



HUMAN RESOURCES POLICY COMMITTEE

6 June 2011

MINUTES

Present:

Professor Malcolm Grant, President and Provost (*Chair*)
Dr Robin Aizlewood
Dr Mike Cope
Ms Louisa Johnson
Dr Suse Keay
Mr Rex Knight
Professor Nicola Miller
Ms Cheryl Newsome
Sir Stephen Wall
Mr Nigel Waugh

In attendance: Mr Geoff Lang (Director, HR Policy and Planning), Ms Karen Wishart (Secretary).

Apologies for absence were received from Mr Andrew Grainger, Professor Chris Thompson and Professor Alwyn Seeds.

Key to abbreviations

HR	Human Resources
HRPC	Human Resources Policy Committee
UCEA	Universities and Colleges Employers Association
UCU	Universities and Colleges Union
USS	Universities Superannuation Scheme

12 **HRPC MEMBERSHIP**

Noted:

12.1 There were two new members to HRPC:

- Nigel Waugh, Director of HR
- Cheryl Newsome, Director, HR Consultancy, Organisation and Staff Development to replace Su Bryant, former Head of OSD.

13 **MINUTES¹**

Approved:

13.1 The Minutes of the HRPC meeting on 18 November 2010 [*HRPC Mins.1- 11, 18.11.10*], issued previously, were confirmed by HRPC and signed by the Chair.

14 **MATTERS ARISING FROM THE MINUTES**

[see also Minute 16 below]

14A **Update on USS pension review**

[*HRPC Min.3A, 18.11.10*]

Received:

14A.1 An oral report by Nigel Waugh, Director of HR.

14A.2 A paper was tabled at the meeting and is issued herewith as Appendix HRPC 2/04 (10-11).

Reported:

14A.3 Changes to the USS pension scheme were confirmed on 10th May 2011. The key changes were:

- the increase in pension age to 65 for new and existing members (except those over 55 on the implementation date);
- the employee contribution would increase from 6.35% to 7.5%;
- the final salary scheme would be replaced by a career average earnings scheme for new entrants.

14A.4 The UCU was opposed to the changes and planned to ballot members regarding strike action. It was noted that strike action by trades unions was legitimate and pay would be deducted from staff participating in strike action.

¹ Minutes of meetings of HRPC are available online at <http://ucl.ac.uk/staff/committees/human-resources/>

15 **DRAFT HR OPERATIONAL PLAN**

Received:

- 15.1 A note at APPENDIX HRPC 2/01 (10-11).
- 15.2 An oral report by Nigel Waugh, Director of HR.

Reported:

- 15.3 The Human Resources Operational Plan 2011 intends to address feedback received from Vice-Provosts, Deans, Heads of Departments and other stakeholders. It is also intended to outline changes to the HR function to meet the needs of UCL now and in the future. The operational plan is divided into five sections:
- Modernising HR Governance and Management;
 - Reforming the HR Policy Framework;
 - Refreshing the HR Service Delivery Model;
 - Improving HR Business Processes;
 - Improving HR Communications.
- 15.4 The Plan proposes, inter alia, to revise the membership and terms of reference of the HRPC. Under the proposals for 'Modernising HR Governance and Management' it is suggested that membership of the Provost's Senior Management Team (SMT) be re-constituted as the HRPC on an as needed basis and would meet immediately following meetings of the Provost's SMT. The intention of the Plan is that staff at all levels will engage more fully in HR matters.

Discussion:

- 15.5 HRPC supported the proposals in the Operational Plan and noted that the Plan was currently being circulated to HR staff for comment. [See also Minute 18.]

16 **ABOLITION OF THE DEFAULT RETIREMENT AGE**

Received:

- 16.1 A report at APPENDIX HRPC 2/02 (10-11).
- 16.2 An oral report by Geoff Lang, Director, HR Policy and Planning.

Reported:

- 16.3 It was confirmed that the Government had abolished the default retirement age with effect from 6 April 2011. From 1 October 2011 it would not be possible to retire staff based on their age. It was noted that the likely consequence would be that the age profile of staff at UCL would increase over time. The following initiatives were proposed to manage the impact of the abolition of compulsory retirement:

- the provision of information on the age and salary profile of staff to managers to assist with workforce planning and staff budgets;
- the introduction of mentoring schemes and other processes to enable older/experienced workers to pass on their experience and knowledge to colleagues;
- guidance to managers on staff performance management for staff at all levels and ages;
- managing careers of older workers for example through flexible working options and appropriate training and promotion opportunities;
- the provision of information to staff on financial planning, pension options and possible flexible working schedules;
- clear guidance in the Capability Procedure to cover situations where there are health or dexterity issues at any age;
- a culture where retirement options can be discussed on a voluntary basis during staff appraisals or more regular work-reviews with a list of options drawn up by HR which staff and manager may wish to consider;
- HR should develop a framework of voluntary retirement incentives which might be offered to staff if part of an approved developmental workforce plan.

Discussion:

- 16.4 HRPC agreed that the suggestions proposed in the report were positive steps to managing the abolition of the default retirement age. It was noted that it should remain part of the UCL culture that the 'normal' retirement age would remain as 65.
- 16.5 It was noted that changes in the USS pension rules allowed for a more flexible approach to receiving pension payments allowing staff to continue to work but also receive part of their pension. This might assist staff who wished to reduce their work hours but not resign completely.
- 16.6 It was suggested that performance management was important at all stages of an employee's career and relevant to staff at all levels. There needs to be support and training for managers to implement performance management systems.
- 16.7 HRPC endorsed the report and the proposals for managing the abolition of the default retirement age.

17 **PROPOSED SINGLE EQUALITY STRATEGY**

Received:

- 17.1 A report at APPENDIX HRPC 2/03 (10-11) on the proposed Single Equality Strategy.
- 17.2 An oral report by Sarah Guise, Head of Equalities and Diversity.

Reported:

- 17.3 The Single Equality Strategy intends to bring together UCL's existing equalities schemes into a single strategy. This is in part a response to the Equality Act 2010 which brought together existing UK equalities legislation. In April 2011 the Public Sector Equality Duty came into force, requiring universities to set measurable equality objectives and publish equalities information by December 2011. The UCL strategy has been drafted following consultation with UCL staff and students from across different disciplines.

Discussion

- 17.4 HRPC endorsed the Equalities and Diversity Strategy in particular the new objectives on age and gender equality. With regards to religion and belief it was noted that an interfaith forum would be set-up which would include staff and students among its membership. It was noted that the Provost's Green Paper included as a 'guiding principle' *to promote tolerance, and secure positive and open relations through dialogue between different groups on campus in relation to religion, politics, gender, ethnicity and sexuality*. It was noted that improvements had been made within the UCL campus to provide space for religious reflection and access to Chaplains.

18 **DATES OF MEETINGS 2011-12**

Noted:

- 18.1 It was noted that the HR Operational Plan proposes significant changes to the membership and terms of reference of the Committee. Consequently, it was agreed that meetings of the Committee would be scheduled following implementation of the new HR Operational Plan.

Karen Wishart
Registry and Academic Services
18 July 2011