

# **ALL THINGS TO ALL PEOPLE**

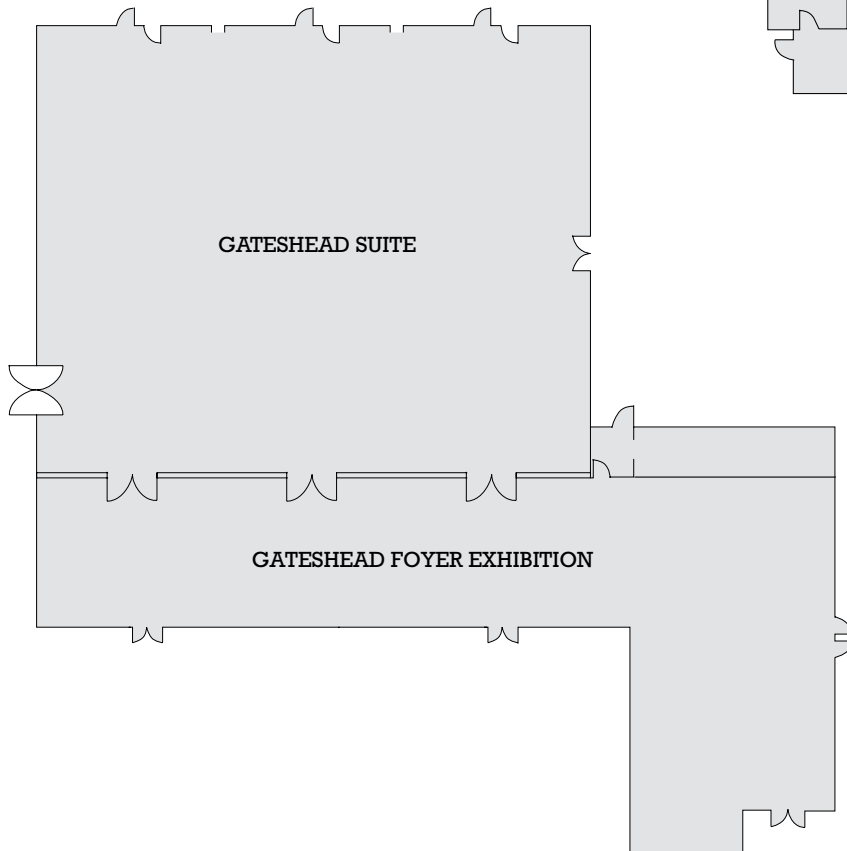
**WHAT ARE UNIVERSITIES FOR?**

**9 - 12 MAY 2017**

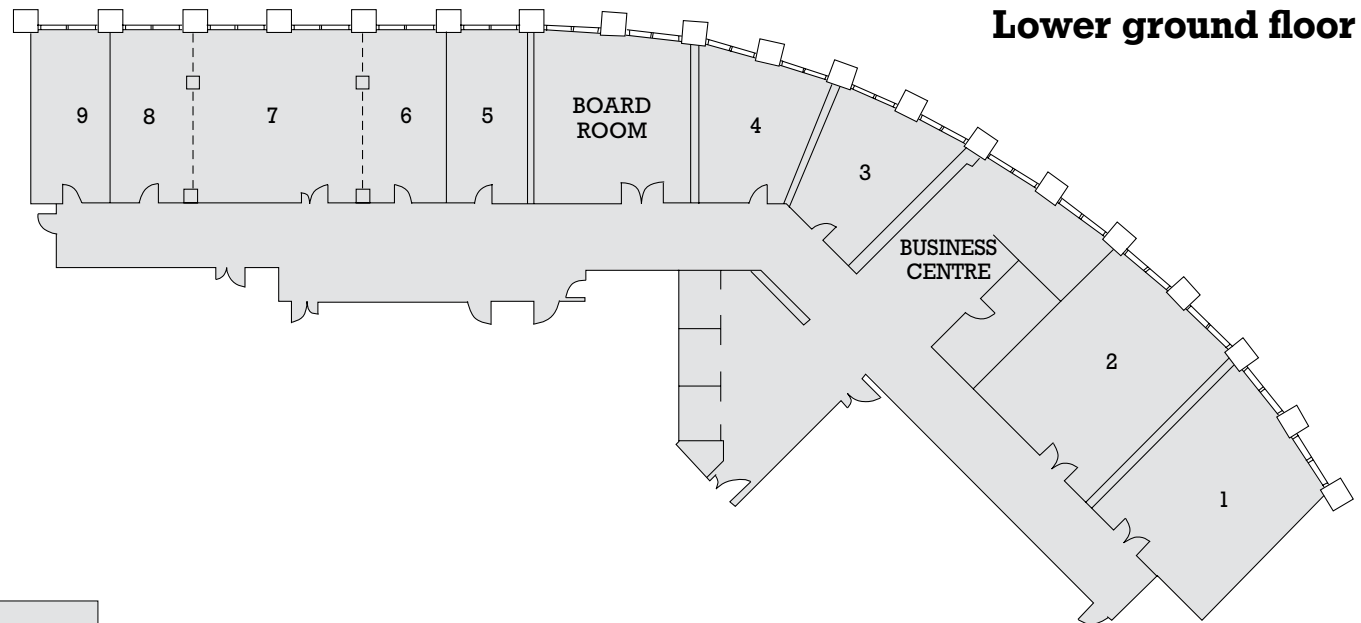
Hilton Newcastle

## Floorplans

### Ground floor



### Lower ground floor



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## Welcome from Sandra Heidinger, UHR Chair

**Welcome to the UHR 2017 Conference.**

**This year's theme is "All things to all people: what are universities for?" and, as usual, we have an excellent range of speakers and events.**

Our universities have real impact on our society; locally, nationally and globally. From changing students' lives through our first class teaching and learning to world leading research and knowledge exchange which impacts on industry, business and the third sector, I'm proud to be part of a higher education sector which has such a breadth and depth of influence.

However, I'm also struck by the challenges which having such an impact brings, as multiple stakeholders with differing and often changing expectations place real pressures on our universities' people. As HR practitioners, we're at the forefront of meeting these challenges, ensuring that our staff are supported to deliver such a wide range of organisational objectives.

Trying to be 'all things to all people' is both a challenge and a privilege and, as

top quality HR practitioners, we need to be at our best to support this.

Taking time out at the Conference allows us to soak ourselves in the very best of people practices so that we emerge refreshed, invigorated and increasingly determined to deliver for our organisations. I hope that, like me, you'll take every opportunity to learn and to network and return back to home base ready to make even more impact.

As always, UHR is most grateful to our sponsors for their support and active participation in the conference.

Very best wishes,

**Sandra Heidinger**  
**Chair, UHR**



## Programme Summary

### Tuesday 9 May

11:00-18:00	<b>Registration and Information Open</b>
15:00-17:00	<b>Senior HR Forum (HR Directors and Deputy Directors pre-booked only)</b>
18:15-19:00	<b>Welcome Reception</b> <i>Sponsored by Penna</i>
18:15-19:00	<b>Newcomers' Reception</b> <i>Sponsored by THEunijobs</i>
19:00-23:00	<b>Networking Dinner and UHR Quiz</b> <i>Sponsored by Pinsent Masons</i>

### Wednesday 10 May

07:00-09:00	<b>Breakfast</b> Available in the hotel restaurant
07:45-09:00	<b>Legal Breakfast (pre-booked only)</b> <i>Sponsored by Cloisters</i>
09:30-09:45	<b>Welcome and Opening of UHR Conference 2017</b> Sandra Heidinger, UHR Chair
09:45-10:45	<b>Opening Plenary</b> Professor Gareth Jones, Visiting Professor at the IE Business School, Madrid, and a Fellow of the Centre for Management Development at London Business School <i>Sponsored by Penna</i>
11:00-11:45	<b>Refreshments and Exhibition</b>
11:45-12:45	<b>Workshops A</b>
12:45-13:45	<b>Lunch and Exhibition</b>

13:45-14:45	<b>Workshops B</b>
14:45-15:15	<b>Refreshments and Exhibition</b>
15:15-16:30	<b>Plenary Two</b> Matthew Elliott, People Director, Virgin Money Gateshead Suite <i>Sponsored by My Family Care</i>
16:30-16:45	<b>Wednesday Close</b>
17:00-18:00	<b>Afternoon Tea (pre-booked only)</b> <i>Sponsored by PwC</i>
18:15-21:00	<b>Social Activities and Dinner (pre-booked only)</b> Walking Tour <i>Sponsored by Weightmans</i> Cocktail Making <i>Sponsored by Veale Wasbrough Vizards</i> Tour of Victoria Tunnels Beer Tasting Latin dance class Bootcamp Chillout

### Thursday 11 May

07:00-09:00	<b>Breakfast</b> Available in the hotel restaurant
07:15 - 08:00	<b>Bootcamp</b> Hotel Foyer
07:45-09:00	<b>Legal Breakfast (pre-booked only)</b> <i>Sponsored by CMS</i>
09:00-09:25	<b>Conference Day Two Opening and Special Interest Group Networking</b> Sandra Heidinger, UHR Chair

09:30-10:30	<b>Legal Sessions</b>
10:30-11:00	<b>Refreshments and Exhibition</b>
11:00-12:00	<b>Workshops C</b>
12:00-13:00	<b>Lunch and Exhibition</b>
13:00-14:15	<b>Plenary Three</b> Professor Janet Beer, Vice-Chancellor, University of Liverpool and UUK President Elect <i>Sponsored by Actus Software</i>
14:15-14:45	<b>Refreshments and Exhibition</b>
14:45-15:45	<b>Workshops D</b>
16:00-17:00	<b>Closing Plenary</b> Baroness Tanni Grey-Thompson, Chancellor, Northumbria University
17:00-17:10	<b>Conference Summary and Close</b>
19:15-20:00	<b>Drinks Reception</b> <i>Sponsored by Saxton Bampfylde</i>
20:00-00:00	<b>Gala Dinner and Awards</b> Gala Dinner <i>Sponsored by Eversheds Sutherland and CoreHR</i> Gala Dinner Drinks <i>Sponsored by Odgers Berndtson</i> Annual Awards <i>Sponsored by Veredus</i>

### Friday 12 May

07:00-10:00	<b>Breakfast and Depart</b>
07:00-12:00	<b>Checkout</b>

## General Information



### **UHR Information and Registration Desk**

The UHR Information and Registration Desk is located in the main hotel reception.

### **Opening Times**

**Tuesday 11:00–18:00**

**Wednesday 07:30–17:00**

**Thursday 07:30–17:30**

### **Check in/out times**

Check in is from 15:00, check out is by 12:00.

### **Leisure Facilities**

Guests staying at the Hilton Hotel will have access to hotel leisure facilities between 06:00 and 22:00.

### **Breakfast**

Breakfast is served in the hotel restaurant from 07:00 until 09:00.

### **Plenary Sessions**

Each plenary session will take place in the Gateshead Suite.

## General Information

### Filming and Photography

Please note we will be filming the plenary sessions on both Wednesday and Thursday. There will also be general filming and photography taking place throughout the Conference.

### Working and Legal Sessions

All working and legal sessions will take place in various rooms within the Hilton Hotel.

On the reverse side of your delegate name badge, you will find the room listed for your given session choice.

A master rooming list is also available at the Information and Registration Desk.

### Badges

Please wear your Conference badge at all times to ensure you can access the sessions.

### Session Timings

All sessions will start on time. Please ensure you are in the room five minutes before to ensure a prompt start.

### Lunch and Refreshments

All lunches and refreshments will be served in the exhibition area.

### Tuesday Evening Dinner and Quiz

The Newcomers' Welcome Reception for first time delegates, or delegates who have not attended the Conference for five years or more, will be held in the Executive Lounge from 18.15.

The Welcome Reception for all other delegates will take place in the Hotel Foyer from 18:15.

The networking dinner will take place within the Gateshead Suite from 19:00 and will be followed by the quiz.

### Wednesday Evening Meal

Guests will be dining within the hotel's restaurant, either before or after your given social activity.

### Gala Dinner

The Gala Dinner will take place at the Discovery Museum on Thursday evening and the dress code is smart.

All guests have complimentary travel to and from the Discovery Museum from the Hilton Hotel.

Coaches will begin boarding at 18:30. The final coach will depart at 18:50. Please meet in the Hilton Hotel reception.

Return coaches to the Hilton Hotel will be available following the Gala Dinner and Awards.

Please remember to bring cash for the charity raffle; this year the charities are Children's Heart Unit Fund and Sage Gateshead.

### Children's Heart Unit Fund

[www.chuf.org.uk](http://www.chuf.org.uk)

CHUF supports children and families who receive treatment by the Children's Heart Unit based at the Freeman Hospital, Newcastle, which is one of the world's leading specialist centres for children and babies born with or who develop heart conditions. The Children's Heart Unit treats critically ill babies and children from across the UK.

## General Information

### Sage Gateshead

[www.sagegateshead.com/support](http://www.sagegateshead.com/support)

Sage Gateshead is a charity which provides musical instruments and lessons for children who would not otherwise get the chance to learn.

### Wi-Fi information

Access to the internet is free.

In the exhibition and Gateshead Suite you will have access to BT Wi-Fi.

The log in details for this are:

Network Name: UHR 2017 Conference

Password: #UHR2017

If you are staying in the Hilton Hotel, you will also be able to connect to the Hotel's Wi-Fi.

Please note, after 15 minutes of inactivity you will need to log in again.

### Mobile Website

Go to [uhr.ac.uk/m2](http://uhr.ac.uk/m2) on your smartphone or tablet to see the 2017 conference programme, delegate list, venue maps and more.

### Mobile Phones

Please be considerate to colleagues and speakers by ensuring you switch off your mobile phone during all Conference sessions.

### Disabled Access

The Hilton Hotel is fully accessible. Should you require any assistance in getting around the venue please contact the UHR Information and Reception Desk.

### Lost and Found

Please hand lost property into the UHR Information and Reception Desk.

### First Aid

In the first instance please contact the UHR Information and Reception Desk.

### Concierge/Left luggage

There is a concierge/left luggage facility located at the hotel reception. UHR cannot accept responsibility for items left.

### Delegate List

A delegate list will be displayed at the UHR Information and Reception Desk. You can also access the delegate list on the UHR Conference mobile website: [www.uhr.ac.uk/m](http://www.uhr.ac.uk/m).

### Smoking

The Hilton Hotel operates a non-smoking policy throughout, including all bedrooms.

### Social Activities

Tuesday	18:15	Welcome Reception
Tuesday	18:15	Newcomers' Reception
Wednesday	17:00	Afternoon Tea
Wednesday	18:15	Evening Social Activities
Thursday	19:15	Drinks Reception
Thursday	20:00	Gala Dinner and Awards

### Fitness Bootcamp

This session is free and you do not need to book in advance to participate. Fitness Bootcamp will run on Thursday morning from 07:15 to 08:00. Please meet in the Hotel Foyer.



**Tuesday 9 May, 15:00-17:00, Gateshead Suite**

## Senior HR Forum – HR Directors and Deputy Directors Only

**Steve Hearsom, BA, MSC, HSDP, Senior Consultant, Roffey Park Institute**  
**Griff Griffiths, MSc, Associate, Roffey Park Institute**

### Complex Change: What Is It, And What Are The Implications For Universities And Their Leaders?

This year we are pleased to confirm that the Forum is open to Directors, Deputies and Associate Directors. Preceding the main Conference programme, the Tuesday afternoon session is an excellent opportunity to explore and debate an issue in depth, with senior colleagues.

