

## Meeting of the HR Committee

4pm on Tuesday 14 October 2014  
Room 1B27, Technopark, London Road, London SE1

### Agenda

<i>Item</i>	<i>Paper</i>	<i>Presenter</i>
1. Chair's welcome and apologies		Chair
2. Declarations of Interest		Chair
3. Minutes of the previous meeting (for publication)	HR.13(14)	Chair
4. Matters arising		Chair
5. Update on HR aspects of change programme (to discuss and note)	Verbal report	VC
6. Equality, Diversity and Inclusion (to discuss and note): <ul style="list-style-type: none"><li>• A – Assurance report</li><li>• B – Analysis of workforce</li><li>• C – Staff recruitment data</li></ul>	HR.14(14)	EDHR
7. Organisation and People key priorities	HR.15(14)	EDHR
8. Committee terms of reference (to note)	HR.16(14)	Sec
9. Committee forward plan (to note)	HR.17(14)	Sec
10. Any other business		Chair
Date of next meeting – 4pm on Tuesday 24 March 2015		Chair

Members: Anne Montgomery (Chair), Prof David Phoenix (Vice Chancellor) Steve Balmont, Hilary McCallion and Mee Ling Ng.

Observer: Jon Warwick

With: Executive Director of Human Resources, Chief Financial Officer, University Secretary, Director of HR and Governance Manager.

	PAPER NO: HR.13(14)	
Board/Committee:	Human Resources Committee	
Date:	14 October 2014	
Paper title:	Minutes of the meeting of 18 June 2014	
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors	
Board sponsor:	Anne Montgomery, Chair of the Human Resources Committee	
<b>Recommendation:</b>	That the committee approve the minutes of its last meeting.	
Aspect of the Corporate Plan to which this will help deliver?	N/A	
Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	Published on the University's website	

### **Executive summary**

The Committee is requested to approve the minutes of its meeting of 18 June 2014 for publication. There are no suggested redactions.

# **London South Bank University**

Minutes of the meeting of the Human Resources Committee  
held at 4pm on Wednesday, 18 June 2014  
in Room 1B16, Technopark, London Road, London SE1

## **Present**

Anne Montgomery	Chair
Prof David Phoenix	Vice Chancellor
Prof Hilary McCallion	
Mee Ling Ng	

## **In attendance**

Katie Boyce	Director of Human Resources
Prof Phil Cardew	Pro Vice Chancellor (Academic)
Mandy Eddolls	Interim Executive Director of Human Resources and Organisational Development
Richard Flatman	Chief Financial Officer
Ian Mehrtens	Chief Operating Officer
James Stevenson	University Secretary and Clerk to the Board of Governors
Michael Broadway	Governance Manager

## **Welcome and Apologies**

1. Apologies had been received from Steve Balmont and Jon Warwick.
2. The committee welcomed Hilary McCallion and Mandy Eddolls to their first meeting of the committee.

## **Declarations of Interest**

3. No interests were declared on any item on the agenda.

## **Minutes of the meeting held on 24 February 2014**

4. The minutes of the meeting held on 24 February 2014 were approved (paper **HR.08(14)**). The redactions were approved for publication.

## **Matters Arising**

5. Matters arising were covered elsewhere on the agenda. It was noted that the recommendation regarding national pay bargaining had not been circulated prior to the Board meeting.

## **Update on Developing our Structures**

6. The committee noted a presentation from the Vice Chancellor on the change programme 'Developing our Structures'. The University strategy for 2015-2020 was being developed and would be considered by the Board at its meeting of 8 July 2014. The strategic plan to implement the strategy would be considered by the Board at its meeting of 9 October 2014. The change programme consisted of 15 projects which would help achieve the strategic objects.
7. Consultation with staff on the change programme and the strategy had been generally positive.
8. The committee noted that the Deans of the following schools had been appointed: Arts and Creative Industries; Applied Science; Engineering; and Built Environment and Architecture. Following the recruitment process, appointments had not been made for the Deans of Law and Social Sciences; or Business. A further recruitment process was being undertaken to fill these positions. The importance of supporting the new Deans in understanding the new strategy was noted.
9. The committee were encouraged by the positive nature of the consultation and level of staff engagement.

## **Strategic HR matters**

10. The committee noted an update on strategic HR matters (paper **HR.09(14)**). It was noted that as part of national pay negotiations a 2% pay rise for staff nationally had been agreed which had ended the dispute with the unions. The 2% pay rise had been factored into the budget for 2014/15.

## **Equality and Diversity action plan**

11. The committee noted the equality and diversity action plan for 2013/14 (paper **HR.10(14)**).
12. It was noted that the number of female leaders in higher education was low and that this was reflected in the University's senior leadership team. The University was mindful of these diversity issues when appointing the Deputy Vice Chancellor and Deans. The University was participating in the Athena Swan programme which aimed to help develop female leaders in higher education science, technology, engineering, medicine and mathematics.

13. A report on equality, diversity and inclusion data of employees would be presented to the next committee meeting.

**Recruitment and selection policy and procedures**

14. The committee noted revised recruitment and selection policy and procedures (paper **HR.11(14)**).

**HR Committee forward plan**

15. The committee noted its annual forward plan (paper **HR.12(14)**). The committee requested regular reports on staff statistics benchmarked against competitor universities to be reported to the committee.

**Date of next meeting**

16. The date of the next meeting was confirmed as Tuesday 14 October 2014 at 4pm.

**Confirmed as a correct record:**

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**Chair**

	PAPER NO: HR.14(14)	
Board/Committee:	Human Resources	
Date:	14 October 2014	
Paper title:	Equality, Diversity and Inclusion	
Author:	Laurence Goldbourne, Senior OD and EDI Manager	
Executive sponsor:	Mandy Eddolls, Executive Director of Human Resources	
<b>Recommendation by the Executive:</b>	To note the report To support the proposal of a Staff Census in November 2014	
Aspect of the Corporate Plan to which this will help deliver?	The 'People and Organisation' workstream	
Matter previously considered by:	HR Committee	On: October 2013
Further approval required?	No	N/A
Communications – who should be made aware of the decision?	Not publication	

### **Executive summary**

This report informs the committee on LSBU's workforce for the period 1 May 2013 – 29 April 2014. It is divided into three parts:

- A – Assurance report
- B – Analysis of workforce
- C – Staff recruitment data

Part A provides an overview of our workforce by the eight protected characteristics of the Equality Act (2010) (pregnancy and maternity is not covered) and by factors such as grade. This data enables us to develop a baseline for sound equality monitoring of our workforce moving forward.

Part B provides an overview on some of LSBU's HR processes, including grievances, disciplinary procedures and redundancies broken down by ethnicity, gender and

disability. As this information is sensitive, confidential and some of the data is relatively small (so that individuals could potentially be identified), this is not for publication.

Part C provides an overview of our applicants, interviews and appointments by eight protected characteristics (pregnancy and maternity is not covered) and by factors such as grade destination. This information enables us to provide a baseline for sound equality monitoring of our recruitment practices moving forward.

The Public Sector Equality Duty applies to LSBU because all HEIs are included in schedule 19 of the Equality Act 2010. The duty means that LSBU has a legal responsibility to demonstrate that we are taking action on equality in policymaking, in the delivery of services to students and in public sector employment.

## EDI ASSURANCE REPORT 2014

### 1. Introduction

- 1.1 London South Bank University (LSBU) has a commitment towards equality, diversity and inclusion (EDI). The diversity of our staff and student body, as well as our physical location in a world city contributes to our diversity.
- 1.2 The purpose of this high-level EDI Assurance Report (Workforce) is to provide data on our existing workforce on a number of areas.
- 1.3 Workforce analysis is a key step in enabling compliance with the requirements of the Equality Act (2010). It establishes an evidence base for developing or revising activities, policies and practice. It also allows LSBU to benchmark internally and externally to identify gaps in performance, seek new approaches for improvements and adopt good practice.

### 2. Recommendations

- 2.1 **To support LSBU's proposal for a Staff Census to be conducted in November 2014.**
- 2.2 **To acknowledge the limitations of current HR systems and processes.**

### 3. Structure of EDI Assurance Report (Workforce)

- 3.1 The report is divided into three separate parts:
  - Part A provides a background to the papers as well as an overview of our workforce profile;
  - Part B which is **NOT FOR PUBLICATION** provides confidential and sensitive data on a number of our internal processes; and
  - Part C provides recruitment data between 1 May 2013 and the 29 April 2014, including emerging patterns and trends.

### 4. Limitations of the Data and Benchmarking

- 4.1 Whilst the information contained within this report is accurate, it is not entirely comprehensive. One of the reasons for this is that the data on individual staff's protected characteristics<sup>1</sup> is not complete (see section 6, 'Moving Forward' for the actions LSBU plans to take to address this issue).
- 4.2 It should be noted that this occurrence is not unique to Higher Education Institutions (HEIs), nor other public sector bodies.

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<sup>1</sup> Under the Equality Act 2010, the nine protected characteristics are age; disability; ethnicity; gender; gender reassignment; marital status and civil partnership; pregnancy & maternity; religion/belief and no belief; and sexual orientation. For HEIs, there is no requirement to monitor marital status and civil partnerships (however, this has been included in the data provided).



- 4.3 In terms of **benchmarking**, the police (including the Metropolitan Police Service (MPS), local councils and teaching institutions have all had a range of challenges in data collection and management.
- 4.4 These challenges range from encouraging staff to engage with equality data in the first instance; through to gathering accurate data; having a central collection and monitoring point; providing a robust communication and engagement programme with staff; publishing the results of any data gathering exercise; and visibly using the data to inform future policy, practice and performance.
- 4.5 In our discussions with Stonewall<sup>2</sup> as part of our Workplace Equality Index<sup>3</sup> submission this year, they highlighted that the area for improvement for most Universities was in its *monitoring of its workforce by equality data*.
- 4.6 In conversations with the Equality Challenge Unit<sup>4</sup>, there is acknowledgement of the progress HEIs have made in their data collection and management. However, the Unit also realises the challenges still to be met.
- 4.7 As stated in its document, “Embedding Equality In Student Services”<sup>5</sup>, “...*ECU encourages that where possible equality data is collected on **all the protected characteristics** and this information is analysed at key stages of the student life cycle.*” (bold theirs)
- 4.8 This principle equally applies to collating and managing workforce data. Generating this report not only identifies gaps in our process, but also presents LSBU with an opportunity to further improve its data collection and management systems.

## 5. About The Reports

- 5.1 The time period covered by this report is from the period 1 May 2013 – 29 April 2014. This time period does not reflect the totality of the number of personnel changes that have occurred in LSBU as part of the Change Programme. However, what this report does provide is a baseline by which that comparison can be made moving forward.
- 5.2 It should be noted that producing this report is labour-intensive. At least nine staff members made extensive contributions towards these reports, totalling some 43 hours.

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<sup>2</sup> Formed in 1989, Stonewall is a [lesbian, gay](#) and [bisexual rights](#) charity in the [United Kingdom](#) named after the [Stonewall Inn](#) of [Stonewall riots](#) fame in [New York City's Greenwich Village](#)

<sup>3</sup> The Stonewall Workplace Equality Index (WEI) is an annual benchmark that measure lesbian, gay men and bisexual (LGB) equality in the workplace. In 2013, LSBU was 221 out of 369 organisations, an improvement of 63 places on the previous year.

<sup>4</sup> The Equality Challenge Unit (ECU) works to further and support equality and diversity for staff and students in higher education institutions across the UK and in colleges in Scotland.

<sup>5</sup> Equality Challenge Unit, *Embedding Equality In Student Services (2014)*, page 23, paragraphs 5 and 6.

