

Annex A

Specific areas which the HR strategies should cover

1. Each HR strategy should cover the following areas:
 - a. Address recruitment and retention difficulties in a targeted and cost-effective manner.
 - b. Meet specific staff development and training objectives that not only equip staff to meet their current needs but also prepare them for future changes, such as using new technologies for learning and teaching. This would include management development.
 - c. Develop equal opportunities targets, with programmes to implement good practice throughout an institution. This should include ensuring equal pay for work of equal value, using institution-wide systems of job evaluation. This could involve institutions working collectively – regionally or nationally.

Strategies should also cover how institutions will address (or are already addressing) the need to achieve:

- d. Regular reviews of staffing needs, reflecting changes in market demands and technology. The reviews would consider overall numbers and the balance of different categories of staff.
- e. Annual performance reviews of all staff, based on open and objective criteria, with rewards connected to the performance of individuals including, where appropriate, their contribution to teams.
- f. Action to tackle poor performance.

Annex B

Allocations

HEFCE allocations for rewarding and developing staff in HE (£)

	Total assumed resource 2001-02	HR supplement allocation for 2002-03
Anglia Polytechnic University	48,793,995	1,179,978
Aston University	26,237,103	634,488
University of Bath	40,508,039	979,600
Bath Spa University College	12,084,201	292,231
Birkbeck College	30,705,644	742,550
University of Birmingham	103,626,504	2,505,985
Bishop Grosseteste College	526,903	12,742
Bolton Institute of Higher Education	20,969,263	507,097
Arts Institute at Bournemouth	3,482,211	84,210
Bournemouth University	30,986,246	749,336
University of Bradford	34,234,090	827,878
University of Brighton	39,109,210	945,773
University of Bristol	83,075,560	2,009,005
Brunel University	45,734,252	1,105,985
Buckinghamshire Chilterns University College	21,874,724	528,993
University of Cambridge	133,077,514	3,218,195
Institute of Cancer Research	10,366,805	250,699
Canterbury Christ Church University College	16,969,576	410,373
University of Central England	47,262,302	1,142,938
University of Central Lancashire	59,490,490	1,438,650
Central School of Speech and Drama	3,824,549	92,489
Chester College of Higher Education	11,026,420	266,650
University College Chichester	8,661,669	209,464
City University	28,186,794	681,637
Coventry University	49,923,622	1,207,296
Cranfield University	21,394,775	517,387
Cumbria College of Art & Design	3,520,445	85,134
Conservatoire for Dance and Drama	3,372,000	81,545
Dartington College of Arts	2,716,402	65,690
De Montfort University	71,444,058	1,727,722
University of Derby	32,641,516	789,365
University of Durham	55,783,997	1,349,017
University of East Anglia	35,090,355	848,585
University of East London	41,028,921	992,197
Edge Hill College of Higher Education	12,262,255	296,536
Institute of Education	10,792,586	260,996
University of Essex	28,126,375	680,176
University of Exeter	40,299,525	974,558