As leaders how do we discern what's going on around us and decide on a response? How do we connect with others to create effective collaborations? How do we make sense of chaos and uncertainty, both at a personal level and organisationally, and still deliver what is expected?

In an environment of increasingly scarce resources, with rapidly changing technological, political and social factors, there is arguably a greater need than ever for students, academics, professional services staff and indeed anyone connected to and working within the HE sector to come to terms with complex change. The challenge is that there are no easy answers, and when leaders in HR and beyond are being required to lead themselves and others through this, that presents some challenges.

In this experiential and interactive session, Steve Hearsom and Griff Griffiths from Roffey Park will work with delegates to explore:

- What is 'complex change' and how is that different to any other?
- What are the implications of this for us individually, as human beings and leaders within an organisational context?
- What might be required of HR leaders and functions that is the same or different to what came before?
- Draw on thinking from Human Systems Dynamics and other fields to illuminate the territory we explore

#### Biographies

##### Steve Hearsom

Steve is an OD and Change Consultant, Facilitator and Coach combining a strong background in organisational change and OD with leadership and management development. He is committed to supporting clients to identify what needs to be in place to enable them to achieve both their goals and long-term sustainable change. He works predominantly with middle and senior managers/leaders.

He is Programme Director for the Digital Leadership Programme, Programme Director for Organisation Design in Practice and on the faculty delivering Roffey Park's highly regarded Organisational Development Practitioners Programme. His specific areas of focus are organisational development,





**Tuesday 9 May, 15:00-17:00, Gateshead Suite**

## Senior HR Forum continued

digital transformation, organisational change, organisational culture, organisation design and how all of these can be seen as connected challenges for leadership and management, rather than discrete practices.

Steve has an MSc in Change Agent Skills & Strategies from the University of Surrey, is a qualified Human Systems Dynamics Practitioner, certified Systemic Coaching Constellations Practitioner and he is FIRO-B qualified.

### Griff Griffiths

Griff works with clients to create solutions where there is little clarity over what to do next. He brings three areas of expertise to this:

- Development of people in organisations. He works independently as a Leadership Coach and Organisation Development Consultant, supporting individuals and groups in building their capacity to adapt.

- Navigating uncertainty and complexity. Griff is strongly influenced by complexity science, and uses it as an underpinning theory for all his work with organisations. He draws primarily on the very practical approaches of Human Systems Dynamics, a field which he also teaches.

- Use of technology. A previous career in the IT industry provided a thorough grounding in technology which he now applies to aspects of organisational work such as narrative data collection and social network analysis.

He's worked with diverse organisations such as the UK Civil Service, GlaxoSmithKline, Green Alliance and mental health charity Mind. He's a Consulting Associate at the Human Systems Dynamics Institute, an accredited coach and a graduate of the NTL Organisation Development certificate programme.

He's described as having "the ability to push, support and challenge into other spaces" and bringing "unique thinking which encourages new ideas to emerge and emotions to be surfaced."

**Wednesday 10 May, 07:45-09:00, Meeting Room 1**

## Legal Breakfast

### Embracing Diversity in a Changing World: How Do Universities Do It?

**Universities hold a vast range of viewpoints from a multitude of groups and individuals. Academics voice opinions which may impress or offend students, inside and out of the lecture hall.**

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Agents undertaking work from construction to administration may promote views that give rise to free speech issues but also discriminate against users of the institution. Social media adds to this minefield raising the difficult question about what is private behaviour. Recent political events have legitimised the voicing of some standpoints ("why are you foreigners still over here, taking our jobs?!") which has made it

all the more vital to maintain and implement policies which keep the peace and ensure standards of excellence. In this workshop law and policy combine to create a vibrant, interactive session that provokes challenging questions and provides invaluable advice about how to uphold respect and courtesy in our universities in these fast-changing times.

**For pre-booked delegates only.**



**Sponsored by Cloisters**





Wednesday 10 May, 09:45-10:45, Gateshead Suite

## Opening Plenary

**Professor Gareth Jones, Visiting Professor at the IE Business School, Madrid, and a Fellow of the Centre for Management Development at London Business School**

### Why Should Anyone Be Led By You?

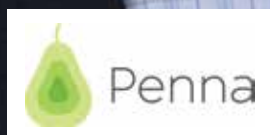
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Drawing on his extensive experience in leadership, specifically in 'Leading Clever People', Gareth's provocative and wide-ranging opening plenary session will engage delegates on HR's transformative role in increasing the leadership capacity of our organisations. Moving beyond any resigned acceptance in the HE sector that effective leadership and management in a knowledge economy can be problematic, the session will focus on two key issues: How can HR professionals in universities act as leaders? and How can we help others to act as leaders?

Gareth's career has spanned both the academic and business worlds. He began as a university academic in Economic and Social Studies at the University of

East Anglia before moving to the London Business School, where he joined the Organisational Behaviour Group.

During this period he directed the School's Accelerated Development Programme. At this point the attractions of a "real" job in business proved too great and he joined Polygram, then the world's largest recorded music company. Appointed as Senior Vice President for Polygram's global human resources, his responsibilities covered more than thirty countries. In 1996 he reverted to academia when he became the BT Professor of Organisational Development at Henley where he also served on the Board of Governors. His most recent job was as Director of Human Resources and Internal Communications at the BBC.



**Sponsored by Penna**

**#UHR2017**

Wednesday 10 May, 11:45-12:45 and 13:45-14:45

## Workshops A and B

### Increasing Diversity in your University - Attraction and Recruitment Strategies

Meeting Room 9

**Rachel Killian,**  
Lead Client Partner, Penna  
**Louise Alford,**  
Recruitment Manager,  
Sheffield Hallam University

With plenty of evidence to show that a more diverse workforce brings a myriad of benefits to an organisation, increasing the diversity of employees is a strategic priority for many universities. In this session, Sheffield Hallam University will share their experience of working with Penna to promote the institution as an attractive employer to groups with protected characteristics. This will include ways to reach out to a more diverse pool of talent and how to ensure recruitment processes are giving everyone an equal chance to succeed.

Louise Alford from Sheffield Hallam University and Rachel Killian, Lead Client Partner at Penna Education will be sharing insights into their work on a 2016 project to increase diversity at the University. Delegates will therefore benefit from two different perspectives and experiences that include specific sector and real-world insights

#### Biographies Rachel Killian

Rachel has spent almost 20 years in the higher education sector, initially working in various marketing and recruitment roles for a UK institution. More recently, she has been supporting the Penna higher education clients with attraction and recruitment strategies for their staff and student populations. This includes offering research and consultancy services to UK universities to help them to develop their employer brands and identifying strategies to reach a wider diversity of talent. Her work has covered increasing female students in a business school, social mobility within a graduate recruitment context and understanding the applicant journey for employees with protected characteristics.

#### Louise Alford

Louise is a Recruitment Manager at Sheffield Hallam University, with a specific responsibility for diversity and equality. Prior to joining the university in 2015, she spent 10 years of working for South Yorkshire Police as a Senior HR advisor.

### Promoting Diversity: Going Beyond the Obvious

Meeting Room 3

**Alison Locke,**  
HR Manager, University of Strathclyde

"The diversity agenda is familiar to us all, but how do we look beyond the obvious improvements and tackle the often unseen issues? The session will look at 3 key areas where Strathclyde HR are addressing some of the broader equality challenges:

1. Support for staff experiencing gender-based violence, emphasising the interplay with gendered power relations and inequality;
2. Support for trans staff and work to better understand the barriers, challenges and support needs of trans staff in HE; and
3. Support for academic employees returning from family leave, to help them balance their return to work with the demands of their research. The session will introduce delegates to Strathclyde's approach and provide the opportunity to explore how improvements can be made in their own organisations, to improve operational effectiveness."

#### Biography Alison Locke

Alison Locke joined the University of Strathclyde's HR Directorate as an HR Manager in January 2016. Before joining Strathclyde, Alison was an employment lawyer working in private practice for around 14 years for large corporate law firms. She worked with HR teams in the higher and further education and independent schools sector, supporting them with people issues, delivering training and representing (mainly employer) clients in Employment Tribunals across the UK. Alison has a long association with Strathclyde, having lectured on the University's undergraduate, post-graduate and masters employment law and discrimination law programmes for many years. Alison has a University-wide remit for various projects, including responsibility for

the implementation of the HR aspects of the gender equality strategy; developing an age-friendly HR strategy; and recruitment marketing of key strategic recruitment programmes. She retains her practising certificate and provides legal advice and support on complex casework and operational issues as they arise.

### HR - Role Models for Change

Meeting Room 1

**Karen Lawson,**  
Head of HR Services, University of Stirling  
**Lorna Prince,**  
OD Partner, University of Stirling

This session will provide an insight into the impact of how using LEAN continuous improvement tools has enhanced HR's contribution and service delivery and importantly the impact it has had on embedding a team culture of excellence. The University of Stirling is a large, complex and ambitious university with many brilliant and talented staff. Our aim is to unlock the potential of our students and staff so that they can use their knowledge and skills to shape the world in a positive way. Effectiveness and sustainability is one of our strategic drivers. Within HR Services we are transforming our service delivery, processes and, crucially, the way we connect with staff. By collaborating, and improving our interactions, we are developing innovative new ways of working and becoming role models for change to support the creation of an organisation wide culture of continuous improvement. As process designers we are reimagining and redesigning our employee lifecycle processes so that they are responsive, efficient, easy to navigate and align with the University's values and strategic aims. We are currently working our way through our tsunami of improvement ideas and are excited by our feelings that anything is possible. We would love to share our story.

#### Biographies Karen Lawson

Karen is Head of HR Services and is a qualified HR professional with over 20 years' experience of people management and development. Karen works as part of the senior management team within the HR&OD directorate with responsibility for leading three teams; HR Operations, Payroll and Pensions and HR Information Systems which deliver



## Workshops A and B

all processes associated with the employee lifecycle, from "hire to retire". HR Services have recently begun an ambitious programme of improvement to transform service delivery. This in part is being facilitated using Lean methods to reimagine and redesign processes. A new HR Services user group has been created that brings together relevant stakeholders responsible for lifecycle processes across faculties and professional services. Processes are becoming responsive, efficient and easy to navigate and align with the University's values and strategic plan objectives. Examples include paperless job evaluation and employee contracts. Time saved on these processes alone would allow the team time to fly to Australia and back five times! This engagement and collaboration is helping foster a culture of continuous improvement across the University where all staff feel valued for their contribution.

### Lorna Prince

Lorna is a qualified and experienced OD professional with over 25 years of people management and development experience. She has contributed across both the commercial and public sectors and has specialised in the higher education sector for the last 11 years delivering individual, team and (formally assessed) leadership development solutions at all leadership levels - as well as organisational development projects and initiatives. Lorna is an established practical expert on development and uses her experience to make links individual development and enhancing performance. Building on her comprehensive theoretical background - Lorna gained her BSc (hons) in Social and Management Science, specialised in HRM and gained her MSc in HRM and latterly gained her LLM in Employment Law. In 2006, she was awarded Fellow status of the Chartered Institute of Personnel and Development and has been an active CIPD committee member since 2004, most recently contributing as Branch Chair. Lorna is currently a CIPD Assessor within the CIPD Professional Upgrading team. An experienced leadership coach, Lorna gained her ILM Level 5 Certificate in Leadership Coaching and is a member of the Association for Coaches. She enhances her coaching with development psychometrics, and is a qualified in BPS Level A and B as well as EQi Emotional Intelligence Assessor. Dedicated to ongoing personal development, Lorna recently gained her Certificate in Neuroleadership with the Institute of Neuroleadership and her Prince 2 project management qualification. Lorna has been designing, delivering, assessing and quality controlling ILM Programmes since 2007. She is an experienced tutor/coach, assessor and internal verifier.

### How to Succeed by Engaging and Rewarding People

#### Boardroom

**Peter Smith,**  
Senior Partner, Korn Ferry Hay Group  
**Julie Alderdice,**  
Senior Principal, Korn Ferry Hay Group

University strategies need to define a clear vision and direction, and HR Directors and executive teams have to ensure that the right workforce and talent are in place to deliver the strategy. There are many reasons why this is becoming more difficult, including the high level of competition, changing patterns of work and the UK's uncertain relationship with the EU.

We will:

- compare universities' approach to pay and reward with the rest of the UK economy, looking at pay level, package composition and the employment proposition;
- review how organisations develop strategies for recruitment and retention and how they build reputation through an "employer value proposition";
- look at the central importance of leaders and managers in sustaining competitiveness;
- suggest ways in which universities could compete differently in the market by drawing on lessons from other sectors.

### Biographies

#### Peter Smith

Peter Smith is a Senior Partner at Korn Ferry Hay Group. He has advised on employment policies and pay for over 25 years and in the past two decades has worked extensively with universities in the UK and Ireland, as well as supporting the consultancy's higher education practice internationally. He has published on public service reform, performance management and pay reform and has given evidence to many national inquiries on UK pay and reward policies.

### Julie Alderdice

Julie Alderdice is a Senior Principal at Korn Ferry Hay Group, leading on work measurement and design. Her consulting work in higher education dates back 15 years. It is currently focused on reward policy and practice for leadership teams, equality reviews, approaches to simplifying grading and pay for the wider population, and creating better alignment between rewards and university values. Prior to her career in consulting, Julie worked in the sector as a research associate.

### The Human Side of REF Impact Cases

#### Meeting Room 5

**Dr Julie Davies,**  
HR Subject Group Leader,  
University of Huddersfield Business School

This session will reflect on key findings from a study of the human side of REF impact case studies based on interviews with research team leaders, HR managers and other key stakeholders. We will play the research dilemmas game that highlights key decisions related to people resourcing, talent management and succession planning inspired by the game developed at Erasmus University. We will explore implications for the next REF and research teams more broadly linked to HR issues.

### Biography

#### Dr Julie Davies

Dr Julie Davies, HR Subject Group Leader, Huddersfield Business School. Julie is a Chartered Fellow of the CIPD, Fellow of AUA, and member of the CIPD membership and professional development committee. She has a PhD in strategic management from Warwick University. Previously, Julie was Deputy CEO of the Chartered Association of Business Schools where she initiated and facilitated the International Deans' Programme with EFMD and worked with AACSB on the UK's first bridge programme to support executives moving into academic positions. Julie chairs the membership committee for AAPBS which represents business schools in the Asia Pacific region. Julie researches on international management development and research impact. She is currently involved in a three year EU Erasmus Plus programme on HRM in SMEs with partners in Germany, Finland, the Czech Republic and Lithuania. Contact: j.a.davies@hud.ac.uk.

Wednesday 10 May, 11:45-12:45 and 13:45-14:45

## Workshops A and B

### How do we Ensure the Staff Voice can be Heard - A View From the Higher Education Sector

Meeting Room 8

**Judy Friedberg,**  
Universities Editor, The Guardian  
**Catriona Long,**  
Education Client partner, The Guardian

The Guardian will run a survey across the Guardian asking University staff members to rate their 'happiness in the workplace' We ran a survey three years prior and we want to compare the results from this recent survey which will showcase the differing thoughts and feedback post Brexit. We will analyse the data and present back the findings, whilst our editor will also showcase key themes that she has seen throughout the past year from the HE sector which link in with the survey findings, we want to discuss/explore/provoke thoughts around the themes of getting the 'staff' voice heard more in the current changing environment we are in and ask the delegates to contribute their thoughts and feedback throughout the session.