- 5.3 Part A contains workforce data from the period 1 May 2013 – 29 April 2014. It examines our workforce by protected characteristics, as well as a breakdown of our workforce by (but not limited to) grade, hourly paid lecturers (HPLs) and professoriate. (Data on sickness presently goes to Health& Safety Committee.)
- 5.4 Part A does not contain details about the take-up of staff development opportunities, internal promotions and staff engagement initiatives; for a number of reasons, including limitations in technology, this data was challenging to obtain. It is proposed that this data will be submitted to HR Committee as part of this report in the future.
- 5.5 Part B, which is not for publication, contains sensitive data covering this period. This does breakdown data by protected characteristics; however, as some of the numbers are relatively small, steps have been taken to minimise possible identification of employees.
- 5.6 Part C is the recruitment data for this period. This will be the baseline for future comparison across a similar period.
6. Moving Forward
- 6.1 Moving forward there are a number of activities that we are proposing to strengthen our existing data:
- Staff Census: With the number of personnel changes in the University, together with the need for accurate staff data from organisations such as HEFCE and HESA, HR will run a Staff Census in November 2014.
- 6.2 The purpose of this exercise will be to engage with staff to make sure that all their personal data is correct, as well as an opportunity to update information such as protected characteristics.
- 6.3 The Trade Unions have been consulted on this activity and are all in agreement of its business need.
- 6.4 Furthermore, LSBU will be participating at a forthcoming 'Peer Learning' event hosted by Business in the Community on the topic of data collection and management (7 October 2014). Other public sector organisations, including HEIs, will be present at this workshop.
- Impact Analyses: There is a need to carry out impact analyses on some of our key HR processes as and where they are appropriate.
- 6.5 These analyses can be initial, partial or full; however, they needs to fit into a wider strategic approach for how EDI objectives and activities are promoted, integrated and then mainstreamed into LSBU's day-to-day activities.

## Part A - Equality analysis of current workforce: 1 May 2013 – 29 April 2014

### 1. Context

This report provides a detailed equality analysis of London South Bank University's (LSBU) workforce. Regular equality analysis of our workforce is a key step in enabling compliance with the requirements of the Equality Act (2010). It establishes an evidence base for developing or revising activities, policies and practice. It also allows LSBU to benchmark internally and externally to identify gaps in performance, seek new approaches for improvements and adopt good practice.

The period analysed is from 1 May 2013 to 29 April 2014. This time period was selected rather than the academic or financial year in order to allow enough time for robust analysis to then present this report to the HR Committee on 14 October 2014.

The total number of employees employed at LSBU during this time period was 1917.

This report provides a detailed analysis broken down by eight of the nine protected characteristics<sup>1</sup>:

- Age
- Disability
- Ethnicity
- Gender
- Gender reassignment
- Religion
- Relationship status
- Sexual orientation

There is no analysis for the protected characteristic pregnancy and maternity which will be included in future reports.

The report also includes the number of Professors and Hourly Paid Lecturers (HPLs)

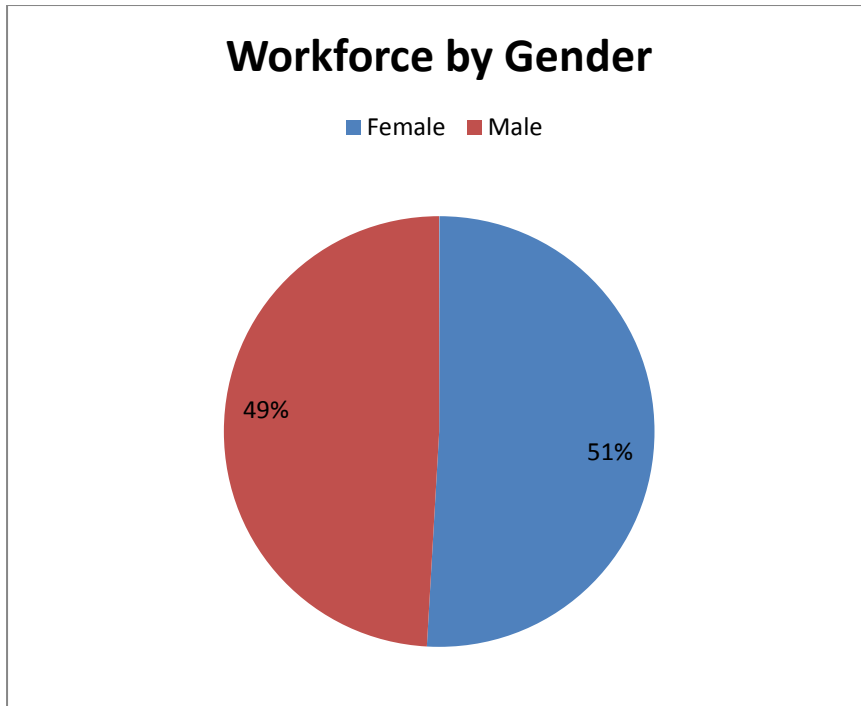
For the purpose of this analysis, recruitment to student ambassador and student telethon caller roles have not been included as this has the potential to skew the figures particularly when analysing the age demographics.

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<sup>1</sup> Although we are not required to report on marital status and civil partnership we have included this to provide a comprehensive analysis.

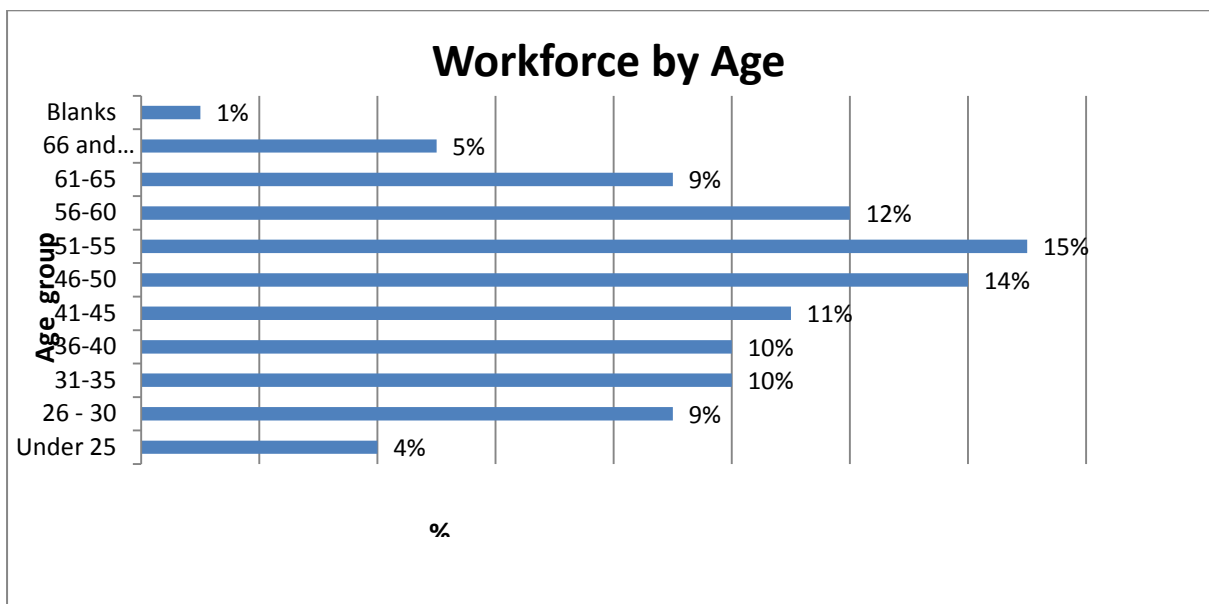
### 3. Analysis

**Chart 1 – Workforce analysis by gender**



There is a fairly equal representation of both genders when analysing the workforce purely by this characteristic.

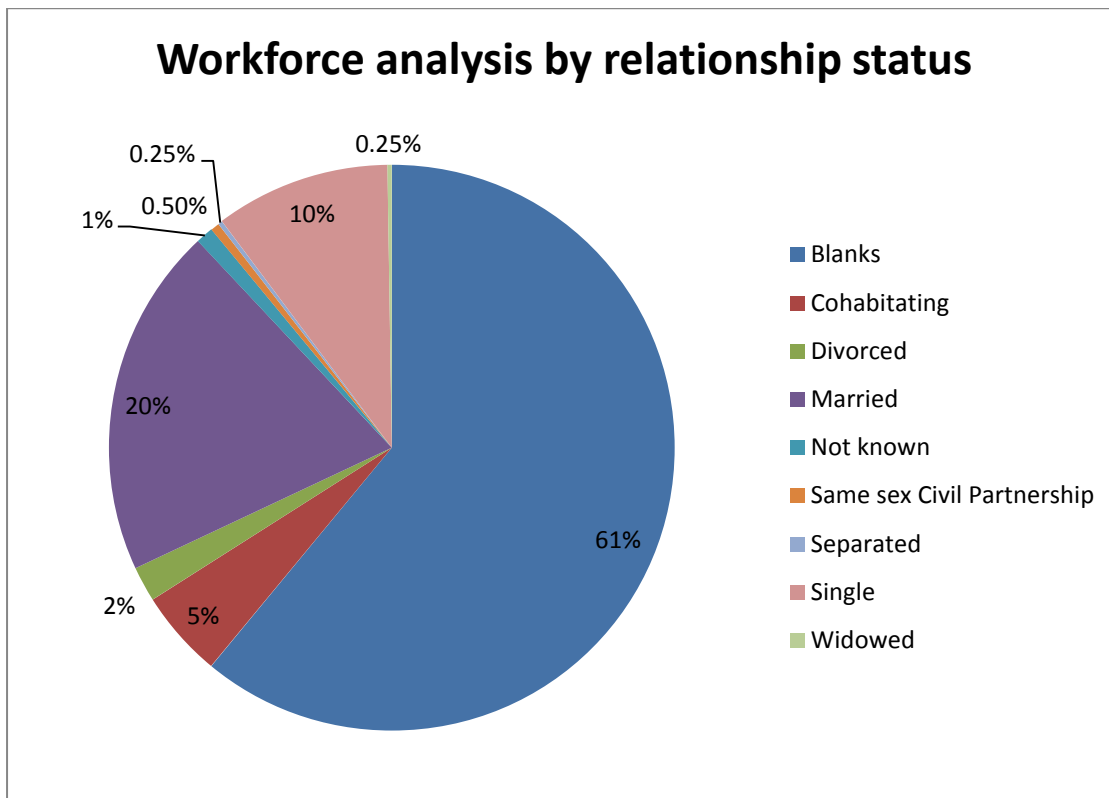
**Chart 2 – Workforce analysis by age**



The average age of an LSBU employee is 46. There is consistent representation across the age ranges.

There are 17 individuals we do not know the age of: these individuals are on secondment from external agencies to the faculty of Health and Social Care, therefore we do not hold this data on them.

**Chart 3 – Workforce analysis by relationship status (i.e. the protected characteristic ‘marital status’)**



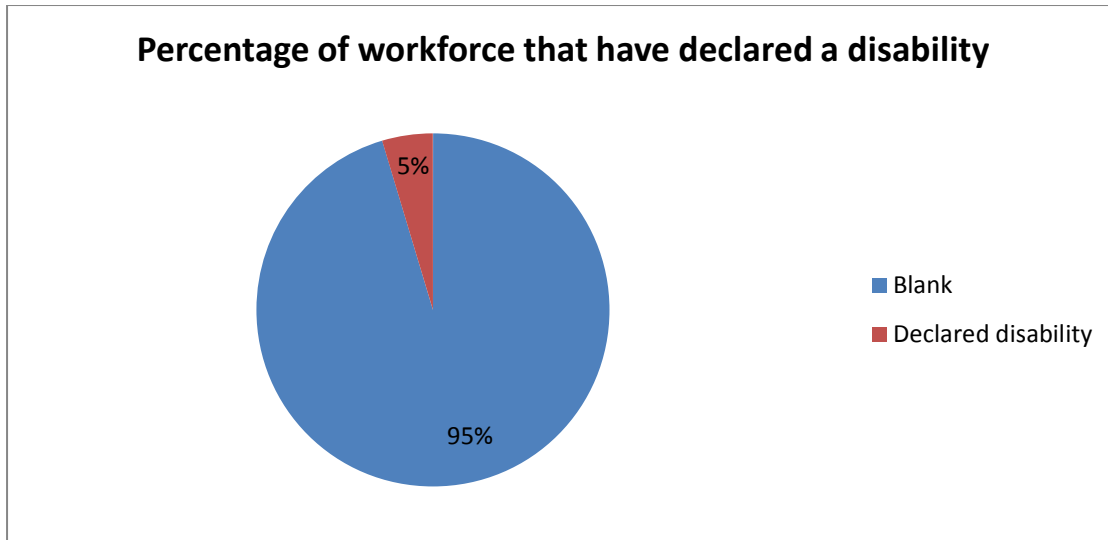
61% of employees have not disclosed their relationship status and 1% is not known therefore we do not know the relationship status for 62% of our workforce. It is unclear as to why some employee records have been entered as ‘Not Known’ rather than ‘Blank’.

