

Human Resources Committee

TIME /DATE / VENUE	1400, 26 February 2020, Room 0.32, St Andrew's Court
PRESENT	Claudia Iton (Chair) David Wilding Christopher Williams
IN ATTENDANCE	Helen Dunn, Deputy Director of HR (Organisational Development) Professor Paul Hayes, Deputy Vice-Chancellor Rebecca Hopkins, Deputy Director of HR (People Services) Alison Thorne-Henderson, Executive Director of HR Bernie Topham, Chief Operating Officer and Deputy Vice Chancellor Professor David Sanders, Staff Governor Lyuda Wade, Staff Governor
SECRETARIAT	Adrian Parry, Executive Director of Corporate Governance Jemma Keys, Senior Governance Officer

13 Welcome, Quoracy, Conflict of Interest and Apologies

- 13.1 The Chair welcomed members to the meeting.
- 13.2 Apologies were received from External Governor: Jane Hoskins; Vice-Chancellor: Professor Graham Galbraith; and Staff Representative: Mike Rayner.
- 13.3 There were no conflicts of interest declared. It was confirmed that the meeting was quorate and could proceed to business.

14 Minutes of the Previous Meeting

The minutes of the meeting held on 4 December 2019 were confirmed and signed as an accurate record.

15 Matters Actioned and Matters Arising

- 15.1 Action was reported within the agenda papers on five matters; one item was for note; three items would be covered later in the agenda; and one item would be received at a later Committee meeting.
- 15.2 There were no other matters arising.

16 Special Meeting Summary Report – confidential item

17 People Delivery Plan

Committee received a report from Alison Thorne-Henderson, Executive Director of Human Resources that invited contributions to the development of the People Delivery Plan. The following points were noted in discussion:

- 17.1 The preliminary draft plan provided an opportunity for Committee members to provide early contributions to the developing thinking that would underpin the People Delivery Plan. Therefore, the ideas provided in the paper were preliminary and subject to further development.
- 17.2 The overarching ambition of the Plan was linked to the ambition outlined in the new University Strategy which was that by 2025 ‘we will deliver our vision by inspiring our staff community to be creative and bold’. This was underpinned by four supporting pillars which were:
- (i) Inspire through our shared purpose
 - (ii) Realise the potential of our staff
 - (iii) Boost diversity and inclusivity
 - (iv) Embed well-being and resilience
- 17.3 A list of indicative activities had been provided for each of the four pillars. It was noted that a number of these activities were currently underway or would be taking place in the next few months. For example, the Vice-Chancellor was already in the process of visiting all Departments to discuss their contributions to meeting the ambitions outlined in the new University Strategy. It was noted that it was important that Departments had the opportunity to speak to the Vice-Chancellor directly about the new Strategy.
- 17.4 Planned activities for the future included a review of Pay and Reward. It was noted that this would be a large-scale review project which would touch upon a number of areas within the People Delivery Plan.
- 17.5 A number of the activities listed in the Plan were aspirational activities which would take a number of years to develop and may take longer than five years to achieve in some cases. An example of a longer term activity was the development of enhanced nursery provision for staff which was tied in with the provisional plans for the new



building on the former Victoria site.

- 17.6 A People Delivery Plan Steering Group had been established and its first meeting had taken place in February 2020. This Steering Group included representation from members of staff across the University.
- 17.7 The People Delivery Plan would have a wider focus than the remit of the Human Resources Department.
- 17.8 It was suggested that there should be explicit reference to students in the Plan. It was noted that, while references were implied throughout the Plan, it was important to demonstrate a deep rooted customer focus.
- 17.9 It was important to consider the sequencing and priority of the activities outlined in the Plan to ensure that an appropriate level of focus and resource was afforded to the activities that would drive the University's ambitions. It was noted that an annual plan would be developed that would consider the key areas of priority for delivering the ambitions outlined in the Delivery Plan.
- 17.10 It was suggested that, if there was an opportunity to prioritise any of the four pillars, the pillar of 'realise the potential of our staff' should be the first priority of the Plan. It should also be considered when mentioning them in order, that this pillar is stated first.
- 17.11 The bullying and harassment tool referenced in the Plan was a reporting tool which would enable members of staff and students to, either anonymously or identifiably, report an incident of bullying or harassment. It was the intention that the launch of this reporting tool should coincide with the launch of the new policies in September this year.
- 17.12 It was noted that the new leadership development plan would be tailored to meet the needs of both current managers and aspiring managers. There would be a system in place to identify qualified, prospective managers who should be encouraged to participate in the course.
- 17.13 A managing change HR toolkit was under development which aimed to support members of staff who were implementing or experiencing organisational change. It was noted that, while this would primarily focus upon reorganisation and restructuring type initiatives, elements of the toolkit would also consider more fundamental change management. A separate change management project was underway which was



