

BOARD OF GOVERNORS

HUMAN RESOURCES COMMITTEE

1400, Tuesday 21 May 2019, Board Room, Room 4.18, St Andrew's Court

MINUTES

Present: Margaret Scott, External Governor (Chair)
Professor Graham Galbraith, Vice-Chancellor
Claudia Iton, External Governor
Dr David Sanders, Staff Governor
Lyuda Wade, Staff Governor

Clerk: Adrian Parry, Executive Director of Corporate Governance
Jemma Keys, Senior Governance Officer

In attendance: Professor Paul Hayes, Deputy Vice-Chancellor
Rebecca Hopkins, Deputy Director of HR and People Services
Dave Small, Equality and Diversity Manager
Bernie Topham, Chief Operating Officer and Deputy Vice-Chancellor

26. WELCOME, QUORACY, CONFLICTS OF INTEREST AND APOLOGIES

- 26.1 The Chair welcomed members to the meeting.
- 26.2 Apologies for absence were received from External Governors: Mark Greenwood, Jane Hoskins and Professor Nairn Wilson; Staff Representative: Mike Rayner; Executive Director of Human Resources: Alison Thorne-Henderson; and Deputy Director of HR and Organisational Development: Helen Dunn.
- 26.3 There were no conflicts of interest declared. It was confirmed that the meeting was quorate and could proceed to business.

27. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 7 February 2019 were confirmed as an accurate record, subject to the following addition under minute 17.3:

‘It was agreed that a discussion would be arranged for a future meeting of the Committee to discuss the matter further.’

28. MATTERS ACTIONED AND MATTERS ARISING

- 13.1 Matters Actioned: Action was reported within the agenda papers on seven matters; four items were for note, two items would be covered later in the agenda, and one item would be received at a later meeting.
- 13.2 The Committee noted the update on the progress of recommendations arising from appeal hearings.

29. SUMMARY REPORT OF SPECIAL MEETING HELD IN MAY 2019 – confidential minute

30. GENDER PAY GAP REPORT

Committee received a report from Rebecca Hopkins, Deputy Director of Human Resources and People Services that provided the Gender Pay Gap results for 2018. The following points were noted in discussion:

- 30.1 Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, the University was required to publish, on its website, gender pay gap information for all staff employed on 31 March each year. This was the second year that gender pay gap information had been published.
- 30.2 The University's mean pay gap for 2018 was 14.2%, which was a reduction of 0.5% when compared with the previous year. This result was lower than the wider economy figure of 17.4% and lower than the higher education sector figure of 15.5%.
- 30.3 The University's median pay gap for 2018 was 23.2% which was a reduction of 0.1% when compared with the previous year. This result was higher than the wider economy figure of 18.4% and higher than the higher education sector figure of 14.3%.
- 30.4 An internal audit was underway which would assess the robustness of the University's gender pay gap calculation process and the effective implementation of actions arising from the calculations. The final internal audit report would be received in the coming weeks.
- 30.5 The University, and a number of departments across the University, had been awarded the Athena SWAN Bronze award. The University would be seeking to achieve a Silver award in its next submission. The award process and subsequent actions were instrumental to ensuring gender equality across the University.
- 30.6 The Aurora and Springboard programmes were well attended by staff each year. These initiatives provided development opportunities for female members of staff at

all levels across the institution. It was also noted that the new online PDR system would be an important tool for identifying future development needs.

- 30.7 A research bid had been approved in the School of Health Sciences and Social Work which would analyse the maternity leave provision at the University and the reasons why some members of staff may decide not to return to their role at the end of their maternity leave.
- 30.8 The Staff Gender Survey provided a snapshot into the perceptions of both male and female staff with regard to gender equality and progression. It was important to triangulate the information submitted within each of the different surveys in order to form a wider picture of gender equality across the University.
- 30.9 There was a typographical error in the 'Gender bonus gap' section of the report which would be amended outside of the meeting.
- 30.10 The University was a member of the Advance HE Race Equality Charter which aimed to improve the representation and progression of black minority ethnic (BME) staff and students. The University was currently in the process of drafting an action plan.

