

## **BOARD OF GOVERNORS**

### **HUMAN RESOURCES COMMITTEE**

1400, Tuesday 17 November 2015, Room 3.01, St Andrew's Court

#### **MINUTES**

Present: Martin James, External Governor (Acting Chair of HR Committee)  
The Hon Virginia Lovell, External Governor  
Anne Burrill, Staff Governor  
Dr Patricia Shamai, Staff Representative  
Professor Mike Tipton, Staff Governor

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

In attendance: Lynda Martin, Deputy Health and Safety Manager (Min 20)  
Peter Brook, Director of Human Resources  
Professor Paul Hayes, Pro Vice-Chancellor (Education and Student Experience)

#### **16 WELCOME, QUORACY AND APOLOGIES**

- 16.1 Apologies were received from External Governors: Janice Caplan, Jane Hoskins and Margaret Scott, and Vice-Chancellor: Graham Galbraith.
- 16.2 The Chair welcomed Dr Patricia Shamai, Staff Representative, to her first meeting of the Committee.
- 16.3 The Clerk confirmed that the meeting was not quorate and that Committee was therefore not empowered to make decisions at this meeting.

#### **17 MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting held on 17 September 2015 were confirmed and signed as a correct record.

#### **18 MATTERS ACTIONED AND MATTERS ARISING**

- 18.1 Action was reported on eight matters, three were for note, one was covered later in the agenda, and four would be received at a future meeting.
- 18.2 There were no matters arising from the minutes of the last meeting.

## 19 CHAIR'S ACTION

19.1 Chair's action: The Committee endorsed Chair's action taken in respect of the following matters:

### 19.1.1 Implementation of the pay award:

On 20 October 2015 UCEA had advised the University that a conclusion had been reached with four of the five trade unions on the 2015-2016 negotiating round and that participating HEIs could now implement the pay award. The implementation of the pay award required approval by the HR Committee, as per section 2 of the Committee's Terms of Reference. Therefore, on 21 October 2015 Janice Caplan, Chair of Human Resources Committee, took Chair's action to approve the implementation of the national pay award for all University staff other than those covered by Remuneration Committee.

## 20 HEALTH AND SAFETY

Committee received health and safety reports, prepared by David Wright, Health and Safety Manager, and presented by Lynda Martin, Deputy Health and Safety Manager.

20.1 The Annual Report on Health and Safety 2014/2015 including future plans and emerging risks and Committee noted the following key points:

- (i) Collaboration with the Estates Department: Committee were pleased with the collaboration between the Health and Safety Office and the Estates Department. The Director of Estates and the Health and Safety Manager continued to hold meetings every six weeks to discuss issues affecting Health and Safety and Estates. In addition, Estates staff were also attending Health and Safety Team meetings.
- (ii) Audit and Compliance: Committee noted that there were no visits or improvement notices served on the University by the Health and Safety Executive during 2014-2015. An inspector from the Environment Agency had visited the University in January 2015 to carry out an audit of the storage of radioactive sources and waste in the open source laboratory in St Michael's Building and waste store. The audit showed that the University was compliant with legislation. Four minor recommendations were identified and these had been satisfactorily addressed.
- (iii) Automatic external defibrillators (AEDs): Committee noted that the University had invested in AEDs and these were sited at 15 locations. The AEDs did not require any formal training for use, however an annual refresher training workshop and AEDs familiarisation had been offered to all the University's First Aiders. It was noted that 180 out of the 250 first aiders had attended the AED familiarisation training.

- (iv) First aid training for students: Committee noted that first aid training was not widely available to students, however it was offered to students who were undertaking field trips and where the level of risk was considered higher. Members asked if the Health and Safety Office had considered a “drop in” session or an on-line training module for students interested in receiving first aid training. It was noted that the Health and Safety Office would explore the issue and confirm if this was feasible.

**Action: Deputy Health and Safety Manager**

- (v) Fire Safety Management: The fire in Anglesea Building in July 2015 was caused by a faulty capacitor. Members expressed concern that this was not the first time at the University that a fire had been caused by a faulty capacitor but were reassured that fire risk assessments continued to be carried out on all University Buildings. It was noted that a further update would be provided at a future meeting of the Committee.