#### Biographies

##### Judy Friedberg

Judy Friedberg is The Guardian's universities editor, responsible for the University Guide and Guardian Students and overseeing the Higher Education Network. She has worked in a range of roles at the Guardian from foreign news to education. Before that she worked in magazines, radio, and adult education in the UK and in South Africa.

##### Catriona Long

Catriona has worked in the Higher Education sector for the past 10 years, working for a university and also working alongside the sector at The Guardian. In her current role at The Guardian, she manages both the UK and International Sales Team working with Universities worldwide to create bespoke recruitment packages designed to reach staff and students. The Guardian also has a dedicated Higher Education Network offering news, blogs, data, advice and ideas which many UK Universities are already using to expand their branding.

### Universities as Values Driven Organisations, Delivering our Civic Responsibilities

Meeting Room 4

**Carol Costello,**  
Director of HR, University of Liverpool  
**Tracy Fishwick,**  
Director, Transform Lives

The University of Liverpool has a responsibility to increase its' social impact. During 2016 we pioneered a new approach by offering volunteering opportunities in a program we called GiveGetGo. The program helps us connect with more diverse groups, allows our managers to engage in offering volunteering placements with social impact, create new employment route-ways for disadvantaged people. We've used our civic standing to work collaboratively with housing associations, Everton FC, the Council, JobCentrePlus, local charities and social enterprises. We've seen the impact first hand on our managers. They are more connected with the city around them, with local people and they have an increased understanding of how important employment is to local people and the barriers many face. The 12 week program supports local people who, gain skills, employment, qualifications and new prospects for their life chances with many finding employment as a result of being on the GiveGetGo program.

#### Biographies

##### Carol Costello

Carol Costello joined the University of Liverpool in September 2010 as HR Director (HRD) responsible for HR, Payroll, Organisational Development (OD) and Pensions for approximately 5,500 staff. Prior to this she was the HRD for Lancashire County Council; managing teams delivering, OD, Learning and Development, Human Resources, Payroll and Health and Safety Services for 45,000 employees, (over half of them in the 645 Lancashire schools) and a number of external partners. As the Strategic Director of Corporate Services at Rotherham Council, she had responsibility for Corporate and Customer Services and for one of the early strategic partnerships between a Council and the private sector (BT).

She has worked around the country in local government, further and higher education and big public industries and her career has mainly been spent in HR and general management roles.

One of her most interesting roles was running the highways and environmental services unit in Knowsley Council – the first female 'non' engineer to do the job. Her 'claims to fame' are that she is famously known as the 'wheelie bin queen' in Merseyside after introducing a new bin collection service; met Dolly Parton through the US version of the Athena Awards (and was part of a team that worked with her to introduce every young child in Rotherham to books) and; spent a morning showing Prince Andrew around some of the economic sites of Rotherham.

Carol is currently studying for her Doctorate (in HE); she is a Chartered Fellow of the Institute of Personnel and Development; holds an MA from Durham University and diplomas in coaching and mentoring. She has extensive experience in leading change and performance improvement programmes and is also an experienced alternative/holistic therapist. Carol is currently a Trustee of a multi-academy Trust with schools across the country. She is the Chair of their HR Strategy Group and a member of the Policy and Resources Committee.

Carol is married to Steve; has two Bedlington Terriers and is a keen runner!

##### Tracy Fishwick

Tracy founded Transform Lives Company (TLC) in 2013 after a 20 year career in local government. Most of her career has been spent working on supporting unemployed people to access the labour market, although her original plan was to have a career in HR having achieved her CIPD in the early 1990s and working in HR teams, specifically on equality and diversity, management and employee development strategies. She's designed and mobilised a wide range of employment programmes in some of the toughest areas of Liverpool and Manchester, worked with 1000's of young people and supported older unemployed people who've experienced a wide range of barriers. She ran a £52m programme across the Greater Manchester Combined Authority to support 8,000 people in to jobs across the entire public sector – health, police, fire, councils. She's also worked in the US a number of times on knowledge exchanges and shared best practice with social enterprise leaders, government and policy makers.

## Workshops A and B

Her passion now is supporting the social enterprise and charity sector to diversify the way services can be delivered in and with local communities. She's currently the Project Director for the Peoples Powerhouse initiative, a recent response championing the need for inclusive growth as a driving force behind Northern Powerhouse investments.

Tracy is Chair of Groundwork (Cheshire, Lancashire and Merseyside) a charity which uses land based projects to transform communities and has been a Trustee of Blackburne House, Liverpool for 6 years (a women's education and enterprise centre).

Tracy is new to running and definitely can't keep pace with Carol, but is happy to keep trying.

### Stepping Out (of the shadows), Stepping On (the gas) and Stepping Up (to the plate). How People Services is Enabling the University

Meeting Room 2

**Alex Killick,**  
Director of People,  
Glasgow Caledonian University  
**Fiona Campbell,**  
Deputy Director, People Planning

The People Services team has been instrumental in developing new approaches to staff engagement in the university. The design and delivery of the 2020 Strategy and supporting Values and Behaviours Framework (launched last year) was built on the successful delivery of the 2015 People Strategy "People in the Right Place". It has been the team's commitment to continuous improvement, tenacity in the face of resistance and positive outlook that has moved it from a 'grudge purchase' to a high performing, confident team demonstrably adding value to the institution. The key to success was to focus on doing less, better and this has led to a number of important achievements internally and recognition externally. The intention would be to share the story of the team's journey, the impact on clients and the university 'bottom line' as well as the next 'steps' in supporting the delivery of Strategy 2020.

### Biographies

#### Alex Killick

Alex is Director of People at Glasgow Caledonian University (GCU), having joined the sector in January 2012. His responsibilities cover Human Resources, Health and Safety, Organisational Development as well as staff and student Equality and Diversity. Prior to this, Alex spent over 20 years in a variety of senior HR roles in NHS Scotland and has also worked in Scottish Government – where he was responsible for employment and retention policy across NHS Scotland providing advice to Ministers on Industrial Relations issues. He is currently Treasurer of UHR and was formerly Co-Chair of UHR Scotland. He sits on the Scottish Living Wage Leadership Group and is a judge with HR Network Scotland Awards. Alex is a Fellow of the CIPD and is undertaking a Professional Doctorate focusing on employee engagement.

#### Fiona Campbell

Fiona is one of two deputies within People Services and is responsible for the delivery of Business Partnering services. Fiona and her team are there to ensure the Academic Schools and professional support service departments have 'people in the right place'. In addition, Fiona is also leading the review of School Based Professional Services for the Deputy Vice chancellor. Fiona is the lead for GCU New York inc. a strategic start up for the University, supporting the Board and Vice Chancellor directly. Prior to working at GCU, she held a number of senior HR roles in the Banking and corporate financial sectors before seeing the light ten years ago when she moved to the UK and joined GCU- the University for the Common Good.

### Building More Collaborative Teams: A Psychological Approach

Meeting Room 7

**Samantha Birkett,**  
People and Organisational Development Manager,  
Liverpool John Moores University  
**Mike Talbot**  
Founder and CEO, UK Mediation Ltd

Teams, groups, schools, and faculties within universities are made up of diverse groups of individuals with the widest range of needs, objectives, and expectations. Some people are natural collaborators, others less so. Tensions can arise and opportunities can be missed when competing needs and objectives tip over into poorly managed conflict. Skilful and timely support from management and HR are essential to ensure that staff feel heard, stay engaged, and are ultimately retained. This session takes a psychological perspective in considering what team conflict is really about, what leads people to get into dispute with others, and what can be done by management and HR to minimise destructive tension and to build collaboration within all sorts of teams. By drilling down into the psychology of conflict, the session looks at the anatomy of a dispute, and of people's disputing behaviour, as a means to identifying the kinds of HR and management interventions that will really work in bringing about resolution.

### Biographies

#### Samantha Birkett

Samantha is an accredited mediator and a fellow of the Chartered Institute of Personnel Development. She holds an MBA and a Master's Degree in Human Resource Management. Her role includes addressing conflict between individuals and within teams at Liverpool John Moores University, where she uses a combination of her own skills as a mediator, and external mediators from UK Mediation Ltd.

#### Mike Talbot

Mike Talbot is a psychotherapist, mediator, trainer, speaker, and organisational consultant. His early career was spent conducting research with BT, working in NHS management, and conducting clinical work with people with disabilities. He then ran a consultancy for some years, providing psychotherapy and training, working with the effects of trauma, and consulting with organisations on bullying, harassment, and conflict management. Mike started UK Mediation in 1999 as a way to promote the greater use of mediation and other forms of pre-formal conflict resolution. Mike and his team of mediators,

Wednesday 10 May, 11:45-12:45 and 13:45-14:45

## Workshops A and B

trainers and consultants now work principally with NHS Trusts, universities and local authorities, helping to set up internal and external systems whereby conflict can be better managed. Mike holds a degree in psychology, masters degrees in ergonomics and psychotherapy, and a doctorate in psychotherapy. His research interest is in the overlap of psychotherapy and mediation, especially looking at the application of gestalt theory as a way of understanding how we get into conflict, how we get stuck there, and what we need in order to move on from it.

### The Future of HR in Higher Education - Taking a Global Perspective

Meeting Room 6

**Elizabeth Baré**

**Director, HR Global Innovations**

**Brian Mallory**

**Director, HR Global Innovations**

**The Revd Keith Stephenson**

**Director of Resources at the Association of Commonwealth Universities**

**John Steele**

**Associate Partner HR Global Innovations**

'Internationalisation' is a pervasive aspiration in institutional missions. Not only do we measure our success as individual institutions in a global context, but the THE has created a world ranking on this specific aspect of institutional success.

Our workforces are increasingly working across national boundaries and engaging with multiple institutions.

The new norm and indeed career expectation is that successful academics will collaborate across international boundaries and simultaneously undertake work in different countries and cultures.

What does all this mean for HR practitioners in the sector? How well are we really equipped as HR professionals to add value to our institutions internationalisation agendas? Do our policies and practices facilitate these developments?

This session will assist HR professionals to explore the challenges of internationalisation and identify potential strategies to support our institutions and maintain the relevance of the HR function to institutional objectives.

#### Biographies

**Elizabeth Baré**

Liz is a higher education consultant, working with universities and colleges in Australia, New Zealand, the Pacific, and the UK to improve management and service delivery. She has headed the human resource function in three different organisations, including her role as Vice-Principal of Human Resources at the University of Melbourne, Australia. She is a Senior Fellow of the LH Martin Institute for Higher Education Leadership and Management – the national leadership institute for higher education in Australia – a founding member of HR Global Innovations, a Chartered Member of the Australian Human Resources Institute and a member of the ACU HRM Steering Committee.

**Brian Mallory**

Brian has more than thirty years experience as a member of the executive team and leader of the human resources and organizational development functions in several large, complex public sector organizations, including two universities. He has a Master's Degree in Public Administration.

Brian has maintained a Canadian Human Resource Professional certification for twenty-five years and was on the executive advisory committee of the Canada Conference Board Human Resource Professionals Executive Council. Brian was an inaugural member of the Association of Commonwealth Universities Human Resource Advisory Committee.

As a founding member of HR Global Innovations Brian has many public sector clients in several countries, has been keynote and guest speaker at several conferences and facilitates workshops on strategic planning, issues in performance management, and conducting workplace investigations.

**Keith Stephenson**

Keith studied Mathematics and then Management Studies at St John's College, Cambridge. After graduating, he trained with Courtaulds Textiles as a Management Accountant (FCMA) including two years living and working in St Etienne, France.

Returning to the UK with Courtaulds, Keith became Management Accountant of a knitwear factory in Dumfries, and completed an MBA at the University of Strathclyde. He subsequently worked in the NHS in Dumfries and Galloway, St John's College, Cambridge and PricewaterhouseCoopers, before becoming Acting and then permanent Finance Director at the University of Hull.

While working in Hull, Keith trained as a non-stipendiary minister in the Church of England.

**John Steele**

John has 30 years' experience in senior academic and administrative positions in higher education in Australia and the UK. From November 2012 to 2016 he was the Foundation Executive Dean of the Faculty of Social Sciences at the University of Wollongong (UOW). Prior to this John held positions as Director of HR at UOW, the University of Western Sydney and at the University of Lincoln (formerly Lincolnshire and Humberside) in the UK and as a Lecturer in HRM at Griffith University in Queensland. He is respected in the sector for his leadership and depth of knowledge of the HE environment as well as strategic insight and innovation in HR practice and change management initiatives.

He is a Non-Executive Director of the Flagstaff Group, a leading Australian Disability Enterprise, a member of the UOW Early Start Advisory Committee, the Chevalier College Development Foundation and former Board Member of the Australian Higher Education Industrial Association



**Wednesday 10 May, 15:15-16:30, Gateshead Suite**

## Plenary Two

**Matthew Elliott,**  
**People Director, Virgin Money**

### Purpose Led Organisational Change

Focusing on the experience of integrating Northern Rock and Virgin Money, Matt's session will cover the transition and how their EBO (Everyone's Better Off) philosophy has been key in providing a common purpose and value set. EBO recognises that Customers, Colleagues, Communities, Corporate partners, and Company are all equally important to the business. Matt advocates that great customer experiences must be matched by great experiences of work, and organisations must design the colleague offering on that premise. Matt will also share Virgin Money's approach to integrating diversity and inclusion into the business strategy to increase productivity. Touching on the Women in Finance Report of 2016 (<https://uk.virginmoney.com/virgin/assets/pdf/Virgin-Money-Empowering-Productivity-Report.pdf>), Matt's session will cover the impact on the wider Financial Services industry, whilst highlighting the activities and practical initiatives that are having a positive impact within Virgin Money.

Matt Elliott joined Virgin Money in 2011 as People Director, leading the HR work required to acquire and integrate Northern Rock. Matt is a member of the Executive Team who successfully built the company, leading to a successful FTSE listing in 2014.

Matt's early career was at RBS, where he held senior HR roles in several RBS operating businesses, including the consumer finance division and the Tesco Personal Finance joint venture. In 2007 he moved to BP within corporate and functions before becoming HR Vice President for the North Africa business.

Matt led the team widely recognised for the integration of Virgin Money and Northern Rock (Team of the Year, Change Management of the Year - Personnel Today Awards 2013), and was awarded HR Network Scotland's HR Director of the Year in 2014. Matt and his team went on to receive the 'Best Recruitment & Talent Initiative' award from the CIPD in 2015 and the Award for 'Talent Management' from Personnel Today in 2016.

Matt was also named in the OUTstanding/Financial Times Top 50 business ally's list in 2015 and 2016, recognising his commitment to creating a fair and inclusive workplace.

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Wednesday 10 May, 17:00-18:00, Meeting Rooms 6, 7 and 8

## Afternoon Tea

### What is the Role of HR in Driving the Strategic Vision of HE?

**This interactive session will challenge the traditional role of HR across higher education and encourage delegates to think differently about how they can drive universities' strategic plans.**

When we attended the UHR Conference last year we asked the question 'what will universities look like in 2018'. Four clear themes emerged:

1. Flexibility in terms of working practices and learning experience;
2. Mobility to generate greater development opportunities for staff;
3. Digitalisation to enable learning;
4. Commercialisation led by closer collaboration with the private sector and industry bodies.