31. EQUALITY DATA REPORTS 2017/2018

Committee received the Staff Equality and Diversity Data Reports for 2017/2018 from Dave Small, Equality and Diversity Manager and James Ross, Equality and Diversity Information Coordinator. The following points were noted in discussion:

- 31.1 Under the Equality Act 2010, the University was required to publish annually on its website equality information for both internal and external scrutiny.
- 31.2 Overall, the composition of staff had not varied significantly when compared to the previous year's results. The key variances were:
 - (i) The number of staff who identified as BME had increased by 5.6% in 2017/2018 when compared to the 2016/2017 results.
 - (ii) Members of staff who had disclosed that they had a disability had also increased from the previous year by 4.1%.
 - (iii) The number of staff who were aged 35 and under had decreased by 3.1% in 2017/2018 when compared to the previous year. This decrease related predominately to a fall in the number of academic of staff aged 35 and under.
- 31.3 The figures for 2017/2018 reported a gender ratio of 11.9 male students for every male academic employee and 12 female students for every female academic employee. In relation to ethnicity and gender, there were 24.4 BME male students to every BME male employee and 39.3 BME female students for every BME female academic employee.

- 31.4 Following scrutiny of the full data set as presented, particular concern was expressed that the ratio of black and female students to every black and female employee was 191.3 to 1.
- 31.5 The University continued to take appropriate steps to improve student engagement, attainment, and to ensure that students felt that their own ethnic groups were represented amongst members of staff.
- 31.6 It was important to ensure that the University's recruitment process and cycle continued to be fair for all applicants. The University would evaluate its recruitment process to ensure that potential applicants were not deterred from applying for roles within the University. The use of blind recruitment would be considered but this was difficult to implement for academic positions due to the research element of the role.
- 31.7 A significant amount of work had been undertaken to reduce any potential opportunities for unconscious bias in the recruitment process. It was noted that it was compulsory for all members of staff at the University to complete the unconscious bias training and this was particularly important for members of staff who sit on recruitment panels.
- 31.8 An action plan would be developed as part of the Race Equality Charter submission. This would outline what had been achieved to date and next steps.
- 31.9 Following discussions, the Board approved the Staff Equality Data Report 2017/2018 and noted that it would be published on the University website.

32. PEOPLE STRATEGY AND HUMAN RESOURCES UPDATE – confidential minute

33. STAFF SURVEY UPDATE – confidential minute

34. GRIEVANCE POLICY

Committee received a verbal update from Rebecca Hopkins, Deputy Director of Human Resources and People Services on the development of the new Grievance Policy. It was noted that consultations would be held with the trade unions to discuss the changes to the Policy. The new Policy would be circulated to the Committee in the new academic year, once consultations had been finalised.

35. INDUSTRIAL ACTION MANAGEMENT STATEMENT

Committee received the updated Industrial Action Management Statement. It was noted that the Statement had been revised following recent case law which held that a pay

deduction rate of 1/365th should be applied in the event of a day's strike action. The Committee approved the statement in principle, noting that it would be submitted to UEB for final consideration.

36. INDICATIVE COMMITTEE BUSINESS

Committee received the indicative committee business for 2019/2020 academic year, noting that it was draft and subject to change. The following points were noted:

- 36.1 Underpinning strategies to the University Strategy, such as the People Strategy, would also be reviewed and updated to ensure that they reflected the ambitions of the University. The future formation of underpinning strategies would be discussed at UEB.
- 36.2 It was agreed that a discussion on succession planning should be added to the indicative committee business for 2019/2020.

Action: Senior Governance Officer

37. THANKS AND APPRECIATION

- 37.1 This was the last meeting of the Human Resources Committee for Margaret Scott, External Governor and Chair of the Committee. Margaret had been a governor since 2015 and Chair of the Committee since September 2017. The Vice-Chancellor expressed his thanks to Margaret for her significant contribution to the work of the Committee over the last two years and wished her well in her future endeavours.
- 37.2 The Chair recorded the Committee's thanks, in absentia, to Mark Greenwood and Professor Nairn Wilson who would be retiring as Governors in July 2019. Both Mark and Nairn had been members of the Human Resources Committee since November 2017 and had made significant contributions to the Committee. The Chair wished them well in their future endeavours.

38. CONFIRMED MEETING DATES FOR 2019/2020

Committee noted the confirmed Committee dates for the 2019/2020 academic year which were as follows:

Wednesday 11 September 2019 from 1400 to 1600
Wednesday 4 December 2019 from 1400 to 1600
Wednesday 26 February 2020 from 1400 to 1600
Wednesday 20 May 2020 from 1400 to 1600

39. DELEGATED AUTHORITY

Committee agreed to delegate authority to the Chair of the Human Resources Committee to take action on any matters arising before 31 July 2019.

40. DATE OF NEXT MEETING

The next meeting would be held on Wednesday 11 September 2019 at 1400.