**Action: Deputy Health and Safety Manager**

- (vi) Prevent: Committee noted that the Prevent Duty came into force in September 2015 for higher education. It was noted that the updated Counter Terrorism Action Plan was presented to UEB in October 2015. HEFCE had been confirmed as the monitoring authority. The Health and Safety Office would continue to work with stakeholders to ensure compliance with the new duties and would update Governors on progress in these areas. Updates would be provided to the the Audit and Quality Committee and to the Board of Governors.

- (vii) Emerging risks report: The report was based on information from the World Health Organisation website. It was acknowledged that there were no “red” areas of risk in the report. The Health and Safety Office would continue monitoring the amber areas.

20.2 Health and Safety Quarterly Report August to October 2015 including reported accidents and training statistics and Committee noted the following points:

- (i) Fire drills: The Health and Safety Office had continued liaising with Estates regarding the organisation of fire drills dates for Departments.
- (ii) Online Display Screen Equipment (DSE) Training: In September 2015 a strongly worded e-mail was sent to staff who had not completed the DSE online training. 600 members of staff subsequently completed the training. The Health and Safety Office would continue to follow up compliance in this area.

## 21 REPORT FROM THE DIRECTOR OF HUMAN RESOURCES

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

- 21.1 Staff recognition: several initiatives had been agreed by the University Executive Board that recognised the hard work of staff and aimed to improve the benefits of working at the University of Portsmouth.  
As a token of thanks all staff that meet the eligibility criteria would receive a compliments card to the value of £120. The University had also purchased NUS extra cards for all staff. The card provided an excellent range of benefits including discounts online and in a wide range of shops and restaurants. University courses had been made more accessible to staff and their families by increasing the annual course fee discount for staff from 20 to 30 per cent and introducing a new discount of 30 per cent for children of staff if the child was under 25. The University was also offering certain doctoral qualifications cost free for individual members of staff at the University, where such study clearly supported the University's Strategy.
- 21.2 Portsmouth Business School new Professors: The search consultants Perrett Laver had brought forward excellent candidates. Between five and seven new appointments were in the course of being announced following discussion with individual candidates.
- 21.3 Faculty of Science: The Faculty was in process of commencing recruitment to four Head of School/ Department positions in the School of Pharmacy and Biomedical Sciences, the Department of Geography, the University of Portsmouth Dental Academy and the School of Health Sciences and Social Work. It was noted that these roles were critical for the future development of the Faculty.
- 21.4 Faculty of Technology: A new role of Deputy Head had been appointed in the School of Engineering. This new role enabled the Head to share the performance and line management of academic staff in a large and complex department.
- 21.5 Staff Survey 2015: The 2015 Staff Survey opened on 9 November 2015 and would close on 27 November 2015. The survey allowed the University to better understand how staff felt about the organisation and their experience as employees.
- 21.6 Athena SWAN: The applications that the School of Biological Sciences and the Department of Psychology had submitted in April 2015 had resulted in two bronze awards.
- 21.7 Pensions: An analysis of staff opting out of pension schemes had been conducted which indicated that 249 substantive staff had currently opted out of the Local Government Pension Scheme (187) and the Teachers' Pension (62). These were predominantly young members of staff and it was noted that Peter Brook would explore the issue and report back to Committee if this figure was not consistent with figures for the sector as a whole.

**Action: Director of Human Resources**

- 21.8 Living wage: The living wage rate was updated to £8.25 an hour for 2016 on 2 November 2015 and the method of implementation by the University was currently under consideration in the light of UCEA briefing and advice.