Our session will build on this by discussing HR's role in driving the change required to achieve a university's strategic vision. We will consider the skills that universities will need in the future as well as how universities attract and retain talent through the full employee value proposition (EVP) - matching employee desires to the universities' needs by leveraging the employment deal.

Through this session we will explore:

- Attracting talent (both academia and from other industries) through a compelling offer ('the deal');
- Gaining greater talent mobility in the sector;
- Driving a performance led culture to help accelerate commercialisation and innovation through careful planning, effective communication and engagement, phased implementation and embedding across the university.

This session is designed to encourage delegates to think differently about how and where they attract top talent, what skills will be required in the future and how this aligns with the university's strategic plan.



**Sponsored by PwC**

Thursday 11 May, 07:45-09:00, Meeting Room 1

## Legal Breakfast

### Changing World of Work

**This session looks at the changing world of working patterns within the wider economy and the university sector.**

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While organisations seek to maximise flexibility and reduce costs, tensions can arise where employees want job security and fixed hours. Nowhere has this issue been more prevalent than the use of zero hours contracts and atypical working patterns in universities.

With newspapers running headlines equating academic institutions to Sports Direct and unions applying pressure, many universities have already changed their approach. Yet some sectors

have avoided this level of criticism by adopting agile working models, which are generally seen in a much more positive light. In this workshop we will discuss the competing tensions of employer flexibility and employee job security. We will also consider the wider changes taking place around the government backed Taylor review into working patterns, the Uber case and the various other cases which have disrupted the gig economy.

**For pre-booked delegates only.**



**Sponsored by CMS**

**#UHR2017**

Thursday 11 May, 09:30-10:30

## Legal Sessions

### Transformational HR: Removing Blockers to Achieve Goals

#### Meeting Room 1

**Trish Embley,**  
National Client Trainer, Pinsent Masons  
**Helen Corden,**  
Partner, Pinsent Masons

Focussing on the credibility of the HR function in a complex multi-faceted environment and HR's key role in partnering the University in achieving its goals, this session will help even experienced HR professionals take a fresh look at complex situations, and work with their teams to embed an approach which is realistic as well as fair. We know that HR teams can (unfairly) be perceived as entirely focused on policy and compliance. Some stakeholders within the organisation do not view HR as true business partners but as "blockers" to their own desired outcomes and goals.

We will facilitate a highly interactive session exploring ways that HR teams can:

- Approach issues of risk showing consideration of and appreciation for operational needs as well as legal risks; and
- Influence key stakeholders so that they understand and engage with HR's (and the University's) strategy and approach.

We will do this by bringing to life a complex complaint which includes elements of discrimination, using multimedia "talking heads" to share the complaint as well as management's viewpoint.

### Biographies

#### Trish Embley

Trish Embley is a Senior Associate and National Client Trainer in our Employment Law + team. She is a member of our National Universities Employment Law Team and has delivered training to a large number of University and Higher Education organisations. Trish has worked on significant training projects for university sector clients on programmes such as:-

- Improving Performance Effectively & Fairly: Working with management teams to help develop their knowledge, confidence and communication skills to tackle underperformance fairly and proactively.
- Managing Recruitment & Selection: Raising management awareness of the potential risks involved in the recruitment and selection process. Identifying practical ways in which managers can select the best candidate for the job and justify their decision by reference to objectively verifiable criteria.
- Making Legally Fair Disciplinary Decisions: Providing HR and management teams with the guidance required to carry out a fair process.
- How to make Reasonable Adjustments for Stress/Mental Health in the Workplace: Clarifying what is and what is not required in terms of the duty to make reasonable adjustments for employees with a disability.

#### Helen Corden

Helen Corden leads the national employment team in the HE Sector. She is a leading adviser to UK universities on strategic employment law issues such as the TUPE and Equal Pay implications of the establishment of subsidiary companies, the employment implications of establishing a presence abroad and the restructuring and resultant redundancy implications of the merger of schools and Departments or closure of courses. She leads on complex Discrimination and Whistleblowing ET claims, is recognised for her commercial and robust advice and has rolled out the team's successful Performance Management programme to a number of HE clients.

Helen has been quoted as being able to "combine her high level professional skills with an in depth understanding of the higher education sector to great effect".

On the conclusion of a lengthy whistleblowing and discrimination case which ran for three weeks in the ET and was successfully defended by Helen and her team the client quoted "I have been absolutely delighted with the expert and practical support we have been provided with by Helen and her team".

## Legal Sessions

### Managing in Times of Unprecedented Change

#### Meeting Room 2

**Diane Gilhooley,**  
Partner and Head of the  
Eversheds Sutherland UK  
and International Education Practice  
**Nicola Bennison,**  
Partner, Eversheds Sutherland

Universities operate in a rapidly changing environment and HR practitioners need to be able to respond to both global and national developments. In this session we will explore a range of current sector trends which are likely to top the list of key considerations for the next 12 months and beyond:

- Brexit, both its immediate and potentially longer term implications;
- The increasing internationalisation of the UK higher education sector, and the challenges and opportunities that presents;
- Pension changes and HR considerations;
- The proposals for the introduction of TEF and changes to REF; and
- The equal pay challenge and gender pay gap reporting requirements.

We will explore each of these issues, their strategic importance and how they will impact on the employment relationship. We will consider the legal and industrial relations implications for staff management, equality issues and the consequences for stakeholders, including students.

#### Biographies

**Diane Gilhooley**

Diane Gilhooley is Head of the Eversheds Sutherland UK and International Education Practice. As Sector Group Head, Diane leads an international, multi-disciplinary team providing a full range of legal services to universities, higher and further education institutions and schools. Diane specialises in providing complex and strategic employment advice in the education sector including revising statutes and ordinances and contracts of employment for vice-chancellors. Diane is a Governor for the Royal Northern College of Music, a committee member for the London First Group and a Reader for the Queens Anniversary Prize.

#### Nicola Bennison

Nicola Bennison is a Partner in our Human Resources Practice Group. Nicola has worked with institutions in the HE sector for more than 20 years. Nicola has a dual specialism in student issues and employment law and leads the national student team in the Eversheds Sutherland education sector group. Nicola's employment experience includes advising on business change, including large scale restructuring and redundancy programmes, the application of TUPE and the design and structuring of retention arrangements. She also advises extensively on collective labour law issues in the sector.

### HR in the Global Environment

#### Boardroom

**Nicola Brown,**  
Partner, Mills & Reeve  
**Nick Abbott,**  
Partner, Mills & Reeve  
**Alex Russell,**  
Principal Associate, Mills & Reeve

We will look at the two dimensions of the global environment within which universities operate:

- Staff working overseas to support the institution overseas. We will look at the legal issues around "flying faculty", employing local staff and give practical tips on how to manage these issues.
- Non UK nationals working for the institution in the UK. We will consider the legal issues when recruiting both EEA nationals (including developments in the light of Brexit) and non-EEA nationals. Again we will give practical tips on managing the legal issues to ensure that institutions can attract and retain the staff they wish to.



Thursday 11 May, 09:30-10:30

## Legal Sessions

### Biographies

#### Nicola Brown

Nicola Brown is a partner in Mills & Reeve's employment team and specialises in advising HEIs on strategic issues. Nicola's recent work includes advising on managing performance in the HE sector (particularly for academics), devising strategies around hourly paid staff/visiting lecturers, working with clients to proactively deal with grievances from senior members of staff, advice on outsourcing and TUPE, advising on pensions issues and outsourcing services to manage pensions liabilities, advising on equality issues and discrimination claims, managing issues around fixed term staff particularly on objective justification for the use of fixed term contracts, advising on compulsory retirement, advising on restructuring, advising on modernising Statutes for Chartered Universities and Instruments and Articles for post-1992s. Nicola regularly speaks at UHR events as well as providing internal training to clients.

#### Nick Abbott

Nick Abbott is a partner and, alongside Nicola Brown, leads Mills & Reeve's team of employment lawyers working with higher education institutions. Nick is also head of Mills & Reeve's national further education group. He specialises in providing employment advice to universities and colleges across the country. Nick has assisted clients on a range of matters, from strategic advice on restructuring and the practical management of industrial disputes to the dismissal of senior officers and defending discrimination claims in the employment tribunals. He speaks regularly at UHR events and other HE sector events.

#### Alex Russell

Alex Russell leads Mills & Reeve's immigration team and advises higher education institutions on a wide variety of immigration matters. He has considerable experience in assisting with many different types of visa applications and works closely with universities and colleges to help them manage their compliance obligations in what is a dynamic area of law. He has conducted multiple immigration audits, drafted policies and procedures, and regularly delivers training on immigration matters. Following Brexit, Alex has worked with several universities in delivering workshops and providing other support for EEA national staff. Alex's combined experience as an employment and immigration lawyer means that he is able to advise on all aspects of engaging migrant staff.

### The Changing Nature of Academic Contracts - Can Academics be all Things to all People?

#### Meeting Room 7

#### Jane Byford,

Partner, Veale Wasbrough Vizards

#### Joanne Oliver,

Senior Associate, Veale Wasbrough Vizards

The introduction of the Teaching Excellence Framework and the proposed changes to the Research Excellence Framework has brought into question whether the traditional three-legged contract remains suitable for all academics or whether alternative contracts and career paths should be introduced.

This session will look at the legal issues surrounding academic contracts, including teaching only contracts, the use of probationary periods, more focussed and metrics based performance management, rewarding high performers, promotion criteria and the challenges raised by more flexible working arrangements.

### Biographies

#### Jane Byford

Jane has been advising HE and FE clients on employment law and HR matters for over 20 years. She has extensive experience of all aspects of employment law but specialises in complex employment litigation issues, particularly discrimination issues and advising on HR projects, including internal disputes, senior recruitments and terminations, restructurings and redundancies and mergers and collaborations. Chambers & Partners praises her for "having a lovely way of getting across complex issues; she describes the legal nuances in a very down-to-earth way which is easy to understand." She is a regular speaker at HE sector events, including at the UHR annual conference and at London University Purchasing Consortium events.

#### Joanne Oliver

Joanne Oliver Joanne is a senior associate in the Employment team who assists educational institutions in resolving difficult employment issues including restructures, TUPE transfers, workplace disputes, employee exits and employment tribunal claims. She has been involved in advising universities in complex issues including the exit of senior members of the executive team and defending allegations of discrimination.



## Legal Sessions

### For Better and for Worse? Managing Academic Performance in the Modern Employment Relationship.

#### Gateshead Suite

**David Browne,**  
Partner, Shakespeare Martineau  
**Tom Long,**  
Legal Director, Shakespeare Martineau  
**Lara Feghali,**  
Associate, Shakespeare Martineau

In addressing what universities are for we will explore what universities need from employees in delivering their strategic objectives. Through a fully interactive, case study led session, our team will explore ways to properly manage academic performance, specifically in balancing the imperatives of the TEF and REF. This will include an analysis of the extent to which performance management can be tailored to meet the needs of particular departments/faculties, together with an examination of the hidden pitfalls in the performance management process.

The session will explore the thorny issue of academic freedom, specifically the extent to which universities can manage academics who assert that invoking performance management processes breaches that concept. Speakers will also address the impact of the changing environment on employee and trade union relations and engagement, specifically assessing opportunities and risks arising.

#### Biographies

##### David Browne

David is the lead employment partner for the vast majority of the firm's education clients and has provided sector specialist advice to universities and colleges for well over a decade. He regularly provides clients with strategic advice on issues such as major restructures; TUPE; and trade union relations. David frequently advises university clients in respect of managing academic staff, for example in respect of both performance and conduct issues. David also undertakes a significant amount of contentious work for both education and non-education clients, including representation at employment tribunals, the Employment Appeal Tribunal and the Court of Appeal. Clients welcome David's pragmatic and commercial approach to employment issues, with Chambers and Partners 2017 stating that David's "extensive knowledge and experience is evident in his ability to provide pragmatic, clear advice."

##### Tom Long

Tom is a Legal Director and an experienced employment lawyer.

He is the trusted day to day adviser to a number of Shakespeare Martineau's largest HE sector clients. Tom is seen as a "go to" lawyer and the strength of the firm's HE practice and Tom's return to it in 2016 has been acknowledged by the leading legal directories. Tom has worked in and with the HE sector for many years and specialises in defending complex employment tribunal litigation including issues of whistleblowing and discrimination.

Tom also has extensive experience of advising on TUPE, redundancy and restructuring exercises and senior employee exits, and is increasingly being asked to advise on trade union relationship issues within the HE sector. Tom is consistently praised by clients as being approachable and providing personable, supportive and timely responses.

##### Lara Feghali

Lara is an Associate who Shakespeare Martineau were delighted to welcome to their HE team in January 2017, having joined from a firm well known for their public sector expertise. Lara is a very experienced employment lawyer, acting for a range of clients over the last 10-plus years, but has gained the majority of her experience in acting for large public sector organisations including Universities, NHS Trusts and Local Authorities.

Lara has particular expertise in employee relations matters and defending employment tribunal claims, often complex in nature, ranging from unfair dismissal to discrimination and whistleblowing complaints. For example Lara recently successfully advised a university in respect of a sensitive and complex grievance investigation and the discrimination claim that followed.

Lara is regularly involved in providing training on various aspects of employment law to HR professionals and managers and clients praise Lara on her stewardship of litigation and her 'user friendly style'.

Thursday 11 May, 11:00-12:00 and 14:45-15:45

## Workshops C and D

### How Staff Networks are Working Together to be Inclusive and Give Employees Flexibility and a Voice at Anglia Ruskin University

Meeting Room 3

**Rachael Cornwall,**  
Head of Talent Management and Development,  
Anglia Ruskin University  
**Lesley Haddow,**  
HR Manager, Anglia Ruskin University

Over the last 18 months we've refreshed and introduced new staff networks to include a re-branded Women's Network, BME, LGBT and Part Time and Flexible Working (PTFW) Network. They work closely with our Workplace Health & Wellbeing, and Equality, Diversity & Inclusion Groups under our 'Be Inclusive' banner, embedding inclusive practice into all we do. Feedback from our last staff survey told us that some staff aren't happy with their work life balance.

We recognised the need to work closely with the Women's Network, and PTFW to enhance, improve and support work life balance including an institutional wide 'go home on time day' and we are exploring flexible working campaigns. We're running targeted development to support part time/flexible staff to progress their careers, whilst encouraging managers to embrace the benefits of a flexible workforce. We've introduced informal buddy/mentor schemes and online managers' guidance. Our Workplace Health & Wellbeing Group support all our networks and are championing support, alongside our Women's Network, for victims of domestic violence, again in relation to staff feedback.

### Biographies

**Rachael Cornwall**

Rachael is Head of Talent Management and Development at ARU leading both the HR business partner and Learning and Development team. Rachael has over 10 years' experience of HR in the HE sector and prior to this worked for the professional service firms EY and PwC in different consultancy roles. Rachael is a co-lead for our ARU Women's Network and plays an active part in each of our staff networks.

**Lesley Haddow**

Lesley is an HR Manager at ARU. In addition to her role as business partner to a number of faculties and professional services she is the staff EDI lead and sits on the university Equality Diversity and Inclusion Group. Before joining the HE sector Lesley worked in a variety of different sectors including engineering and manufacturing, local government, insurance and judicial services.

