

**UNIVERSITY OF CAMBRIDGE**  
**COUNCIL AND GENERAL BOARD**  
**HUMAN RESOURCES COMMITTEE**

**24 April 2014**

Present: Professor Jeremy Sanders (Chair), Professor Chris Abell, Mrs Anne Jarvis, Professor Fiona Karet, Professor Judith Lieu, Dr George Reid, the Registry, Professor Nigel Slater.

In attendance: Mr Graham Allen, Mr Indi Seehra, Ms Emma Stone (Secretary).

Ms Andrea Hudson was in attendance for minute items 1567/14 and 1571/14  
Mrs Liz Timperley-Preece was in attendance for minute item 1568/14  
Mrs Lyn Goodenough was in attendance for minute item 1570/14

Apologies: Professor Martin Daunton, Dr David Good, Professor Fiona Gilbert

**MINUTES**

**1564/14      Declarations of Interest**

There were no declarations of interest.

**1565/14      Minutes**

The minutes of the meeting held on 13 March 2014 were approved.

**1566/14      Matters Arising**

The Committee received paper 24/04/14/HR359 (revised) the University Gender Action Plan revised to include specific timeframes and objectives. The Committee approved the plan.

**1567/14      University response to potential Assessment Boycott –  
Easter Term 2014**

The Committee received paper 24/04/14/HR369, a paper following an announcement by UCU that it intends to hold continuous industrial action in the form of an assessment boycott.

The Committee noted that since the March meeting of the HR Committee UCEA had made a final offer in respect of the 2014/15 pay review. It was hoped this offer would also conclude the 2013/14 pay dispute. The offer was for an uplift of 2% on all spine points, with an additional £30 on national spine point 1 (spine point 13 in Cambridge). This offer had been made on the basis that were the marking boycott to go ahead the offer would be withdrawn. The start of the boycott had been delayed until 6 May to allow time for UCU to ballot its members. The outcome of the ballot would be known on 2 May.

The Committee agreed the draft communications to staff and institutions.

#### **1568/14      Amendments to Contracts of Employment**

The Committee received paper 24/04/14/HR370, proposing some changes to contracts of employment, subject to consultation with the Partnership Working Group.

The Committee considered new contractual clauses designed to provide greater flexibility in the duties of a role and the employing institution, together with further changes in relation to notice periods, sickness absence, data protection and pay in lieu of notice. The Committee noted these clauses will be effective in contracts for new appointments but would not be retrospective. They further noted that in relation to established officers whilst the flexibility clause would set an expectation of potential mobility the extent to which the University can rely on that clause will vary according to the circumstances of an individual case.

The Committee agreed the changes be discussed with the trades unions through the Partnership Working Group, subject first to clarification of the tax position in relation to payments in lieu of notice.

#### **1569/14      Establishment of the University Offices of Lecturer (Teaching)**

The Committee received paper 24/04/14/HR371, a paper proposing the establishment of two new University Offices for teaching only appointments and draft Regulations.

The Committee noted the rationale for the creation of the proposed new offices for those whose primary responsibilities were the organisation and delivery of teaching. A consultation exercise had been conducted with the Schools and the draft Regulations drawn up having taken account of their feedback. The new proposed titles were Lecturer (Teaching) and Senior Lecturer (Teaching). It was noted that the forthcoming review of academic titles to be undertaken by the Working Group on Academic Titles may, in due course, have an impact on the titles of these new offices.

The Committee noted that the proposals placed a limit on college teaching for officers under this route and agreed that any limit on clinical activity for teaching officers with honorary NHS contracts should be explored.

The Committee approved the proposals and, subject to some minor amendments, that the draft Regulations be taken forward to General Board.

#### **1570/14      Revised Dignity at Work Policy**

The Committee received paper 24/04/14/HR372, a revised Dignity at Work Policy.

The Committee noted that the policy which was originally launched in 2006 had been reviewed and following consultation with key stakeholders redrafted.

The purpose of the revisions was to;

- provide greater clarity to those staff wishing to make a complaint
- provide better guidance for managers
- place an emphasis on early and, where possible, informal resolution of issues
- improve the time taken to hear a complaint under the procedure
- provide a better single appeals process

The Committee approved the revised policy for discussion with the trades unions at the Partnership Working Group and agreed through the University and Assistants Joint Board.

### **1571/14      Living Wage**

The Committee received paper 24/04/14/HR373, setting out the approach to implementation of the Living Wage agreed at the March meeting of the HR Committee.

