for each of the forthcoming meetings. The Committee's Terms of Reference would be received by the Board of Governors at its meeting on 7 October 2015 for formal acceptance.

### 4 MINUTES

The minutes of the meeting held on 20 May 2015 were confirmed and signed as a correct record.

### 5 MATTERS ACTIONED SINCE THE LAST MEETING OR UNDER CONTINUING CONSIDERATION

5.1 Action was reported on six matters in the agenda papers, one was for note, and five were covered later in the agenda.

### 6 MATTERS ARISING

There were no matters arising from the minutes of the last meeting.

### 7 COMMITTEE EFFECTIVENESS

Committee received and discussed the outcome of the recent committee effectiveness self-assessment exercise undertaken by members. The following points were noted in discussion:

- 7.1 Two areas received a lower score, one concerning the Committee's consideration of pay and rewards mechanisms and the other concerning the Committee's consideration of the University's KPIs for human resources. Members noted that the recent Pay and Reward Project had been initiated to address the issues mentioned.
- 7.2 Members agreed that the Committee sufficiently discusses Health and Safety matters and were pleased with the high scores allocated to the Health and Safety category of the questionnaire. It was agreed that an Occupational Health representative would be invited to a future meeting of the Committee to discuss the activity undertaken in this area.

**Action: Senior Governance Officer/ Director of Human Resources**

## 8 HR DATA

Committee received and discussed the results of the HR workforce data questionnaire that was completed by members to guide discussion of the data and information needs of the Committee. The following points were noted in discussion:

- 8.1 The reporting of equality and diversity data had improved significantly in the last year.
- 8.2 Members confirmed that, in future, a short summary should be added to the papers presented to HR Committee on HR data to enable patterns and trends to be more readily identified. This summary should detail the HR data already received by the UEB, along with any issues raised and actions taken.

**Action: Director of Human Resources**

## 9 ATHENA SWAN

Committee welcomed Dave Small, Equality and Diversity Manager to present an update on the Athena SWAN initiative.

- 9.1 The key points noted were:
- (i) The latest HR staff data for Athena SWAN had been recently produced and would be available to STEM departments in September 2015;
  - (ii) The University's Bronze award has been achieved in September 2014 but resubmission was required in 2017 to retain the award;
  - (iii) Members noted that Professor Catherine Harper was the Athena Champion and she provided regular updates on the Action Plan to the UEB. The action plan would also be brought to HR Committee once ready for submission.

**Action: Director of Human Resources**

- (iv) Athena SWAN was now transitioning to become a wider gender and race charter and was also expanding to other subject areas, including humanities and arts. Committee noted that the University would move towards the new associated principles in 2016.
- (v) The Athena SWAN Co-ordinator post would end in May 2016 and although this post would not be renewed, a new post with a focus on gender and race issues, had been approved (0.6fte) to support a range of new charters.
- (vi) The trial of the new race equality charter mark had been completed with 21 universities taking part and eight receiving a Bronze Award. The Equality Challenge Unit (ECU) was reviewing the results received and it was expected that this programme would be open to all universities in early 2016. Committee was pleased with the thorough process of review undertaken by the ECU.
- (vii) The ECU was now a membership organisation and the cost of all ECU charters were included in the fee. The membership cost to the organisation would be £12,000 per annum from 2016, compared with the cost of a single charter which currently stood at £3000 per annum.

9.2 Committee discussed the accessibility and availability of equality and diversity staff data. It was noted that an option that could be considered was via adding functionality to the HR self-service system to only allow the booking of annual leave after being given the opportunity to update the personal data section of the employee self-service portal.

## 10 REPORT FROM THE DIRECTOR OF HUMAN RESOURCES

Committee received the regular report from Peter Brook, Director of Human Resources. Peter Brook highlighted the following key points for Committee's note:

- 10.1 Universities and Colleges Employers Association: UCEA had made a full and final offer for the 2015-2016 at the fourth New Joint Negotiating Committee for Higher Education Staff negotiating meeting on 12 May 2015. The base offer was for 1 % uplift on all points of the 51 point scale, save for the first eight points where a larger increase would apply. The full and final pay offer made by UCEA could not be implemented while the Dispute Resolution procedure and trade union decisions were in train. UCEA would advise the University in October as to the possible timescales of implementation of the pay settlement.
- 10.2 Pensions: The changes in both the Teachers' Pension and NHS pension schemes to the rate of employees' contributions were successfully implemented in April 2015. Another planned increase that was due to be implemented in September 2015 was the increase in the employer's contribution to the Teachers' Pension Scheme.
- 10.3 Organisational Change:

- (i) Alistair McDermott, Director of Research and Innovation Services had left the University on 31 August 2015 and the Pro Vice-Chancellor (Research and Innovation) was undertaking a review of the structure of RIS before advertising for a permanent replacement.
- (ii) Another key appointment was for position of the Dean of the Humanities and Social Sciences. Professor Matthew Weait, Pro Vice-Master at Birkbeck, University of London, would be joining the University on the 1 October 2015.
- (iii) The Business School had seven professorial vacancies in seven disciplines. The attempts to recruit via traditional advertising had been unsuccessful due to the competitive professorial market and Perrett Laver had been appointed to assist with these vacancies which had been re-advertised in July 2015. Interviews were scheduled for late September and October 2015.
- (iv) Peter Reader, Director of Marketing and Communications, was retiring with effect from 30 November 2015. This was a post with critical responsibilities within the University and a proactive recruitment campaign led by Bernie Topham, Chief Operating Officer had resulted in more than sixty applications. Interviews would take place on 6 October 2015.