Although we give individuals when completing the monitoring form the option ‘prefer not to say’, the current way we record this data does not allow us to record if this is the option individuals have chosen. Therefore, it is not possible to do an analysis of whether the culture of the organisation perhaps makes some individuals uncomfortable in sharing their relationship status.

In forthcoming Staff Census surveys, support by a clear communication plan, we will make this clearer and give employees the option to clearly state either ‘Not Known’ or ‘Prefer Not To Say’.

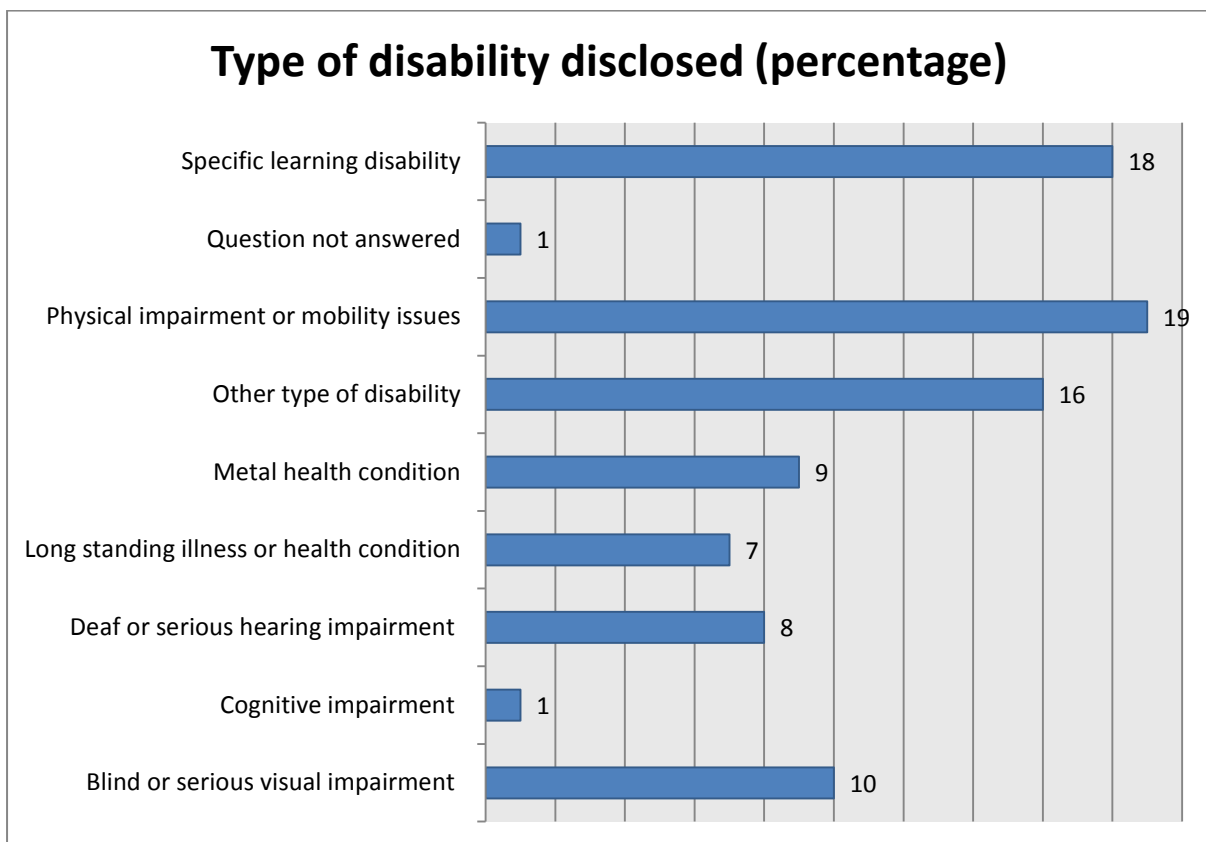
## Chart 4 – Workforce analysis by disability

### 4.1 Percentage of workforce that have declared they have a disability



'Blank' refers to where no information has been entered into the HR database in regards to whether the employee has a disability. Therefore 'Blank' in this instance denotes 'No' the employee does not have a disability.

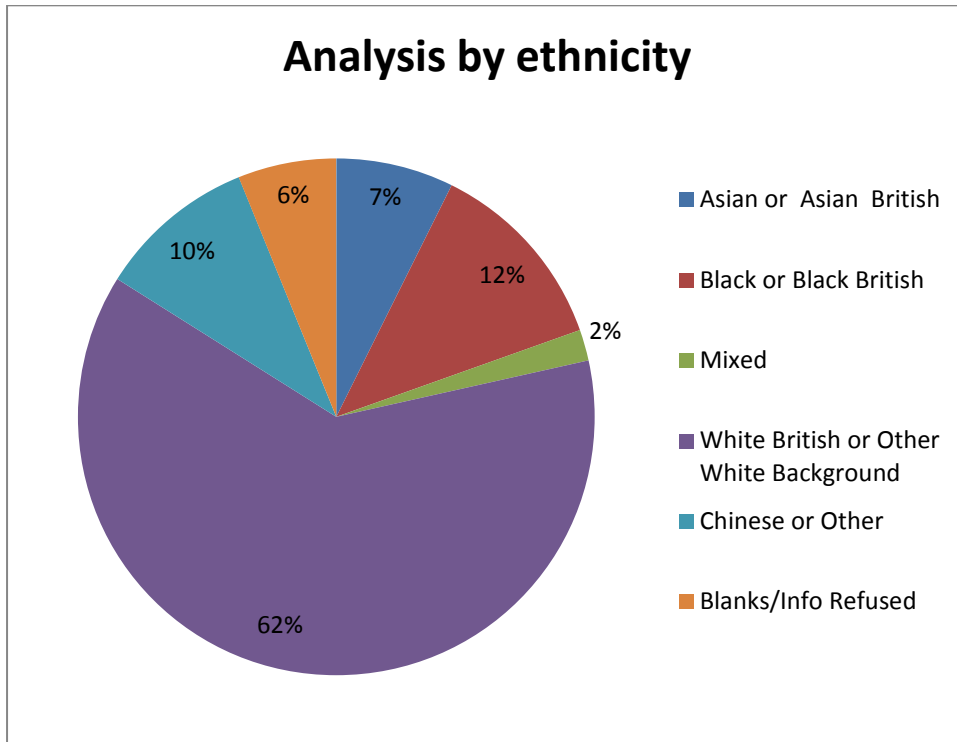
### 4.2 – Analysis of types of disabilities individuals have declared



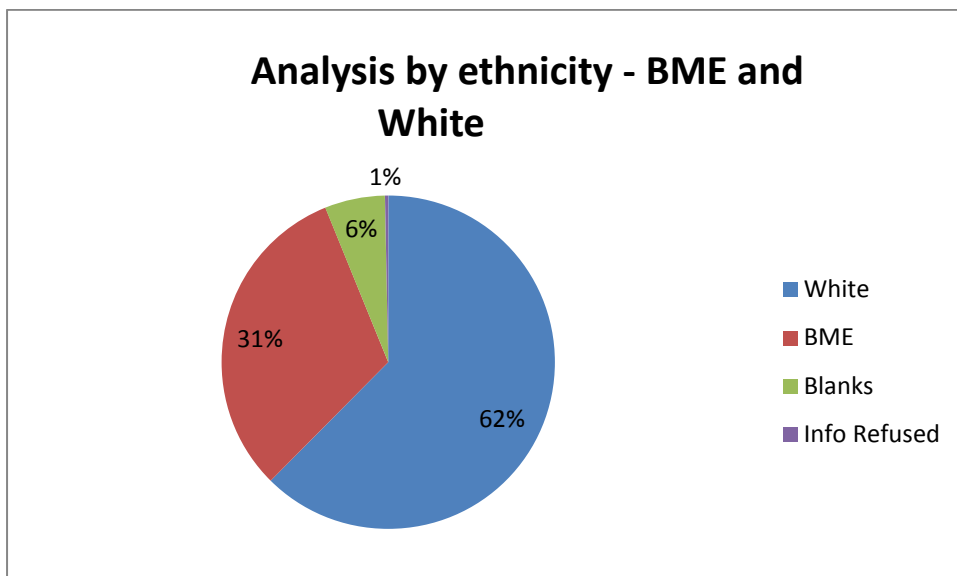
Learning disabilities and physical impairment / mobility issues are the most frequent disabilities our employees have declared they have.

### Chart 5 – Workforce analysis by Ethnicity

#### 5.1 Detailed analysis of BME and White

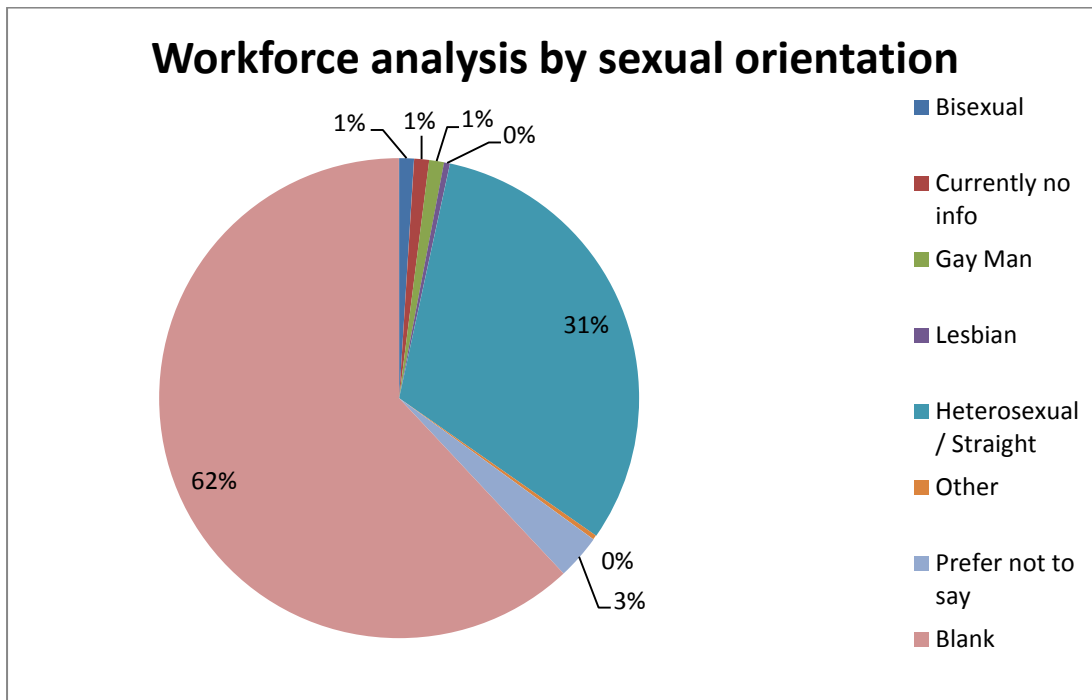


#### 5.2 BME total & White



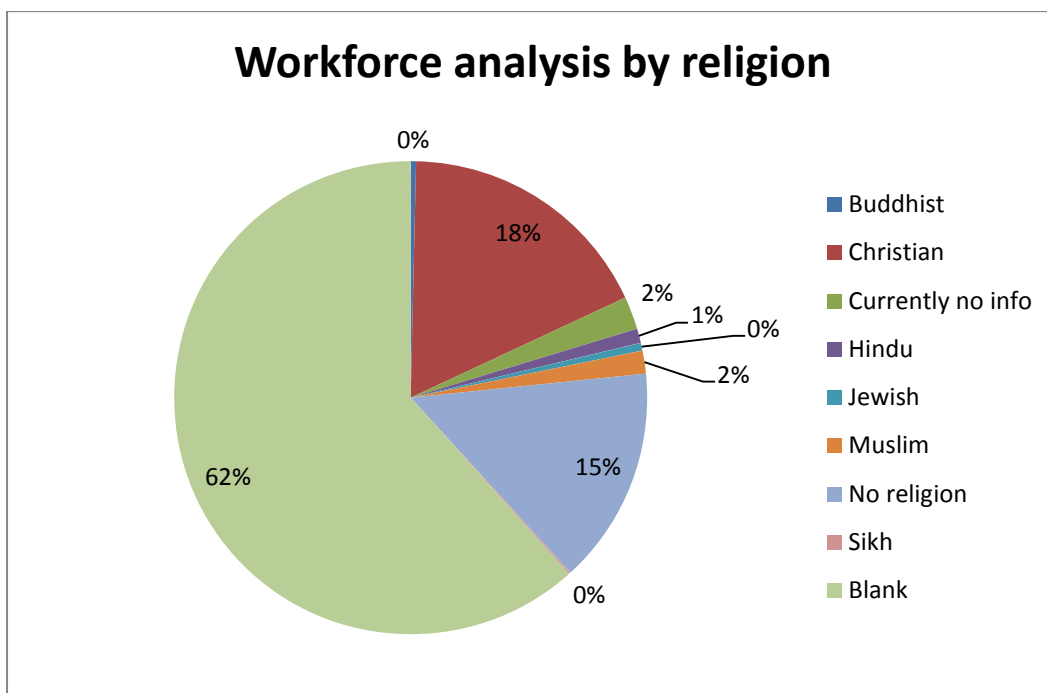
Black, Asian and Minority ethnic employees represent 31% of the workforce.

