



## HUMAN RESOURCES POLICY COMMITTEE

Held on Wednesday 13 January 2016 at 8.30 a.m. in the South Wing Council Room

### MINUTES

*Present:*

Professor Michael Arthur (Chair)  
Ms Wendy Appleby  
Dame Nicola Brewer  
Professor Nick Brook  
Professor Andrew Brown  
Dr Mike Cope  
Professor Mark Emberton  
Professor Mary Fulbrook  
Mr Phil Harding  
Professor Graham Hart  
Mrs Lori Houlihan  
Mr Rex Knight  
Professor David Lomas  
Professor Charles Mitchell  
Professor Alan Penn  
Professor David Price  
Professor Geraint Rees  
Mr Tom Rowson  
Mr Mark Sudbury  
Professor Alan Thompson  
Professor Nigel Titchener-Hooker  
Mr Nigel Waugh  
Professor Jo Wolff

Apologies for absence were received from Dr Paul Ayriss, Mr Simon Cane, Dr Celia Caulcott, Dame Hazel Genn, Mr Andrew Grainger and Professor Anthony Smith.

In attendance: Mr Jon Everard, Director, HR Systems Project (for Item 7), Mr Geoff Lang, Director of Policy and Planning HR, Ms Fiona McClement, Head of Equalities and Diversity (for Items 4 and 5) and Dr Marguerite Nolan, Committee Secretary.

*Key to abbreviations used in these Minutes:*

HOD	Head of Department
HRPC	Human Resources Policy Committee
JNC	Joint Negotiating Committee
UCEA	Universities and Colleges Employers Association

## PRELIMINARY FORMAL BUSINESS

### 1. CONSTITUTION, MEMBERSHIP AND TERMS OF REFERENCE OF THE HRPC FOR 2015-16 HRPC 1-1 (15-16)

- 1.1 **Received:** The Committee received and noted the Constitution, Membership and Terms of Reference of the Human Resources Policy Committee (HRPC) for 2015-16.
- 1.2 **Noted:** That the Constitution and Membership had been updated to include the Directors of Professional Services to take account of the change of membership of the UCL Senior Management Team this academic year.

### 2. MINUTES OF THE MEETINGS OF THE HRPC HELD ON 24 JUNE 2015 AND 1 JULY 2015

- 2.1 **Approved:** The Committee approved the minutes of the last two meetings of the Human Resources Policy Committee (HRPC) held on 24 June 2015 and 1 July 2015 and these were signed by the Chair.

### 3. MATTERS ARISING FROM THE MINUTES

- 3.1 **Received:** An oral update from the Executive Director of UCL Human Resources on matters arising from the minutes of the meetings of 24 June 2015 and 1 July 2015.
- 3.2 Minute 4.3 (24 June 2015) - Following approval by the HRPC at its meeting on 24 June 2015, Early Retirement, Voluntary Severance and Staff Redundancy costs were now centrally funded. As agreed by the HRPC, this process would be reviewed in two years.
- 3.3 Minute 11.6 (24 June 2015) - No agreement had been reached yet with the unions concerning the proposed changes to the Capability policy and work was ongoing in this area.
- 3.4 Minute 1.3 (1 July 2015) - Following HRPC's consideration of the report from the Academic Promotions and Reward Review Working Group at its last meeting on 1 July 2015, work was underway to implement the recommendations put forward by the Working Group.
- 3.5 Minute 3.4 (1 July 2015) - At its last meeting on 1 July 2015, the HRPC had approved the adoption of a "vanilla" approach to the implementation of the HR Systems Transformation Project. A paper was included on the agenda of this meeting to consider policy changes and other changes that were required to support the configuration and build of the system.

## ITEMS FOR DISCUSSION

### 4. HARASSMENT AND BULLYING – ANONYMOUS REPORTING HRPC 1-2 (15-16)

- 4.1 **Considered:** The Committee considered the proposal at [HRPC 1-2 \(15-16\)](#) for the development and implementation of a new UCL Anti-Harassment Campaign and Process.
- 4.2 UCL aspired to be the most inclusive university in the UK, yet there was evidence, both anecdotally and from the Staff Survey results and HR data, of unreported bullying and harassment in some departments.

- 4.3 Other universities, notably Manchester and King's College, had been extremely proactive in designing campaigns and innovative systems to address this problem. The paper proposed that UCL should follow their example and design and invest in a bold new campaign and online system that would allow for the anonymised reporting of allegations of bullying, harassment and discrimination. Culturally, this had the potential to be transformative as it would send a much clearer message that intimidating behaviour would not be tolerated and allow targeted action, such as training, to be taken where reporting indicated that there might be a problem. A summary of Manchester University's campaign and reporting process was provided at Appendix 1.
- 4.4 The Committee gave its broad support for the proposal for the introduction of a new UCL Anti-Harassment Campaign and Process. It was noted that UCLU had launched a successful Zero Tolerance to Sexual Harassment campaign. It was agreed that UCL should discuss the proposed wider Anti-Harassment Campaign and Process with UCLU.
- 4.5 The Committee discussed the difficulty of investigating anonymous complaints. The Committee noted the approach taken by Manchester University where the complainant is informed that no direct formal investigation will take place but that reports are monitored and less direct action will take place where areas of concern are identified.
- 4.6 The Committee highlighted the importance of providing staff training on Anti-Harassment to improve behaviour.
- 4.7 Positive feedback had been received from Manchester University on the progress of their campaign. It was agreed to seek feedback from King's College on the progress of their campaign.
- 4.8 **Resolved:** The Committee resolved the following:
- a) That the proposal as set out at HRPC 1-2 (15-16) for the development and implementation of a new campaign and online system for anonymised reporting be approved in principle.
  - b) That a project group, including all relevant parties, be established with the purpose of developing a fully scoped and costed scheme for consideration by HRPC in 2016.

