

UNIVERSITY OF YORK

JOINT NEGOTIATION AND CONSULTATION COMMITTEE

Minutes of the Meeting held on 18 Oct 2016

Present: David Duncan, Registrar and Secretary, DJD (**Meeting Chair**)
Geoff Wall, UCU President, English and Related Literature, GW
Helen Adcock, Unison Secretary, YPP, HA
Francess Daly, Unison Chair, Law, FD
Jenny Underhill, Unison, Security, JU
Joanna de Groot, UCU Vice-President, History, JDG
Paula Tunbridge, Deputy Director of HR, PT
Bob Hide, Unite, Physics, BH
Jon Meacock, Director of Estates and Campus Services, JM
Richard Armitage, Unite Chair, Physics, RA
Susan Kane, Head of Leadership Development; HR, SK
Gary Sheen, Assistant Director – Management Accounting, GK
Anna Duarte, UCU, Centre for Health Economics, AD
James Cussens, UCU, Computer Science, JC
Maria Ayaz, Head of Equality and Diversity, MA

In Attendance: Janet Haffegge, HR Partner, JH
Layla Hemingway, HR Officer (Secretariat), LH

Apologies: Pat Lofthouse, HR Director, PL
Jeremy Lindley, Finance Director, JL
Stephen Minta, UCU, SM

1. Agenda Item 1 – Appointment of Chair

David Duncan, Registrar and Secretary, was appointed as Chair for the meeting.

2. Agenda Item 2 - Apologies

Apologies were recorded as noted above.

3. Agenda Item 3 - Approval of Minutes of the Last Meeting

The minutes of the meeting held on 10 May 2016 were approved, after the following amendments were noted;

Geoff Wall is the UCU President and Joanna De Groot is the UCU Vice-President.

4. Agenda Item 4 - Matters Arising

Organisational Change Protocol

HA stated a 'lessons learnt' session has been organised with the HR Operations Team in order to discuss the recent organisational change programmes and the opportunities to make

improvements in the process. HA commented that her feedback centred on perceived inconsistencies between different departmental approaches.

Action - HA to share the google document with feedback/comments on organisational change prior to the lessons learnt meeting which is scheduled for 8th November.

JDG added that she welcomed the 'lessons learnt' discussions and proposed that the meeting on 8th November should be without prejudice and should not be a substitute but a step towards bringing the discussion to the JNCC for full agreement.

Christmas Closure Days

HA had invited Unison members to take part in a survey as there were now 5 teams rostered to work over the Christmas closure days. The survey also asked for feedback from staff who are on-call or on stand-by about their entitlement to time off in lieu or overtime as there seemed to be inconsistencies between departments.

It was suggested it may be more appropriate to discuss this feedback at the special interest group (SIG) in November. PT stated she would update Helen Selvidge and Liz Critchley ahead of the SIG meeting.

Action – HA to share the google document with HS and LC prior to the SIG meeting.

Recruitment Pause

DJD announced that it would shortly be confirmed at Senate that the organisation-wide recruitment pause would not be extended.

Sharing New Starters information with Union Colleagues

PT outlined the various ways that union details are shared with new starters as follows:-

- Union colleagues are welcome to attend the lunchtime session of the induction to meet new starters – staff from various departments attend during this session to 'meet and greet,' hand out leaflets etc.
- Trade Union information can be included in the on-boarding pack which is sent out to all new starters
- PT delivers a session at the induction and the 3 Trade Unions are highlighted within that presentation

PT confirmed that the University was not prepared to share the individual names of new starters with union colleagues as, in order to get around the data protection issues, HR would be required to speak to each new starter to seek their permission.

JDG asked for responses to the 3 specific proposals union colleagues made on this subject. JDG relayed these as:

- A letter was sent regarding other Russell Group universities which provide this information, despite the data protection issues

- Additional information in the offer of appointment letters to include names and addresses of union colleagues
- A 5 minute presentation slot during the induction day to speak directly to new starters

Emails were received from UCU colleagues in July and August 2015 requesting new starter information, responses were provided by DJD at the time, explaining the data protection issues.

PT commented that the offer of appointment letter is a formal document, and suggested the onboarding information would be a more appropriate place to share union contact details.

Action – It was agreed PT would share the on-boarding information with union colleagues.

Facilities Time

JH stated she had sent out the facilities time allocations for last year and is waiting to hear from trade union colleagues about the allocations before confirming these to Heads of Departments.

Action – UCU to respond directly to JH about facilities time.

5. Agenda Item 5 – Strategic Update

Brexit Update and EU Staff sessions

DJD stated that any EU students starting their studies in 2016/2017 will have access to funding for the duration of their degrees. DJD added the government is being pressed via the Russell Group regarding research funding, UoY currently receive around £30 million per year from the EU in research funding. This equated to 14-15% of the University's research income.

The University employed 400 staff from the EU and UEB had asked HR colleagues for a paper setting out what other support could be offered to EU staff. Any proposals from union colleagues would be welcomed.