**Chart 6 - Workforce analysis by sexual orientation**



62% of employees have not provided information regarding their sexual orientation and 3% have stated that they 'Prefer Not To Say'. Therefore, in total we do not know the sexual orientation of 65% of our workforce.

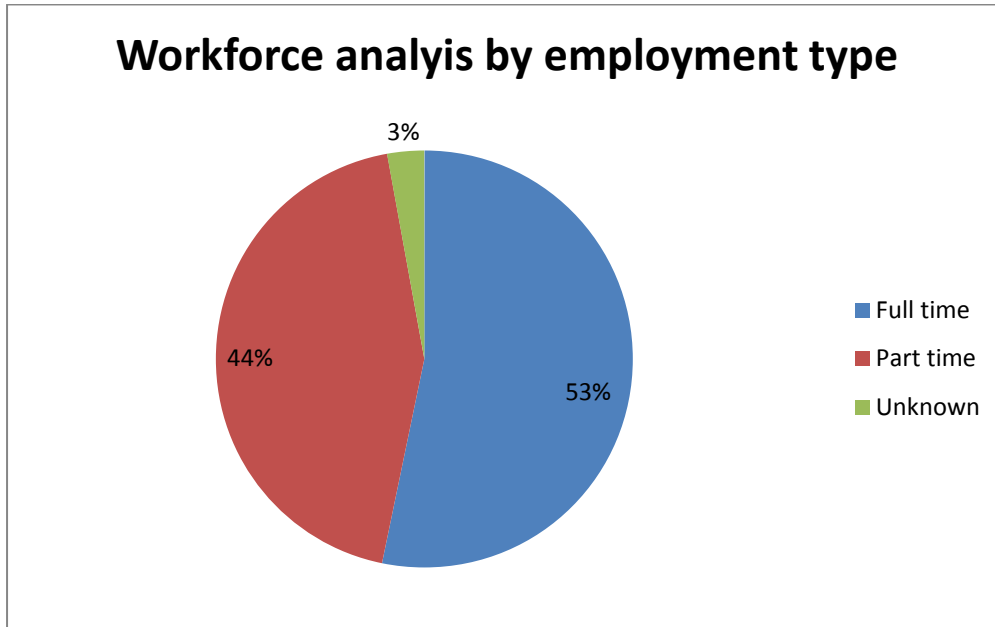
**Chart 7 - Workforce analysis by religion**





62% of employees have not shared their religion and for 2% we do not have any information, therefore we do not know the religion of 64% of our workforce. As with relationship status individuals are given the option 'prefer not to say' when completing the monitoring form, but there is not the capability to record this in the HR database.

**Chart 8 - Workforce analysis by employment type**



The 3% unknown equates to 55 employees who are Student Telephon callers, sessional and hourly paid Lecturers.

There is a relatively high number of employees working part-time but this can be mostly attributed to the employment of Hourly Paid Lecturers (HPLs) which is common practice in the Higher Education sector.

### Number of professors

Total nos. of Professors'	52
Nos. of Professors submitted to Research Excellence Framework	40

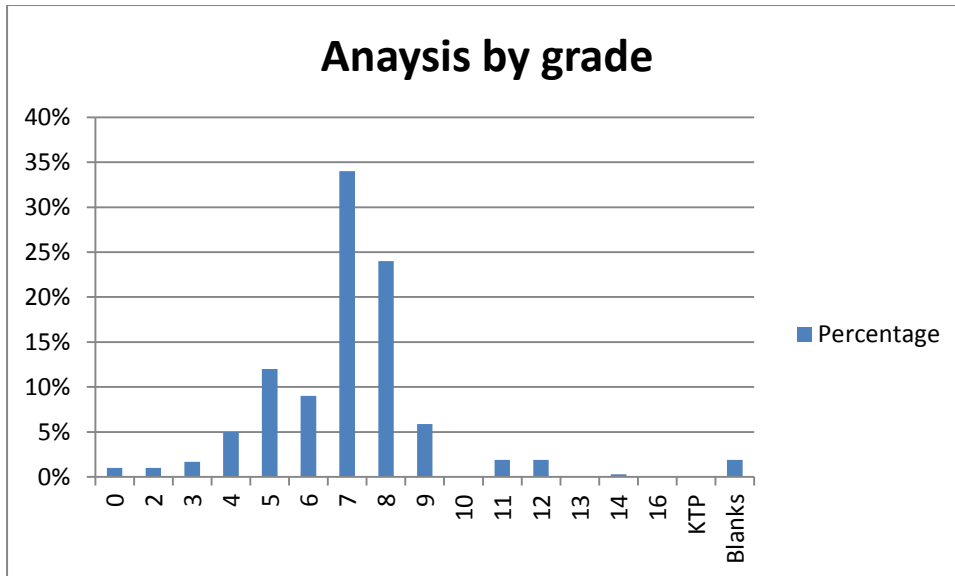
(As at March 2014)

### Hourly paid lecturers

The number of hourly paid lecturers is 289.

## Chart 9 - Workforce analysis by grade

### 9.1 Analysis by grade

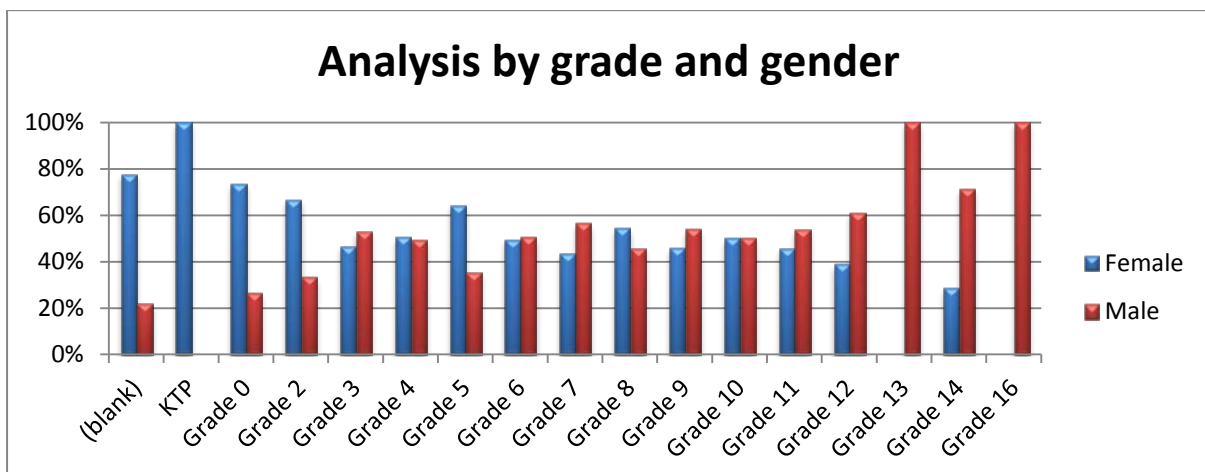


The majority of our workforce are employed in grade 7 positions (34%) followed by grade 8 (24%).

There is no grade information for 2% of employees; this represents 36 individuals who are on secondment to the University from the NHS who have retained their NHS contract and therefore are paid by them.

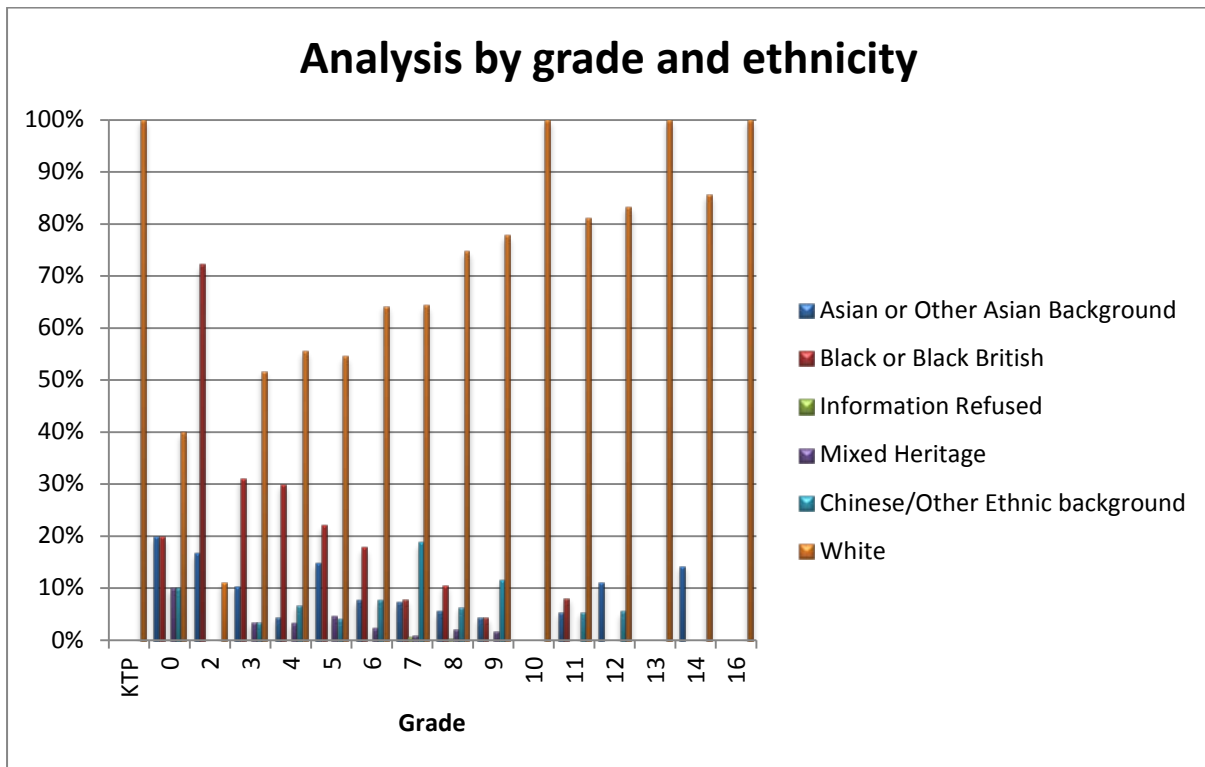
KTP refers to Knowledge Transfer Partnership; individuals we have seconded to other organisations that we receive funding for.

### 9.2 Analysis by grade and gender



Females are on the whole are greater represented in the lower grades decreasing in the more senior grades with no females in grade 13 or grade 16 posts. This trend is inverted for males.

### 9.3 Analysis by grade and ethnicity



Overall the representation of BME staff decreases in the more senior grades. Black or Black British employee's representation decreases as one moves up the grade scale compared to Asian or Other Asian background.