## 22 HR STRATEGY AND CULTURAL CHANGE

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

- 22.2 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) The Academic Workload Planning Project Board had met on 12 November 2015 to consider a report for submission to UEB on 30 November 2015. The report would recommend a roll-out to all academic departments in the first nine months of 2016, as the experience of the five pilot schools and departments had demonstrated that planning academic workloads more effectively was achievable, manageable and would provide benefit to the University.
- (ii) Heads of departments in the pilot areas had started sharing their workload plans with individual staff and the feedback received had been positive. Staff were able to see more easily their utilisation against capacity and that plans would be easier to keep up to date than current local processes.
- (iii) Subject to UEB approval of the wider roll-out, the lessons learned from the Pilot would assist in supporting other departments to input their data from January 2016 and to continue the longer-term process of developing a common understanding of workload and allowances.

- 22.3 Committee received an update from Peter Brook, Director of Human Resources on Supporting and Developing our People. In discussion the following key points were noted:

- (i) Members noted that this strategic area was covered by a separate paper that was received and discussed at the September 2015 meeting of the Committee.
- (ii) A key aspect of this strategic area was the development of a set of leadership attributes linked to the University's values. The attributes would be used to design a new development programme for staff with leadership responsibilities, that would commence initially with department heads and above.
- (iii) The Staff Survey was an important part of the University's staff engagement strategy.

## 23 DEVELOPMENT OF THE NEW HR STRATEGY 2015-2020

Committee received a paper on the Development of the new HR Strategy 2015-2020, from Peter Brook, Director of Human Resources. Peter Brook highlighted the following key points for Committee's note:

- (i) The new University Strategy: Following the publication in October 2015 of the new University Strategy 2015/16 to 2020/21, work was under way on the development of the three academic strategies and delivery plans for Research and Innovation, Education and International/Global Engagement. These strategies would be supported by enabling strategies relating to Human Resources, Estates, IT and Finance.
- (ii) The new HR Strategy: Committee noted that the three pillars of the new HR strategy were reward, capacity of staff and capabilities of staff. The new HR strategy would need to take into account the HR implications of the whole University strategy.
- (iii) Targets and KPIs: Members acknowledged the new ambitious targets for 2020/21. The University aimed to increase the number of academic staff with HEA Fellow qualifications from 56 per cent to 75 per cent in 2020-21. It was hoped that the University would maintain excellent levels of staff satisfaction during times of change, measured through staff recommending the University as a good place to work and an increased per cent of staff satisfaction to 80 per cent in 2020-21.
- (iv) Members noted that a draft of the new HR Strategy would be presented to the February 2016 meeting of the Committee.

**Action: Director of Human Resources**

## 24 EXTRACT FROM THE CORPORATE RISK REGISTER

Committee received an extract from the Corporate Risk Register from Adrian Parry, Director of Corporate Governance. The extract detailed the risks associated with attracting and retaining staff. In discussion the following key points were noted:

- 24.1 The University's corporate risk register was regularly reviewed by the University Executive Board prior to its submission to governors. The corporate risk register had been tailored to align with the new Mission, Vision, Values and Strategy 2015-2020. The register was formally considered by the Audit and Quality Committee on a quarterly basis and by the Board of Governors on a six monthly basis.
- 24.2 Members noted that monitoring the risks that fell within the HR Committee's remit was essential and this exercise had to be undertaken in the context of the new HR Strategy. Members agreed they would begin to consider the subset of risks that Committee had to monitor on a regular basis to inform the top level corporate risk items.

24.3 Following senior management discussion in these areas, options would be brought back to Committee for further consideration.

## 25 DELEGATION OF AUTHORITY TO CHAIR

25.1 Members noted that the meeting was not quorate and could not delegate authority to the Chair of Human Resources Committee to take action on any matters arising before the next meeting. However, it was anticipated that no Chair's action would be required before the next meeting of the Committee.

## 26 RECORD OF THANKS

This was the last meeting of HR Committee for Martin James. Peter Brook, Director of Human Resources thanked Martin for his invaluable contribution:

26.1 Martin James, External Governor: Martin had been a member of HR Committee for ten years, joining in January 2006. Martin had made a substantial contribution to Committee discussions, including serving as Committee Chair from September 2006 to July 2012. Committee noted that Martin James was also one of the University's longest serving Governors. Members thanked him for all he had done and wished him well in the future.

## 27 NEXT MEETING

The next meeting would be held at 1400 on Tuesday 23 February 2016.