

**APPROVED** minutes

DRAFT – prepared by the committee secretary  
UNAPPROVED – signed off by the Senior Officer/Chair of the committee  
APPROVED – formally approved by the committee



The University of Manchester

**PEOPLE COMMITTEE**

**15 July 2022**

**Present:** Ann Barnes (Chair), Gary Buxton, Professor Danielle George, and Professor Jim Warwicker

**In attendance for all items:** Professor Dame Nancy Rothwell (President and Vice-Chancellor), Patrick Hackett (Registrar, Secretary and Chief Operating Officer), Banji Adewumi (Director of Equality, Diversity and Inclusion), Adèle Mackinlay (Director of People and Organisational Development), Sara Sawicki (Employment Solicitor), and Sally Ainsworth (Governance Manager) (minutes).

**Apologies:** Jatin Patel, Robin Philips

The Chair welcomed Gary Buxton and Banji Adewumi to their first meeting of the People Committee, as an ex- officio member (Chair of Remuneration Committee) in attendance (Director of Equality, Diversity and Inclusion), respectively.

**1 Declaration of Interests**

**Noted:** that there were no declarations of interest in relation to the agenda.

**2 People and Organisational Development Strategy**

**Received:** A copy of the People and Organisational Development Strategy

**Noted:**

- i. The Committee noted that the document is a three year strategy, which aims to create an even better place to work and study, putting our people at the core of Our Future. The paper provided details of the five strategic priorities – service, leadership, performance, culture, and wellbeing, the impact on organisational success, and colleague experience. It also laid out how the Strategy was aligned with and enabled the EDI Strategy, and how success would be measured. The Committee welcomed the Strategy and shared much positive feedback.
- ii. The Committee were informed that significant consultation had been carried out amongst staff at the University.
- iii. The Committee recommended approval of the Strategy to the Board, subject to some minor adjustments, which are detailed below:

- Could more statistics be included, in order to enable greater measurements of success, and SMART objectives
- Slight re-wording of the following point, in the 'Culture' section: greater engagement with our staff and stakeholders with a commitment to listening to colleagues and acting on their feedback
- Change wording from 'The University will benefit from...' to either 'We will benefit from...' or 'Our University will benefit from...'
- Highlight which of the University's strategic objectives align with the Strategy
- Greater emphasis on succession planning, talent management, recruitment and resilience
- In the wellbeing section: 'We will continue to encourage smarter working, and our leaders and managers will encourage all colleagues to consider where and how we can free up time.' Consider that this is not only a resource implication, but also a chance to look at how we can change and update our systems and processes to enable colleagues to work more efficiently

**Action (for all the above points): Director of People & Organisational Development.**

**Recommended:**

That the Board of Governors approve the Strategy, subject to the amendments detailed above.

**3 Equality, Diversity and Inclusion Strategy**

**Received:** a copy of the Equality, Diversity and Inclusion Strategy

**Noted:**

- i. The Committee noted that the aim of the three-year EDI strategy was to create an outstandingly inclusive place to work and study. The report provided details of the vision, the key priority areas and the key measures of success that had been identified. Diversity profiles of staff and students were included in the report.
- ii. The Committee welcomed the Strategy and gave much positive feedback. The Committee recommended approval of the Strategy to the Board (noting that the final version would include images and would be reformatted), subject to some minor adjustments, which are detailed below:
  - Offer bitesize training options to our students, allowing them to work towards digital badges, in addition to the UCIL credits
  - Encourage staff to help students to access these EDI units
  - Roll-out of revised offer of mandatory EDI training for staff by October 2023 – perhaps amend the wording if the training is not to be mandatory for staff.

The Chair of the Committee requested that the training be mandatory for all Board of Governors members.

