

2019 - 2020
*PROGRAMME
OF WORK*



OUR PLAN FOR 2015 - 2020 DESCRIBES **UCEA'S PURPOSE AND AIMS**

Our purpose is to support our member organisations in delivering excellent and world-leading higher education and research by representing their interests as employers and facilitating their work in delivering effective employment and workforce strategies.

We seek to do this in a way that

- is responsive and sensitive to our members' diversity and differentiated aims and needs;
- uses a collective sector voice effectively and appropriately;
- is alert to the challenges and risks of the wider environment;
- makes efficient use of resources and delivers value for money.

The Plan identifies three priority themes for the period:

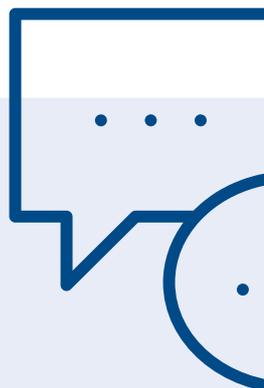
- 1.** Assisting higher education (HE) organisations in achieving effective employment practice and employee relations in the context of change in workplaces, the economy and in HE delivery.
- 2.** Supporting HE organisations in taking forward recruitment, reward and recognition strategies that are fit for their evolving employment environments.
- 3.** Seeking and supporting movement towards sustainable solutions to HE employers' future pensions provision within a complex and changing pensions landscape.

In taking a view of the 2019-20 year, we are conscious of the need both to respond to unexpected or unforeseen developments and sustain a longer line of sight in particular around,

- the nature of our sector-level bargaining and frustrations expressed both by trade union representatives and employers
- the support to HE employers on sector pension schemes
- significant economic, workforce and political developments that may arise, including as a result of the UK's exit from the EU.

We will ensure we work collaboratively with a wide range of other sector bodies and groups, to enhance our effectiveness and secure joined-up working to provide our members best value for money from our efforts.

We group here our planned activities under six areas of focus and under each identify some of the outcomes or outputs that UCEA members can expect to see.



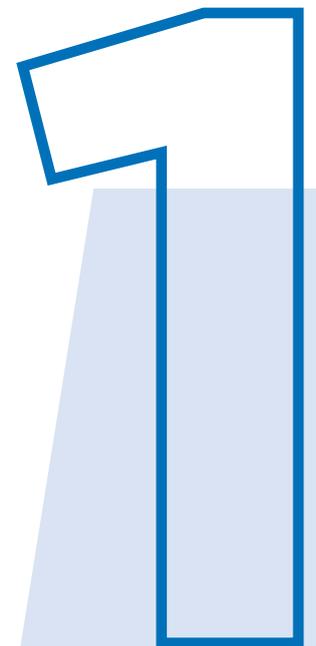


1. Pay matters

- Achieving an acceptable and timely implementation to the 2019-20 pay round, in the context of all five trade unions continuing to be in dispute and planning ballots in the autumn.
- Developing the framework and running the processes for a 2020-21 collective pay round and beyond, enabling further engagement with participating employers regarding affordability and sustainability in reward and their shared negotiating aims.
- Sustaining and improving the comprehensive pay benchmarking service offered to our members and developing our bespoke services.
- Supporting HEIs on benchmarking, communications and accountability regarding senior and vice-chancellor pay.
- Supporting members regarding the lower paid; deletion of a spine point; employment rights developments impacting on pay; and consideration of broader fitness of the pay spine.
- Continuing to lobby for NHS bodies to fund local clinical excellence awards for clinical academics.

Outcomes and outputs

- The 2019-20 JNCHES processes, including the dispute procedure, concluded with an outcome for employers and employees in place for the start of autumn semester.
- Arrangements in place to facilitate negotiating and concluding a 2020-21 pay round (February to May 2020) with further developed engagement with participating employers to identify the scope and the collective negotiating aims of the employers (January to March 2020).
- Developed and delivered our two core pay surveys for members and launched a new interactive reporting tool for our senior staff survey.
- Members able to access customised analysis they need for senior remuneration and pay ratio benchmarking.
- Continued development in our bespoke pay benchmarking services for members.
- Comprehensive briefings provided on pay and labour market trends.
- Updated Pay in HE data analysis and communication materials.
- Updated Living Wage toolkit materials and forecasts to cover further increases and information on developments in *Living Hours*; advice on the pay implications of government initiatives affecting employment rights.
- Engagement with members on UCEA and HEI strategies for future pay spine compliance on lower points and its broader fitness for use.





