



People and Culture Committee

Wednesday 16 March 2022, 10am - 12pm

Minutes

Present Members:

Dr Matthew Blain (Chair); Dr Tim Beasley-Murray; Mr Paul Clark; Ms Sara Collins; Professor Adam Dennett; Professor Peter Fonagy; Mr Felipe Fouto; Professor Jennifer Hudson; Professor Martin Oliver; Ms Fiona Ryland; Dr Jolene Skordis; Ms Tania Trosini; Professor Steve Wilson; Professor Steven Vaughan.

Apologies:

Professor Kathleen Armour; Ms Beth Beasant; Ms Georgina Cade; Mr Max Hill; Professor Paola Lettieri; Mr Stuart McLellan; Professor David Price; Professor Sasha Roseneil; Professor Anthony Smith; Ms Suzanne Tyrrell; Mr Martin Wedlake; Ms Donna Williamson.

In attendance:

Dr Marion Atkinson; Ms Andie Bennett; Ms Kate Brooks; Dr Sian Christina; Ms Angela Clark; Miss Donna Dalrymple; Mr Ronnie Davidson; Ms Loleta Fahad; Mrs Kate Faxen; Mr Gearoid Garvey; Mrs Megan Gerrie; Mr Alan Harper; Professor Graham Hart; Dr Amy Hong; Professor Carey Jewitt; Mr Jonni Learoyd; Ms Viktoria Makai; Mr Charles Marson; Ms Chloe Milano; Ms Lola Odusanya; Ms Aloma Onyemah; Ms Jilly Raw; Ms Lorren Rea; Mr Mark Rice; Ms Claire Rowlinson; Professor Peter Scully; Mr Grant Skinner; Ms Donna Swann; Ms Emma Todd; Ms Chen Zhong.

Officer(s):

Ms Hannah Swallow (Secretary)

Part I: Preliminary Business

10. Minutes (2-01)

- 10.1. People and Culture Committee approved the minutes of the meeting held by the People and Culture Committee on Wednesday 10 November 2021. There were no matters arising.

Part II: Strategic Items for Discussion

11. HR Excellence in Research Action Plan (2-02)

- 11.1. Dr Amy Hong, Head of Academic and Researcher Experience presented the action plan with an overview of current challenges and proposed solutions. The following points were made during the presentation:
- a. The plan will be reviewed on a biannual basis with an eight year renewal, by external funders and UCL.
 - b. The new action plan covers the whole institution, training and development are still a key element. Initially, the plan looks at the next two years but would like to consider recommendations for what staff would like to see in the long term.
 - c. The plan is working towards improving the culture for researchers at UCL, by improving the employment experience, engaging with researchers and managers of researchers. It aims to tackle communications, build capacity and skill at local level, and provide leadership training.
- 11.2. The following points were raised in discussion:
- a. It was raised that the paper should be discussed with leadership in faculties to avoid duplication and ensure that it applies to workforce culture across the board and not just researchers. There may also be work happening in faculties which can be tied into the plan.
 - b. It was asked whether there is a more accurate way of tracking diversity metrics and where this data comes from. Dr Amy Hong will feedback on this.
 - c. It was also raised that appraisal forms are not always relevant for researchers. Dr Amy Hong confirmed that work is being done to the appraisal experience.
 - d. It was suggested that there is work across the institution already happening which could be learned from. It could be helpful to look at best/worst case scenarios. Dr Amy Hong agreed that this would be helpful.
- 11.3. Feedback was provided on the paper as requested and Dr Amy Hong will continue to add this into the action plan.

12. Mandatory Training (2-03)

- 12.1. Ms Andie Bennett, Head of Learning and Development delivered an update on the progress of the mandatory training plan. The following points were made during the presentation:
- a. The updated training plan aims to improve compliance with mandatory training, introduce consequences for not completing, update content and accessibility.
 - b. Ms Andie Bennett invited questions from the committee on the updates.

- 12.2. The following points were raised in discussion:
- a. The time frame that is acceptable for completion of the training was queried and whether there is a relevant escalation period.
 - b. It was also raised whether those on long term leave would be excluded from the numbers. Ms Andie Bennett advised that these need to be monitored by managers and ensure that when someone returns, they complete the mandatory training required.
 - c. It was asked whether emails asking staff to complete could be personalised as it was felt they are quite generic and could be clearer. Unfortunately, due to the volume of these emails, this is not possible. These communications are automated, but work can be done with managers to ensure that staff know they need to follow up on these generic emails.

12.3. People and Culture Committee approved the plan.

13. Action planning for 'My UCL Experience' Survey 2022 (2-04)

- 13.1. Mrs Kate Faxen, Head of Employee Experience presented the approach to action planning and set out a proposal to make use of the existing People and Culture Committee (P&CC) structure to oversee UCL's staff survey action planning and to lead on institutional action planning and delivery. The following points were made during the presentation:
- a. The survey team would like PCC to act as the oversight and planning committee going forwards, with a one-off workshop for members to look at the survey results.
- 13.2. The following points were raised in discussion:
- a. There were concerns raised over engagement numbers. It was suggested that the distribution of results also needs to be reviewed to assess which roles/departments are not responding.
 - b. The questions in the current survey are different to those included in previous surveys and it was therefore raised that this would hinder comparison. It was also requested that it would be useful for the previous results to be shared with current senior management.
 - c. Mrs Kate Faxen will share the results from the previous survey with the committee and a one off workshop will be scheduled for the sharing of the results of the current survey.
- 13.3. People and Culture Committee approved the use of the committee to oversee the staff survey action planning.