#### 4. Conclusion

We will use this baseline in future HR Assurance Reports to measure the impact of particular initiatives as well as to compare and contrast LSBU's with comparable universities where this data is available.

**CONFIDENTIAL – NOT FOR PUBLICATION**

- A. This confidential report summarises total numbers of employees involved in probation, grievances, disciplinaries, formal capability procedures (performance) and formal capability procedures (sickness). It also covers severances and redundancies, employment tribunals claims and other settlement agreements.
- B. The information is broken by ethnicity, gender and disability (where this data is available). It should be noted the term ‘Upheld’ refers to action taken by LSBU against the employee e.g. warning, ill-health, dismissed or ill-health retirement. ‘Rejected’ = no further action taken by LSBU against the employee.

**1. Probation**

**1.1 Number of new starters**

**Gender analysis**

Male	Female	Total
254	268	<b>522</b>

**Ethnicity analysis**

Ethnicity	No.
Asian or Asian Bangladesh	2
Asian or Asian British Indian	17
Asian or Asian British Pakistani	6
Black or Black Brit African	38
Black or Black British Caribbean	14
Chinese	3
Mixed White & Asian	4
Mixed White & Black African	4
Not known	6
Other Asian	6
Other Mixed Black	2
White	248
Blank	8
Other mixed background	7
Not provided	149
Information refused	1
Other ethnic background	4
Asian or Asian British - Bangladeshi	2
Other Black background	1
<b>Total</b>	<b>522</b>

## 1.2 Number of new starters who passed probation

### Gender analysis

Male	Female	Total
135	171	306

### Ethnicity analysis

Ethnicity	Number
Asian or Asian British - Bangladeshi	7
Asian or Asian British Indian	2
Asian or Asian British Pakistani	17
Black or Black British African	9
Black or Black British Caribbean	1
Chinese	2
Mixed White & Asian	3
Mixed White & Black African	7
Not known	5
Other Asian	126
White	61
Blank	2
Other mixed background	56
Not provided	1
Information refused	4
Other ethnic background	2
Other Black background	1
Total	306

## 1.3 Number of probations not successful

### Gender analysis

Male	Female	Total
1	0	1

### Ethnicity analysis

Ethnicity	Number
Black or Black British African	
White	1
Total	1

### Please note:

- The outstanding difference of 215 between the total number of new starters (522) and those who passed probation (306) were probations not completed or not applicable e.g. interns or short term contracts, lecturing staff who have completed probations with other institutions and not required to serve one at LSBU and temporary teaching staff like HPLs where probation is managed by the Faculties.

## 1.4 Number of probation extensions

### Gender analysis

Male	Female	Total
1	2	3

### Ethnicity analysis

Ethnicity	Number
Black or Black British African	1
White	2
<b>Total</b>	<b>3</b>

### Disability analysis

Yes	0
No	2
Unknown	1

## 2. Grievances

### Gender analysis

Male	Female	Total
1	2	3

### Ethnicity analysis

Ethnicity	Number
Black or Black British Caribbean	2
White	1
<b>Total</b>	<b>3</b>

### Outcome

Upheld	0
Rejected	3
Not yet concluded	0

## 3. Disciplinary

### Gender analysis

Male	Female	Total
7	2	9

### Ethnicity analysis

Ethnicity	Number
Asian or Asian Bangladesh	1
Black or Black British Caribbean	2
<b>White</b>	<b>6</b>
<b>Total</b>	<b>9</b>

### Outcome

Upheld	2
Rejected	5
Not yet concluded	2

## 4. Capability procedures – performance (formal)

### Gender analysis

Male	Female	Total
1	0	1

### Ethnicity analysis

Ethnicity	Number
White	1
<b>Total</b>	<b>1</b>

### Outcome

Upheld	1
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## 5. Capability procedures – sickness absence (formal)

### Gender analysis

Male	Female	Total
2	0	2

### Ethnicity analysis

Ethnicity	Number
White	1
Black or Black British Caribbean	1
<b>Total</b>	<b>2</b>

### Outcome

Upheld	2
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## 6. Severance and Redundancies

### Analysis of type of severances/redundancies

Type	Number
Voluntary Severance	43
Enhanced Redundancy	24
Statutory Redundancy	-
<b>Total</b>	<b>67</b>

### Gender analysis

Male	Female	Total
25	42	67

### Ethnicity analysis

Ethnicity	Number
White	51
BME	16
Total	67

### Disability analysis

Disabled	Number
Yes	9
No	58
Not known	67

## 7. Employment tribunal claims

### Gender analysis

Male	Female	Total
2	-	2

### Ethnicity analysis

Ethnicity	Number
White	1
Asian	1
Total	2



### Disability analysis

Disability	Number
Yes	
No	2
Total	2

### Outcome

Outcome	Number
Upheld	
Not upheld	1
Settled	1
Total	2

### 8. Other settlement agreements

Male	Female	Total
4	2	6

### Ethnicity analysis

Ethnicity	Number
White	3
Black	3
Total	6

### Disability analysis

Disability	Number
Yes	
No	3
Not known	3
Total	6

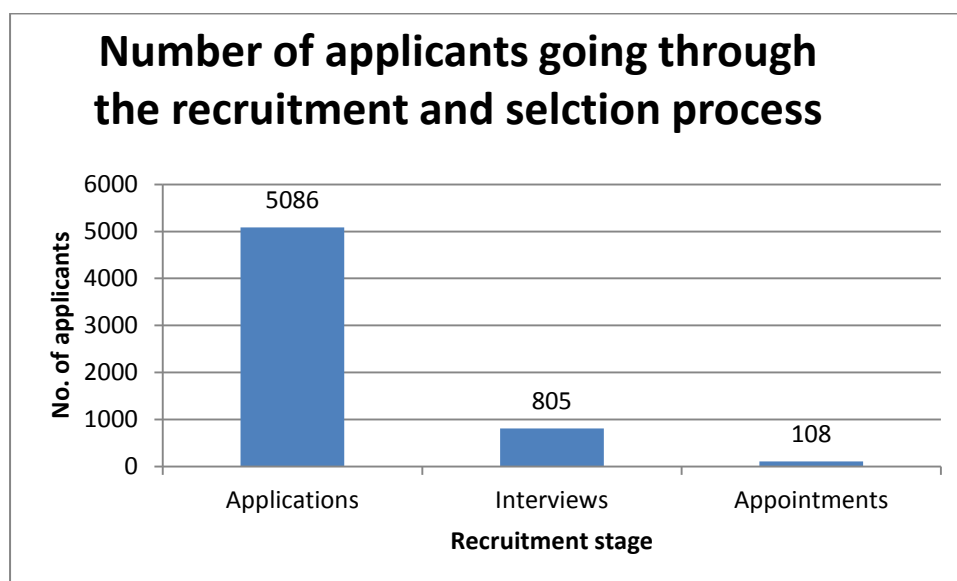
Report Author: HR - October 2014

## Equality analysis of recruitment and selection 1 May 2013 – 29 April 2014

### 1. Context

This report provides a detailed recruitment analysis of applicants applying for positions at London South Bank University (LSBU). Recruitment analysis is a key step in enabling compliance with the requirements of the Equality Act (2010). It establishes an evidence base for developing or revising activities, policies and practice. It also allows LSBU to benchmark internally and externally to identify gaps in performance, seek new approaches for improvements and adopt good practice.

#### Recruitment Stages By Numbers



The period we are analysing is from 1 May 2013 to 29 April 2014. This time period was selected rather than the academic or financial year in order to allow enough time for robust analysis to then present this report to the HR Committee on 14 October 2014.

In this time period there were 6216 applications for 259 posts. Some individuals made more than one application for the same role and / or different roles. Therefore the total number of actual applicants was 5086.

The analysis is based on the total number of applicants (5086) rather than the number of applications received to ensure we are not analysing individuals' people data more than once as this would then not provide a true picture of the demographics of those undertaking the recruitment and selection process.

Of these 805 (16%) were shortlisted and invited for an interview from which 108 (13%) people were appointed. Those appointed represents 2% of the total number of applicants.

This report provides a detailed analysis broken down by eight of the nine protected characteristics<sup>1</sup>:

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<sup>1</sup> Although we are not required to report on marital status and civil partnership we have included this to provide a comprehensive analysis.

- Age
- Disability
- Ethnicity
- Gender
- Gender reassignment
- Religion
- Relationship status
- Sexual orientation

There is no analysis for the protected characteristic pregnancy and maternity as we do not ask applicants for this information.

Current limitations in the HR database do not allow us to distinguish between internal and external applications, but we are working to resolve this for future reports.

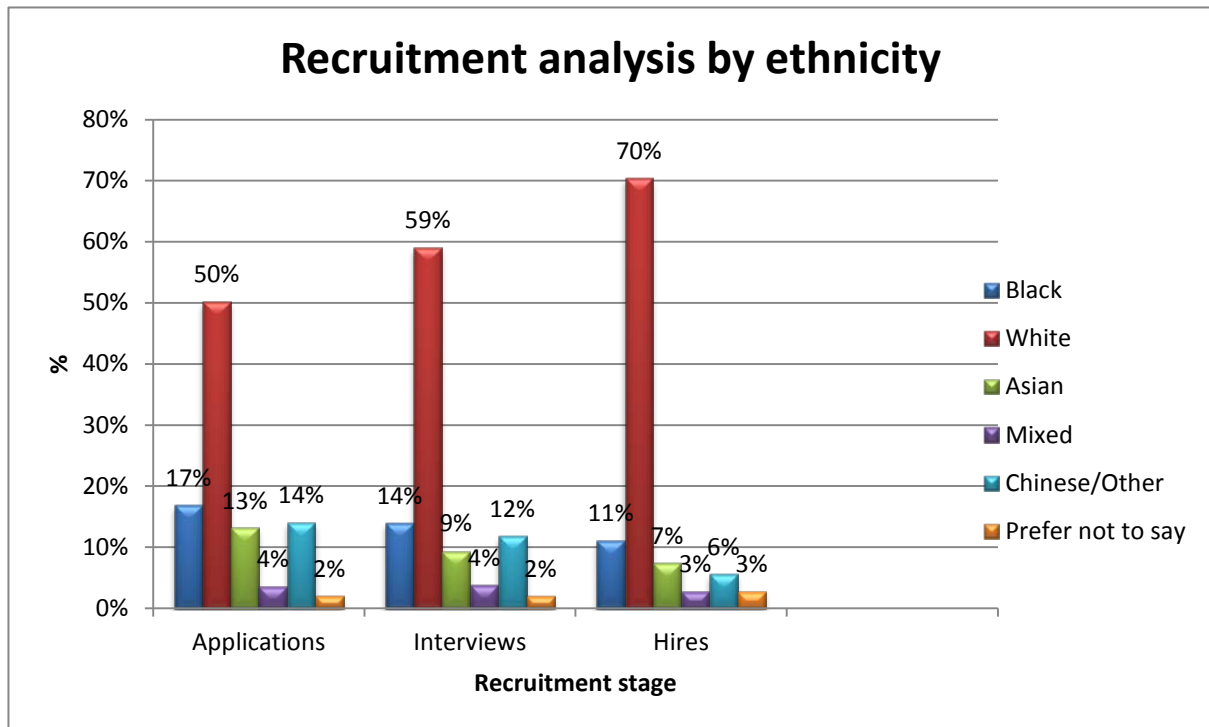
This analysis also does not take into account appointments made through employment agencies as they do not use our recruitment tool and therefore their data is not captured on the recruitment database.

For the purpose of this analysis, recruitment to student ambassador and student telethon caller roles have not been included as this has the potential to skew the figures particularly when analysing the age demographics.

