

STAFF COMMITTEE

Terms of Reference

1. Constitution and Purpose

1.1 In accordance with Statute 4, (paragraph 6a), the Court has established a Staff Committee.

2 Remit

2.1 The Court **delegates authority** to the Staff Committee to:

- receive and endorse for onward recommendation to the Court a human resources strategy to support the University's Strategic Plan and to monitor and review progress in implementing the human resources strategy;
- receive and approve the annual workforce plan which is put in place to reflect the staffing implications of the University's strategic plan in relation to overall size and shape and key issues relating to talent attraction, development and retention. To annually review the retirement profile of the University Executive.
- receive and approve, pay and grading structures, policies and procedures which govern the remuneration and terms and conditions of service for all staff in grades 1-9,. Where the pay and grading structures are significantly above, or by implementation have a significant impact on, the University's agreed financial plans or budget these will be endorsed for Court approval. The Committee will consider any related representations from the UK trade union representatives of the University's recognised trade unions who serve on the CJNCC and, in relation to Malaysia, the considerations of the Malaysia Remuneration Committee.
- receive and approve the appropriate performance measures and benchmarking developed for the management of human resources;
- consider a review of performance against benchmarks for people management to ensure that high standards are met and that progress is made towards "best practice";
- receive and approve the arrangements in place to comply with the University's duties as a public body in relation to equality, diversity and inclusion, including in relation to gender pay gaps;
- receive and approve the development and implementation of human resources and employment policies which meet Scottish Funding Council conditions as well as legislative, "best practice" and strategic objectives, and which support effective staff development and reward arrangements aligned to the needs of the University;
- receive and endorse for onward recommendation to the Court the development and implementation of effective policies and procedures

which provide appropriately for superannuation, pension, retirement benefits for all employees of the University, or severance payments for staff grade 1-9;

- receive and approve the development and implementation of policies and procedures which provide for effective management of matters such as grievances and complaints, conflict of interest and the handling of alleged infringements of academic freedom, noting that consideration of academic freedom itself is within the Senate's remit, rather than the Staff Committee;
- receive and consider the creation and publication of a written statement of policy on health and safety, and the arrangements for the implementation of the Health and Safety policy, with a focus on wellbeing;
- receive and consider the appropriate standards set to monitor the University's activities in relation to health and safety, with a focus on wellbeing;
- receive and approve the mechanisms put in place for staff representation and consultation in relation to all areas of human resource management, including wellbeing;
- receive and approve the development and implementation of a clear and effective internal communications strategy, in relation to all areas of human resource management, including wellbeing;
- receive and approve matters relating to employee engagement and wellbeing;
- receive policies and procedures relevant to public interest disclosures (whistleblowing), along with an annual report of any disclosures which have been made during the year;
- consider and make recommendations to Court on any other matters delegated to the Committee by the Court.

The Staff Committee should be the final approving body for HR Policies which fall into the category of 'fundamental policies' as defined in the Constitutional Framework Definitions Document but which justifiably require only the expertise/experience of the Staff Committee membership for approval. For the avoidance of doubt this would include policies such as:

- Grievance Policy
- Performance Management Policy
- Disciplinary Policy
- Capability Policy

Policies which fall within the ambit of the Court more directly would be endorsed by the Committee for onward presentation to the Court. These would include 'fundamental policies' such as:

- Equality and Diversity Policy
- Management or Organisational Change Policy (and all supporting policies which might cover redundancy / redundancy avoidance)

The Court, as employer, remains responsible for approving fundamental staff terms and conditions.

2.2 The Staff Committee **advises** the Court on:

- a) the human resources strategy in relation to the University's strategic objectives, legislative changes and 'best practice';
- b) strategic workforce planning and restructuring;
- c) current and future capacity to meet benchmark targets and to achieve 'best practice' for people management;
- d) strategic human resources and employment policy and practice;
- e) matters relating to equal opportunities and diversity;
- f) matters relating to provision for the welfare and security of employees;
- g) matters relating to employee engagement and wellbeing;
- h) matters relating to international staff governance; and
- i) the arrangements in place for staff representation.

2.3 As the University operates internationally, through its campuses in Dubai and in Malaysia the remit of the Committee shall include consideration of relevant staff at such overseas campus or other sites. While the Committee can provide advice to and receive advice from the officers responsible for campus activities both in the UK and overseas, the Committee will take into account the governance arrangements that operate for each campus and shall pay due regard to non-UK legislation that might be applicable.

3 Composition and Membership

3.1 The composition of the Committee shall include:

- the Chair of Court
- the Principal and Vice-Chancellor (in his absence, the Principal may nominate the Vice-Principal to attend)
- at least four members of the Court (Independent or Staff)
- at least two co-opted members as appointed by the Court.

3.2 The Staff Committee may recommend to the Court co-option of members who they consider have particular skills and experience to contribute to the work of the Committee and/or to serve as a co-opted member with a view to future membership of the Court.

3.3 Members are appointed to the Committee by the Court. The Committee's current membership is as follows:

- a) Ms Dorothy Wright, Chair of the Committee and Independent Member of the Court
- b) Mr Bruce Pritchard, Chair of Court
- c) Professor Richard A Williams, Principal and Vice-Chancellor
- d) Mr Paul Lewis, Independent Member of the Court
- e) Professor David Jenkins, Staff Member of the Court
- f) Dr Fadi Ghaith, Staff Member of the Court
- g) Ms Julie Hotchkiss, Co-opted Member of the Committee
- h) Mr Imtiaz Aziz, Co-opted Member of the Committee

The Chair of Court and the Deputy Chair of Court will agree membership of the Committee between them.