## 5. **DEVELOPING AN INTERNAL SCHEME FOR REIMBURSEMENT OF CHILDCARE / CARING COSTS** **HRPC 1-3 (15-16)**

- 5.1 **Considered:** The Committee considered the report on Developing an Internal Scheme for Reimbursement of Childcare / Caring Costs at HRPC 1-3 (15-16).
- 5.2 In November 2015, the Senior Management Team had agreed that the UCL Expenses Policy would be amended so that eligible staff could reclaim childcare / caring costs from their grant in accordance with RCUK policy. UCL's policy was currently being amended and would be communicated to all staff in January 2016. A note on the amendments to UCL Expenses Policy was provided at Annex A, which included the criteria to be met for claiming and the amount that could be claimed.
- 5.3 In order to achieve parity for the reimbursement of childcare and caring costs at UCL, this paper proposed how an internal scheme could potentially be developed for all staff in early 2017.
- 5.4 There was general support for the development of an internal scheme for all staff at UCL. It was proposed that feedback should be sought from other institutions such as the

University of Oxford and Imperial College London who had introduced internal reimbursement schemes to allow staff to claim caring costs as an allowable expense.

- 5.5 It was noted that any future extension of the benefit must be affordable. The uptake of the benefit by RCUK grant holders would be monitored. The Finance Department would then be in a better position to undertake the necessary financial modelling to ascertain the cost of establishing an extended scheme. The Equalities Team would explore other means for determining likely uptake, for example through Athena SWAN surveys with faculties.
- 5.6 The Committee discussed the timescale for the development of a proposal for an internal scheme. It was agreed that this should be changed to early in the 2016-17 academic year rather than early 2017, as suggested in the paper. It was also proposed that the changes being introduced to UCL's expense claim policy in January 2016, as noted above, should be referred to as a pilot scheme.
- 5.7 **Resolved:** The Committee resolved that a decision on the introduction of an internal UCL-wide scheme for reimbursement of childcare / caring costs would be taken in the autumn term 2016-17 when data would be available to support the development of the scheme.

**6. MATERNITY LEAVE FUNDING HRPC 1-4 (15-16)**

- 6.1 **Noted:** Following the circulation of the meeting papers, this item and paper had been withdrawn from this meeting pending further consultation on risks and options. An updated paper would be submitted to a meeting of the Senior Management Team in the spring term 2016 for consideration.

**7. POLICY CHANGES REQUIRED TO IMPLEMENT THE HRPC 1-5 (15-16)  
HR SYSTEMS TRANSFORMATION PROJECT**

- 7.1 **Considered:** The Committee considered the changes required for the implementation of the new HR Information System as outlined in the paper at [HRPC 1-5 \(15-16\)](#).
- 7.2 The paper proposed a small number of changes to HR policy to support the simplified design of the new HR Information System. In addition, HRPC was asked to agree to a temporary hold on the recording of changes to UCL's organisational hierarchy while the new system was built as well as a reduction in the availability of reporting services over this period.
- 7.3 The Committee highlighted the importance of providing clear communication to staff concerning the need for and the implementation of the proposed changes. It was noted that the long-term objective was to streamline and simplify the system.
- 7.4 **Resolved:** The Committee approved the following changes as set out in [HRPC 1-5 \(15-16\)](#):
- a) The policy changes as outlined in the paper;
  - b) The temporary hold on the recording of changes to UCL's organisational hierarchy between 1 February and 31 July 2016; and
  - c) The redirection of new people or salary data report requests to other data sources during the period 1 February to 31 July 2016.

## OTHER BUSINESS FOR APPROVAL OR INFORMATION

### 8. REVIEW OF EMPLOYMENT CONTRACTS HRPC 1-6 (15-16)

- 8.1 **Received:** The Committee received the report on the Review of UCL Employment Contracts at HRPC 1-6 (15-16). This item had been circulated by email separately out of session on 21 December 2015. The paper summarised the background to and actions taken to review the range of employment contracts issued at UCL and recommendations for new format and contents.
- 8.2 The Executive Director of HR gave feedback on the review of employment contracts. It was noted that the proposed changes to format were intended to clarify rather than amend existing terms and conditions.
- 8.3 **Resolved:** The Committee noted the new contracts, which would be issued to new employees starting early in 2016.

### 9. DATES OF FUTURE MEETINGS IN 2015-16:

- 9.1 **Noted:** That the following meetings of the Human Resources Policy Committee (HRPC) would be held in the spring and summer terms 2016:
- 9 March 2016 at 8.30 a.m.
  - 22 June 2016 at 8.30 a.m.

### 10. ANY OTHER BUSINESS

- 10.1 There was no other business discussed.