10.4 Occupational Health update: Members noted that the Deputy Director of HR and the Occupational Health Manager were working with the Purchasing Manager to re-tender for the Employee Assistance Programme. Right Management had held the contract for several years and it was felt that it would be useful to test the market from a value for money perspective and to revitalise the service. The team was also reviewing the OH Physician service and contract provided by Drayton Surgery. Members noted that a further Occupational Health update would be provided at a future meeting of the Committee.

**Action: Director of Human Resources**

10.5 HR capacity and staff changes: Committee noted the recent appointments that had been made in the HR Department.

## 11 HR STRATEGY AND CULTURAL CHANGE

11.1 Committee received a confidential paper from Peter Brook on the Pay and Reward Project – **confidential minute**

11.2 Committee received an oral update from Paul Hayes, Pro Vice-Chancellor (Education and Student Experience) on working practices and workload management. In discussion the following key points were noted:

- (i) Workload planning would draw together and rationalise the wide variety of practices for allocating academic workload within and across Faculties.
- (ii) A common approach was currently being piloted with one department from each faculty using the underpinning software specifically designed for the task. The software and the underpinning data had been set up with heads of departments overseeing the capture and population of existing information on staff teaching and non-teaching activities. Heads of departments were now using the data to plan academic workload for 2015/16 and would feedback their experience by December 2015.
- (iii) The pilot would be completed in November 2015 and the findings would be presented to UEB for consideration in December 2015.

11.3 Committee received a report from Jeannette May, Deputy Director of Human Resources on the Supporting and Developing our People. In discussion the following key points were noted:

- (i) As part of supporting and developing our people, five key themes were identified for the 2015/2016 academic year:
  - Leadership and Management Development
  - Coaching and Mentoring Development
  - Delivering Excellence
  - Career Development and Engagement
  - Staff Development and Key Resources
- (ii) Understanding and growing the capabilities of University employees was a significant priority for delivering excellence in support of the execution of the University's Strategic Plan.
- (iii) The Aurora programme had been very successful for women's leadership development and a third cohort was about to commence with 19 participants joining 20 from the previous two years. The University's support for Aurora contributed to the requirements of the Athena SWAN, GEM and Concordat charter action plans. The alumni of the initiative would be working with the Aurora Champions, Tara Dean and Jeannette May, to create an in-house Aurora programme for women leaders at all levels, in addition to embedding and sharing the learning of the alumni.
- (iv) In times of significant change, it was essential that managers were supported in embracing and managing change effectively. Two cohorts of senior managers had completed the Supporting Positive Change Programme in 2014/2015.

- (v) The Leader and Manager as a Coach Programme, that had been delivered at the University since 2011 had been revamped and refreshed in January 2015 and was now run internally by Learning and Development Advisers.
- (vi) The Learning and Development team was working towards the implementation of a coaching culture in the University so that any member of staff may request and be assigned an appropriate coach or mentor to develop their capabilities to contribute to the University strategy.
- (vii) A lack of career progression was noted by both academic and support staff in the 2011 and 2013 Staff Surveys and the HR department had recently developed a new Career Development Toolkit and webpages with the aim to provide additional help and advice for staff in their career and personal development. Further work on career development, including the competencies and skills required for recognised career paths would form part of the modernising pay and reward project.
- (viii) Courses provided by the Leadership Foundation for Higher Education should also be considered when designing the Development Programme for staff with management responsibilities. It was felt that the LFHE provides good opportunities for networking and links with other higher education institutions.

11.4 Committee received an update from Peter Brook, Director of Human Resources on recent promotions and appointments to Reader and Professor. Members noted the number of applications received and commented that from the 14 applications for professorial appointment (five female and nine male), five were successful (three female and two male).

## 12 HEALTH AND SAFETY: UPDATE

12.1 Committee received the quarterly update report for the period May 2015 to July 2015, prepared by David Wright, Health and Safety Manager, and presented by Peter Brook. The following points were highlighted:

- (i) Collaboration with Estates: Committee were pleased with the collaboration between the Health and Safety Office and Estates. The Director of Estates and the Health and Safety Manager continued to have meetings every six weeks to discuss issues affecting Health and Safety and Estates.
- (ii) Collaboration with the Student Union: Members were also pleased to note the collaboration between the Health and Safety Office and the Student Union that had been established to tackle issues around students consuming alcohol at sport events and issues connected with the safety of female students.

- (iii) Safeguarding: Safeguarding Board had been established with a remit that included matters relating to the Prevent agenda. It was noted that this item was now removed from the Health and Safety Committee agenda and would fall within the remit of this Board. The Health and Safety Office would continue to provide updates to Governors on progress in this area.

12.2 A copy of the minutes from Health and Safety Committee meeting of 8 July 2015 were circulated electronically to members on 17 July 2015.

### 13 HR POLICIES

13.1 Committee received the updated Disciplinary Procedure from Peter Brook, Director of Human Resources.

13.2 Committee received the updated Investigation Guidelines from Peter Brook, Director of Human Resources.

13.3 Members approved the Disciplinary Procedure and the Investigation Guidelines subject to a minor addition to the introduction section of the Investigation Guidelines referring to timelines and priorities. It was noted that investigating managers should wherever possible be given explicit timescales for the investigation which would be monitored by the commissioning manager. Members agreed that investigations should be given high priority by investigating managers.

**Action: Director of Human Resources**

### 14 DELEGATION OF AUTHORITY TO CHAIR

Committee agreed to delegate authority to the Chair of Human Resources Committee to take action on any matters arising before the next meeting.

### 15 NEXT MEETING

The next meeting would be held at 1400 on Tuesday 17 November 2015.