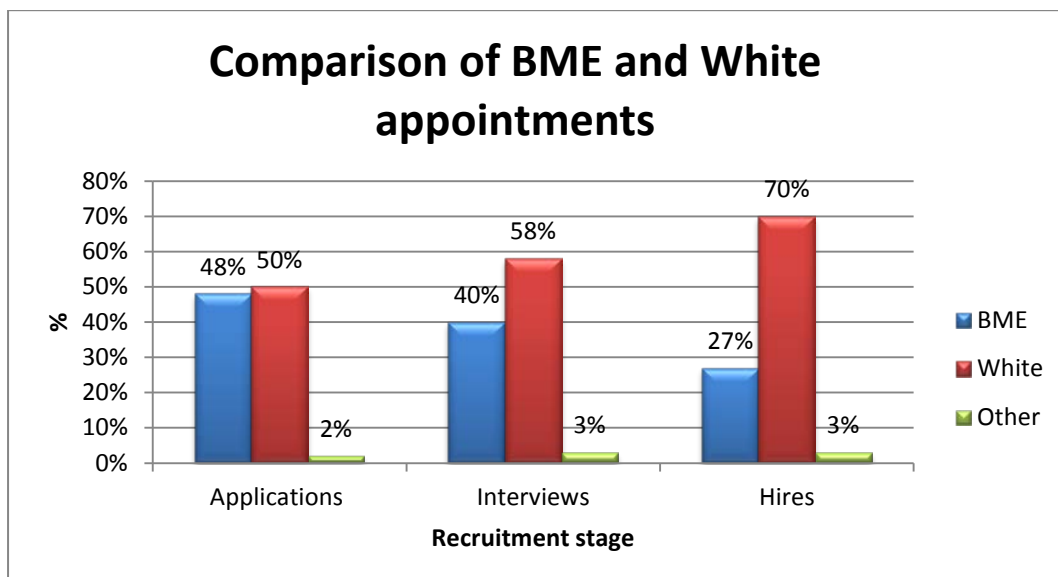
Age of applicants is calculated as at 31 December 2013.

### 3. Analysis

**Chart 1.1 - Recruitment stages by Ethnicity**



**Chart 1.2 – Recruitment stages: BME to White**

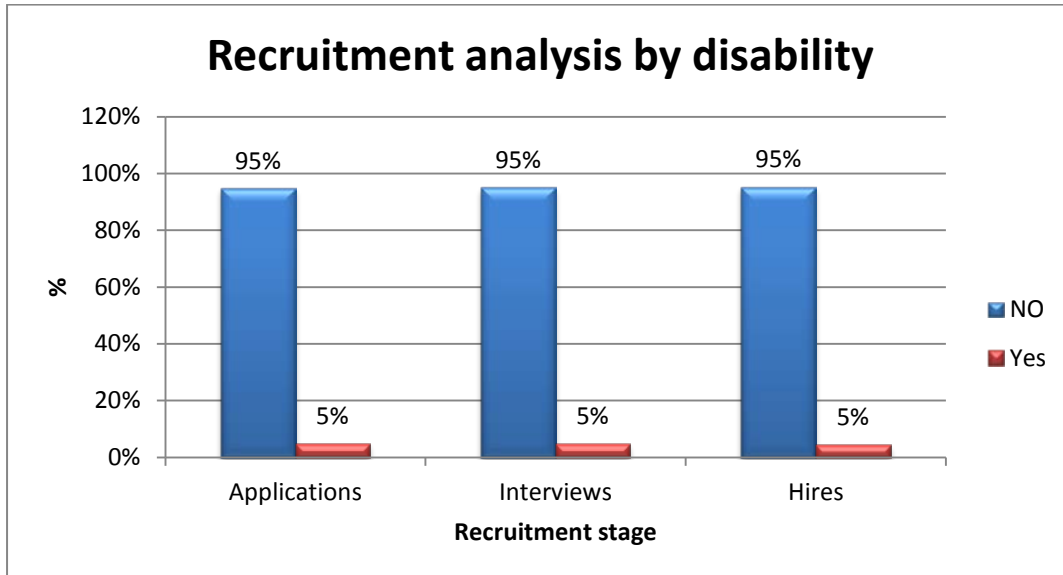


Of the 5086 applicants between 1 May 2013 to 30 April 2014, 48% were BME and as shown in chart 2.1 (17% Black, 4% Mixed Heritage, 13% Asian, 14% Chinese or Other). 50% of applicants were White of which 37% were White British, 3% were White Irish and 11% were of Other White background.

2% of applicants chose not to disclose their ethnicity.

1 in every 6 applicants of White background interviewed was hired compared to 1 in every 10 for BME applicants indicating a lower success rate for the BME group at interview stage.

**Chart 2 - Recruitment Broken Down By Disability**

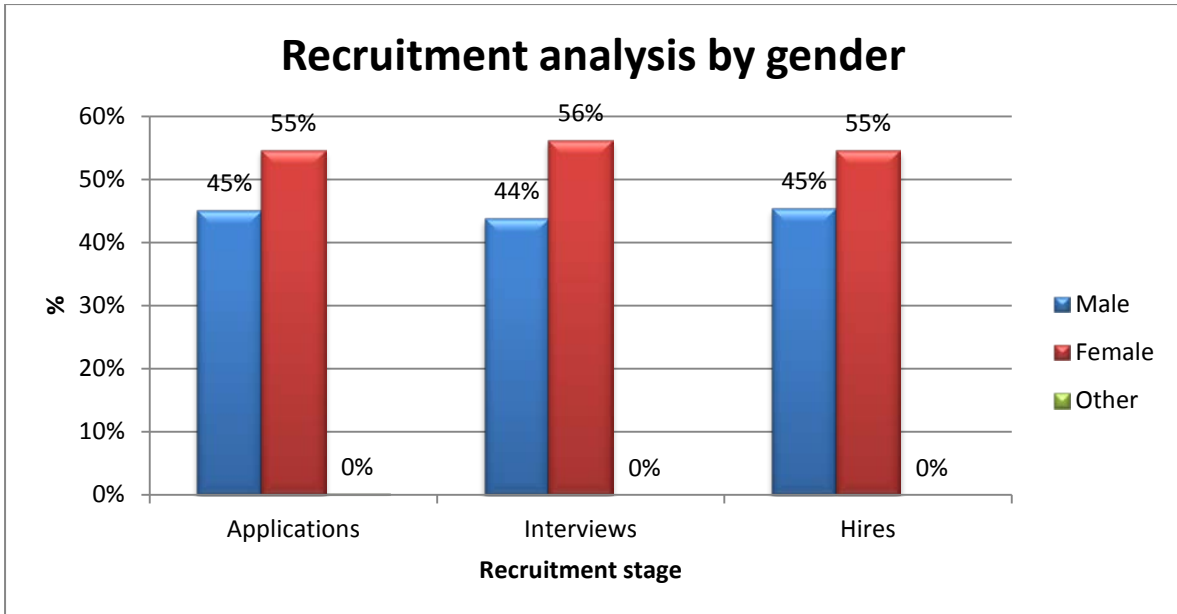


The HR recruitment database recorded a 100% disclosure rate by applicants.

Just over 5% of applicants declared a disability.

There was a consistent proportionate representation of candidates with a disability at each stage of the recruitment process with both 5% of interviews and hires being offered to candidates with disabilities.

**Chart 3 – Recruitment Broken Down By Gender**

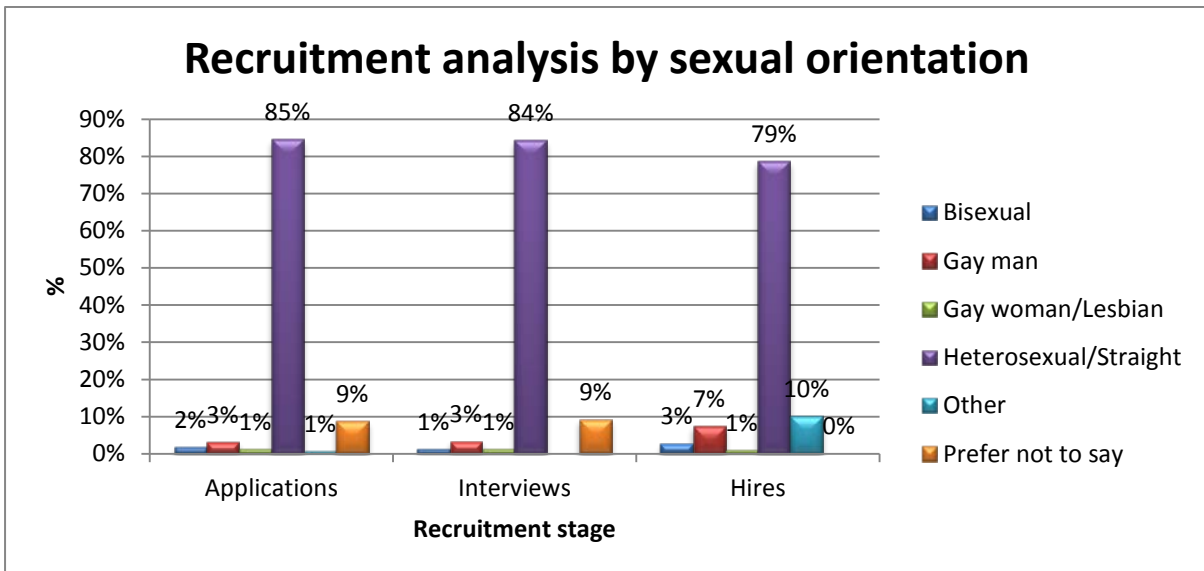


NB: (Other refers to nine applicants who declared their gender as 'other' at application stage; they did not progress any further through the recruitment process)

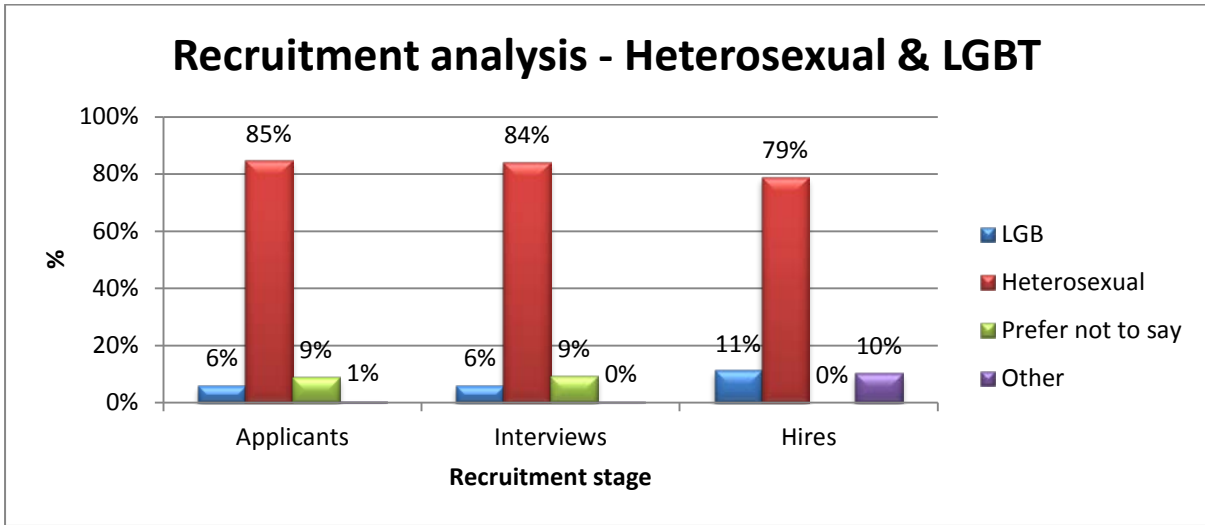
There was a largely proportionate representation of both genders at applicants and hires stages with females making up 55% of the candidates and males 45%.

Slightly more interviews were offered to female applicants at 56% compared to male applicants who made up 44% of all interviews between 1 May 2013 and 30 April 2014.