- 3.4 The term of office of the Court members who are members of the Committee is concurrent with their term of office on the Court.
- 3.5 The maximum term of office of co-opted members appointed by the Court is nine years. The initial appointment will be for three years with eligibility to be considered for appointment for up to two further periods of three years.
- 3.6 The Chair of the Committee will be a member of the Governance and Nominations Committee of Court which will regularly review the skills of the Committee's membership and make recommendations to the Court on new appointments.

4 Equality, Diversity and Inclusion

- 4.1 The Committee will exercise its responsibility, as far as possible, to promote diversity of representation within its membership and the membership of any working group or committee established by the Committee. The Committee will also act to promote equality of opportunity for all colleagues who are involved in carrying out the business of the Committee.

5 Quorum and Voting

- 5.1 The quorum is three members who are also members of Court.
- 5.2 Members who are participating in a meeting by means of audio-visual conferencing or other means enabling them to communicate with all members present at the meeting simultaneously shall be deemed to be present at the meeting and to count towards the quorum.
- 5.3 Only members of the Committee shall be entitled to vote on any matter which involves powers and functions delegated to the Committee by the Court.
- 5.4 The Chair of the Committee shall have a deliberate and casting vote.

5.5 It is intended that decisions are normally reached by consensus following a full debate. There are no occasions stipulated in the Charter and Statutes which require a formal vote. Therefore, the Chair will normally seek agreement to the proposal in question, and only call for a vote either if there is a clear expression of dissent or if the matter is of particular significance.

6 Committee Chair

6.1 The Chair of the Committee shall be a member of the Court.

6.2 The Chair of the Committee shall be recommended by the Governance and Nominations Committee to the Court for appointment.

6.3 In the absence of the Chair of the Committee, members shall elect from among the members of the Committee who are present at the meeting a person to act as Chair for the meeting or until such time as the Chair of the Committee arrives.

7 Frequency of Meetings

7.1 The Committee usually meets four times a year.

7.2 Additional meetings may be held in order to meet business requirements at the request of the Chair of the Committee.

8 Attendance at Meetings

8.1 The following officers are normally expected to be in attendance at relevant meetings:

- i) The University Secretary
- ii) The Global Director of Human Resources
- iii) The Head of Reward and Wellbeing
- iv) Dubai HR Executive Officer
- v) Malaysia HR Executive Officer
- vi) Chair of the University Committee for Health and Safety
- vii) The Committee Clerk

8.2 Other officers may be asked to attend when appropriate.

8.3 The Committee will maintain a record of attendance at each of its meetings.

8.4 The majority of meetings will be held online via Microsoft Teams and members will be expected to join remotely. One meeting per year will be held in person (timing at the discretion of the Chair) and members will be expected to attend that meeting in person wherever feasible.

8.5 Any member not attending three or more meetings consecutively (without good reason) may have their membership reviewed by the Chair and the University Secretary. Members are required to submit their apologies to the Clerk of the Committee at the earliest opportunity.

9 a) Reserved Business

9.1 There may be occasions when the Committee's business is designated reserved (confidential).

9.2 The record of matters which the Chair and the Committee are satisfied should be dealt with on a reserved basis will be recorded separately.

9 b) Conflict of Interest

9.3 Where it is identified that a member of the Committee has a conflict of interest with respect to a given matter, the Chair may, on the advice of the Secretary, request that the member in question withdraw from participation in relevant business. Depending on the nature of the business, this may allow for participation in discussions without taking part in decision-making or may require complete non-participation and/or withdrawal from that part of the meeting.

9.4 All instances of identified conflicts of interest shall be recorded in the minutes.

10 Reporting Procedures

10.1 The Committee will submit regular reports to the Court based on the Committee minutes. The Chair will approve the content of reports before release including the redaction of any information deemed necessary for reasons of confidentiality.

10.2 The Chair of the Committee will report to the Court on any matters which the Committee considers ought to be brought to the attention of the Court and on any matters requiring the approval of the Court.

10.3 Matters requiring approval of the Court will be highlighted within the Committee's report.

10.4 The Committee's records (agenda, papers, minutes) are included in the University's Freedom of Information Publication Scheme. Information will be readily accessible on request to members of the public under the terms of the Freedom of Information (Scotland) Act (FOI(S)A) with the exception of information which is deemed to be covered by a specific exemption under the Act.

10.5 Minutes and reports of the Committee will denote those areas of reported business which are deemed to fall within the designation of information which is 'exempt' under the FOI(S)A.

11 Forward Planning

11.1 The Committee will review its Terms of Reference and submit recommendations on these to the Court, for approval.

Only fundamental changes or changes which might impact on other Court committees shall require Governance & Nominations Committee approval.

11.2 The Committee will set its meeting dates two years in advance, aligned to the schedule of meetings of the Court, and will maintain an annual workload plan for the Committee.

11.3 The Committee will maintain a forward agenda plan of its business.

Supporting Information

Groups feeding into the Staff Committee	
None at present.	
Effectiveness and lifespan	
Lifespan ongoing. Effectiveness reviewed five-yearly as part of the Court's review of its effectiveness.	
The governing body and its committees will regularly monitor their own effectiveness and the performance of the institution against its planned strategies and operational targets.	
Actions that may be taken by the Committee	
The Staff Committee may:	
<ul style="list-style-type: none">• Note• Receive• Consider• Endorse	<ul style="list-style-type: none">• Approve• Recommend• Reject
Minuting style	
Traditional / formal minutes in accordance with internal University guidance.	
Resources	
Secretary	Ms Ruth Moir, University Secretary
Clerk	To be confirmed, Governance Officer
Meetings	Four times per academic year