Falmouth College of Arts	6,108,676	147,725
University of Gloucestershire	24,250,591	586,449
Goldsmiths College	23,810,080	575,796
University of Greenwich	52,269,666	1,264,030
Harper Adams University College	9,406,366	227,473
University of Hertfordshire	51,290,984	1,240,363
University of Huddersfield	44,503,183	1,076,214
University of Hull	41,560,839	1,005,060
Imperial College	111,526,354	2,697,026
Keele University	23,524,792	568,897
University of Kent at Canterbury	38,224,084	924,368
Kent Institute of Art & Design	7,387,276	178,645
King Alfred's College, Winchester	7,482,619	180,951
King's College London	105,912,356	2,561,264
Kingston University	49,149,612	1,188,578
Lancaster University	41,386,737	1,000,850
University of Leeds	117,533,009	2,842,284
Leeds Metropolitan University	58,482,637	1,414,277
University of Leicester	52,851,354	1,278,097
University of Lincoln	35,607,223	861,085
University of Liverpool	83,789,602	2,026,272
Liverpool Hope	13,783,325	333,320
Liverpool John Moores University	60,520,641	1,463,562
University of London	4,880,596	118,027
London Business School	4,272,301	103,316
London School of Economics & Political Science	22,136,699	535,329
London Guildhall University	37,615,249	909,644
London School of Hygiene & Tropical Med.	9,695,621	234,468
The London Institute	38,573,091	932,808
Loughborough University	51,783,457	1,252,272
University of Luton	24,378,935	589,552
University of Manchester	108,820,958	2,631,602
UMIST	38,002,337	919,005
Manchester Metropolitan University	86,106,006	2,082,290
Middlesex University	58,033,547	1,403,417
University of Newcastle	77,886,474	1,883,518
Newman College	1,989,787	48,119
University College Northampton	24,676,089	596,738
University of North London	42,914,072	1,037,785
Northern School of Contemporary Dance	1,183,253	28,614
University of Northumbria at Newcastle	55,388,024	1,339,441
Norwich School of Art & Design	3,127,616	75,635
University of Nottingham	86,692,099	2,096,463
Nottingham Trent University	68,346,117	1,652,805
Open University	176,011,273	4,256,456
School of Oriental and African Studies	12,762,733	308,639

University of Oxford	131,574,198	3,181,841
Oxford Brookes University	36,271,511	877,149
School of Pharmacy	5,366,881	129,787
University of Plymouth	68,953,991	1,667,505
University of Portsmouth	55,006,458	1,330,214
Queen Mary, University of London	57,328,667	1,386,371
Ravensbourne College	3,823,092	92,453
RCN Institute	2,046,288	49,485
University of Reading	47,847,768	1,157,096
Rose Bruford College	3,281,770	79,363
Royal Academy of Music	4,571,095	110,542
Royal Agricultural College	3,082,056	74,533
Royal College of Art	12,239,010	295,974
Royal College of Music	4,433,874	107,224
Royal Holloway, University of London	26,570,481	642,550
Royal Northern College of Music	5,036,378	121,794
Royal Veterinary College	11,575,996	279,941
St George's Hospital Medical School	14,755,733	356,836
College of St Mark & St John	4,256,250	102,928
St Martin's College	9,775,682	236,404
St Mary's College	6,630,151	160,336
University of Salford	53,986,901	1,305,558
University of Sheffield	91,074,338	2,202,438
Sheffield Hallam University	70,293,826	1,699,906
University of Southampton	79,740,769	1,928,360
Southampton Institute	33,892,647	819,621
South Bank University	46,181,341	1,116,797
Staffordshire University	51,362,870	1,242,101
University of Sunderland	39,209,997	948,210
The Surrey Institute of Art & Design University College	10,884,805	263,226
University of Surrey	36,367,370	879,467
University of Surrey Roehampton	18,683,202	451,813
University of Sussex	41,928,562	1,013,953
University of Teesside	36,976,897	894,207
Thames Valley University	30,755,099	743,746
Trinity & All Saints	5,701,269	137,873
Trinity College of Music	3,391,498	82,016
University College London	133,693,323	3,233,087
University of Warwick	56,520,034	1,366,816
University of West of England, Bristol	62,082,153	1,501,324
University of Westminster	60,856,078	1,471,674
Wimbledon School of Art	3,933,117	95,114
University of Wolverhampton	54,564,841	1,319,534
University College Worcester	8,986,671	217,323
Writtle College	5,257,281	127,136
University of York	37,070,071	896,460

York St John College	9,520,538	230,234
Total	4,962,192,062	120,000,000

TTA allocations for rewarding and developing staff in HE in 2002-03 (£)

