

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



PEOPLE COMMITTEE

30 APRIL 2025

Present: Ann Barnes (Chair), Jatin Patel, Robin Phillips.

In attendance: Professor Duncan Ivison (President and Vice-Chancellor), Sarah Fox (Executive Director of EDI), Paul Marks Jones (Lead EDI Officer), Ele Morrissey (Executive Director of People) Andrew Mullen (Deputy Director of People), Sara Sawicki (University Solicitor), Sally Ainsworth (minutes)

In attendance for item 12: Stella Morris and Grace Conlon

Apologies: Professor Danielle George

1 Welcome and apologies

The Chair welcomed members the Committee.

2 Declaration of Interests

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

3 Minutes of the meeting held on 5 February 2025

Agreed: to approve the minutes of the meeting on 5 February 2025.

4 Matters arising and action log

Noted: Members queried if there was a process in place to accelerate repairs to accessible toilets on campus.

Agreed: Lead EDI Officer to query with Estates colleague and feedback to the Committee

5 An update from the Executive Director of People

Received: an update to note, from the Executive Director of People

Noted:

- i. Members received an update on progress and achievements in the last 6 months, within the Directorate. This included a refocused People executive team and priorities aligned across the University to M2035; a more fully developed HR operating model, with service user led design principles; an enhanced focus on performance and customer experience; fostering a culture of performance delivery and value for money; and looking at the core capabilities of the new centres of expertise across the Directorate.
- ii. Continuous listening opportunities - 51% of staff completed the colleague engagement survey, in addition to the newly developed colleague lifecycle surveys.

- Transparent, local ownership and accountability of actions will help improve both the outcomes and future response rates.
- iii. Future foundations readiness work is taking place, looking to simplify and standardise processes. Thanks were noted to PJ Hemmaway and his wider IT team for all their contributions. Members were informed that the report on this matter had been recommended for approval by the Board, by Finance Committee earlier on 30 April.
 - iv. A new Director of Employee Relations and Policy was now in post and looking to develop a new operating environment with the Trade Unions. Members were updated on a matter they had previously recommended to the Board - that the requirement for lay members of the Board to chair disciplinary/dismissal panels be delegated to a member of staff. UCU had raised concerns about this matter and had issued a failure to agree. Further updates will be provided in due course.
 - v. Members received an update on the business change structure and how the model would be learning from other programmes that have impacted the University, which was well received. Enquires into how the Faculty leads and champions would be selected, and further updates will be provided on this at a later date. It was noted that support from the three Deans would be vital to the success and that the design authority would be Chaired by the RSCOO. The aim will be to standardise processes across the University.
 - vi. From the next academic year, People and Remuneration Committees would be merging, in order to streamline governance and join people and remuneration activity together. The new structure will continue to fulfil statutory obligations, and the membership would include Staff/Student membership for all items.

Agreed:

Further details on how Faculty leads in the Business Change Model will be selected to be provided at the next Committee meeting

Action: Exec Director of People

6 Restructuring AHEP to ensure Strategic and Financial Sustainability

Received: a report detailing the proposed restructure of AHEP

Noted:

- i. The Association of Higher Education Professionals (AHEP) is a self-funded organisation affiliated with the University of Manchester. All staff are employed by the University and then assigned to AHEP, but AHEP receives no core University funding. All operational and staffing costs are fully met through income generated from AHEP's own activities, including professional development programmes, consultancy services, and institutional partnerships.
- ii. The proposals have been developed with oversight and approval from the AHEP Board of Trustees, and the University Executive received the proposal at their meeting on 15 April 2025 and agreed to recommend it to People Committee.
- iii. People Committee and the Board are only required to make decision on roles at Grade 6 and above, which applies to the role of [REDACTED]
The detail in the report regarding other roles was for information only.
- iv. [REDACTED]
Redacted – restricted information
- v. Every effort will be made to mitigate redundancy through voluntary severance and redeployment into suitable roles across the University. AHEP seeks approval to proceed with formal consultation and to implement the proposed restructure.

