

People, Culture and Engagement Committee

TIME /DATE / VENUE	1400, Tuesday 7 December 2021 in Room 0.32, Unit 1, St Andrew's Court
PRESENT	Claudia Iton (Chair) Professor Graham Galbraith David Wilding (To Minute 5) Christopher Williams
IN ATTENDANCE	Bernie Topham, Chief Operating Officer and Deputy Vice-Chancellor Helen Dunn, Deputy Director of HR (Organisational Development) Rebecca Hopkins, Deputy Director of HR (People Services) Chris Chang, Deputy Vice-Chancellor (Global Engagement and Student Life) (Minute 6) Ken Dick, University Librarian (Minute 4) Professor Sherria Hoskins, Executive Dean of the Faculty of Science and Health (Minute 5) Kim John-Williams, Civic Policy Officer (Minute 5)
SECRETARIAT	Adrian Parry, Executive Director of Corporate Governance Jacqui Bryden, Senior Governance Officer

To facilitate the attendance of staff for specific items, some items were taken out of the order designated in the agenda.

1 Welcome, Quoracy, Conflict of Interest and Apologies

- 1.1 The Chair welcomed members to the meeting.
- 1.2 Apologies were received from Professor David Sanders, John Parr, Professor Paul Hayes and Dr Mike Rayner.
- 1.3 The Executive Director of Corporate Governance confirmed that the meeting was quorate and could proceed to business.
- 1.4 There were no conflicts of interest declared.

2 Minutes of the Previous Meeting

- 2.1 The minutes of the meeting held on 21 September 2021 were confirmed as an accurate record.

3 Matters Actioned and Matters Arising

- 3.1 Action was reported within the agenda papers on eight items: one for note and seven that would be received later in the agenda.
- 3.2 There were no other matters arising.

4 People, Culture and Engagement: The Library

Ken Dick, University Librarian provided a presentation about how the skills, knowledge and lived experience of the staff who worked within the University Library contributed to the delivery of the University Strategy. The key points raised in the presentation were:

- i. There had been a 87% response to the Staff Survey from Library staff and the results indicated a high level of satisfaction across the key themes.
- ii. A series of planning events had engaged staff in understanding the importance of their contribution to delivering the University Strategy. Feedback from Library users was analysed regularly to identify areas of success and for development.
- iii. The Library had a capacity of 1,500 study spaces. Prior to the pandemic, daily footfall was 1,100 and was currently 900. During lockdown, staff had worked in cohorts, working one week in and one week out. There was a strong sense of engagement and belonging and the Library held an externally accredited Customer Service Excellence award.
- iv. The Library had an ambition to be the Times Higher Education (THE) Outstanding Library Team by 2023.
- v. The Library had a dedicated Staff Development Adviser to support learning and the co-ordination of development activities via a programme of events and information sharing. There was support for staff to acquire both academic and professional qualifications to help to build empowerment, which was an area of focus. All staff had engaged with the Performance and Development Review process.

4.1 In discussion the following points were noted:

- i. The Inclusive Leadership Programme would be aimed at aspiring managers and building confidence in decision-making and empowerment. This would be a valuable adjunct to the existing staff development opportunities that were available to Library staff.
- ii. Two Library staff teams had received commendations in the Vice-Chancellor's Awards for Excellence in 2021.
- iii. Library usage by Faculty or Department was measured via data collected by the entrance turnstiles. The highest users were engineers. Usage figures were not analysed by study level or ethnicity.
- iv. The six student assistants who worked in the Library were paid and followed a programme of development to gain the best experience from their work.



- v. The Library's focus was upon support for teaching and learning and this was underpinned by the provision of excellent customer service.
 - vi. The evidence-base to facilitate achievement of the THE Award would require support from both staff and students as advocates.
 - vii. As the Library moved to online resource from print resource, there was increasing demand for social learning spaces. Developments in the estate strategy had noted the need for social learning spaces to be created and this was preferable to the extension of space within the existing Library building.
 - viii. The Library had not set targets of civic engagement but would run a genealogy event in the quieter summer period for families to trace their ancestry.
- 4.2 The Committee noted the presentation, particularly the use of the language and terminology that underpinned a commitment to customer service excellence and mechanisms for the collection of feedback, and expressed its thanks to the staff of the Library for their positive contribution.