2. Employee relations

- Supporting institutions with pay, pensions and other issues being run together as matters of dispute, with ballots for industrial action being called through the autumn and the potential for industrial action following this.
- Helping HE employers seek broader engagement with their workforces while managing a climate for employee relations characterised by a new activism in union leadership positions.
- Continuing our work to support those employers who want to review or realign their bargaining.
- Supporting the HE employers impacted by different industrial action ballots - on pay, other matters and USS pensions.
- Seeking to maintain constructive trade union dialogue at a national level, through informal meetings and the JNCHES structures.
- Continuing to explore the potential for adding value through joint work with the trade unions on mutually agreed sector-level issues, working within newly agreed shared 'principles'.
- Working with Universities Scotland to support their trade union dialogue and to convey the HEI-focused activities on developing Scottish employment priorities (over 2019-20).
- Supporting members through a new network for sharing their practices and strategies in union and employee relations.

Outcomes and outputs

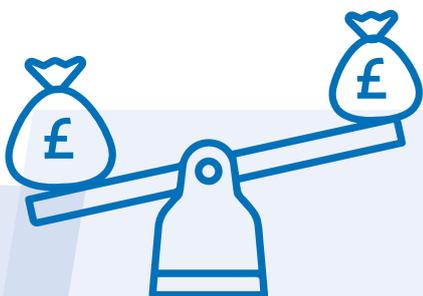
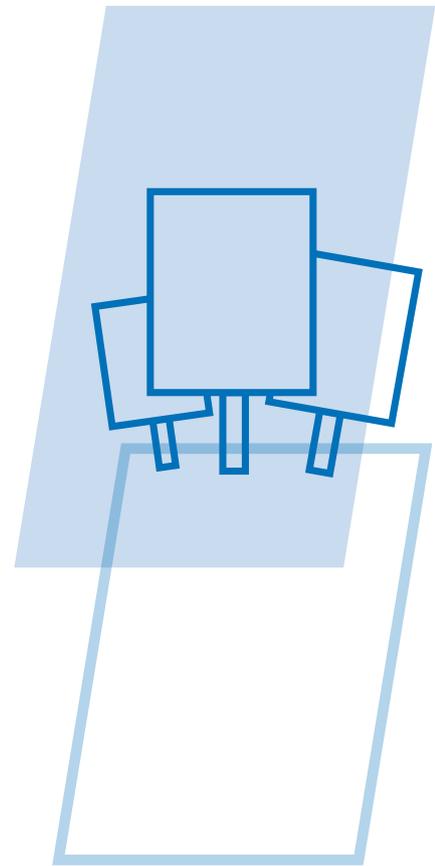
- Support and communications material for use by HEIs impacted by ballots for industrial action on pay and other matters in the trade unions' JNCHES claim (autumn 2019).
- Close liaison with UUK colleagues on materials supporting employers on USS ballots, ensuring overall coherence with other ballot issues (autumn 2019).
- Support materials, technical and legal guidance, and communications support - the latter with/through UUK if USS related - in place for any sector-wide industrial action.
- Formal and informal meetings and events with trade unions scheduled and taking place (autumn 2019, spring 2020).
- Further work stream delivered for UCEA Bargaining Advisory Group and engagement on key themes with wider UCEA membership and special interest groups (over 2019-20).
- Work with Universities Scotland conveying the HEI-focused activities on developing Scottish employment priorities (over 2019-20).
- A new Employee Relations network launched for members and being used effectively.

3. Broad organisational development and workforce matters

- Supporting members on organisational development and workforce issues, including;
 - mental health,
 - sexual misconduct,
 - racial harassment,
 - health and safety,
 - academic roles and careers,
 - immigration,
 - performance, and
 - achieving flexibility.
- Providing high quality insight and intelligence on employment trends, within and beyond the HE sector.
- Concluding work on the 2019 HE Workforce survey and conveying key findings.
- Continuing to press for the retention of comprehensive HE workforce data and taking forward discussions about how to recognise different organisational forms within national data collection.
- Contributing to UUK's 'no deal' planning work to support HEIs in the run up to 31 October 2019.
- Contributing to sector-level work and dialogue on gender and race issues within HE workforces.
- Joint working with NHS/ DHSC to develop an agreed reward strategy for clinical academics relating to new local performance pay applicable from 2021.

Outcomes and outputs

- A suite of developmental events and opportunities for member interaction around reward, including reward strategy, pay structures and progression and total reward (over 2019-20).
- Further events and member interactions around mental health, engagement and the employee experience.
- Further developments for members in HR data analytics and benchmarking.
- Publication and dissemination of findings in the next HE Workforce Report (September 2019).
- Disseminate learning from UCEA engagement with international partner bodies, including the international conference on the HE academic workforce, held in July 2019, and a peer learning visit to Finland in October 2019.
- Supported the benchmarking service for the HE sector on employee engagement.
- Effective sector-level representation for HEIs employing clinical academics, including progress on a new reward strategy.