### What is the Gender Pay Gap Really About?

Meeting Room 2

**Chris Charman,**

Principal, Mercer UK Talent Business

**Deirdre Golden,**

Principal, Mercer UK Talent Business

The focus on gender pay reporting is failing to address the real causes of the gender pay gap. Building on Mercer Global research from over 700 companies and consulting experience the session will share insights into the real drivers of success for organisations in delivering improved female careers and practical tips for organisations in advancing equality and inclusion in the workplace. We will also provide focus on areas of concern in relation to pay and performance programmes to give a warning from the private sector as the university sector evolves.

### Biographies

**Chris Charman**

Chris is a Principal of Mercer in the UK Talent business with 20 years' experience across a wide range of work in the reward, performance management and talent fields. Chris has advised on equal pay issues for over 15 years and leads the Mercer support in the UK to clients on addressing the challenges of addressing the Gender Pay Gap and managing the risks associated with equal pay. This is always placed firmly in the context of understanding the workforce profile and occupational segregation – all with the aim of realising the clear business benefits of diversity and inclusion. Chris worked with the EHRC's technical advisory group on gender pay gap measurement for s78 of the UK 2010 Equalities Act. He has also supported them on the development of standards for bias free job evaluation. Chris works with public and private sector clients across a range of industries notably education, engineering, high-tech, mining. Chris has a BA in History and Sociology, University of Warwick; MA Industrial Relations, Warwick Business School; and is a Member of the Chartered Institute of Personnel Development.

**Deirdre Golden**

Deirdre Golden is a Principal in Mercer's Talent business and an experienced professional with a comprehensive background in HR management in the private and public sector. She is a network leader and consultant on global equality diversity and inclusion. Deirdre leads the UK/Europe based Vanguard diversity network and co-chairs the Global Diversity Forum. Deirdre works with employers to develop their knowledge, understanding and practical insights into how equality, diversity and inclusion can support businesses objectives, and enhance employee engagement and effectiveness, including its role in attracting and developing talent at home, and in the emerging markets. She was previously a Board Director of the West Euston Partnership, a government funded, regeneration partnership in the London Borough of Camden, where she worked with a wide range of stakeholders in developing the strategy for the partnership. More recently she was a member of the UK National

## Workshops C and D

Working Group on the European Commission's "For Diversity Against Discrimination campaign". Deirdre has been working with employers on global and domestic diversity strategy and initiatives for twelve years with a particular expertise in Europe. Prior to her work with ORC and Mercer she has worked in the Financial Services sector, Information Technology; Professional Services, and the Public Sector on HR Strategy and Operations including Employee Relations and trade union negotiations; and designing employment policy in compliance with UK and European legislation. Deirdre has a Masters Degree LL.M (Employment Law with Merit) University of Middlesex Business School; BA Honours Economic and Political Sociology, University of East Anglia; and is a Member of the Chartered Institute of Personnel Development.

### Bringing HR Data to Life

#### Boardroom

**Andy Fryer,**  
Head of Communications & Membership, UCEA  
**Phil Smith,**  
Director/Consultant, Phil Smith Communications  
**Hayfa Mohdzaini,**  
Senior Researcher, UCEA

Bringing HR Data to Life is a proposal inspired by the sector's and HR practitioners' growing interest and enthusiasm in UCEA infographics and HR data analytics events. Effective HE HR communications is a growing need with fierce competition for space in this world of mass data, media and messages: 90% of the data in the world today has been created in the last two years. During the same past two years UCEA has been assisting member HEIs with communications materials that simplify often complex data, the most popular of these are infographics

covering key 'HE HR' issues, including pay, gender pay, pensions, benefits of working in HE and many more. Meanwhile UCEA's popular workshops on the value of HR analytics in extending the impact and influence of HR professionals in HE, have focused on communicating 'results', visualising key messages and anticipating reactions and objections when managing challenges and change.

#### Biographies

##### Andy Fryer

Andy is responsible for developing and delivering an effective external relations strategy for UCEA and its member institutions. Andy provides communications advice and support to members, oversees media enquiries and plays a key role in managing the UCEA profile and membership development. He previously held communications posts at a number of further and higher education institutions and is an Executive Committee member for HEERA (the Higher Education External Relations Association).

##### Phil Smith

Phil Smith Communications is a specialist PR, communications and stakeholder engagement consultancy for the education sector. With 15 years' experience supporting over 60 major education institutions, Phil provides consultancy services to universities, schools and education businesses.

##### Hayfa Mohdzaini

Hayfa is responsible for UCEA's pay and workforce benchmarking, including the Senior Staff Remuneration Survey and the Salary Survey of Higher Education Staff, and provides research and analysis on HE reward and employment issues. Previously Hayfa worked as a researcher in the IDS Pay & Reward team, occasionally supporting IDS Research Services on bespoke pay benchmarking projects. She has also worked as a senior HR officer at a multinational company covering employee relations and organisational development.

### Where do Pensions Fit in your Reward Strategy?

#### Meeting Room 5

**Sandra Cox,**  
Head of Public Sector Tax, KPMG  
**David Spreckley,**  
Director, KPMG

The cost of providing traditional Defined Benefit pensions is increasing and the priorities for the modern workforce is changing, which is posing interesting challenges around how pensions fits into a University's overall reward strategy. We will use the workshop to explore the following questions in relation to this:

- How employers can best articulate the value of pensions to its staff as part of the overall reward package
- Are pensions suitable for all staff (e.g. defined benefits are very valuable, but are they valued?) – could alternative remuneration be better for some employees
- What could a DC scheme deliver and how does this impact workforce planning?

We will also consider how the Private Sector is embracing Freedom & Choice around pensions and whether there could be a parallel opportunity for the Education sector.

#### Biographies

##### Sandra Cox

Sandra has over 20 years of experience in the sector, and she leads KPMG's public sector tax practice in the UK. This involves the whole range of tax services to our public sector clients, in particular in relation to international activity and structuring of groups, including the formation of joint ventures, subsidiary companies and new entities within the public sector, both in the UK and overseas. Sandra has a close working relationship

Thursday 11 May, 11:00-12:00 and 14:45-15:45

## Workshops C and D

with Government, HMRC and sector bodies including BUFGD, the National Housing Federation and the Department of Health. She regularly presents at sector events and KPMG seminars for the sector. Her other university clients include the Universities of Manchester, Cambridge, Newcastle, Liverpool, University College London, the Open University and the University of Edinburgh.

### David Spreckley

David is a Director at KPMG and leads their public services pensions advisory in the South East. David has worked in the pensions industry for 18 years on a range of engagements in both the private and public sector delivering pensions advice and managing client relationships. He advises clients across the public sector on the cost and risks associated with pension provision and devising and delivering strategies to meet their long term objectives. David has advised clients on how they can restructure their pension offer to provide more flexibility to the membership whilst reducing risk in the process. His clients include universities, social housing associations, local authorities, as well as large private sector organisations.

### Navigating the Snakes and Ladders of Conflict

#### Meeting Room 1

### Alison Love,

**Managing Director, Resolution at Work Limited**

### Dionne Dury,

**Operations Director, Resolution at Work Limited**

An interactive session exploring the various options available to manage workplace conflict.

When it becomes clear that there is some ongoing disharmony amongst colleagues at work, there are a variety of ways of responding to this. This interactive session looks at the pros and cons of each and considers which may help to positively manage the situation and which may escalate the situation; how to climb up the ladders and how to avoid the snakes that may be hiding in the long grass!

### Biographies

#### Alison Love

Alison set up her own mediation services business in 2010 and has now expanded her business interests by becoming a Director of Resolution at Work Ltd. Prior to that Alison has over 18 years' experience as a specialist Employment Lawyer (11 at senior management level) and 8 years' as an HR practitioner. Since setting up her mediation business Alison has conducted in excess of 200 workplace mediations in a variety of sectors, including both individual, team mediations and facilitations. Alison regularly provides in-house and external training on mediation skills, conflict coaching, workplace investigation, conflict management and difficult conversations. Alison has conducted and advised on a wide range of workplace investigations and neutral assessments. Alison is a fellow of the CIPD (Chartered Institute of Personnel and Development) and sits on the Board of Arts & Business Cymru. She is an Accredited Workplace and Employment Mediation, ILM Level 7 Executive Coach and Mentor, Certified CINERGY Conflict Coach and author of The Manager's Guide to Mediating Conflict.

#### Dionne Dury

Dionne is an accredited mediator with a background in Employment Law. Dionne became a Director of Resolution at Work Ltd. in April 2016. Dionne has over 11 years' experience as an Employment Lawyer advising business and employees on a wide range of workplace disputes. Having witnessed the damaging effects of litigation Dionne draws upon her legal background and senior management experience to help her

work with individuals and organisations to create conflict positive working. Dionne has experience of mediating on individual and team disputes in the public and private sector. She regularly delivers in-house and external training courses to HR practitioners and Managers around conflict resolution and carries out complex workplace investigations and neutral assessments. Dionne sits on the committee for the Civil Mediation Council's Workplace & Employment group and on the Board of Restorative Bristol. She is also on a panel at ACAS that reviews Employment Law Guidance.

### Creating 'Positive' Universities - Experiences and Benefits of Applying a Positive Business Approach Within Higher Education

#### Meeting Room 8

### Rob Baker,

**Founder and Director, Tailored Thinking**

This session will introduce the concept of a "Positive University" and will share research and case studies from the US and Australia to demonstrate the value and importance of a positive business approach within higher education. The session will address the paradox that whilst University's have historically sought to create cultures of excellence and peak performance they are still failing to leverage the talents and strengths of their students and staff. An overview will be given about the emerging interest in wellbeing league tables for students and staff within Higher Education and the importance of these in future recruitment.

## Workshops C and D

Practical examples of initiatives provided by universities such as the University of Melbourne to address these issues and increase mental wellbeing amongst staff and students will be shared. These activities have been shown to buffer against mental distress and enable staff to respond more confidently and effectively during times of challenge.

### Biography

#### Rob Baker

Rob has over 16 years' HR experience working with senior leaders across complex and large organisations and spent 9 of these years within Higher Education at the University of Sheffield and the University of Melbourne. Rob is at his best when working with people to thrive, particularly within the context of work. He blends his experiences as an HR leader, a former international athlete and Masters of Applied Positive Psychology graduate in the work he delivers. He has led award winning HR projects which have received both national and sector-wide recognition for innovation and business impact. He has presented his research on positive psychology at a number of conferences including the 2016 European Conference of Positive Psychology in France. A Chartered Fellow of both the CIPD (FCIPD) and the Australian HR Institute, he has a Masters (First Class) in Applied Positive Psychology from the University of Melbourne.

### HR, Culture Change and Organisational Values

#### Meeting Room 9

**Catherine Shepherd,**  
Development Consultant, Roffey Park Institute

This interactive and practical workshop draws on Roffey Park's experience of change leadership, in the HE sector and beyond. The workshop will start with a lively debate about what we actually mean when we talk about culture and values, and compare that to some of the well-known models in the field, such as Johnson's cultural web. This will generate some practical ways to focus change efforts so they foster the values your organization is aspiring to. The workshop will then consider the two main views of how to lead change: planned and emergent. You'll then be on your feet to map out which view most closely aligns to your change initiatives, using Stacey's complexity diagram. Takeaways from the workshop will include links to further resources and reading, and a summary of Roffey's research about trust during change.

#### Learning outcomes:

- Understand how culture and values interlink
- Know where to focus change in order to foster values
- Recognise the two main paradigms of change (planned and emergent)
- Have a framework to decide whether a planned or emergent approach to change is appropriate
- Have some practical hints and tips to use in your current change initiatives

### Biography

#### Catherine Shepherd

Catherine is an experienced consultant and facilitator, with expertise in leadership development, talent management and HR development. She works with clients from private, public and not for profit sectors, and is Programme Director of Roffey's HR offerings. Before joining Roffey, Catherine spent 15 years in L&D roles in private and not-for-profit organisations. Catherine has an MSc from UCL in Organisational Psychology, with a focus on psychological wellbeing and resilience in the workplace. She is qualified to use MBTI, FIRO-B and Hogan psychometric tools.

### Building Resilience in Turbulent Times - Can Competing Institutional and Employee Objectives Ever be Reconciled?

#### Meeting Room 7

**Bettina Rigg,**  
Partner, Veale Wasbrough Vizards  
**Jacqui Marshall,**  
Deputy Registrar and HR Director,  
University of Exeter

The pace of change has never been greater but what keeps the senior managers of institutions and employees awake at night? What are their priorities and what are their concerns? How can HR facilitate building resilience so that everyone in the institution is working for the same goals? This session will be delivered jointly by Jacqui Marshall Director of HR at the University of Exeter and Bettina Rigg, employment law partner at Veale Wasbrough Vizards. Jacqui and Bettina will look at some of the changing demands on employees, and with the help of soundbites from a range of line managers, both academic and professional, will explore the themes and human factors driving HE today from the strategic HR perspective. They will explore some of the tools available to help build resilience throughout the institution and consider some of the employment law implications. Delegates will also work in small discussion groups to brainstorm some of the key issues.



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## Workshops C and D

### Biographies

#### Bettina Rigg

Bettina is an employment law specialist working predominantly in the HE and FE sectors. She advises on all aspects of employment law but particularly on issues of equality and diversity and claims in the Employment Tribunal. Bettina is well known for her work on health and disability related matters affecting staff and students, regularly speaking at national conferences. She has been a member of the Advisory Group set up by the Equality Challenge Unit in relation to its project on issues of mental illness affecting staff and students. Bettina is ranked as a key individual in the Education: Institutions (Higher and Further Education) London and UK wide section of Chambers Legal Directory. Bettina recently completed nine years as a member of the Council of the University of Exeter where she was the lay lead covering HR and Equality and Diversity and a member of the Remuneration Committee.

#### Jacqui Marshall

Jacqui is the Deputy Registrar and HR Director at the University of Exeter and is Vice Chair of the Russell Group HRD's Forum. Previously Jacqui was a Senior Civil Servant specialising in HR and Transformational Change. Jacqui's Whitehall career was served predominantly in the Ministry of Defence and DEFRA. Jacqui has led on all aspects of HR, and is a big advocate in HR data analysis and business focused policies. Jacqui is a business coach and mentors people from a variety of backgrounds, from public and private sector. Jacqui also sits as a Trustee on Young Bristol, a large youth charity in the South West and is a NED for Torbay and South Devon Foundation Trust.

### Keeping the Golden Thread Of Disciplinary and Grievance Cases: Ten Common Mistakes and How to Avoid Them

#### Meeting Room 6

**Clive Bane,**  
**Director, B3sixty**  
**Steve Hodder,**  
**Director, B3sixty**

You can learn from your own mistakes but it's even better to learn from other peoples! This Workshop will set out the ten most common mistakes made when handling disciplinary and grievance cases. It will explore why these mistakes are made and how they can be avoided. There is good reason to do so: poor case management can waste staff time, incur legal costs, damage organisational morale and adversely affect an employer's reputation. The Presenters will draw on their own experience and observations from undertaking over a hundred disciplinary and grievance investigations in Higher Education.

### Biographies

#### Clive Bane

Clive has worked in Human Resources in the UK and internationally for over 30 years, latterly as HR Director at University of the Arts London. He is a longstanding Member of CIPD, a Fellow of the RSA, and has an MBA and a Diploma in Industrial Relations. Clive has a special interest and expertise in employment and industrial relations, both at a policy level and in "hands on" experience of implementing effective processes for preventing or dealing with disputes. He has either commissioned or conducted numerous investigations, and has been involved in resolving many individual and collective disputes.