	Mainstream funding in 2002-03	HR supplement 2002-03
Anglia Polytechnic University	1,705,306	57,142
Bath Spa University College	2,158,259	72,320
Bishop Grosseteste College	2,776,873	93,048
Bradford College	1,618,924	54,247
Brunel University	2,194,780	73,543
Canterbury Christ Church University College	5,409,086	181,249
Central School of Speech and Drama	292,060	9,786
Chester College	1,594,821	53,440
College of St Mark and St John	3,071,384	102,917
De Montfort University	3,853,202	129,114
Edge Hill	5,478,181	183,565
Goldsmiths College	2,378,254	79,691
Institute of Education	3,777,420	126,575
Keele University	1,280,360	42,903
King Alfred's College	2,768,925	92,782
Kings' College	881,096	29,524
Kingston University	1,644,998	55,121
Leeds Metropolitan University	1,985,182	66,520
Liverpool Hope	4,874,730	163,344
Liverpool John Moores University	3,477,470	116,524
Loughborough University	617,250	20,683
Manchester Metropolitan University	9,542,919	319,767
Middlesex University	1,909,125	63,972
Newman College	2,862,823	95,928
Nottingham Trent University	2,579,209	86,425
Open University	1,642,192	55,027
Oxford Brookes University	2,705,799	90,667
Sheffield Hallam University	4,969,560	166,522
South Bank University	981,745	32,897
St Martin's College	8,672,712	290,608
St Mary's College	2,838,557	95,115
Staffordshire University	143,644	4,813
Trinity and All Saints College	2,419,364	81,069
University College Chichester	3,185,313	106,734
University College Northampton	1,365,167	45,744
University College Worcester	2,199,999	73,718
University of Bath	682,006	22,853
University of Birmingham	1,570,224	52,616
University of Brighton	5,255,232	176,094
University of Bristol	906,683	30,381

University of Cambridge	2,821,944	94,559
University of Central England	2,729,120	91,448
University of Derby	1,115,967	37,394
University of Durham	2,471,206	82,806
University of East Anglia	1,440,835	48,280
University of East London	639,518	21,429
University of Exeter	2,435,483	81,609
University of Gloucestershire	2,507,730	84,030
University of Greenwich	2,291,702	76,791
University of Hertfordshire	2,236,687	74,948
University of Huddersfield	959,684	32,157
University of Hull	1,850,246	61,999
University of Leeds	3,121,008	104,580
University of Leicester	1,366,335	45,784
University of Manchester	1,338,753	44,859
University of Newcastle upon Tyne	1,336,923	44,798
University of North London	1,516,523	50,816
University of Northumbria at Newcastle	1,311,784	43,956
University of Nottingham	1,286,128	43,096
University of Oxford	575,576	19,287
University of Plymouth	2,489,353	83,414
University of Portsmouth	446,532	14,963
University of Reading	1,796,815	60,208
University of Sheffield	606,695	20,329
University of Southampton	1,628,102	54,555
University of Sunderland	3,405,089	114,099
University of Surrey Roehampton	4,545,920	152,326
University of Sussex	692,209	23,195
University of Teesside	116,932	3,918
University of the West of England	3,014,013	100,994
University of Warwick	2,488,843	83,397
University of Wolverhampton	1,448,456	48,535
University of York	540,349	18,106
York St John College	3,028,563	101,482
Total	171,871,857	5,759,135

Annex C

Rewarding and Developing Staff in HE – Advisory Group

Membership

Sir Howard Newby (Chair)	Chief Executive, HEFCE
Professor Geoffrey Copland	Vice-Chancellor, University of Westminster
Alan Gibson	Chair of Council (and Board member of the Universities and Colleges Employers' Association), University of Salford
Professor Joyce Hill	Director, Equality Challenge Unit, Universities UK
Julie McLelland	HR Director, College of Ripon & York St John
Ged Murray	Director of Personnel Services, University of York
Dr John Rea	Principal, College of St Mark and St John
Louise Redmond	Vice-President, Merger Integration Team, GlaxoSmithKline
Anna Kent	Funding and Allocations Team, Teacher Training Agency
Professor Maggie Pearson	Deputy Director, Human Resources, Department of Health

List of abbreviations

FE	Further education
FEC	Further education college
HE	Higher education
HEFCE	Higher Education Funding Council for England
HEI	Higher education institution
HR	Human resources
LSC	Learning and Skills Council
TTA	Teacher Training Agency