5 People, Culture and Engagement: Becoming one of the UK's Leading Civic Universities

Professor Sherria Hoskins, Executive Dean of Science and Health and Kim John-Williams, Civic Policy Officer provided a presentation on the University's Civic Strategy. The key points raised in the presentation were:

- i. The Strategy had been developed following a process of evidence gathering that had included surveys and consultation with stakeholders. This had encompassed both a top-down and bottom-up approach.
 - ii. The purpose of the Strategy was to enhance the University's contribution to its locality, in ways that are complementary to the government's 'levelling up' agenda and part of 'building back better'. The Strategy placed emphasis on both internal and external partnerships to achieve this goal.
 - iii. The Civic Partnership Agreement had been signed in November 2021 with sixteen partners.
 - iv. The Hampshire Universities Together (HUT) initiative facilitated a partnership of five universities across Hampshire to foster collaborative working and to enable the sharing of good practice.
 - v. A number of successful outcomes had been identified. The aim was to support sustainable projects and initiatives that were both visible and beneficial. Online submission forms for both University staff and a community civic form had been developed to support the development of ideas. The Becoming a Civic University webpages increased the visibility of activities.
- 5.1 The following points were made in discussion:

- i. The future vision for the Strategy would be to see growth in the team, increased student placements and volunteering, more civic focused research and innovation, and an increase in engagement with faculties and departments.
 - ii. Progress was currently focused upon two strategic imperatives: research and innovation and student volunteering. Links would be established with the Higher Education Innovation Fund (HEIF) and work would be undertaken with UPSU and the Student Hubs to prioritise student volunteering.
 - iii. Marketing and promotion of the activities would be improved, especially with civic partners to deliver a consistent message. A civic newspaper was in development.
 - iv. There would be civic involvement in major University projects where possible. The civic team were able to provide local intelligence and political insight.
- 5.2 The Committee noted the presentation and expressed its thanks to the team for their positive contribution.

6 Equality, Diversity and Inclusion Agenda and Direction

Professor Chris Chang, Deputy Vice-Chancellor (Global Engagement and Student Life) provided a paper on Race Equity and the proposed Framework. Key points noted were:

- 6.1 The action plan had been developed from the desk based review of documents and information and the outcomes of the focus groups and surveys managed by Dr Jason Arday.
- 6.2 The qualitative results had identified themes characterised by the absence of understanding of the impact of colour and the reticence to report incidents. It was acknowledged that support should be provided for both students and staff.
- 6.3 Racial micro-aggressions were a common theme which would be addressed by education and upskilling to change culture. It was important to be able to have the necessary conversations to understand and address micro-aggression.
- 6.4 The action plan was linked to the Race Charter and addressed action points under six key standards:
 1. Leadership
 2. Structure and strategic planning
 3. Inclusion and culture
 4. People
 5. Digital and data
 6. Evaluation
- 6.5 The Trade Unions were supportive of the approach and had provided input into the assessment and benchmarks to identify priorities based on Red-Amber-Green traffic lights to gain collective buy-in.

- 6.6 The Framework incorporated all nine protective characteristics. Students were focused on the environment and equality and the right to exercise beliefs. A culture survey was in development for January 2022 to provide insight into intersectionality across the protected characteristics. The driver for the survey was the Athena Swan submission in June 2023 and would be repeated biennially.

Action: Deputy Directors of HR

- 6.7 It was important to be flexible to address emerging issues from survey results and work was in progress with Advance HE on programmes and identifiers to address emergent themes.

- 6.8 The following was noted in discussion:

- i. The action plan did not include timescales, which were being developed. It was acknowledged that much of the action plan were identified as green or amber.
- ii. It was important to provide clarity and to develop a common understanding of terminology through education.
- iii. Surveys provided a good source of information and it was important to ensure that survey fatigue was prevented. There were nine student participants in the focus group and 33 staff participants.
- iv. The main priorities identified would be reviewed and updated at future meetings to understand progress. Actions would require time to embed.
- v. The action plan would be launched in early 2022 and activities to facilitate a launch with impact, and that was integrated and aligned to the University Strategy were being developed, including Global Week in March 2022.

Action: Deputy Vice-Chancellor (Global Engagement and Student Life)

- vi. There would be an update provided to the Board of Governors in January 2022.

Action: Deputy Vice-Chancellor (Global Engagement and Student Life)

- 6.9 The Committee noted the update and report.