JDG added that UCU, on a national level, is working with UUK on ways of addressing the challenges faced by EU staff and that this work is linked to the HE Bill.

Student Recruitment

DJD stated that overall student recruitment figures are up and adjustments are being put into place for those departments that have significantly over-recruited. Similarly, five departments are subject to a 'recruitment freeze' and a 'freeze' would be introduced a further two.

Finance Update and Resource Allocation Model

GS advised that the first quarter review exercise is currently underway. There is no evidence at this stage that this year will be particularly challenging and the last year end was better than expected. A contingency budget was set aside which is no longer expected to be needed, we will know more once the quarter one exercise has been completed.

GS explained the resource allocation model is the way in which the University determines how the University shares out its financial targets across departments, in order to pay for central functions and new buildings etc.

GS explained some of the criticisms of the current model were addressed in the new model which:-

1. Incorporates an external comparator dimension
2. Introduces an income tax model to share the cost of professional support staff and estates costs
 - In the past this has been done through the TRAC model which is done retrospectively once per year. This does not allow for forward planning whereas the new model can be used to forecast the impact of changes. The revised model is forward facing and therefore, if the student numbers grow or there is more research funding, it gives a share of the financial gain to professional and support services to support changes in activity levels. Similarly if student recruitment doesn't go as well, the financial loss is shared between the departments and the centre.
 - The income tax model is split into 5 different activities, with a different tax rate for each activity as follows;
 - Teaching activity EK/EU – 27%
 - Teaching activity International – 27%
 - Research (including a contribution to overheads) – 5%
 - Research (including only direct costs, no overheads contribution) – 0%
 - Other income (such as consultancy work, grants for studentships) – 0%
 - As the activity flexes the University can either invest more or make cut backs.
3. Allows departments to be able to carry forward 100% of their over- or under-performance against target
 - In the past all of any over achievement was taken away, but since last year departments can retain 50% of any over achievement, with the other 50% going back to the centre.
 - It would need to be discussed at the next planning round how any extra funds generated through over achievement would be spent by the department.

AD enquired as to the rationale for establishing the tax rates. GS explained that the tax rate on research is lower as the University wishes to continue to encourage departments to undertake this activity. GS added that to establish the 27% for teaching activities the University worked backwards from what is needed to resource the current provision of professional support staff and estates costs.

JDG asked what incentive there is for departments to over achieve. GS explained that departments will keep 73% of any additional funds they raise.

JDG suggested the University take advice from academics on which Universities/departments are the most appropriate comparators. GS agreed that would happen.

6. Agenda Item 6 – Pensions Update

PT stated that the USS career average and over £55k earners changes have happened.

JDG added that UCU is involved in the national discussions about the next valuation of USS which is due to be completed by March 2017.

7. Agenda Item 7 – Equality and Diversity

Maria Ayaz, Head of Equality and Diversity, was introduced. MA started work with the University on 1st August having previously worked at Leeds University.

MA updated on the E&D strategy consultation which started in May, 110 staff responded. Staff and students were then invited to focus groups and 1:1 sessions and it is hoped the team will be in a position to report back on the feedback to the Equality, Diversity and Inclusion Committee in November. The plan is then to develop a draft strategic document and a framework to support the implementation of the strategy for early 2017.

Anna Reader has also been appointed as Athena Swan Co-ordinator. Anna will provide support for departmental Athena Swan submissions.

MA added that much of her own work will focus on policy advice and guidance.

JDG asked if there was a way in which union colleagues can be drawn into the consultation on the draft equality strategy. JDG expressed the view that it was important to support implementation at departmental level.

It was noted that RA is the union representative on the EDIC (Equality, Diversity and Inclusion Committee).

8. Agenda Item 8 – Collective Communications

PT spoke about the quarterly collective communications meetings at which change programmes are discussed, as well as statistics around redeployment and redundancies. These meetings are in addition to the discussions which take place between HR Operations and union colleagues on individual change programmes.

PT explained that due to the variable attendance from union colleagues at the Collective Communications meetings, Union colleagues had been asked to consider whether the meetings should continue in their current format or whether information sharing via written submission would be more appropriate.

JDG spoke in favour of retaining the meetings. BH agreed there would be value in continuing with the meetings.

It was agreed that these meetings would continue.

9. Agenda Item 9 – Special Interest Group

PT advised that Rewarding Excellence has been under review after UEB had asked for a non-consolidated reward scheme to replace the current scheme which offers additional increment points.

PT explained management had failed to reach an agreement with union colleagues and as a result the current scheme is now running until 31st October.

PT added that the Rewards Manager had left the University in August and the new post holder would not be in position until the new year.

JDG confirmed that the position of the unions was to reject the non-consolidated payment scheme, but if management wished to resume the discussions UCU would be happy to do so.

JDG asked if there was a plan for the Making the Difference scheme to become centrally funded.

