

Restricted Minutes

Appointments and Governance Committee

19/01 A meeting of the Appointments and Governance Committee was held in Committee Room 2, Whiteknights House on Tuesday 29 January 2019 at 3.30 pm.

Present:

The President of Council (Dr P.R. Preston) (Chair)
The Acting Vice-Chancellor (for Minutes 19/01-19/04 and 19/06-19/09 only)
Professor Gavin Brooks
Professor Simon Chandler-Wilde
Vice-President, Mr Robin Evans
Vice-President, Mrs Kate Owen
Lay Member of the Council, Mr Steve Sherman
Lay Member of the Council, Mrs Sue Woodman

In attendance:

University Secretary (Dr R.J. Messer)
Head of Governance (Ms L.V. Sharman)

19/02 The Minutes (18/20-18/37) of the meetings held on 22 October 2018 were approved.

Arising on the Minutes:

Minute 18/28 Membership of the Council

Report that, at its meeting on 28 November 2018 the Council:

Noted the continuing commitment of the Council and the Appointments and Governance Committee to the rationalisation of the Council's membership and a reduction in its size consistent with efficiency. Following the departure of Dr Erskine and Mr Sherman on completion of their terms, further lay members should be recruited in order to ensure that lay members' workload remained reasonable and that the quoracy of meetings was not at risk. Some appointments to committees would be deferred until new lay members had been recruited. The University Secretary and Chief Strategy Officer was currently undertaking a skills audit to inform the recruitment process.

Agreed that:

- (a) Ms P. Egan and Dr B. Rawal be re-appointed to membership of the Council in Class 2 for the period from 1 January 2019 to 31 December 2021;
- (b) A process be undertaken to appoint to the Class 2 membership of the Council (in view of the departure of Dr Erskine and Mr Sherman, following the completion of their ninth and final year of membership on 31 July 2019);
- (c) Mrs H. Gordon be appointed to the Strategy and Finance Committee (*vice* Dr Erskine) for the period from 1 August 2019 to 31 July 2020 in the first instance. The remaining vacancy on the Strategy and Finance Committee (*vice* Mr Sherman) be filled following the recruitment of new lay members;
- (d) The vacancy on the Appointments and Governance Committee and the vacancy on the Remuneration Committee (in both cases *vice* Mr Sherman) be filled following the recruitment of new lay members;
- (e) The lay membership of the Audit Committee be increased from five to six members, and that the quorum remain three;
- (f) Mr Sherman be a co-opted member of the Audit Committee from 1 August 2019;
- (g) The vacancy on the Student Experience Committee (*vice* Mr Corrigan) be filled following the recruitment of new lay members.”

Minute 18/34 Prevent Duty

Report that, at its meeting on 28 November 2018 the Council resolved:

“That the Prevent Duty Annual Report, now submitted, be approved, and that the President of Council be authorised to sign the Prevent annual accountability statement on behalf of the Council;”

Minute 18/36 Pro-Vice-Chancellor (Teaching and Learning)

Report that, at its meeting on 28 November 2018 the Council resolved:

“That the appointment of Professor Brooks as Pro-Vice-Chancellor (Teaching and Learning) be extended to 31 July 2020.”

Matters for Report

19/03 Reports of Committees of Selection (Item 2)

The Committee received and noted one Committee of Selection report for a professorial appointment within the Henley Business School.

19/04 Report of the University Executive Board (Item 3)

There was no report on this occasion.

Appointments Matters for Discussion and Decision

The Acting Vice-Chancellor withdrew from the meeting for 19/05.

19/05 Update on the Appointment of the Vice-Chancellor (Item 4)

The Committee received an update from the University Secretary on the appointment of the Vice-Chancellor.

It was noted that:

- Five candidates had been shortlisted [redacted, sec40]. The Selection Panel had been pleased with the quality and calibre of the applicants.
- On Thursday 14 February three panels (one of academic staff, one of professional and managerial staff, and one of students) and a presentation to the Leadership Group would be held. The University Secretary assured the Committee that the composition of the panels would be as diverse as possible.
- The final meeting of the Selection Committee would be held on Friday 15 February 2019, to receive the reports of the three panels and of the Leadership Group, to interview the shortlisted candidates, and to make its decision.
- Monday 4 March 2019: Council would meet to approve the recommendation of the Selection Committee.

19/06 Membership of the Council (Item 5)

The Committee received a statement of the present overall position in respect of lay membership of the Council. It was noted that two lay members (Erskine and Sherman) would complete their ninth and final year on 31 July 2019 (their departure would leave the Council with 10 lay members), Dr Preston's third

term of office would also end on 31 July 2019. The University Secretary would submit a paper in respect of lay membership of the Council to the next meeting of the Committee on 11 June 2019.