The Committee noted that;

- the number of staff currently paid below the living wage had fallen since the last consideration as a result of salary increments.
- the cost of implementation was approximately £100,000
- a review of the age profile of staff in scope revealed 2 under the age of 18
- the increased costs would need to be factored into future planning rounds
- on implementation scale points below 16 would no longer be in use for non trainees
- the status of the training grades should be clarified
- implementation date would be 1 August 2014

The Committee considered that the status of the training grades and salaries should be clarified. They further agreed that a low key approach should be taken in communicating the changes to institutions and individuals affected by the increase.

The Committee approved the approach to implementation, including updating the trade unions.

### **1572/14      Implementation of a Leaver Survey**

The Committee received paper 24/04/14/HR374, proposing the introduction of a University-wide leaver survey.

The Committee discussed the proposal for an on-line survey of staff leaving the University and agreed that further work be undertaken to refine the proposed questionnaire. It was noted that as the highest number of leavers were research staff, discussion with the Office of Post Doctoral Affairs before further development of the survey might be beneficial.

The Committee agreed that a further paper be brought to the Committee at a future date.

#### **1573/14      University Training & Booking System – Update**

The Committee received paper 24/04/14/HR375, which outlined the various ways the University's Training and Booking System, (UTBS) is used to provide management information.

The Committee noted the system provided good evaluative data on training activity across the institutions that currently use it. This included a number of divisional training functions in addition to the Personal and Professional Development section of the HR Division. A number of departments were also currently using the system.

It was agreed that the system should be promoted more widely through the HR schools teams in order that a greater range of departmental activity is captured.

#### **1574/14      Equality & Diversity Training requirements for Boards of Electors and/or Appointments Committees**

The Committee received paper 24/04/14/HR376, which proposed the formalisation of E&D training requirements for members of University Boards of Electors and Appointments Committees.

The Committee approved the recommendation that Chairs and members of Boards of Electors and Appointments Committees complete the E&D Essentials on line training module prior to future committee meetings or for new appointees to taking up their role.

It was agreed that the Academic Secretary's office together with officers of the HR Division should determine the appropriate steps for implementation.

#### **1575/14      Academic Performance Management**

The Committee received paper 24/04/14/HR377, which summarised a research investigation carried out by the Leadership Foundation on academic performance management, in which Cambridge participated.

The Committee noted the range of ways in which other HEI's managed performance, including the 'stewardship approach' which is more typical of Cambridge academics.

The Committee agreed the information should be taken into account in the ongoing review of Staff Review and Development at Cambridge.

#### **1576/14      HR Management Information**

The Committee received paper 24/04/14/HR378, data for all staff in Council and General Board Institutions.

#### **1577/14      HR Director's Report**

The Committee received paper 24/04/14/HR379, the HR Director's Report.

#### **1578/14 Voluntary Research Agreements (RESERVED)**

The Committee received paper 24/04/14/HR380, one application for a VRA.

The request was approved.

#### **Any Other Business**

#### **1579/14 Tour de France Grand Depart Event**

The Committee received paper 24/04/14/HR381, a paper setting out the information currently available about the event in Cambridge on 7 July 2014.

The Committee considered the likely impact on the institutions of the University in light of the road closures, disruption to public transport and the anticipated number of visitors to the city on that day.

Following discussion it was agreed that the level of disruption was likely to be such that Heads of institution should be able to close buildings where appropriate and that across the University staff should not be required to attend work on that day with the exception of those required to maintain essential services.

It was agreed that a draft Notice setting out this approach be prepared for consideration by the General Board and Council.

#### **1580/14 Dates of meetings of the HR Committee in 2014**

The final meeting of the Committee in the academic year 2013/2014 will be held on

**30 June 2014** (revised date, time and venue) 10am-12 noon in the Council Room

#### **1581/14 Date of meetings of the HR Committee in 2014/2015**

Meetings of the HR Committee take place on Thursdays at 2pm in the Old Schools Meeting Room.

30 October	12 March
4 December	23 April
29 January 2015	11 June

#### **Director of Human Resources**

The Chairman reminded the Committee that this was the last meeting at which the Director of HR, Indi Seehra, would be present. On behalf of the Committee he thanked Indi for his tremendous contribution to the University in the development of the Human Resources Division and wished him well in his new role as Director of HR at the London School of Economics.