14. Embedding Career and Development Planning toolkit (2-05)

- 14.1. Ms Loleta Fahad, Head of Career Pathways introduced the Career and Development Planning Toolkit to the committee and will outlined the plans for

wider implementation of the toolkit across UCL. The following points were made during the presentation:

14.2.

- a. There is now a SharePoint site of resources and guidance on the toolkit and the team is offering drop in training sessions with HR Business Partners.
- b. Ms Loleta Fahad asked for feedback from the committee.

14.3. The following points were raised in discussion:

- a. There were no comments raised.

14.4. People and Culture Committee support the plan.

15. ISD Pilot Promotions Scheme (2-06)

15.1. Mr Grant Skinner, Acting IT Delivery Support Manager, IT Portfolio and Product Delivery; and Mr Alan Harper, Director of Faculty IT & Partnering presented the new ISD/ARC Promotion scheme pilot. The following points were made during the presentation:

- a. The scheme forms part of the wider employee retention strategy.
- b. Mr Alan Harper asked for feedback from the committee on the scheme.

15.2. The following points were raised in discussion:

- a. There were concerns raised about abuse of the scheme. It was asked what is unique about this group and why should the scheme be applicable. Mr Alan Harper advised that it would need to be spelled out clearly how much of the job description a person meets and IT is considered to be relevant to the nature of competition for roles, and the structure.
- b. It was also raised that regrading could be considered to do the same job. However, this scheme would prevent the staff member from having to apply for the regrading themselves.
- c. This would be a pilot scheme which is why it is only in this specific area for now.

15.3. People and Culture Committee offered support for the scheme but requested it was returned to the committee with an update.

16. Implementation of new benefits (2-07)

16.1. Mr Mark Rice, Head of Reward & Pensions presented two new benefits; ability for employees to lease electric cars on a salary sacrifice basis and the ability to purchase up to 5 days additional annual leave. The following points were made during the presentation:

- a. These reward packages are planned to go further than current offering. Details of providers for electric cars are currently being looked into.

- b. The purchase of annual leave is planned to be implemented from August 2022.

16.2. The following points were raised in discussion:

- a. It was raised that the terms for annual leave buy back need to be made clearer.
- b. It was asked whether the cost of a charging point would be included in the electric car scheme. It was confirmed that this could be added to the lease cost.
- c. It was asked whether multiple drivers could be insured on the electric car. It was confirmed that multiple drivers could be added to the insurance through the scheme.
- d. It was asked whether the annual leave scheme would be affected by flexible working or unpaid leave. This would not happen as this is a separate benefit.

16.3 People and Culture Committee approved the recommendations.

17. Implementation of staff and student childcare recommendations (2-08)

17.1. Mr Mark Rice, Head of Reward & Pensions presented the series of recommendations to improve childcare provision for student and staff parents at UCL. The following points were made during the presentation:

- a. These recommendations follow the review of childcare provision and the identified gaps in provision.
- b. The recommendations include a salary sacrifice for staff local nurseries, and the recruitment for a childcare coordination post.

17.2. The following points were raised in discussion:

- a. It was asked where funding is coming from for the recommendations. Mr Mark Rice confirmed that some of the savings will be coming from the salary sacrifice scheme.
- b. The possibility of the scheme being used for other types of care such as elderly care. This was agreed to be something that could be looked into.
- c. It was also raised whether there is currently any on site nursery provision at UCL. It was confirmed that there is but there is limited spaces. There is work being done to see whether this can be increased or include some holiday clubs in Estates.
- d. The children on campus policy may need to be reviewed. This was agreed to be picked up outside of the committee.

17.3 People and Culture Committee approved the recommendations.

18. Gender and Ethnicity Pay Report 2021 -22

- 18.1. Mr Mark Rice, Head of Reward & Pensions presented the proposed 2021-22 Gender and Ethnicity pay report. The following points were made during the presentation:
- a. The gender pay gap needs to be reported legally by UCL. This data reflects an increase in grade 6 staff due to an influx of PGTAs.
 - b. Ethnicity does not need to be legally reported but UCL report internally.
 - c. There is a higher proportion of BAME staff at lower grades and there is a lot of staff who ethnicity is unknown for in grade 6 roles. However, BAME staff have increased in grades 8, 9, and 10.
- 18.2. The following points were raised in discussion:
- a. It was raised whether there is a pay gap within grades. It was confirmed that this is not necessarily the case and that gaps show between the proportion of staff at different grades.
 - b. It was suggested that this work could align with the talent management work discussed in the paper 2-06.
 - c. It was noted that the career structures for researchers could be responsible for some of the data. Similarly, it was suggested that it could be helpful to investigate whether there is a difference between teaching and research roles and the rewards for these different roles. It could help to open up career pathways and look at the distribution of teaching loads. Mr Mark Rice will discuss with Dr Jolene Skordis separately.
 - d. It was asked what was considered a significant pay gap. This was confirmed to be over 3%.
 - e. It was suggested that this item could be raised again at another PCC meeting to continue the discussion.

18.3 People and Culture Committee noted and approved the report for publication.

19. Confidential Accelerate to Leadership Scheme (2-10)

- 19.1. Exempt from publication, please see confidential minutes.
- 19.2. Exempt from publication, please see confidential minutes.
- 19.3. Exempt from publication, please see confidential minutes.

Part III: Other Business for Approval or Information

20. New Chair Announcement

- 20.1. Dr Matthew Blain announced that as he was leaving UCL, there would be a new chair for the People and Culture Committee.
- 20.2. The new chair for the next meeting would be Miss Donna Dalrymple.

Hannah Swallow
March 2022