7 People Delivery Plan

Helen Dunn and Becky Hopkins, Deputy Directors of Human Resources provided a report on the priorities and progress of the People Delivery Plan. Key points noted were:

7.1 Gender Pay Gap

- i. Progression to address the gender pay gap had made little impact and a structured plan would be developed in January 2022. The plan would be linked to the Equality and Diversity and Inclusivity (EDI) Framework to ensure a co-ordination of effort to have the most impact.

Action: Deputy Director of HR (People Services)

- ii. The EDI Framework provided an infrastructure for delivery. Activities would be identified which would have a positive impact on the gender pay gap.
- iii. It was important to review many sources of information to develop the action plan such as the impact of academic structures, career pathways and succession planning.



- iv. The action plan would address both systems and behaviour. The Inclusive Leadership Programme would provide a means for people to address their responsibilities and accountability.

7.2 HR Policy Update

- i. The three new and six updated HR policies went live on 30 November 2021.
- ii. The roll-out of a programme of training was in progress and there were supporting materials online and a suite of other resources.
- iii. The timetable for policy review would be over a three-year rolling period. There were 49 HR policies and some would be prioritised for early review.

7.3 HR and Finance Transformation Project

- i. Following budget approval for the project, significant progress to improve functionality had been made. Some modules were live and further modules would be made available in the new year. It was important that the changes were communicated as the project had facilitated a different way of working.
- ii. In discussion, it was noted that the transition period would impact upon the capacity and capability of the HR teams and should be noted as a risk to be addressed.

Action: Deputy Director of HR (People Services)

7.4 Performance and Development Review (PDR)

- i. 2021/2022 was the third year of the PDR cycle following its review and when online access was made available. The move online had been a cultural shift and completion statistics would be analysed to identify where staff needed additional support.
- ii. Positive changes had been made to the online form to reduce the number of mandatory fields and to facilitate a focus on how staff supported equality and diversity.
- iii. Requests for development would be analysed to identify training gaps and these would be themed in order to build suitable programmes of learning and development.
- iv. Performance management and review would be included as a module in the Inclusive Leadership Programme to address the ability to have difficult conversations and to develop management skills.
- v. Manager assessment would be implemented in April 2023 and would be supported with coaching and training. It was important to plan to ensure that the Trades Unions supported manager assessment.

Action: Deputy Director of HR (Organisational Development)



7.5 Staff Engagement / Staff Survey Action Plan

- i. The survey results had been published online and the HR Business Partners would work with department heads and faculties to develop local plans.
- ii. The local plans would be combined into a University action plan that would be presented to UEB in the new year to provide information on University wide actions and build on the key themes from the last survey held in 2017.
- iii. A Staff Culture Survey was in development for January 2022, which was aligned to the EDI Framework, the results of which would be considered in conjunction with the 2021 Staff Survey to provide a richer picture.

7.6 Inclusive Leadership Programme

- i. The revised Inclusive Leadership Programme would be launched in early 2022, incorporating both core and elective modules, the aim of which would be to grow and develop inclusive leaders at all levels.
- ii. There were 20 managers in each cohort and seven cohorts that would participate in the first year to July 2022.
- iii. Grades four and five staff would be included in the second year of the Programme.
- iv. The cost of the programme would be £77k exclusive of VAT in the first year. The budget would be agreed by the Chair of the Infrastructure and Finance Committee.

7.7 In discussion, it was noted that:

- i. Work would be carried out over the next year on structures and the roles required to deliver the University Strategy. This would inform talent management and succession planning.
- ii. The grade expectations and role profile for academic grades was under review and would be informed by the Portfolio Review.
- iii. The Inclusive Leadership Programme would assist managers, in particular academic managers, to develop a common language and terminology for conversations about development and performance.
- iv. It was important that academics felt comfortable to discuss talent objectively and that a framework was in place to support them. It was acknowledged that this approach would be a shift in the mindset of academics to career pathways and career management.
- v. It was important to work with the Trades Unions to progress the shift in the current paradigm to secure academic support and ensure success.

7.8 Committee noted the updates.

8 Any Other Business

There was no other business.

9 Committee Indicative Business

- 9.1 Committee noted the 2022 indicative programme of work. Talent management and succession planning was scheduled for discussion at the next meeting in February 2022 and it would be important to review work to date in this area.
- 9.2 It was agreed that the presentations provided at this meeting had been positively received and members were invited to suggest future topics or areas for presentations.
- 9.3 It would be confirmed whether the next meeting would be virtual or in person.

10 Date of Next Meeting

The next meeting of the Committee would take place at 1400 on Tuesday 22 February 2022.