- vi. Only if it becomes necessary, will approval be sought from People Committee and the Board of Governors for implementation of the procedure for dismissal of members of staff by reason of redundancy pursuant to Statute XIII Part II and Ordinance XXIII.
- vii. Although the staff in AHEP are employed by the University their salaries and associated costs (including Voluntary Severance) are recharged to AHEP. Therefore, the University is not responsible for the costs of VS or CR if approved.

Agreed:

To recommend that the Board of Governors approve that consultation will commence with the Trade Unions and the individual in scope and at risk on the options of redeployment and Voluntary Severance.

Secretary's note: to satisfy quoracy requirements for this item, Danielle George confirmed approval of the recommendations via email.

7 Workplace Demographics

Received: a report detailing key workforce demographics

Noted:

- i. The report was created by the People Data and Analytics team, who design, manage and deliver accurate up to date and targeted People data to empower colleagues to make informed decisions.
- ii. The report is built with live data and utilises dynamic date tables and tooltips to presents data for substantive staff and their flagged main post. It allows users to easily filter to a single faculty, Academic and/or PS and these selections will be reflected in each page of the report.
- iii. Members noted the difference in female/male ratios between the faculties, and queried if this was similar to the student data within the faculties.
- iv. The data is currently accessed via People Partners, who share it with managers, as necessary. Future development will aim to give all managers access to the data for their individual areas.
- v. The comprehensive data in the reports was well received by members.

Agreed:

To confirm if the student data within the faculties mirrored that of the staff with regards to gender

Action: Workforce Information Manager

8 EDI Strategy Update, Pay gap report and Equality Information Report

Received: a report on the delivery plan and updates for EDI strategy; the pay gap report and Equality Information report

Noted:

- i. The EDI Strategy update provided People Committee members with a progress update on EDI activity across the University, with a particular focus on the implementation of the year two & three plan of the EDI Strategy with highlights of the last quarter.
- ii. The University of Manchester's 2025 Equality Information report provides comprehensive EDI information for the previous year, highlighting progress, achievements, and areas for improvement. Colleague and student data is included. The report is a positive tool for engagement and driving conversations regarding representation. Points to note in the student data included: more females than males at undergraduate level, and an increase in BAME students over a 5 year period. Enquiries were made with regards to the ongoing issue of the progression of BAME

candidates through recruitment processes. Members were advised that a paper regarding Inclusive Recruitment would be coming to the next meeting of People Committee, which will be looking to make improvements in this area.

- iii. It was noted that BAME staff are over-represented in grievance cases. The Pearn and Kandola research report into this will be presented to the next People Committee for discussion.
- iv. The pay gap report contains a high-level summary of the University of Manchester pay gaps for 2024 which was published on 28th March 2025, in line with the requirement for relevant bodies to report by the 30th March 2025.
- v. During the publication process of pay gaps for 2024, a calculation issue was discovered, relating to the calculation methodology for casual/atypical employees, leading to inaccurate data. As a result, only 2024 data was shared at this stage, and the full Pay Gap report, with analysis and actions, will be published later in the year. There is no penalty for this later submission.
- vi. Following internal legal advice, recalculating the 2022 and 2023 pay gaps is being prioritised, which will enable development of full reporting with trends analysis and actions and also to report the previous data errors to the relevant bodies.
- vii. It is anticipated that the full university pay gap report will be published in mid-May 2025, following approval through the EDI Committee. The paper provides assurance around ensuring that we build in robust governance and rigour for the future so that we have confidence in our data.
- viii. Discussions were held regarding the recent UK Supreme Court regarding the terms “woman” and “sex” in the Equality Act, and the need for debate to be respectful and compassionate. It was requested that the statement from the President and Vice-Chancellor and Executive Director of EDI to all staff on this matter be shared with members: [Our resolute commitment to equality and inclusion | StaffNet | The University of Manchester](#).