**Chart 4.1 - Recruitment Broken Down by Sexual Orientation**



**Chart 4.1 – Recruitment: Heterosexual to LGB**

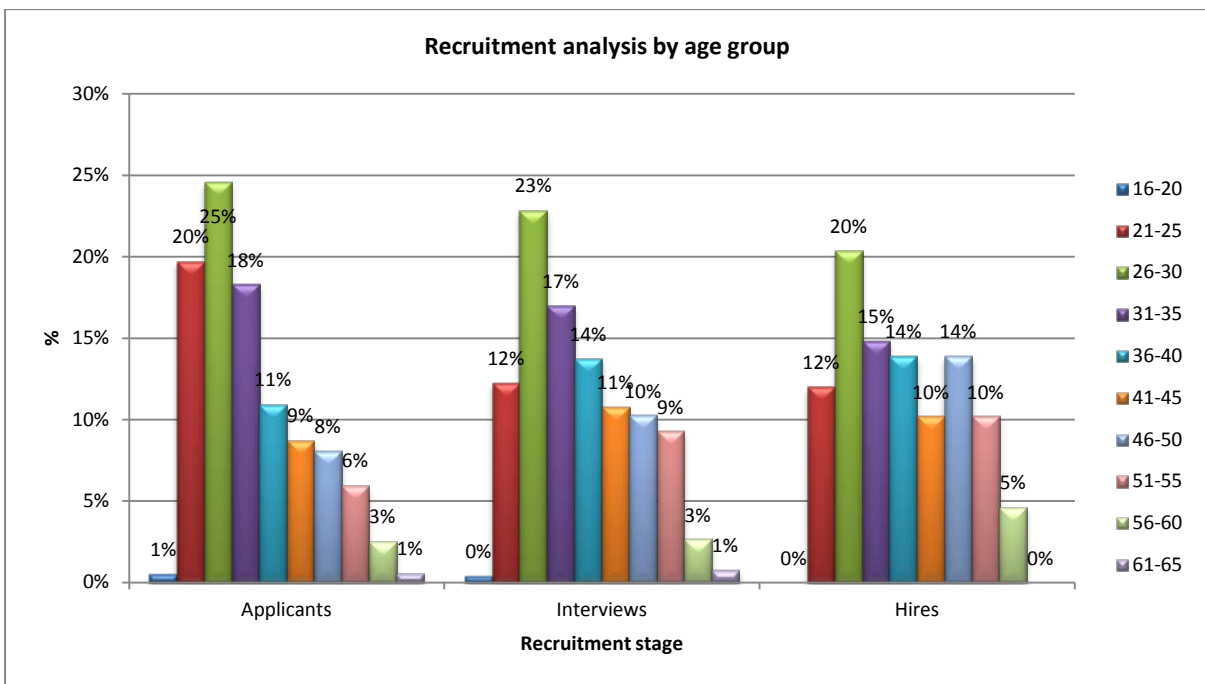


6% of applicants were Lesbian, Gay or Bisexual (LGB) and 11% of hires were offered to Lesbian, Gay or Bisexual candidates. There was no field for the Transgender category in the HR Recruitment database for Sexual Orientation and so for the purposes of this analysis the category will be referred to as LGB.

1 in 4 LGB applicants interviewed was hired compared to 1 in 8 for Heterosexual applicants.

The disproportionately high representation of LGB candidates at Hire stage appears to be due to the small numbers of LGB candidates at Interview stage where a small increase in successful will result in a significant percentage increase.

**Chart 5 - Recruitment broken down by age group**



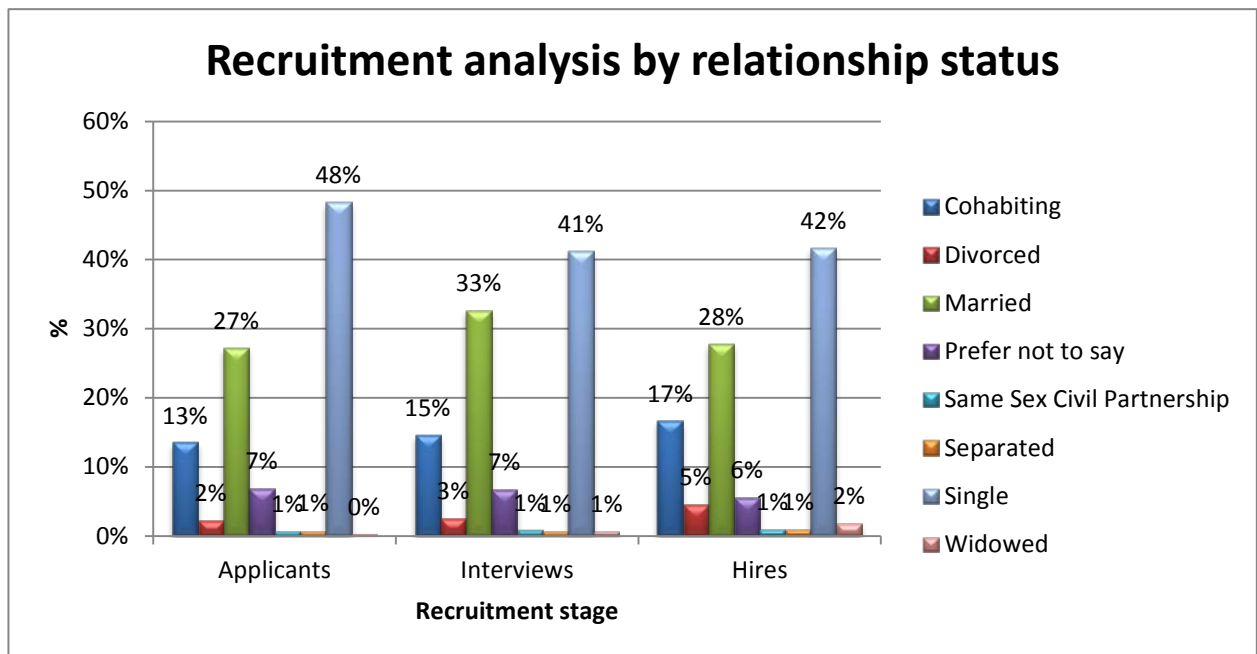
The majority of applicants were between the ages of 21 - 35years with a combined percentage of 63% of total applicants between them. This pattern continued throughout the rest of the recruitment stages.

There is a largely proportionate representation of all age groups at each stage of the recruitment process.

## 6. Gender reassignment

A very small number of applicants have declared they have undergone gender reassignment. 0.4% of applications of which 0.2% progressed to the interview stage and none were appointed.

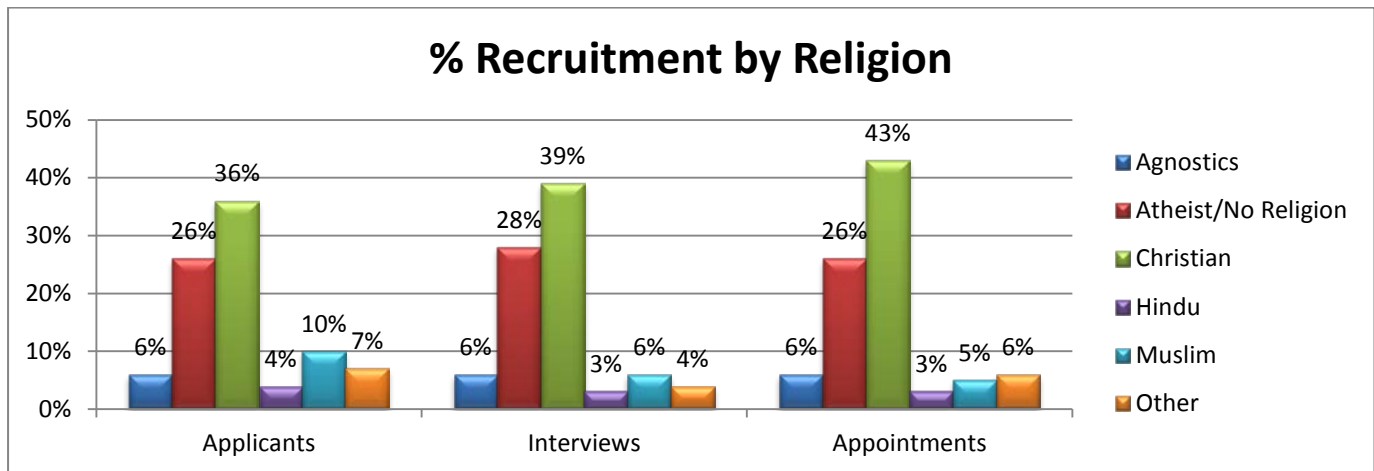
**Chart 7 - Recruitment by relationship status(i.e. marital status and civil partnership)**



This analysis shows a fairly consistent pattern for all the relationship status throughout the recruitment process with no one group statistically significantly experiencing disproportionate representation.



**Chart 8 - Recruitment broken down by Religion**

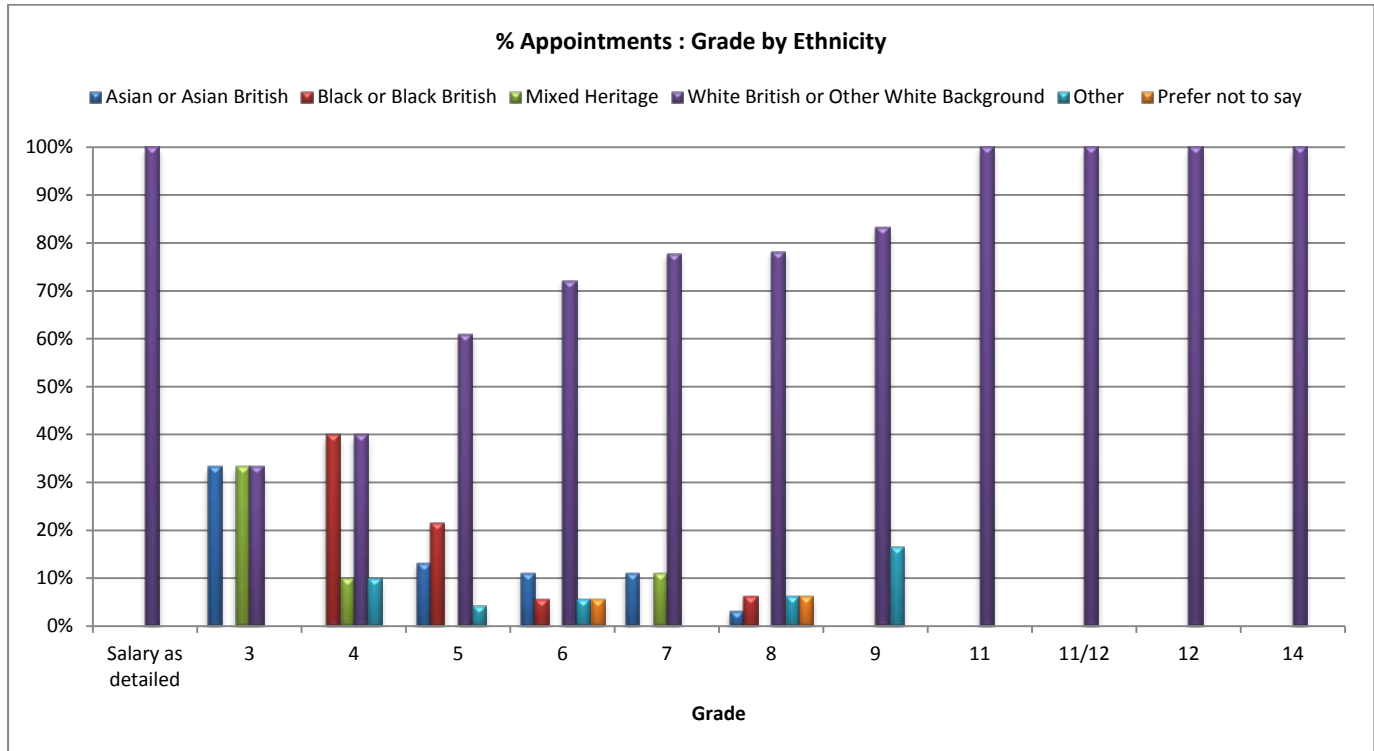


36% of **Applicants** identified as Christian, the highest then Atheist/No religion (26%).

Muslim is the third highest religious demographic at **Applicants** stage with 10% representation.

The chart shows no disproportionate representation for any of the religions.