considering wider business, people and culture change management initiatives. It was noted that it was important to reflect upon and learn from change processes previously undertaken. The Committee suggested that instead of individual training on change management, an active change project could be used to pilot the new change management techniques and also enable integrated group rather than individual learning.

- 17.14 It was noted that mentoring opportunities were open to all members of staff. Mentoring networks had already been established and the Delivery Plan aimed to build upon those networks.
- 17.15 It was the intention that an initiative would be developed in the longer term as part of the University's talent management ambitions, which would include a process for identifying and nurturing high potential employees.
- 17.16 The University Executive Board (UEB) was in the process of identifying an appropriate single Equality and Diversity UEB member lead.
- 17.17 It was suggested that it would be helpful to analyse the census points during the student recruitment process that students from Black, Asian and minority ethnic (BAME) backgrounds potentially become discouraged from joining the University. It was noted that a breakdown of student equality data, including data on applicants and new joiners, was provided in the annual Equality and Diversity Data Reports.
- 17.18 It was suggested that further consideration should be given to the potential for drawing upon the University's purchasing power to encourage its suppliers to participate in apprenticeship or graduate training schemes and to have a meaningful equality, diversity and inclusion programme of some sort.
- 17.19 It was noted that there were a number of wellbeing services and provisions already available to staff and that these would be further developed in the future. First steps would include improving staff access to support via the enhancement of online services.
- 17.20 Committee welcomed the simplicity of the four strategic pillars and thanked the Executive Director of HR for the opportunity to discuss the preliminary plan.
- 17.21 KPIs for the finalised activities were not discussed and will be reviewed at a later meeting, when activities for the current year are identified.

18 Gender Pay Gap: Closing the Gap

Committee received a verbal update from Rebecca Hopkins, Deputy Director of Human Resources (People Services) that provided an indication of Gender Pay Gap figures for 2019/2020 and an update on the actions that were being taken to close the gap. The following points were noted in discussion:

- 18.1 Gender pay gap information should be published annually by 30 March for public sector organisations. This was the third year that the University was required to publish its Gender Pay Gap data on its website.
- 18.2 Committee received an indication of the University's headline gender pay gap figures for 2019. These were as follows:
 - (i) The mean pay gap for 2019 was 14.6% which was a minor increase when compared to the 2018 pay gap of 14.2%.
 - (ii) The median pay gap for 2019 was 22.3% which had reduced when compared to the 2018 pay gap result of 23.2%.
 - (iii) The mean gender bonus pay gap for 2019 was 30.3% which was a significant increase when compared to the 2018 result of 0.3%. It was noted that this variance has resulted primarily as a consequence of the staff vouchers that had been given to all staff at Christmas 2019. This bonus had not been provided in the previous year. Additionally, a number of recognition awards had been awarded this year and a higher proportion of those recipients had been male.
- 18.3 It was noted that more regular monitoring of the gender pay gap would be undertaken next year. Quarterly monitoring of the gap would be beneficial to provide real-time information on the progress to close the gap.
- 18.4 It was difficult to benchmark with other higher education institutions due to variances in the shape and structure of the organisations. It was noted that some other universities had adopted the practice of contracting out services such as catering and cleaning staff, which skewed the outcomes.
- 18.5 Committee suggested that the university consider its target destination, given the shape of its workforce, with female-dominated service providers at lower salary levels. The University had taken a decision not to outsource these jobs as others in its peer group do, and this had consequences for pay gap reporting. In addition, we should consider



improvements in female representation at senior levels as a result of Athena Swan and similar initiatives. Taken together, this would provide a realistic target in terms of the gender gap to work towards. It was suggested this more realistic target, would be better than an unrealistic expectation of no gap at all.