#### Steve Hodder

Steve had a 30-year career in Acas (Advisory Conciliation & Arbitration Service) culminating in his role as Director for London and National Conciliator. Steve is a long-term member of CIPD, and author of the book "Resolving Conflicts at Work: A Guide to Negotiation and Joint Problem-solving in the Workplace". He is an experienced investigator and mediator, equally at home dealing with workplace disputes between individuals or addressing collective issues involving employers and trade unions. He has assisted organisations in the design and implementation of new HR policies and procedures, and helped draw up trade union recognition and partnership agreements. Steve is also an experienced and effective trainer, with a particular interest in enhancing management negotiation and consultation skills and in building effective relationships with employee representatives.

### The State of American Higher Education - Post U.S. Presidential Election

#### This session will run once in Workshop D Meeting Room 4

**David Blake,**  
**Vice Chancellor and Chief HR Officer,**  
**Seattle Colleges**  
**Pamela Prescod-Cesar,**  
**Vice President, Human Resources,**  
**Swarthmore College**

This session will provide each attendee with a perspective from both a public and private American Institution on the potential opportunities and challenges presented in an era of a historic change in US politics.

## Workshops C and D

### Biographies

#### David Blake

David Blake, PhD, SPHR, SHRM-SCP is currently the Vice Chancellor and Chief Human Resources Officer for Seattle Colleges. In that capacity, he is responsible for all human resources services delivered to the colleges which serve 26,000 students and 5,000 employees. He has held senior HR positions for Oregon State University, the University of San Diego, National University, Abbott Laboratories and Guidant Corporation. He is a twenty year retired enlisted member of the United States Air Force. Dr Blake currently serves as Chair, College and University Association for HR.

#### Pamela Prescod-Caesar

Pamela Prescod-Caesar, MBA, PHR, SHRM-CP, currently serves as the Vice President for Human Resources at Swarthmore College. She has over 25 years in human resources serving in senior-level leadership roles at higher education institutions and the non-profit sector, including Colgate University, Harvard University and Morgan Memorial Goodwill Industries of Boston. As a member of the President's Senior Staff, she provides consultation and guidance to the President and senior administrative leaders on strategic workforce engagement, diversity initiatives and oversees several functional areas of HR, including payroll operations, to provide service for approximately 1100 faculty and staff members. To complement her human resources experience, Pamela currently serves on the College and University Professional Association for Human Resources (CUPA-HR) Board of Managers, and previously served as past-chair of the Eastern Regional Board of Directors. She is an alumna of Harvard University's Administrative Fellows Program and is certified in mediation training.

### Unknown Unknowns - What HE HR Need to Know about Safeguarding and Student Welfare but Don't

This session will run once in Workshop C  
Meeting Room 4

#### Kathleen Heycock,

Partner, Farrer & Co LLP

#### Alice Cave,

Associate, Farrer & Co LLP

Universities can no longer ignore the significance of safeguarding and student welfare. Tragic news stories almost every day highlight institutions which were not aware of the role they should have played in safeguarding children and vulnerable adults. Modern HEI activities are firmly within the safeguarding scope: academic activities, student accommodation, sports facilities, counselling and other pastoral services, support for disabled students, student recruitment and outreach work all have safeguarding aspects and welfare. Safeguarding is a vital consideration in terms of legal compliance, potential liability and reputational risk – but most importantly in bringing about cultural change. The pastoral structures required are a key part of student wellbeing, the student experience, and student recruitment and retention. Human beings, and so Human Resources, are at the centre of creating safer organisations that meet the needs of all stakeholders – and HR are likely to be the first contacted when a safeguarding issue arises.

### Biographies

#### Kathleen Heycock

Kathleen is a Partner in the Farrer & Co Employment Team who is recognised for her approachability and her pragmatic and commercial advice. She focusses on higher education institutions, providing strategic advice on complex Tribunal claims, academic TUPE transfers, large scale redundancies, senior terminations, contract reviews, mediation and internal investigations. Kathleen is also part of Farrers' market leading Child Protection and Safeguarding team and specialises in safeguarding in higher education institutions, including student welfare and the prevent duty. Kathleen spent 3 and a half years on secondment (one day a week) to Imperial College London so is familiar with the realities of working in an HE environment.

#### Alice Cave

Alice is Farrer & Co's current secondees to Imperial College London. She advises HE clients on a wide range of employment and student-related matters, both contentious and non-contentious. Alice is experienced in providing day-to-day advisory support to HE clients, giving prompt advice on issues as they arise. She also assists clients embarking on longer-term projects such as redundancy exercises or large scale policy and contract reviews. She regularly conducts Employment Tribunal litigation (including a number of high-value claims) and is also a member of the firm's Child Protection and Safeguarding Team, advising a wide range of clients on compliance, best practice and dealing with live safeguarding issues.

**Thursday 11 May, 13:15-14:15, Gateshead Suite**

## Plenary Three

**Professor Janet Beer, Vice-Chancellor,  
University of Liverpool and UUK President Elect**

**The Importance of Strategic Human Resource Policy and  
Practice in the 21st Century University**

.....

Professor Beer's session will focus on the challenges for the HE sector in responding to a multiplicity of expectations, ranging from the people management dimensions of the Teaching Excellence Framework and the proposed reforms to the Research Excellence Framework, to the role of Universities, as major employers, in engaging with our local communities. Her stimulating presentation will also address issues of diverse leadership in higher education and HR's impact on the success of our organisations.

### Biography

Professor Janet Beer took up post as Vice-Chancellor of the University of Liverpool in February 2015, having formerly been Vice-Chancellor of Oxford Brookes University.

Professor Beer is Chair of the Board of the Equality Challenge Unit. She is currently Vice-President of UUK, England and Northern Ireland and has recently been elected President with effect from August 2017. She is also a Board member of UCAS and a Trustee of the British Council.

Professor Beer chairs the Liverpool Knowledge Quarter Board and is a member of the Liverpool City Region Innovation Board and the Liverpool Science Park Board.

Professor Beer has an established record of research and scholarship in late nineteenth and early twentieth century American literature and culture and most recently completed a study of the late writing of Edith Wharton.



**Sponsored by Actus Software**





**Thursday 11 May, 16:00-17:00, Gateshead Suite**

## **Closing Plenary**

### **Baroness Tanni Grey-Thompson, Chancellor, Northumbria University**

#### **In Conversation with Wendy Gibson**

Delegates will have the opportunity to hear from Tanni Grey-Thompson, currently Chancellor of Northumbria University, on her career and achievements, her passion for learning and for the benefits of higher education, together with her current role as a member of the House of Lords, including her engagement with the Higher Education Bill.

In dialogue with Wendy Gibson, journalist and presenter, and with an opportunity for delegates to pose questions from the floor, Tanni's inspiring insights will be a fitting conclusion to the Conference.

One of Britain's greatest Paralympic athletes, Tanni Grey-Thompson's magnificent career spanned 16 years and 5 Paralympic Games. An

incredible medal haul of 11 gold, 3 silver and 1 bronze established her as one of the most gifted and courageous sportswomen of her generation. Tanni also won the London Wheelchair Marathon 6 times between 1992 and 2002.

Now retired, Tanni is Chair of ukactive, President of the National Council of Voluntary Organisations, a member of the BBC Independent Diversity Action Group and sits on the board of Transport for London and the London Legacy Development Corporation. She was elevated to the House of Lords in 2010 to serve as a cross bench peer with specialist interest in disability, health, sport and education.



Thursday 11 May, 16:00-17:00, Gateshead Suite

## Closing Plenary

### Wendy Gibson, Journalist and Presenter

.....

Passionate about business, engineering and manufacturing, and passionate about events, Wendy Gibson is a familiar face in North East England, and presented news for more than twenty years on BBC television. She was the regular co-host of the early evening TV news programme Look North, from Newcastle, and the host of the outdoor leisure programme Out and About, as well as hosting issues on the arts, politics and of course Children in Need. Out and About gave her the opportunity to do everything from rock climbing to hot air ballooning, and even land yachting!

A farmer's daughter from County Durham, now living in Northumberland, Wendy is a modern languages graduate (French and German), and speaks fluent French, German and conversational Italian.



## Gala Dinner and UHR Awards

**Ending the UHR Annual Conference on a high note, the Gala Dinner and UHR Awards Ceremony, will take place at the Discovery Museum, Newcastle on Thursday evening.**

.....

This unique venue promises excellent dining, entertainment and opportunities to network in a more informal, social context.

The evening will begin with a drinks reception in the Science Maze, sponsored by Saxton Bampfylde, which will follow with a delectable formal dinner in the Great Hall, sponsored by CoreHR, Eversheds Sutherland and Odgers Berndtson.

Our compere for the evening will be former BBC presenter Wendy Gibson, who will also introduce the much anticipated UHR Awards 2017 ceremony, sponsored by Veredus.

The evening will also feature our charity raffle. Delegates will have the opportunity to purchase their raffle tickets during dinner, with all proceeds going to this year's chosen charities Children's Heart Unit Fund and Sage Gateshead. More information on these charities can be seen on page 7.

Coaches will be available to collect delegates from the Hilton Hotel from 18:30. Return coaches will be available after the Awards Ceremony.

The dress code is smart.

Saxton Bampfylde

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Smarter HR Technology

EVERSHEDS  
SUTHERLAND



## New for 2017: Special Interest Groups

**This year there will be more opportunities for delegates to network with others who share a professional interest in particular hot HR topics.**

On arrival at the Conference you can opt to wear colour coded ribbons on your lanyard to identify your chosen Special Interest Group(s).

**Thursday 11 May, 09.00-09.25**  
**Gateshead Suite**

During the Conference we will be encouraging those who share an interest to network in the Exhibition area. Additionally, at the start of Thursday's Conference programme there will be the chance to discuss topics of interest with others who have opted for one of your Special Interest Groups.

There are seven areas to choose from;

1. Diversity & Inclusion
2. Reward & Recognition
3. Employee Relations
4. Organisational Development & Engagement
5. Workforce Implications of TEF & REF
6. International & Immigration
7. Enhancing HR Services

**Diversity & Inclusion**

**Reward & Recognition**

**Employee Relations**

**Organisational Development  
& Engagement**

**Workforce Implications  
of TEF & REF**

**International & Immigration**

**Enhancing HR Services**



## CPD Pop-up Shop

**One of UHR's aims is to make available a range of high quality learning and development opportunities to its members.**

.....

We run a range of national and regional events, ensuring there is something for all HR professionals no matter where they are in their career, focusing on topics that help drive personal and organisational success. Many of our events are free of charge or generously subsidised, offering great value for money.

Two years ago we carried out a survey of members which helped inform our CPD programme and led to the appointment of regional CPD coordinators and a partnership arrangement with the CIPD.

It is now time to update our understanding of what members require of UHR's CPD programme, to ensure our offering is stimulating, relevant, and continues to add value.

UHR's Conference is an ideal opportunity to connect with its members to gather feedback on its existing programme and debate what the priorities should be for the future.

So please pop along to our CPD discussion table and either:

- Post a sticker with your ideas
- Add to the table discussion
- Complete a quick paper survey

You'll find the CPD Pop-up Shop just outside of the main exhibition area.

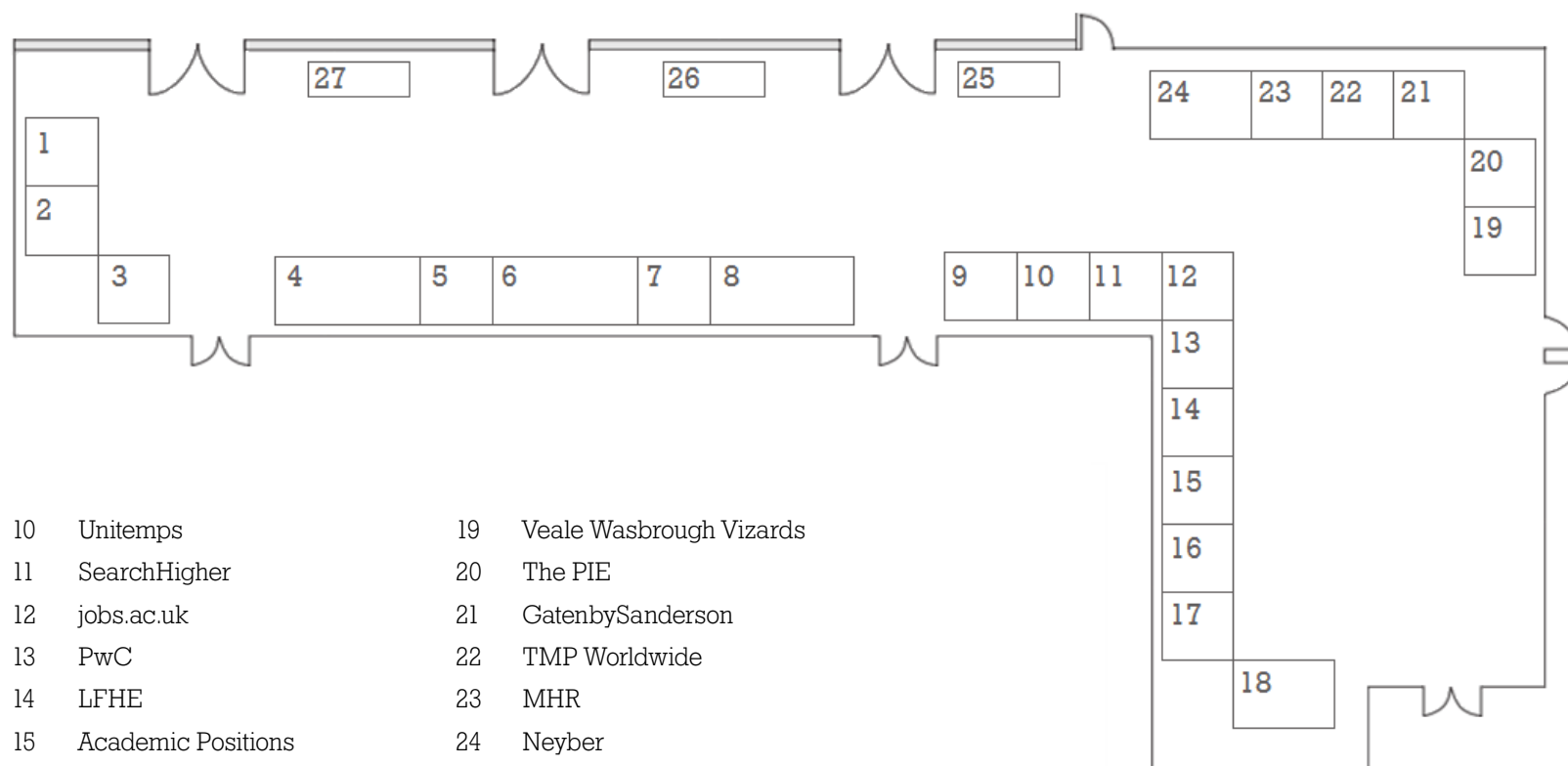
See you there!