**Chart 9.1 - Appointments: grade by ethnicity**



Other -: represents (Hindu, Jewish, Chinese and Not Known)

Salary as detailed-: means these are Professorship or Readership posts where they are not necessarily aligned to a grade, but the salary is detailed in the job advertisement

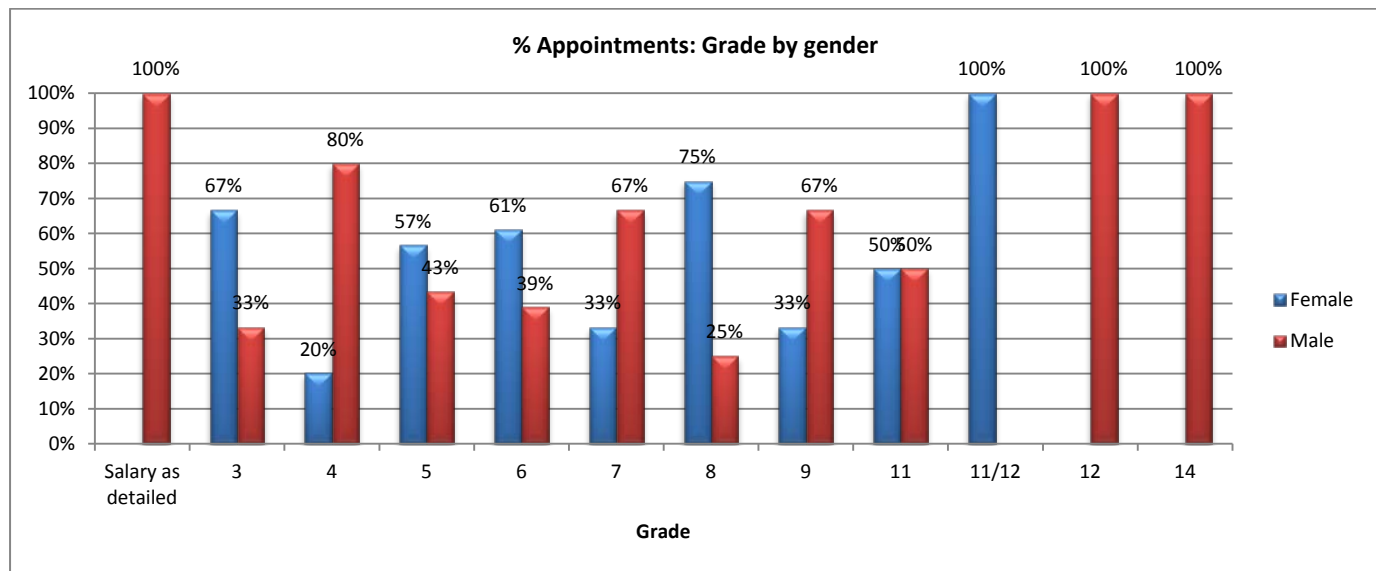
The chart suggests that as grade increases more hires were offered to applicants who identified as White.

Grades 12 and above are more likely to attract very few posts. Due to the small numbers for those roles the picture painted by chart 10.1 can appear to be distorted.

Roles above grade 9 were offered to candidates who identified as White British or Other White Background.

However the applicants for the higher roles were also mainly from individuals who identified as White British or Other White Background (grade 11 had 57% white applicants and 43% Chinese, grade 11/12 had 82% white applicants, grade 12 had 63% White applicants and 78% of applicants at grade 14 identified as white).

**Chart 9.2 - Appointments: grade by gender**



The chart shows more female than male appointments were made for grades 4 -7.

Due to the small numbers involved in the analysis small movements in numbers at each grade inflates the percentage representation. Another factor to consider is that there are minimal posts with grades 11 or higher and so it is difficult to get a clear picture without the whole recruitment stages picture.

Roles between grades 3 to 9 made up 94% (102) of total appointments.

There were 4 male and 2 female appointments to roles grades 10 and above.

#### 4. Conclusion

While broadly we can conclude there appears to be no significant disproportionality within LSBU's spread of applicants, interviews and hires, two factors need to be considered:

- a. To see and understand if there are patterns and trends, this analysis needs to be conducted year and year; and
- b. Where there are relatively few positions in higher grades, this data will need to be examined more closely in light of the more recent recruitment exercise as a result of the wider Change Programme.

**Laurence Gouldbourne**

**Senior OD & EDI Manager**

**October 2014**

	PAPER NO: HR.16(14)
Paper title:	Organisation & People Key Priorities, 2014/15
Board/Committee	HR Committee
Date of meeting:	14 October 2014
Author:	Mandy Eddolls, Executive Director of Human Resources
Executive sponsor:	Mandy Eddolls, Executive Director of Human Resources
Purpose:	To note key priorities for the 2014/15 year

Matter previously considered by:	n/a	
Further approval required?	n/a	

### **Executive Summary**

Key Priorities for the 2014/15 year for the Organisation and People professional service are set out in the paper for information. These are based on the objectives for the service and the KPI's from the Corporate Strategy.

The HR Committee is requested to consider and note these key priorities.

**Organisation and People**

**Key priorities 2014/15**

**1. HR Systems**

Design, develop and implement a sustainable solution for providing stable HR data to ensure;

- reliable data to inform decisions on the shape of the organisation
- maximise the potential for HESA returns
- reduce the number of payroll errors
- exploit the potential for better absence management
- develop a robust Learning Management System

The business case will be delivered to the Exec team by December 2014.

**2. Senior Leaders Development**

Develop a programme of development for the Executive team and Operations Board to ensure;

- there are clearly defined distinct roles for The Executive Team, Ops Board, Board of Governors and Leadership Forum
- maximum productivity and cohesiveness as a team
- that members of the team are leaders in their accountabilities such as Health & Safety, Anti-Bribery & Corruption and The Equality Act
- that the teams are exemplars of the Behavioural Framework
- we retain senior leaders

To commence October 2014

**3. Work force Planning**

Ensure that the shape of the organisation is modern, fit for purpose and efficient by;

- clearly defining the current shape and benchmarking with other similar institutions
- help define the shape of the schools and manage HR and IR implications of the move to the new structure
- ensuring remuneration reflects the aims of the institution, rewarding research and teaching excellence
- providing technical career paths
- reduce percentage of total spend on staff but increase SSR by reshaping teaching workforce
- ensure professional services are structured and equipped to provide excellent customer service.

To commence October 2014

**4. Performance Management**

Increase productivity and quality of service by focusing on performance management;

- maximise the academic contract
- improve the quality and quantity of appraisals
- encourage and support robust risk-based decision making on staff performance issues

**5. Professional HR Service**

- ensure that HR operates on a proactive business partnering model;
- improve technical skill set for BP's on performance management
- ensuring early engagement with the business to help eliminate problems before they occur
- move to a full business partnering model with centres of expertise to support
- restructure administrative services to support better provision of service to staff and management information
- develop a proactive modern learning strategy

Commenced – to be delivered by June 2015

**6. Equality, Diversity & Inclusion**

- Improve the quality and quantity of equality data, monitoring & reporting, using this to inform workforce planning
- Develop a workforce profile that reflects the diversity of our student body and location in London, specifically representation at senior levels
- Mainstream equality, diversity & inclusion into University policies, practices and behaviours
- Increase and improve the University's standing in workplace equality indexes (such as stonewall)
- Promote well-being initiatives

	PAPER NO: HR.16(14)
Paper title:	Terms of Reference
Board/Committee	Human Resources Committee
Date of meeting:	14 October 2014
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors
Executive sponsor:	James Stevenson, University Secretary and Clerk to the Board of Governors
Purpose:	To review the committee's terms of reference

<b>Executive Summary</b>	
<b>Context</b>	It is best practice to review committee terms of reference each year
<b>Question</b>	Should the committee's terms of reference be amended?
<b>Conclusion &amp; Recommendation</b>	The committee's terms of reference should be amended to clarify its role in relation to the annual pay award to staff.  The committee is requested to recommend their revised terms of reference to the Board for approval.

Matter previously considered by:	N/A	N/A
Further approval required?	No	N/A

### **Human Resources Committee terms of reference**

The duties of the Human Resources Committee are:

- 7.1.1 ensuring that there are policies and procedures in place for staff (other than senior post holders) on appointments, promotion, disciplinary, grievance and

redundancy; staff development, training and appraisal and that these are kept under review.

7.1.2 ensuring that pay and conditions of employment are properly determined.

7.1.3 ensuring that the University complies with the requirements of employment law and related legislation.

7.1.4 keeping under regular review the staffing and relevant costs of the ongoing strategic plan prior to the draft plan being discussed by the Board.

7.1.5 the consideration and recommendation of the annual estimates of employment costs.

7.1.6 To review annually whether to opt into national pay negotiations and recommend to the Board.

7.1.7 To review and recommend to the Policy and Resources Committee pay awards.

7.1.8 To consider annually a report on equality and diversity.

Paragraph 7.7 of the Financial Regulations states “The Vice Chancellor shall after consultation with the Human Resources Committee approve the offer made to the trades unions. When agreement on the size of the pay award and the date of implementation has been reached, the Vice Chancellor shall approve the pay award having regard to the financial implications for the University”. It is proposed that in accordance with this paragraph the committee should “be consulted on proposed pay awards which shall be approved by the Vice Chancellor”, rather than recommending them to P&R.

Following review, no further changes to the terms of reference of the committee are suggested. The Governance Effectiveness Review is taking place during 2014/15 which will review the sub-committees of the Board as part of its scope.

The committee’s terms of reference are attached for information. The committee is asked to note and recommend approval of the revised terms of reference to the Board.

**Membership, 2014/15**

Anne Montgomery	Independent Governor (Chair)
Prof David Phoenix	Vice Chancellor
Steve Balmont	Independent Governor
Mee Ling Ng	Independent Governor
Prof Hilary McCallion	Independent Governor



**London South Bank**  
University

*Observer*  
Jon Warwick

Staff Governor

**Human Resources Committee**

**Terms of Reference**

**1. Constitution**

1.1 Under Article 24 the Board of Governors has established a committee of the Board known as the Human Resources Committee.

**2. Membership**

2.1 The Human Resources Committee and its chair shall be appointed by the Board from amongst its own members.

2.2 Membership shall consist of the Chairman of the Board, the Vice Chancellor and up to four independent governors.

2.3 A quorum shall consist of two independent governors.

2.4 The chair shall be an independent governor.

2.5 Staff (other than the Vice Chancellor) and Student governors may not be members of the committee.

2.6 One staff governor may be an observer on the committee at the discretion of the chair. The staff governor observer remains bound by their duty of confidentiality as a governor.

**3. Attendance at meetings**

3.1 The Director of HR shall normally attend meetings.

**4. Frequency of Meetings**

4.1 Meetings shall normally be held three times each year.

**5. Authority**

5.1 The committee is authorised under Article 24 to determine or advise the Board of Governors on such matters relating to employment policy as the Board of Governors may remit to them.

## **6. Secretary**

6.1 The secretary to the Human Resources Committee will be the Clerk to the Board or other appropriate person nominated by the Clerk.

## **7. Duties**

7.1 The committee shall be responsible to the Board of Governors for:

7.1.1 ensuring that there are policies and procedures in place for staff (other than senior post holders) on appointments, promotion, disciplinary, grievance and redundancy; staff development, training and appraisal and that these are kept under review.

7.1.2 ensuring that pay and conditions of employment are properly determined.

7.1.3 ensuring that the University complies with the requirements of employment law and related legislation.

7.1.4 keeping under regular review the staffing and relevant costs of the ongoing strategic plan prior to the draft plan being discussed by the Board.

7.1.5 the consideration and recommendation of the annual estimates of employment costs.

7.1.6 To review annually whether to opt into national pay negotiations and recommend to the Board.

7.1.7 ~~To review and recommend to the Policy and Resources Committee pay awards.~~ To be consulted on proposed pay awards which shall be approved by the Vice Chancellor

7.1.8 To consider annually a report on equality and diversity.

7.2 The committee shall provide advice to the Vice-Chancellor and Chief Executive on:

7.2.1 best practice based on the Committee's direct experience of the management of human resources

**8. Reporting Procedures**

8.1 The minutes (or a report) of meetings of the Human Resources Committee will be circulated to all members of the Board.

*Approved by Human Resources Committee on 16 October 2012*

*Approved by Board of Governors on 22 November 2012*

<b>Human Resources</b>			
<b>Topic</b>	<b>Oct</b>	<b>Mar</b>	<b>June</b>
Business plan for each committee	X		
Change programme updates	X	X	X
Equality and Diversity review		X	
HR work plan	X	X	X
Membership and Terms of Reference - approve	X		
Pay, national negotiations		X	
Declaration of interests	X	X	X