The Committee received and noted the Skills Matrix that was undertaken for lay members. The skills matrix had identified skills gaps in the areas of audit and risk, land and property, higher education, HR, change management & development, and successful implementation of diversity and inclusion initiatives. These skills had specifically been included in the advert placed for new lay members.

The Committee received a copy of the advert for new lay membership which had been placed on the Advance HE board vacancy portal as well as selected publications. It was reported that the closing date on the advert was 1 March 2019, following closure of the advert a panel would be established to consider the expressions of interest in mid-March.

19/07 Organisational Structure and Succession Planning (Item 6)

The Committee received and noted a copy of the University's organisational structure as well as a paper, prepared by the Acting Vice-Chancellor, in respect of succession planning.

The succession planning paper detailed work previously completed and outlined a number of projects that were currently underway to support the University's approach to succession planning, including: the Leadership Behavioural framework; Employer Identity; and revisions to the Management and Leadership development programme. The Committee were asked for a steer on succession planning – what was the University wanting to achieve by improving this; gap analysis of critical roles; consideration of development opportunities to support talent and succession planning.

The Acting Vice-Chancellor informed the Committee that a considerable amount of work had been undertaken in respect of preparing senior academics who moved into Head of Department/Schools roles. In some Schools and Functions, deputies were in place. However, there was no formal University-wide approach to succession planning and this meant that the University was vulnerable to some extent should key post holders leave.

The Committee agreed that it did not want an unnecessary amount of work undertaken on this matter. It did, however, require assurance that the organisation was well led and that consideration had been given to how the University would run should there be any unforeseen absence from key colleagues. It was suggested that designated deputies should be put in place for members of the University Executive Board, Heads of School/Functions. This approach would help to identify where there were gaps and vulnerabilities.

The Committee was mindful of the need to balance resilience in the organisational structure through the designation of deputies, but also allowing the opportunity for open recruitment into roles when required.

It was agreed that the University Executive Board should discuss this matter further, and possibly discuss further with the Leadership Group

Governance Matters for Discussion and Decision

19/08 CUC Code and related (Item 7)

Report from the President on the annual appraisal of Council members and feedback on the operation of Council

The President of Council informed the Committee that this action was still in hand.

Update on the Effectiveness Review of Council

The University Secretary informed the Committee that a number of the recommendations arising out of the review of the effectiveness of the Council had now been implemented.

Further work was still required in regard to:

- Considering and bringing to Council the staff voice. It was suggested that the Chairs of the Staff Forum and some members of the People Plan Project Board be invited to the July meeting of the Council.
- The introduction of a 'buddying' system.
- Visits across the University.

Staff Pulse Survey Results 2018

The Committee received the 2018 headline staff pulse survey results and, in particular, noted the following results:

- The 2018 overall response rate was 59% (2017 – 64%; current benchmark HEIs with Capita 68%)
- The University of Reading was a good place to work 90% (2017 – 87%; HEIs 88%)
- The Employer of Choice (EoC) score had increased to 3.38 (2017 3.32; median HEIs 3.36, which was the target for this year)
- Of the 2018 results for the University of Reading, compared to those of 2017, there were: 2 statistically significant improvements; 11 deteriorations; 18 where the change was not considered statistically significant
- The most improved results were: staff feeling valued by the University; staff thinking that the University was a good place to work

- Some deteriorating results relating mostly to: staff agreeing that UEB set out a clear vision of where the University was headed; staff feeling safe and secure in their working environment; staff feeling that the University was interested in their physical wellbeing; agreement from staff that UEB manage and lead the University well.

It was reported that further work was required to extract the verbatim comments and to produce bespoke summaries for each School/Function. The results would then be discussed further with the Leadership Group on 6 February 2019.

The Committee noted that given the change and uncertainty that the University was currently going through that a number of the results were reflective of that. The verbatim comments would be helpful in contextualising the results; the Committee asked to see these once they were available.

It was suggested that deep rooted cultural objection to change needed a long-term campaign so that staff understood that there would always be change in the future and that change was positive. The University Secretary informed the Committee that a Change Management Group had been established, which was looking at practical set of initiatives that could be taken forward as well as examples of good practice at other universities.

In regard to results in relation to harassment and bullying , the Dean for Diversity and Inclusion highlighted to the Committee a range of measures that had been put in place, including: new Harassment and Bullying Policy and Procedure; change in the focus of the harassment advisors; Never OK campaign

19/09 Dates of meetings in the Session 2018/19

Meetings of the Appointments Committee in the Session 2018-19 had been scheduled for:

Tuesday 11 June 2019 at 12.00pm