Agreed:

- i. Further discussions to take place regarding guidance for staff and students on the Supreme Court ruling. **Action: Exec Directors of EDI and People; PVC and RSCOO**
- ii. To confirm if the response rate of 81.4% for both sexual orientation and gender, and Religion in the EIR report is correct **Action: Exec Director and Lead Partner of EDI**

9 Report from the President and Vice-Chancellor on fixed term employees and those on finite funded permanent contracts

Received: a report on the data regarding fixed term employees and those on finite funded permanent contracts

Noted

- i. People Committee, as set out in Statute XIII, Part II and Ordinance XXIII, meet to consider those contracts at risk of termination due to redundancy for the period 1 January 2026 to 30 June 2026.
- ii. Members were informed that the total number of staff at risk for this period is 562, but that is important to note that it is likely that the employment of many of the staff affected will not, in fact, be terminated because there are a number of potential alternatives to this course of action.
- iii. Members were also provided with outcome and trend data relating to the period 1 September 2024 to 28 February 2025. The percentage of employees being redeployed or extended with over four years' service has increased since the last reporting period from 73% to 78%. The numbers who have been made redundant has reduced from 15% to 9%.

- iv. In addition to making recommendations to the Board, the People Committee were asked to acknowledge the work of the Task and Finish Group on Casualisation, and were advised that the group's discussions have now concluded and a final report has been drafted for joint sign off. Subject to the agreement of the report, four agreed areas of action will be taken forward and ongoing review of these will be through the established Contracts Working Group.

Agreed:

That People Committee recommend the Board:

- i. Agree to proceed with the process outlined in the Contracts Procedure to deal with those staff considered to be at risk on open ended contracts linked to finite funding for the period from 1 January 2026 to 30 June 2026.
- ii. Agree that the University continues to take all steps outlined in the report to avoid the need for redundancy wherever this is possible.
- iii. Acknowledge the work of the Task and Finish Group on Casualisation.
- iv. To confirm the March 2026 figure in the numbers of staff at risk data and provide a rationale for this **Action: Employment Services and Recruitment Manager**
- v. Final report from the Task and Finish group to be shared with the Committee for discussion.

10 Communication of Change and staff engagement update

Received: an update detailing the current position of Internal and Change Communications

Noted:

- i. The update set out the current position of Internal and Change Communications, the accomplishments over the past 12 months, and the communications and engagement priorities for 2025.
- ii. In January 2025, the Internal and Change Communications team within the Directorate of Comms, Marketing and Student Recruitment (DCMSR) was officially split into two teams (Internal Communications and Change Communications) after successfully trialling the approach for the previous 12 months. The rationale was to give each area dedicated focus and leadership due to the volume and nature of the work. Both teams continue to work collaboratively to ensure a joined-up approach to colleague communications.
- iii. Discussions took place regarding AI and the extent to which it can be used to meet the challenges faced by the Directorate. Members were advised that a working group has been established to support this.
- iv. Members also discussed M2035 and specifically the theme of One University, issues relating to single messaging, and how this fits in with the current operating model
- v. With the new Executive Director of Communications, Marketing and Student Recruitment on board, a new team structure is being developed as part of a wider review, and the Directorate are looking forward to supporting strategic direction, influencing culture, and building better connected communities across the University.

Agreed:

- i. An organogram of the new team structure in the Directorate to be shared with the Committee when available

Action Executive Director of CMSR

11 People Strategy close off report

Received:

- i. Members received a summary update, based on a review of progress on the five 2022 strategic People priorities as reported to the Board in March 2024 and, where relevant, references ongoing work developed or planned as part of the People Delivery Plan in support of the nascent Manchester 2035 institutional strategy.
- ii. Progress on the priority themes and associated actions formed three broad categories:
 - Where work has progressed and /or been completed and has transitioned to business as usual.
 - Under new leadership, with a broader based range of Centres of Excellence, priorities have been, or are in the process of being, reviewed as part of the development of a People Delivery Plan to support institutional strategy.
 - Paused or ceased pending the development of a new People Delivery Plan.
- iii. Members discussed the positive feedback received from service users congratulated the Directorate on the sustained and positive direction of travel.

12 Any other business

Members thanked the Deputy Executive Director of People for his work at the University and wished him well in his retirement.

Date of next meeting – 25 June 2025