18.6 Helen Dunn, Deputy Director of Human Resources (Organisational Development) reported that a large-scale review of the Pay and Reward framework would commence shortly. The University Executive Board (UEB) had discussed and approved the scope of the review which would be undertaken in stages. The following key points were noted on the review:

- (i) The University's current Pay and Reward Framework has remained largely unchanged for a number of years. This review was important to ensure that the framework offered to staff promoted equality and did not unduly impact upon the University's gender pay gap.
- (ii) Committee noted the key areas that would be covered by the review. These included:
 - Overtime and unsocial hours contracts
 - Review of pay at the lower end of the pay scale
 - Appropriateness of Higher Education Role Analysis (HERA)
 - Review of Market Related Pay
 - Rewards given for high performance and excellent contributions
 - Review of strategic benefits
 - Creation of a refined pay policy
- (iii) Any changes to the pay and reward framework would be subject to consultation with the trade unions.
- (iv) A specialist consultant would be contracted to support the review and to provide modelling and data analysis.

19 Staff Engagement Plan Update

Committee received and noted a verbal update from Helen Dunn, Deputy Director of Human Resources (Organisational Development) that provided an update on the progress to develop a Staff Engagement Plan. The following points were noted in discussion:



- 19.1 The University wished to move away from a biennial staff survey to shorter pulse surveys. Pulse surveys would be held twice a year, one in May and another towards the end of the year. Pulse surveys are administered to the entire workforce, but are significantly shorter in length than the previous biennial surveys.
- 19.2 The first pulse survey which was due in May 2020 would focus upon how staff feel about their roles, line-management arrangements and staff role alignment to the University Strategy. Each pulse survey would include ten questions of which four of these questions would be consistent across all pulse surveys. These four questions measure the level of engagement, as determined after wide consultation at the University. This consistency would ensure that an accurate measure could be captured to indicate how staff feel at a certain point in time and to measure the effect of actions undertaken subsequent to the surveys. Additionally, the questions selected for the surveys would, where possible, be based upon the questions previously asked within the biennial survey to enable the results to be benchmarked against previous results.
- 19.3 Committee noted the indicative topics for future pulse surveys which included performance, change and communications, physical working environment, and technology.
- 19.4 A key focus of the Staff Engagement Working Group was the development of an effective communications plan which would support the pulse surveys. All members of staff would be invited to partake in the pulse surveys. It was noted that there may be opportunities in the future to select a sample of staff to partake in personalised surveys. It was noted that communications to staff would focus upon actions undertaken at an institutional level, however local action planning activity would continue to be a very important factor.

20 Policy Update

Rebecca Hopkins, Deputy Director of Human Resources (People Services) delivered a presentation that provided an update on the HR policies currently under development. The following key points were noted:

- 20.1 It was important that the University's HR policies were fit-for-purpose and agile to effectively support the University to achieve its ambitions and to ensure strong organisational performance. The revised policies would also improve the experience of employees at the University.



- 20.2 Included in the suite of new policies was an anti-harassment policy. It was noted that the Equality and Human Rights Commission had recently released guidance which advised that anti-harassment should be a distinct and separate policy. The University was already adopting this practice.
- 20.3 Committee noted the indicative timeline for policy approval. It was noted that a number of policies would be submitted to the University Executive Board in March 2020, consultations would be undertaken with the Unions in February/March, before submission to the Governors for approval in May/June. Implementation of the new policies, following training, would take place in September 2020.
- 20.4 A training programme had been created which aimed to familiarise and coach members of staff who would be responsible for implementing or conducting processes under the new policies.
- 20.5 Options for investigations would be considered by UEB. It was proposed that a pool of staff who would act as investigators when required would be compiled and that full training would be provided to those members of staff on conducting effective investigations.
- 20.6 Committee welcomed the addition of a menopause policy. This policy was included in the second phase of family friendly policies.

21 Annual Report on Payroll Movements

Committee received and noted the annual report on payroll movements from Emma Woollard, Executive Director of Finance. It was suggested that it would be helpful for the data to be benchmarked against other institutions, where possible, to provide a point of comparison. It was noted that the data could provide useful indications of how the pay uplift impacts upon payroll costs.

22 Indicative Committee Business

Committee received a paper that outlined indicative committee business. It was agreed that policy approval should be added to the schedule of business for the May 2020 meeting of the Committee. It was noted that the HR and Finance Systems Review may not be ready for the

scheduled the May 2020 meeting and therefore may need to be postponed to a later meeting.

23 Date of Next Meeting

The next meeting would take place at 1400 on Wednesday 20 May 2020.