**Lesley Broughton,**  
UHR's CPD Coordinator  
[cpd@uhr.ac.uk](mailto:cpd@uhr.ac.uk)



## Exhibitors, Sponsors & Commercial Partners

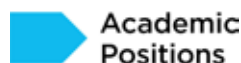
### Exhibition Stands:



1	Pinsent Masons	10	Unitemps	19	Veale Wasbrough Vizards
2	Mercer	11	SearchHigher	20	The PIE
3	WEALTH at Work	12	jobs.ac.uk	21	GatenbySanderson
4	CoreHR	13	PwC	22	TMP Worldwide
5	Minerva	14	LFHE	23	MHR
6	Guardian jobs	15	Academic Positions	24	Neyber
7	JLT Employee Benefits	16	Eversheds Sutherland	25	Strenton
8	Simitive	17	Havas People	26	Hays
9	Mills & Reeve	18	THEunijobs	27	CMP Resolutions

## Exhibitors, Sponsors & Commercial Partners

### Academic Positions



Academic Positions brings employers and academics together, by providing candidates with a wealth of jobs ranging from PhDs up to Senior Academic Management, while simultaneously giving potential employers exposure to around 250,000 academics monthly. As the fastest growing career network for academics in Europe, with fourteen European research portals and direct mail subscription alerts, Academic Positions offers unrivalled exposure across Northern and Central Europe. Working regularly with over 1,800 universities, colleges and research institutes, Academic Positions promote roles in science, research and academia to European candidates looking for either a change of employment or to further advance their studies. With more than 550 scientific fields, Academic Positions delivers a comprehensive platform for employers to easily convey news of available positions and forthcoming programmes to the most suitable and qualified candidates, so as to maximise applications, not only in quantity but in quality.

### Actus Software



Actus enables higher performance, employee engagement and talent retention by embedding year-round performance management through intuitive, award-winning, cloud-based software.

Designed by HR Professionals, best practice is already built in. Secure hosting in the cloud allows for real-time management information at the touch of a button on any security enabled device.

It's a two-way engagement platform between manager and employee and some of the functionality includes;

- SMART Objectives aligning with both organisational and individual goals
- 1:1s integrating with Outlook calendars
- Development plans, qualifications & training with automated reminders
- Talent profiles with the ability to capture career aspirations effectively - fantastic for talent retention and succession planning
- Appraisal templates that can be tailored for different roles
- Clear visibility of performance with associated graphical reports

At Actus we don't just provide software, our team offer full consultancy as well as a complete portfolio of training. We work in partnership with you.

For more information visit our website: [www.actus.co.uk](http://www.actus.co.uk) or Contact the Actus Team: 01582 793053 [info@actus.co.uk](mailto:info@actus.co.uk)

### B3sixty



B3sixty provides practical solutions to difficult and sensitive problems.

You get a trained and experienced professional to investigate or resolve disputes within 24 hours. We review your related policies and procedures to ensure best practice; provide independent members for hearings and appeals; and deliver a range of services that support the effective management of student complaints.

Our training programmes cover workplace investigation for in-house investigators; managing hearings and appeals; preventing and resolving conflict in teams; handling disputes between managers; note taking for investigatory interviews and Hearings; and a skills-based programme on dispute resolution.

Since 2010, many HEIs and a range of organisations in further education, professional services, and in the voluntary and private sectors have used B3sixty's services. Our Directors and many of our Associates have worked in higher education in senior roles and bring that experience to each assignment.

For more information visit our website [www.b3sixty.co.uk](http://www.b3sixty.co.uk) or contact [info@b3sixty.co.uk](mailto:info@b3sixty.co.uk).

### CILIP



Lisjobnet is the recruitment website of the Chartered Institute of Library & Information Professionals (CILIP), and is for the use of members and non-members alike. The site attracts nearly 20,000 unique visitors per month, and has more than 9,000 subscribers to its weekly e-alert. Over half of users are non-members.

Two-thirds of the UK's Higher Education establishments have used the site in the last 2 years.

Contact: Angela Krzyzanowska, 020 7255 0553, [advertising@cilip.org.uk](mailto:advertising@cilip.org.uk)

## Exhibitors, Sponsors & Commercial Partners

### Cloisters



Cloisters barristers give practical and pragmatic advice. However large or small the client, we never lose sight of the fact that people and relationships are at the heart of our work.

In our specialist area of employment law, we are among the first to know how and why the law is developing. When advising clients, we pass this on, so helping them take better informed decisions.

That is why our pioneering team has been setting the agenda in employment law, appearing in almost all major employment litigation and we why we are recognised as leading experts in the legal directories and with solicitors across the UK

As well as providing specialist advocacy in all courts and tribunals, we act as representatives at internal disciplinary hearings, undertake independent investigations and act as legal observers. Many of us are also part-time judges and mediators; enhancing the range of the service we offer.

### CMP Resolutions



CMP is an Institute of Leadership and Management Recognised Provider and provides mediation training, and independent mediators; as well as outsourced HR and Student complaint investigation services and training for investigators, we also train managers, staff and students in conflict management skills and bystander initiatives.

We have enabled organisations to:

- Bring their values to life in how employees and managers actually behave
- Support their organisational goals through preventing workplace conflict
- Restore productivity by resolving workplace disputes
- Reduce the risk of Appeals and Tribunals through robust, sensitive, and proportionate investigations into complaints
- Strengthen management competencies from the simple – having a good difficult conversation – to the complex – mediating in their own team
- Change employees' behaviour around bullying and harassment and build a culture of respect
- Build the business case for dispute resolution at work

We are CMP because we enable organisations to; Close, Manage and Prevent negative conflict.

### CMS



CMS is a full-service top 10 global law firm providing clients with specialist, practical advice in law and tax matters. From 1 May we will have 65 offices in 38 countries and over 3,400 legal professionals across the world working in sector-based teams and trained in project management, CMS' focus is on clients and fulfilling their objectives.

CMS has a long history of advising UK higher education institutions on a wide range of high profile strategic transactions, including significant projects involving international partners. Our higher education clients include University College London, Imperial College London, the University of Glasgow, Coventry University, University of Dundee, Heriot-Watt University and the

University of Aberdeen, most of whom we have acted for, often on an exclusive basis, for many years. Through these long standing relationships, we have built up a wide range of expertise in the sector.

### CoreHR



CoreHR is a leading provider of Cloud based HCM and Payroll solutions to some of the world's leading Higher Education Institutions including University of Oxford, University of Glasgow, Trinity College Dublin and Cardiff University. For over 30 years CoreHR has delivered highly flexible, fully integrated HR software that streamlines key processes, improves operational efficiencies and reduces costs.

With CoreHR HEI's can manage the entire employee lifecycle, from hiring to retiring, on a single integrated system. HR teams can simplify annual returns, manage complex multi post processes, devolve HR tasks with employee self-service and access real-time analytics and graphical reporting at the click of a button, plus much more. CoreHR is the number one choice for Higher Education Institutions.

### Dixon Walter



Dixon Walter is a specialist executive search and selection practice with a burgeoning reputation for making exceptional leadership appointments in UK higher education. With over 30 years combined sector experience & insight we offer innovative and progressive international search expertise that delivers industry leading results in the following areas:

## Exhibitors, Sponsors & Commercial Partners

- Academic Leadership
- Professional Services
- Lay and Non-Executive
- Interim and Contract

Partner-led and tailored; our flexible services reflect the ever changing demands of our clients in an increasingly competitive global market-place for talent. Making keynote appointments through appropriate and value-adding services that generate wide and diverse pools of candidates is our objective. Confidentiality, transparency and integrity is assured by our quality of process and best-practice administration guaranteeing an excellent customer experience for clients and candidates alike.

As a regular attendee at UHR we look forward to meeting both old and new friends at conference in the North East.

### Eversheds Sutherland

EVERSHEDS  
SUTHERLAND

Eversheds Sutherland is recognised as one of the leading legal advisors to the education sector. Our Education Sector Group is ranked in Band 1 in both the Legal 500 and Chambers & Partners Legal Directories. The Group has a dedicated team of lawyers who specialise in providing advice to higher education institutions and have a thorough understanding of the issues and needs faced by institutions both internationally and within the UK.

Our insight and understanding of the sector ensures that the legal advice we provide is strategic, pragmatic, time sensitive and within the right context, taking into account the specific challenges faced within the sector.

Amongst the areas we regular advise HR teams on include strategic and organisational change, industrial relations/trade union issues, staff discipline and grievances, whistleblowing, performance management, equality and diversity (including equal pay), data protection/freedom of information, pensions and governance issues.

### Farrer & Co LLP

FARRER & Co

Farrer & Co has a specialist Higher Education legal group made up of expert HE lawyers, including HR employment law specialists. We understand that each HE institution is unique and has its own particular structure and needs. Our team of HE experts recognise this and offer proactive pragmatic and tailored solutions to your HR team. We ensure that we learn about and understand your institution from the inside to enable us to provide the best advice for your organisation. This allows us to help you achieve your educational, HR and business goals.

Our team has particular expertise in the legal requirements of, and potential pitfalls for, HE institutions of safeguarding children and adults in universities. We provide practical advice and guidance on this crucial and fast developing area.

### GatenbySanderson

GatenbySanderson

GatenbySanderson is the UK's foremost executive search and talent development consultancy. We find and develop exceptional leaders and senior managers to navigate complex challenges and transform performance. We work across the higher education

sector, supporting universities, government and agencies to appoint senior leaders, senior academics, professional services leaders and board members. We are known for our ability to seek out talented individuals across a wide range of industries and sectors, domestically and internationally.

We go beyond traditional networks and are tenacious and expert in our search, and our insight, people intelligence and process assurance leads to successful outcomes for our clients and candidates. We invest in the best people and technology to ensure we build and retain relationships with the best and most diverse talent. We also help individuals and organisations reach peak performance and fulfil potential at critical transition points through our Leadership and Talent Consultancy.

### Global Academy Jobs



Global Academy Jobs is a social enterprise built by universities to reach a truly international audience while keeping recruitment advertising costs within budget. We work with universities worldwide to promote academic mobility and, through that, international research collaboration. Global problems need international solutions. Our jobs board and career emails reach the academics and researchers who can help.

Our high quality, mobile-friendly, specialised jobs site also helps universities build an international reputation, online recognition and internet traffic. We showcase academic vacancies worldwide at all levels from Vice-Chancellors to Early Career research opportunities. So for all your recruitment advertising needs, visit our one-stop website: [www.globalacademyjobs.com](http://www.globalacademyjobs.com) or email [theteam@globalacademyjobs.com](mailto:theteam@globalacademyjobs.com). You can even talk to us on 01865 920720.



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### Guardian Jobs



Guardian Jobs is all about inspiring careers; connecting thousands of job seekers with quality employers like you. For the last 35 years, the Guardian has held education at the heart of everything we do. Every Tuesday we publish Education Guardian which covers the latest news, features and topical content from the world of education. We also offer tailored sector specific content dedicated to education recruitment advertising.

Guardian Jobs reaches over 905,000 active job seekers each month. We can reach receptive, quality job seekers that cannot be reached through other job sites. And with over 155 million monthly unique browsers worldwide, making the Guardian the third largest English speaking news site in the world, we're confident we have the reach you need.

### Havas People



Whatever your recruitment challenge, we'll develop a strategy to help you reach and engage your audience - whether that's through a digital attraction strategy, our industry leading Engage ATS or our TalentMatch service. We have the expertise to help your audience develop a deeper understanding of, and stronger connection to, your brand - plus the analysis to prove it works.

We have a long heritage of working with public sector organisations and we are appointed as suppliers under a number of public sector frameworks including NERARS 2014. If you'd like to hear more about how we can help your organisation grow, get in touch:

Gaynor Burksfield, Client Partner, t: 07885 812 858,  
e: [gaynor.burksfield@havaspeople.com](mailto:gaynor.burksfield@havaspeople.com), w: [www.havaspeople.com](http://www.havaspeople.com)

### Hays



Hays is the UK's leading specialist recruitment group, helping professional, skilled people into permanent, temporary and interim jobs. We can find the right staff when you need them, or if you're looking for your next career move, the right organisational fit. Our consultants combine local knowledge with a deep understanding of the sector to offer a truly expert and bespoke service. Our passion lies in developing people and businesses so whether you're looking for a senior HR manager role or a new learning & development consultant for your team we can help.

For further information please visit our website  
[www.hays.co.uk/hr](http://www.hays.co.uk/hr)

### Intoo



INTOO UK & Ireland is a talent management business committed to helping higher education institutes develop the potential of their people, transform performance and transition skills as organisational needs evolve. Drawing on the vast experience of our team, we partner with universities and colleges across the UK to deliver on their talent agendas, developing solutions and strategies that cut through complexity whilst delivering lasting results.

Our hi-touch, outcome focussed coaching, mentoring, career development, change management and outplacement programmes help you create environments where talent attraction and retention is easier; development initiatives support the current and future needs of the university; helping to elevate your reputation and continue to attract students in a highly competitive environment.

### JLT Employee Benefits



JLT Education Services has been working with the Tertiary Education sector for over 30 years providing both Healthcare and Group Risks benefits to hundreds of Institutions across the UK. Our speciality includes both Corporate paid and Voluntary (via payroll deduct) Healthcare Schemes, Dental Policies, Hospital Cash Plans, Employee Assistance Programmes, Group Life and Group Income Schemes

At JLT Employee Benefits, we are committed to working with our clients to gain a deeper insight and understanding of your organisation and your workforce to develop solutions that help your organisation to thrive.

JLT Employee Benefits Limited is a member of the Jardine Lloyd Thompson Group, a leading risk management adviser, insurance and reinsurance broker and a major provider of employee benefits consultancy and services. JLT Group plc is quoted on the London Stock Exchange, is the largest European-headquartered company providing these services and one of the largest firms of its type in the world.

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### jobs.ac.uk



Launched in 1998 by the University of Warwick, jobs.ac.uk is the leading global job board for academic, research, science and related careers.

From academic, research and managerial roles to PhD programmes and studentships, jobs.ac.uk advertises opportunities for over 875 universities worldwide.

We're effective too. With over 1.5 million visitors worldwide each month, 91% of which are qualified with a Degree, Masters or PhD, jobs.ac.uk connects universities with an unrivalled global network of outstanding academics, researchers and other higher education professionals.

### LFHE



The Leadership Foundation is a membership organisation that delivers leadership development and consultancy advice to higher education institutions in the UK and around the world. The focus of the Leadership Foundation's work is to improve the leadership and management skills of existing and future leaders of higher education. The services provided include consultancy, leadership development programmes and events, including a major series of events to champion excellence in governance. This work is supported by a highly regarded research and development programme that underpins the leadership development and stimulates innovation.

### Mercer



Mercer's Higher Education Group leads the market in advising the sector on pensions and benefits issues. We pride ourselves on delivering sector-specific advice and solutions. Our team of experts has worked with universities across the country on a range of projects including:

- Pensions Tax seminars, modelling, and member presentations for Senior Management Teams and policy advice for RemCos following the Summer Budget 2015
- Diversity initiatives including workforce planning and analytics #WhenWomenThrive
- USS – support on employee communications and consultations
- LGPS – challenging valuations, alternative benefit options, and preparation for the upcoming triennial valuation (England and Wales)
- Establishment of the sector-wide defined contribution scheme, "UCRSS"
- Benefit strategy reviews and union negotiations
- Benchmarking pensions risks and costs
- Dynamic de-risking strategies
- Asset-backed funding solutions
- Off-balance sheet pension cost transfers
- Pensions funding and accounting surveys and benchmarking
- Reward and leadership strategy reviews
- Workforce remuneration design, workforce planning and analytics
- Talent strategy development

### MHR



MHR, formerly MidlandHR, provides technology-driven, talent management, HR, payroll and analytics solutions for over 600 organisations, equating to over 10% of the total UK workforce. We provide solutions and services to over 50 HEI's including Plymouth University, Queens University Belfast and University of Cambridge.