**Action (for all the above points): Director of Equality, Diversity and Inclusion.**

**Recommended:**

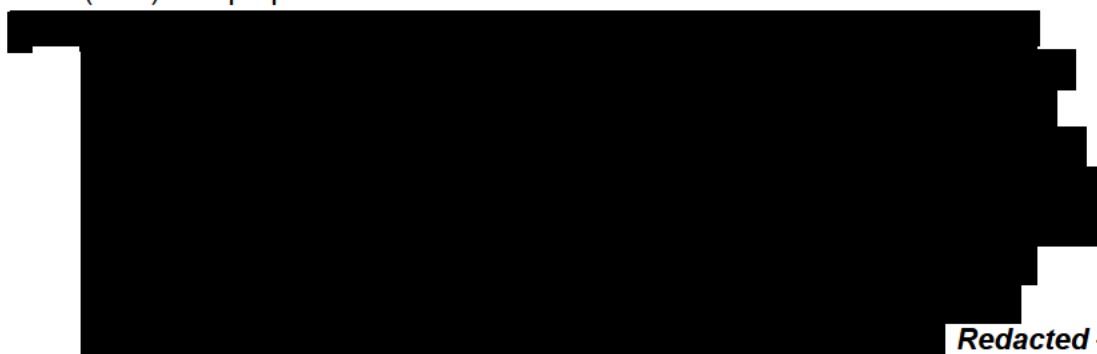
- That the Board of Governors approve the Strategy, subject to the minor revisions detailed above.

**4 The proposed restructure of Research Institutes Professional Services Leadership**

**Received:** a report from the President and Vice-Chancellor on the proposed restructure of Research Institutes Professional Services Leadership

**Noted:**

- i. The Committee noted that following an internal assessment of professional services needs and financial viability, a reduction of FTE staff at Grade 8 level across the Research Institutes within the Faculty of Science and Engineering (FSE) was proposed.



**Redacted –**

***restricted information***

- iii. The proposal was that the oversight and co-ordination of this activity could be managed with fewer Grade 8 roles across the Research and Business Engagement (RBE) team and Institutes structure in order to provide greater alignment, efficiency of service and a sufficiently broad span of control for Grade 8 roles. Integrating the above Institute operations staff alongside Grade 6 and Grade 7 peers in RBE with a direct reporting line into the Head of RBE would improve opportunities for knowledge sharing, process improvement and development of major research and business engagement opportunities within and across Institutes and the wider University.
- iv. The proposal also consolidated leadership for export control compliance within the governance function of RBE, with an existing Grade 7 role taking on responsibility from April 2022 onwards. As export controls are relevant across the Faculty, not just within Institutes, there was clear value in providing this service through other elements of the RBE team. Effective processes to manage Export Control risks were now established and embedded in BAU meaning Grade 8 level input has vastly reduced and can be absorbed within the existing RBE structure. Details of the roles affected by this proposal are detailed below:



***Redacted – restricted information***

- i. If the reduction was not achieved through voluntary severance (or redeployment), the University would move to compulsory redundancy.
- ii. The University will consult with the campus trade unions relating to the above proposals, which will include consultation in relation to voluntary severance and, if deemed necessary, compulsory redundancy. The terms of the voluntary severance scheme have already been agreed with the trade unions and by the Board of Governors. A clearly defined process and set of selection criteria for compulsory redundancy is proposed in line with Ordinance XXIII and the University's procedure "Introducing Change to Organisational Structures", and will be subject to consultation with the trade unions.
- iii. The University will ensure that a rigorous, fair and transparent process is followed for staff identified as "at risk" of redundancy and will explore opportunities for the avoidance of redundancy as set out in the Security of Employment Policy as agreed with the trade unions. This will include seeking redeployment opportunities within the University; retraining the individual where this is practical and reasonable; restricting or reducing external advertising where this is practical and reasonable.
- iv. The Board of Governors has endorsed the high ambitions of the University's Vision and Strategic Plan "Our Future". Financial sustainability is a key part of the Strategic Plan with the objective of generating operating cash of 10% of revenue before strategic expenditure. As this proposal would be reducing FTE and cost from the Faculty it would be contributing towards this objective.
- v. One Member asked for further information on how long the staff member had been in post, and how new the job description for the post was. **Action: Director of People & Organisational Development.**

**Recommended:**

- i. that the University should enter into consultation with the campus trade unions about the proposals outlined in this report and, subject to consultation, should progress with its proposals for voluntary severance;
- ii. that the University continues to take all steps outlined in the report to avoid the need for redundancy wherever this is possible and, in particular, to support the use of the University's Voluntary Severance Scheme in the affected areas;

iii. note that the People Committee should continue to oversee these proposals in accordance with Part II of Ordinance XXIII.

**5 Any other business**

None to report

**6 Next meeting**

**Noted:** that the next meeting of People Committee would be 2 November 2022.