4. Legal and policy developments

- Providing timely information and advisory support on policy and legal developments affecting employment in HE across the UK.
- Providing practical and legal support to members in the event of industrial action taking place.
- Helping employers respond to the distinctive employment agendas and emerging new policies in the different UK jurisdictions.
- Continuing gender pay gap (GPG) reporting and action planning support for members and scrutiny of sector-level data.
- Supporting members on ethnicity pay gap reporting, in anticipation of government determining new statutory requirements.
- Responding to consultations and supporting implementation of changes from new planned legislation, notably on 'good work'.
- Continuing to lobby for HE on immigration and skills, seeking to influence government; and communicating the implications of anticipated new immigration rules to members and supporting their work.

Outcomes and outputs

- Support and benchmarking tools for next GPG reporting round (March/April 2020).
- Further research on ethnicity pay gap data, in HE and beyond, to assist HEIs in benchmarking and action planning.
- Ensuring sector-level input on key government consultations and providing timely updates and guidance for members on legal developments, such as new requirements in relation to 'good work' and revisions to family leave and pay.
- Joined up sector-level work delivered (with UUK and others) and pan-industry work (with CBI) on MAC consultations and immigration system developments; support for employers through guidance and network meetings (over 2019-20).
- Maintained and/or supported constructive and informative engagement with politicians and trade unions on employment issues on behalf of Universities Scotland.



5. Challenges in the pensions landscape

- Representing the sector's interests in relation to significant challenges for public sector pension schemes, through seats on the Scheme Advisory Boards and direct liaison with government officials, working in conjunction with other employer bodies.
- Working to support UUK in relation to its work on behalf of USS employers and engagement in the issues that arise from the second phase of JEP.
- Briefing members on developments across the broader pensions landscape including legislative and regulatory changes.
- Gathering and sharing intelligence across the range of schemes within HEIs.
- Maintaining an awareness of the nation specific differences in relation to overall government policy and the pensions schemes offered by HE employers and resulting issues for HEIs.
- Monitoring issues across the wider pensions industry outside of the HE sector and disseminating relevant information and guidance to HE employers.
- Gathering intelligence on pensions tax strategies and engaging in the government consideration on wider pensions tax policy in relation to the NHSPS and other schemes.

Outcomes and outputs

- Materials and advice for members on employer approaches to changes in public sector schemes, in particular the impact of the McCloud case on costs and benefits.
- Continued progress with recommendations in the LGPS SAB tier 3 report and a positive outcome for HEIs from the recent MHCLG consultation.
- Support in place for members in current and next valuation cycles for TPS (2020), NHSPS (2020) and LGPS (2019 and 2020), in England & Wales and in Scotland.
- Ensure effective representation of HE on national scheme bodies (TPS, LGPS, NHSPS).
- Joined-up work with UUK to support employers and providing technical or other expertise on USS developments (over 2019-20).
- Further materials and support for members on LGPS, TPS and HEI subsidiaries, including lessons learned from case studies and approaches of HEIs to date (autumn 2019).
- Monitoring report on the use of DC schemes across the HE sector, to share information and developments (2020).
- Timely information for members in relation to pensions tax strategies and government decisions on wider pensions tax policy.



6. Cross-cutting activities

- Improving accessibility of UCEA resources and communication with members through our new website.
- Utilising our new CRM system to improve organisational productivity and member engagement (September to November 2019).
- Completion of business transformation phase for integration of UCEA's new platforms and IT systems.
- Developing UCEA's capacity to deliver interactive and remote events.
- Timely and appropriate communications, media presence and briefings to members.
- Wide-ranging opportunities for member engagement, networking and development, through a programme of events that responds to emerging themes throughout the year and provides opportunities for learning from employers beyond HE and overseas.
- Conduct a (triennial) full membership survey seeking feedback on our activities and value for money (December 2019).
- Maintaining strong financial health and sustainability and retaining our secondary income streams.
- Robust governance arrangements in place.
- Developing our bespoke consultancy offer for members.
- Appointment of and transition to new Chief Executive; effectively deployed and engaged UCEA team.

Outcomes and outputs

- Employment Bulletins, Pensions Quarterly Newsletters plus timely themed Briefings and infographics produced for members.
- Active member networks maintained and developed to meet needs, including extended use of options for remote interaction.
- Range of well-attended and well-received member events with programmes covering relevant themes and providing learning opportunities from within and beyond the sector.
- Achieving balanced media presence and coverage on UCEA's key themes; social media monitoring and 'harvesting' in place when needed.
- Successful member launch of CRM and new website (September to November 2019).
- Members using new website self-service portal to manage their accounts and communications preferences.
- Meeting planned budget and subscriber engagement targets.
- Publication of the results and learning from our membership survey (May/June 2020).
- Preliminary engagement with members and wider stakeholders on development of next UCEA Plan.
- Engaged and effective Board (full effectiveness review to be completed during 2019-20).

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