MHR's iTrent: iTrent provides a best practice, single database, cloud solution - accessible anytime, anywhere on all tablets and devices. It will enable you to act more strategically, implement consistent best-practice processes, automate labour intensive processes, and drive self-sufficient people management across your organisation.

MHR Services: MHR provides a range of outsourcing and consultancy services to compliment your cloud solution, including employment law service, change management and recruitment process outsourcing.

MHR Analytics: Our solutions empower you to make confident and informed decisions in order to put you ahead of the competition and positively shape the future of your business. Our suite of business applications can be implemented across any system.

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### Mills & Reeve

### MILLS & REEVE

Mills & Reeve is a major UK law firm renowned for its outstanding service, collaborative culture and sector expertise. We have over 900 staff operating nationally from six offices. We have a particular focus on education institutions, acting for over 100 universities, colleges and multi-academy trusts.

Our employment, pensions and immigration team of 40 lawyers includes specialists who work primarily in the HE sector. We advocate to our university clients what we call "Bold HR". This challenges current thinking and processes in relation to staff outcomes, identifying why, when and how HR should be bold. Using practical tools we assist clients to manage risks and commercial considerations effectively when assessing and implementing staffing decisions. This modern approach to managing employment practices creates a commercial framework which balances legal risk, reputation and commercial considerations, empowering university clients to act decisively in challenging HR situations.

### Minerva

### Minerva

Minerva is an executive search firm focussed primarily on higher education. We set up in business in 2013. With nearly thirty years' combined experience working with large international firms, our partners bring the best of large company disciplines together with a leaner, more flexible approach. Since 2013, we have worked with over fifty clients, advising on leadership and governance teams and structures, including supporting over 100 appointments.

We are committed to excellence in: Understanding our clients; Supporting diversity and gender equity; Delivering the strongest possible fields of candidates; Guaranteeing openness and integrity; Showing respect and care for the people with whom we interact; Providing attention to detail and responsiveness in all service and administration; and Showing thoughtfulness and judgement.

Our services include headhunting, leadership assessment, governance review, cultural change projects and 360 degree reviews. In recruitment, we advise on both permanent and interim roles.

Our website is [www.minervasearch.com](http://www.minervasearch.com).

### My Family Care



Supporting a successful work+family agenda is the key to attracting and retaining talented people. My Family Care is the UK's leading provider of family-friendly employer services.

We help employers develop their diverse and inclusive working parent and carer strategies and implement employee solutions for all life stages, resulting in increased employee engagement, loyalty and retention.

The My Family Care Work+Family Space Platform includes online resources, access to care experts, Parental Leave Toolkits; as well as providing practical support such as child, adult and elder care search and emergency backup care. Our clients, including leading higher education and research institutions, are recognised and rewarded by winning awards (including Athena Swan) for their family friendly support provided by My Family Care.

### Neyber



Neyber is a new type of financial employee benefit taking care of the financial wellbeing of UK employees. We enable employers to support their workforce through access to affordable finance, attractive savings and sound financial guidance – all at no cost or risk to the employer. By partnering with Neyber, your employees have access to affordable loans taken directly from salary, designed to support employees when they need to borrow money.

Neyber is also on-hand to help employees build financial knowledge and confidence. On Neyber's Financial Wellbeing Hub, employees can find articles, podcasts and tools aimed to help them to better manage their money.

### Odgers Berndtson



We are the UK's largest search firm and have a specialist approach to all sectors and functions in which we work, giving unprecedented knowledge, network and reach. We achieve breadth by combining the expertise of our executive search, interim management and senior management divisions – Odgers Berndtson, Odgers Interim & Berwick Partners.

Our specialist Higher Education Practice works across both academic and professional services appointments across the senior leadership cadre. We work in partnership with our clients to identify innovative solutions and provide support along the full recruitment process. As the longest established Executive Search firm within Higher Education, and one of very few with an aligned interim management offer, we are proud of our close relationship

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with the sector. We have offices across the UK in key University cities and Odgers Berndtson offices serving Higher Education institutions located throughout the world, highlighting our global reach in attracting talent.

### Penna



With all the twists and shifts in the higher education world it's no surprise that institutions need a helping hand sometimes. It's all about keeping up the pace in a sector that's ripe with competition. That's why Penna have gathered the best people with the best insights to create unique recruitment and attraction solutions for you. With the added expertise of our Education Advisory Board, which is packed with senior sector figures from Marketing and HR, they're a formidable force in the sector.

We take pride in being a value-adding partner to the Education sector. Our current work with universities includes almost everything related to helping you to attract and retain the best talent for your business. It includes employer brand development, innovative recruitment campaigns, vacancy advertising, the design and creation of careers websites, the development of social media recruitment strategy, sourcing and executive search, training, workshops, research and consultancy.

### Pinsent Masons



Pinsent Masons is a leading provider of legal services to the Higher Education sector within the UK and internationally. We help universities to adapt and thrive within a globally competitive environment, to take a confident approach to risk and opportunity, and to deliver transformational change.

Our university employment and immigration team has a reputation for a robust and proportionate approach to legal risk. We focus on the outcomes you want to achieve and how these can be delivered quickly and efficiently – avoiding unnecessary process, time and cost. Put simply, our job is to help you get things done, better.

### PwC



At PwC we provide assurance, tax and advisory services for higher education. Working together with our clients, we look for practical, workable solutions that make a difference in solving the pressing challenges that are being faced every day.

We understand that managing employees can be one of your biggest challenges but also your greatest asset and believe that HR has a strategic role to play in higher education.

As well as bringing our insight and expertise to this sector, we contribute our thinking and experience to the public policy debate through our global Public Sector Research Centre. To join this free online community, go to [www.psrrc.pwc.com](http://www.psrrc.pwc.com) and register today for our research and analysis.

### Saxton Bampfylde



Saxton Bampfylde is a global executive search and leadership advisory firm. Established in 1986, we are recognised as the leading search firm in education across the UK and worldwide. We are proud to have partnered with the world's top 20 universities to find the best talent and we hold a 30 year track record of advising on leadership roles including: Vice-Chancellors; Pro Vice-Chancellors; Board positions and executive teams. We also work across wider management roles including, Heads of School/Deans. Through our partnership with Panorama, we have 15 partner firms with over 100 consultants. Over the last few years we have advised on the appointments of over 175 Vice-Chancellors around the world. The firm's work also spans the wider education sector, as well as non-profit and social impact. We also have a strong commercial practice, advising at Board level and across the C-Suite including: HR, Finance, Marketing, Strategy and Operations.

### SearchHigher



SearchHigher is a search and selection organisation tailored for the Higher Education sector, providing the following services:

#### Executive Search

Global retained search consultancy services for senior appointments, delivered through an experienced project team of consultants, sector experts and researchers.

#### Professional Recruitment

Search and selection service for qualified professionals across Corporate Services including Finance, HR, Technology, Estates,



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Marketing. This is provided by a team of specialist consultants with extensive experience within each specialism.

### Academic Recruitment

Recruitment service for academic appointments across research and teaching within all disciplines, delivered by a team of academic experts.

### Interim Appointments

Specialist interim professionals for temporary cover or projects on both a fixed term and contract basis. We provide interim support for institutions' senior leadership, consultancy and specialist requirements.

### Shakespeare Martineau

Shakespeare Martineau is one of the UK's leading independent law firms. We provide the full range of commercial legal services focusing on a number of key sectors, one of which is education.

Consistently receiving the highest ranking in Legal 500 and Chambers & Partners directories, Shakespeare Martineau boasts some of the most accomplished legal experts in the sector and acts for around 100 universities and colleges across England and Wales. Our wealth of experience and clear understanding of the sector enables us to provide timely, practical and informed advice in all disciplines, including employment law. Our specialist employment team has a wealth of experience in advising education clients on the whole range of employment issues including: policies; contracts; disputes; tribunals; discrimination and equal pay; pensions and severance packages; and TUPE. We adopt a solutions-focussed approach to secure the outcomes our clients are looking for, delivering timely advice in plain English.

### Simitive



Simitive connects people and their institutions, setting off a continuous process of enhancement and improvement. It achieves new levels of clarity, engagement and motivation providing the momentum for measurably improved outcomes, performance, efficiency and change.

There are 4 modules that may be used separately or together:

#### Simitive Review

In use by 30 Universities Review raises measurable completion rates and significantly improves the quality of conversations in the appraisal process.

#### Simitive Academic Workload Allocation and Management System (WAMS)

Used by 20 Universities the unique functions of WAMS support all workloads for planning, modelling, management and reporting.

#### Simitive Learning Management

Is a learning and compliance platform that engages every individual in completing learning, development and compliance activities.

#### Simitive Student

A platform for interactive, real-time engagement and communication tools for students and all their associated staff.





All Simitive solutions connect with existing applications for data integration.

### Strenton



The solution provider for **Academic Workload Planning**

#### Strenton:

-  Leads
-  Partners
-  Guides
-  Supports

**WorkLoadPlan** is Strenton's academic workload planning solution, it is an imbedded core system in many UK universities.

Whether you're ready for a software solution now, or trying to establish first base in terms of academic workloading, we at Strenton are ready to help. Strenton has the people, know-how, experience and solutions to get you to where you want to be.

To quote **Professor Sarah O'Hara, Pro-Vice-Chancellor, University of Nottingham**: "WorkLoadPlan is pivotal in supporting, developing and managing our academic resource"

We look forward to meeting existing clients and Strenton clients of the future at UHR 2017, we are positioned to help your university gain advantage.

Enjoy the conference and please drop by our exhibition stand and have a chat with us. The following members of the Strenton Team will be present:

Alan Bates  
Nikki Eagleton  
Steve Smith

## Exhibitors, Sponsors & Commercial Partners

### The PIE



The PIE Talent is an executive search consultancy with unrivalled knowledge and experience of the international education sector.

Brought to you by the people behind The PIE News ([www.thepienews.com](http://www.thepienews.com)) and run by a team which has spent years working in international education, we have an exceptional understanding of companies operating in the sector, their diverse talent requirements and how to meet those needs.

Using our unmatched global network of international education professionals and in-depth industry knowledge, we target first-class candidates who help businesses flourish and take all the stress out of the recruitment process for our global clients.

We have a broad repertoire across the following functions within the international education sector - Senior Executive, Sales, Marketing, Business Development, Academic Management and Operations.

We also run a jobs board [www.thepiejobs.com](http://www.thepiejobs.com), through which advertisers can reach our highly targeted and engaged readership of professionals in international education around the world.

### THEunijobs



THE is so much more than a jobs board. Every hour of every day we engage with a global network of talented higher education professionals across online, print and mobile.

- The trusted source of higher education news and insight
- The place to go for career planning, networking and job seeking
- The founder of prestigious awards celebrating excellence in higher education
- The authoritative voice on global university rankings

Our recruitment experts have the knowledge and reach to connect you with your target audience and to attract quality candidates. We will support you every step of the way, helping you choose the right recruitment package for you and ensuring that your campaign showcases the best of your institution.

Our commitment to you is to help you find and attract exceptional candidates, every time. That's why every day universities trust THE to help them.

### TMP Worldwide



TMP Worldwide (UK) are a leading partner for talent solutions. We work across the whole candidate lifecycle to find and deliver better talent for your organisation. Our solutions are grounded in science; pulling in detailed analysis, technical expertise and innovation, and then we blend in the art of branding, creative thinking and inspiring ideas.

We're fascinated by every stage of the candidate journey; from our creative and digital teams to our occupational psychologists, our capacity for full RPO provision, to niche specialist search and employer branding expertise – over decades, we've built a deep understanding of how to find and deliver better talent. Working across a broad mix of public and private sector organisations, our objective remains consistent; delivering direct sourcing strategies that help you attract, assess and retain great talent.

For further information visit [www.tmpw.co.uk](http://www.tmpw.co.uk)

### Unitemps



Unitemps is the university-owned temporary staffing service for higher education.

Through its unique franchise model, Unitemps gives institutions the tools to run their own employment business. Meeting the temporary staffing needs of the university and local companies, it enables talented students, graduates and people from the wider community to gain valuable experience while earning money.

Using cutting edge systems and proven administrative processes, Unitemps provides significant cost-savings compared to external suppliers while also centralising management and reporting. More than this, it offers a real opportunity to tackle issues like debt and employability in an ethical and safe way for a genuinely positive impact on student experience.

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### Veale Wasbrough Vizards



Veale Wasbrough Vizards (VWV) is a national commercial law firm with offices in Birmingham, Bristol, Watford and London.

Our education team is a national leader. Recommended in legal directories as having "a stellar reputation in the market", we have sector-leading experience in the provision of innovative, commercial and strategic advice and for building longstanding and trusted relationships.

We have extensive experience of advising higher education institutions on all types of employment-related issues. We understand the legal and regulatory environment in which HEIs operate and provide innovative, pragmatic advice with a focus on managing risk and delivering solutions.

At a time of great change in the sector, with Brexit, the HE & Research Bill 2016, the introduction to the Teaching Excellence Framework and proposals to reform the Research Excellence Framework, our team can play a key part in driving success for your institution.

### Veredus



We're both in the business of 'better people'. You're busy creating a better society and producing an inspired workforce, spreading knowledge and ideas which will help to transform the world. We're busy finding you the right people with the right mindset to help you deliver.

Veredus is a leading provider of executive search & selection, interim management and assessment and development services. We're trusted because of our personal commitment and the care we give to every assignment and every candidate. We bring unrivalled global and cross sector networks and are driven by the positive impact our hires deliver.

Veredus. Higher standards, hire impact.

### WEALTH at Work



WEALTH at work is a leading provider of financial education in the workplace. It helps employees to understand how to maximise the value of their workplace savings and benefits by delivering financial education tailored to the needs of individual companies, ranging from large FTSE companies to SMEs. This involves targeting different segments of the workforce to enhance employee engagement. This service is supported by guidance and advice when required which includes, for example, the linking of company share schemes to pensions and ISAs, retirement income planning for retirees and specialist support for senior executives.

### Weightmans



At Weightmans, our credibility with HR Directors and their Corporate Services colleagues in the HE sector gives us both current knowledge and sharp insight into the issues you face. The Education team is well-known and trusted to deliver excellent client service to a wide range of HE institutions in England and Wales on national and international matters. Drawing on specialist expertise across our firm, we offer a full range of legal services tailored specifically for HE institutions. So whether your query relates to employment and HR, students, corporate and commercial or estates, we can assist and support you throughout the process. We welcome informal discussions with HE colleagues on queries or specific areas of interest you are interested in exploring at your institution. Our contact details are:

Mark Leach - 0161 233 7372

Email: [mark.leach@weightmans.com](mailto:mark.leach@weightmans.com)

Susan Matthews - 0113 213 4013

Email: [susan.matthews@weightmans.com](mailto:susan.matthews@weightmans.com)

**For further information about UHR, including membership  
and opportunities for sponsorship and collaboration contact:**

UHR Executive Officer, Helen Scott

Email: [exec@uhr.ac.uk](mailto:exec@uhr.ac.uk)

Telephone: 01273 557 425 or 07722 262 057

UHR Chair, Sandra Heidinger

Email: [chair@uhr.ac.uk](mailto:chair@uhr.ac.uk)

Telephone: 0141 548 3626

[www.uhr.ac.uk](http://www.uhr.ac.uk)

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