DJD explained that there was some sympathy with that view as it was recognised as a considerable cost for departments, and it is currently inequitable as practice across departments differs. DJD asked for that to be left with him for consideration.

Action – DJD to consider funding options for the Making the Difference scheme.

10. Agenda Item 10 – UCU, Unison and Unite Agenda Items

Performance Review

There was a discussion about the University's PR process. UCU colleagues had provided a summary of their survey on performance review and felt that their concerns had not been addressed. They had given consideration to advising their members not to take part in the PR process, but decided not to do that.

PT confirmed that the UCU paper had been shared with Pat Lofthouse and Alex Brierley from HR, and referenced the email Alex Brierley sent to union colleagues recently in response to their concerns about confidentiality issues. This response was sent along with the moderation guidelines.

PT suggested that the issues about wording could be looked at once this first PR round was over.

GW confirmed that concerns about confidentiality remain amongst academic colleagues. DJD stated that his role as a moderator does not present any confidentiality issues.

PT explained that if people had specific issues which were sensitive or personal that have had an effect on their performance a general statement not breaking any confidences can be included in the paperwork.

JDG remained concerned that information on individuals was moving from the department to the faculty.

SK explained she had been involved in some PR training recently and had been pleasantly surprised by the fact that confidentiality issues had not been brought up, this represented a real shift from this subject being discussed a great deal when the PR training was first being rolled-out around a year ago.

RA questioned what the faculty gains from having the overview. DJD explained the main reason for this is to look at the level of consistency between managers and to see any patterns or trends to the data.

It was agreed that a full PR cycle needed to happen prior to any review but that union colleagues should continue to gather and share any feedback from members.

AD asked if the training material for the PR training could be shared.

SK agreed to share the material, with the add-on that although the material will give an overview there will be some differences to what is delivered between facilitators.

PT also reminded union colleagues that e-learning training for reviewees is available online.

Equal Pay Audit

PT advised that an equal pay audit had been carried out and the findings were being analysed and would be presented to UEB.

It was agreed the report would be brought to the next JNCC meeting in February.

Action – Equal Pay Report; include on February JNCC agenda.

JDG added that the gender pay gap is high on the agenda for members and UCU will be working with UCEA to advance this agenda.

11. Agenda Item 11 – HR Update

Professional and Support Services Survey Update

DJD advised that the annual survey on professional and support services had been completed and the results indicated that York was ahead of the benchmark.

DJD added that the responses would be analysed and the results would be shared in more detail at the next meeting.

Action - Professional and support services survey; include on February JNCC agenda.

Pay Award

PT confirmed that the University is following UCEA's instruction to implement the pay award offer, which is a 1.1% uplift for all spine points except the lower spine points which have an increased uplift. This would be implemented in November and back-dated to August.

Right to Work

PT reiterated the importance of compliance with right to work legislation being enforced by UKVI. A great deal of work has been done to improve our processes, particularly in relation to casual staff, external examiners and to ensure that students do not work more than 20 hours per week.

JDG commented on the approach to right to work for external examiners at other Universities, which seems to be less onerous. PT confirmed that accepting photocopies of right to work documents is not compliant with the legislation.

Trade Union Act

JH stated that it has now been confirmed that HEI's are classed as 'public sector' employers under the legislation and we will therefore need to consider how we will comply with the provisions of the Act on facilities time/check off.

Learning and Development Update

SK gave the following update about recent activity in the Learning and Development team;

- The University has recently received a Princess Royal Training Award in recognition of our learning and development programme. York is the only HEI to have received this award.
- Work is ongoing with the Careers team to support a student leadership programme. This would support employability by encouraging students to articulate their additional learning from extra-curricular activities.
- Development and Assessment Centres (DACs) have now been rolled out for grades 5 and 6, as well as grade 7 and 8. More females than males have applied to participate in the programme, which is similar to the programme for grades 7 and 8. More staff from central departments have applied to take part than staff from academic departments. There has been positive feedback from the individuals who have taken part and there has been an example of using the DACs candidates for recruitment, with a secondment being filled using that approach.

FD asked whether DACs will be extended to grades 3 and 4.

SK explained that a full evaluation will need to take place for the grades 5 and 6 to determine the tangible impact at an individual, departmental and University level. SK advised that the 'what next' discussions have already started.

Professional@York

SK explained that the team had been inundated with nominations for the Professional@York awards, 168 in total, representing a good mix of submissions from different areas. It is the intention to acknowledge all nominations.

The winners for each category will be announced at the conference on 8th December. So far 440 have people booked places at the conference.

AOB

DJD thanked Jon Meacock, Director of Estates and Campus Services, who is leaving the University at the end of October.

12. Agenda Item 12 – Date of Next JNCC Meeting

Next meeting - 14 February 2017, H/G17, 2pm

13. Agenda Item 13 – Dates of future JNCC meetings

Future meetings - 16 May 2017
17 October 2017