



The
University
Of
Sheffield.

The Council, 24 April 2017

Report of the Human Resources Committee

Date: 25 January 2017 & 22 March 2017

Chair: Ms Alison Hope

Secretary: Ms Steph O'Brien

1. **Draft revisions to the Human Resources Committee Terms of Reference**

Further to the Pinsent Masons effectiveness review recommendations provided to Council in 2016, and recent senior executive changes at the University, this item outlines proposed changes to the Human Resources Committee (HRC) Terms of Reference, for approval by Council.

Objectives

Changes are recommended to reflect the breadth and depth of the contribution made by the committee towards the management of people, for example, in:

- Steering people strategy development and execution, providing insight during development and determining the most appropriate ways to monitor progress and performance.
- Steering organisational change programmes; monitoring performance, risks and issues; and reviewing impact on organisational performance.
- Monitoring staff engagement and impact for the University; and considering further improvements that aim to improve engagement and organisational performance.
- Debating and providing insight to help determine the University response to key employment issues, both local and national. This includes, for example, impact of local and national employee relations, collective matters, disputes and action, pay bargaining, pension schemes, and changes to employment legislation.
- Monitoring effectiveness, value and financial impact of all aspects of the University's HR activities which support the people strategy and enhance the HR service.

Membership

The Human Resources Committee also proposes increasing the number of its members who also sit on Council to improve communication and understanding between Council and HRC. In addition, changes to the senior structure of the University have precipitated membership and role changes. Recommendations:

- To appoint the Provost and Deputy Vice-Chancellor as an ex-officio member (previously a member as a Pro-Vice-Chancellor nominated by the Vice-Chancellor).
- To appoint the Chair of Equality and Diversity and Inclusion Committee as an

ex-officio member.

- Ms Tracy Wray is now the Director of HR and Communications, and will therefore take over responsibility for the Directors report from Mr Andrew Dodman.

In addition, it is recommended that the Chief Operating Officer is appointed as an ex-officio member.

Changes to the membership and Terms of Reference are attached as **Appendix 1**.

2. Apprenticeships

The structure and funding arrangements for apprenticeships will be changing in April 2017 at a national level and work has been ongoing at the University to ensure readiness for these changes.

The new apprenticeship levy can be used for existing and new staff. From 6 April 2017 the University will be required to pay a levy at the rate of 0.5% of payroll, or approximately £1.3 million annually. The levy can be used to cover the costs of training provision for apprentices employed by the University, but not for the payment of apprenticeship salaries. Apprenticeship levels go up to Level 7, the equivalent of a Masters qualification. A project group is exploring how the University can maximise the use of the apprenticeship levy by reviewing where opportunities exist for both new recruits and existing staff. A comprehensive range of support for managers seeking to recruit apprentices is being developed, including consideration of recruiting apprentices in cohorts, similar to the Graduate Intern Scheme.

Workshops for managers have taken place over January, the purpose of which was to raise awareness and understanding of apprenticeships, and to start to scope the opportunities for both new and existing staff apprenticeships within Faculties and Departments. Dedicated web pages are also under development and will be launched in the near future.

3. National Pay Negotiations

The National Pay Negotiations process for 2017-18 has commenced with a consultation exercise by the Universities & Colleges Employers' Association (UCEA), which represents those HEIs which wish to participate in the negotiations. The purpose of the consultation process is to determine the negotiating brief that UCEA will work to in the negotiations with the collective trade unions at a national level. The University is intending to participate in the national pay negotiation process for 2017-18 and is considering its feedback to the consultation in light of the environment and challenges facing it.

The negotiation process normally commences in March and runs through three meetings between the parties aiming to reach a conclusion by May. If an agreement cannot be reached the dispute resolution procedure can be invoked requiring further meetings to aim to reach an agreement. Once this process has been exhausted, if a dispute remains the trade unions may be in a position to ballot their members for industrial action.

Council members should note that following the introduction of the Trade Union Act (2016), any trade union balloting its members for industrial action will need to meet more stringent requirements including the need for a turnout in any ballot of at least 50% of the membership being balloted. The impact of these new requirements has

yet to be seen across the country.

4. Pensions Update

The Universities' Superannuation Scheme (USS) is due to undergo its triennial valuation as at 31 March 2017. Employers are being consulted currently about some of the technical elements and assumptions which underpin the valuation methodology. We have convened a small group comprising HR, Finance, trade union and other staff representatives to help inform the University's response to this consultation.

The information from USS thus far indicates that if the same assumptions from the 2014 valuation are used in the 2017 valuation, the reported scheme deficit will have increased to c£14bn (from £5.3bn in 2014). If this level of deficit is reported USS have indicated that combined contributions from employers and members would need to be 44% of salaries (currently 26% - 18% employer and 8% member contributions).

The actual outcomes of the valuation will not be known until Summer 2017. Council will continue to be updated on this issue as it develops. The statutory deadline for submission to the Pensions Regulator is 30 June 2018.

Terms of Reference for the Human Resources Committee

In respect of all grades of staff:

1. To provide insight, steer development, and make recommendations to Council onsteer the University's people and employment related mission and strategy, ensuring alignment with the University strategy, mission and plan.
2. To provide a steer on organisational programmes and proposals that aim to improve and enhance overall performance and effectiveness.
3. To monitor University progress relating to staff engagement and impact on organisational performance, for example, by reviewing impact measured through the Staff Survey.
4. To receive-review reports, monitor-, debate, and advise on and-debate the University response to key employment issues, both local and national.
5. To review and approve new or revised employment policies and procedures ensure the University has appropriate employment policies and procedures in place to support the agreed people strategy and Section 6 of Statutes, as appropriate.
6. To receive and consider reports from the Director of Human Resources and Corporate Communications, including from the Joint Union Campus Committee, and other committees, bodies (e.g. related matters from the Equality, Diversity and Inclusion Committee, Health and Safety Committee), or sub-groups, as appropriate.
7. To monitor and evaluate effectiveness, financial impact, and value for money of the University's activities which support the people strategy and enhance the HR service. Consider and provide steer on the management of related risks and issues. Consider impact of activity on any approved performance indicators and against overall University performance.

Reports to: Council

Membership: *Chair:* Mrs Alison Hope (Mr Richard Mayson from 2017/18)

Ex-Officio members:

The Chair of the Council Mr Tony Pedder OBE

*The President and Vice-Chancellor Professor Sir Keith Burnett CBE,
FRS*

*The Provost and Deputy Vice-Chancellor and member of Council
Professor Shearer West*

*Chair of Equality, Diversity and Inclusion Committee and member of
Council Professor Gill Valentine*

The Chief Operating Officer Mr Andy Dodman

*The Director of Human Resources and Corporate Communications
Ms Tracy Wray*

Associate Director of Human Resources Ms Gill Tait

Four lay representatives as appointed by Council

Mrs Margaret Gildea 2014-19

Ms Judith Hardy 2016-17

Ms Mandy Coulter 2016-19

Vacancy

Five senior representatives from the Faculties

Two senior representatives of Professional Services

Secretary

Quorum: Six members of the Committee, of whom not more than four may be members of staff of the University.

Last Checked / Approved: