

## MINUTES of the Learning Development and Wellbeing Committee 11<sup>th</sup> July 2019 Lowestoft Board Room

<b>Present:</b>	Chair – Alan Debenham (AD) Mike Burrows (MB) Debbie Pring (DP) Gemma Head (GH) and Stuart Rimmer (SR)	
<b>In Attendance:</b>	Wendy Stanger – Director of Governance (WS) and Ann Wall Director of People and Wellbeing	
<b>L/19/07/1</b>	<b>Membership and Apologies</b>	<b>Action</b>
Apologies were received from Richard Durrant (RD)		
<b>L/19/07/2</b>	<b>Declarations of Interest</b>	
There were no declarations of interest.		
<b>L/19/07/3</b>	<b>To approve the Minutes of the last meeting 2 5 19 and any other matters raised previously not otherwise included in the Agenda</b>	
The minutes of 2 5 19 were agreed as a true record.		
<b>L/19/07/4</b>	<b>To review the post meeting action log</b>	
<p>The action log was reviewed and noted that based on the agenda the main items were complete or due for reporting in term 1 19/20.</p> <p>L/19/05/7. The Director of People and Wellbeing advised that the performance management commenced with 55 staff, this had now reduced to 40 and would be further updated after the review of where staff were placed in the 9 box grid.</p> <p><b>Governors agreed the following actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Results of the outcome of the performance management actions to be circulated to the Committee</b></li> <li>• <b>9 box review to be reported to the Committee</b></li> </ul>		<p><b>AW</b></p> <p><b>AW</b></p>
<b>L/19/07/5</b>	<b>Risk Register</b>	
<p>The Committee reviewed the risk register.</p> <p>S04T06 - Risk - High levels of unfilled vacancies. Governors challenged if this was a current concern. The Director of People and Wellbeing advised that the volume was not high but it was a significant issue in key areas such as plumbing and health and safety.</p> <p>S04T05 - Risk - High levels of staff absence through sickness. Governors challenged if this was a current risk. The Director of People and Wellbeing advised that the rate was not high but there had been key absences which have caused significant issues and an effect on provision. These staff have been supported and have now returned to work. This hasn't addressed the issues with workload that had contributed to the absences. The Principal advised that changes were to be in place for 19/20 including educating managers on managing time and priorities and availability of managers and this mitigation would be detailed in the HR Annual Report.</p>		

	<p>S04T04 - Risk - A workforce who do not benefit from effective wellbeing support. The Director of People and Wellbeing advised that mitigation had been put in place for this risk including HR Business Partners providing support, staff benefits package to be launched 1/8 and wellbeing events. The end of term Celebration and Wellbeing Event had been a great success and a very positive event which brought all staff together. We need to continue with this work to further demonstrate that we care about our staff.</p> <p>Governors challenged if support was available to staff facing financial management issues. The Director of People and Wellbeing advised that the new benefit package included financial health advice.</p> <p>The Principal commented that Governors profile needed to be raised and attendance at College events was one way of achieving this. Staff appreciated and welcomed Governor attendance.</p> <p><b>Governors agreed the following actions:</b></p> <ul style="list-style-type: none"> <li>• <b>A rag rated list of vacancies and their strategic implications to be provided to the Committee</b></li> <li>• <b>A rag rated list of absences and their strategic implications to be provided to the Committee</b></li> <li>• <b>College calendar with event schedule to be provided to July's Corporation in the Governance update</b></li> <li>• <b>HR Annual report to review action taken to mitigate absences</b></li> <li>• <b>Benefits package to be circulated to Governors for information.</b></li> </ul>	<p>AW</p> <p>AW</p> <p>WS</p> <p>AW</p> <p>AW</p>
L/19/07/6	Review of the year	
	<p>The Director of People and Wellbeing presented the report, which was a presentation made to the SLG Away Day and the Wider Leadership Group on the implementation of the People Strategy and key issues for 19/20.</p> <p>Governors challenged how internal communications were going to be improved. The Director of People and Wellbeing advised that a 'Wellbeing and Communications Club' was to be established to help identify areas for improvements and agree a calendar of wellbeing events.</p> <p>Governors challenged how professional learning was to be improved. The Director of People and Wellbeing advised that there would be professional development for all staff and a management development suite for all managers.</p> <p>Governors recognised progress made with performance management, but challenged how this was to be further embedded. The Principal advised that the direction of travel and process is right but the implementation has not been good. It needed to be used more systematically with a move to formal capability when informal had not had an effect on performance. The Director of People and Wellbeing commented that the concept of 'performance moments' had been welcomed and used well and the HR Business Partners had supported managers with the process. Managers needed though to fully explain the reasons for and the process of performance management so that staff saw it as a positive and supportive process to enable performance improvements.</p>	

	<p>Governors challenged if the L6FC staff now felt part of ECC. The Director of People and Wellbeing advised that the staff were resistant to change and did not all have a can do attitude to ECC. Staff replacements are on ECC contracts and will not be aware of the historical issues which will assist with cultural change. There was also a need to ensure that all ECC teams were all brought into ECC as negativity and non-compliance had a significant impact on progress.</p> <p>Governors challenged that externally L6FC was not seen as part of ECC. The Principal advised that at the point of merger a conscious decision had been taken to not re-brand L6FC as it had a strong brand.</p>	
<b>L/19/05/7</b>	<b>Staff Voice and Survey</b>	
	<p>The Director of People and Wellbeing presented the Staff Survey Feedback on Progress report. This set out against each action identified the progress made. This year's survey was to be launched at the professional learning days and space and equipment to complete it would be provided.</p> <p>The Director of Governance advised that information from the Clerks Network demonstrated that we had a low rate of completion. Those with a high rate of completion were not offering any completion incentives. The Principal commented that we needed to ensure the College's participation rates were accurate.</p> <p>Governors discussed how the staff survey response rate could be improved. The Director of Governance suggested that the survey was sent out as from the Committee with a date that the Committee would consider the results and this was agreed.</p> <p>Governors challenged if the timescale for completion was too long and it was therefore forgotten. The Principal commented that the survey should only be open for a short period.</p> <p><b>Governors agreed the following actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Staff Survey to be from the People Committee's Chair</b></li> <li>• <b>Staff Survey to include a feedback loop detailing where the results would be considered</b></li> <li>• <b>Consideration of an additional controversial question to be included to increase participation</b></li> <li>• <b>Consideration of short timescale for survey completion</b></li> <li>• <b>All team meetings to discuss the survey results</b></li> <li>• <b>Updated Feedback on Progress Report to be included in the Committee's report to Corporation.</b></li> </ul>	<p><b>AW</b></p> <p><b>AW</b></p> <p><b>AW</b></p> <p><b>AW</b></p> <p><b>SLG</b></p> <p><b>AW</b></p>
<b>L/19/07/8</b>	<b>Pay Award V Budget - Verbal Update</b>	
	<p>The Committee noted the Unions response that had been included in the papers.</p> <p>The Principal advised that the 3 year financial forecast considered by F&amp;GP on 10/6 had been updated to include a 1% pay award in year's 2 and 3, 1% equates to circa £200k. The unions are requesting an increase of £1 an hour. The spending review that is due shortly is likely to only cover 1 year and there has been no confirmed funding rate rise therefore to award the pay rise the college would need to grow. The pension increase grant had also only been awarded for 1 year.</p>	

<p>Governors challenged if the College paid the living wage and the Director of People and Wellbeing advised that all staff were paid the living wage.</p> <p>Governors commented that the College could not be seen as a good employer if it did not award a pay rise, however this needed to be affordable. Staff need to understand the College's finances and that it is a business whose solvency needs to be maintained.</p> <p>The Principal advised that the increments paid annually were at a cost of circa £240k and consideration needed to be given to fixed point salaries.</p> <p>The Director of People and Wellbeing advised that the L6FC contracts included a right to a cost of living increase.</p> <p>Governors discussed that they could mandate SLG to make the pay rise and take what action was required to make it affordable. It was noted that without growth this could include redundancies, larger class sizes and reductions in non-pay.</p> <p>The Principal advised that if the College was more efficient with larger class sizes and better contribution rates a pay award would be affordable. The position would improve in 4 years as the debt levels will reduce.</p> <p><b>The Committee agreed to recommend the pay award of 1% in years 2 and 3 to the Finance and General Purposes Committee who should consider its affordability.</b></p>		
<p><b>L/19/07/9</b></p>	<p><b>Culture Web</b></p>	
<p>The Principal presented the culture web the College required to continue to be able to develop and improve.</p> <p>Governors agreed that the culture web needed to be translated into focused activities and a key requirement would be improvements in communication and systems.</p> <p>Governors commented that there had been positive changes and it was good to celebrate success through the staff and student awards, celebration newsletter and the winners wheel.</p> <p><b>Governors agreed the following action:</b></p> <ul style="list-style-type: none"> <li>• <b>The College's presence on social media to be improved – refer to the Winning our Market and Growth Committee.</b></li> <li>• <b>Roles and responsibilities for Communications to be reviewed by the Principal</b></li> <li>• <b>Internal Communications Strategy to be produced</b></li> </ul>		<p><b>WOM</b></p> <p><b>SR</b></p> <p><b>SR</b></p>

<b>L/19/07/10</b>	<b>Succession Planning and Staff Development</b>	
<p>The Director of People and Wellbeing presented the report which set out the timetable for succession planning and appraisals. Appraisals were all due to be completed by end of November.</p> <p>The Principal advised that this data would be used for succession planning and a plan put in place for the Wider Leadership Group and SLG. The appraisal needed to consider what the person's next role would be and the development that they required to achieve that.</p> <p><b>Governors agreed the following actions:</b></p> <ul style="list-style-type: none"> <li>• <b>To hold an additional meeting in December to review the appraisal outcomes.</b></li> <li>• <b>Succession plan to be presented to the committee</b></li> </ul>		<p><b>WS/AW</b></p> <p><b>AW</b></p>
<b>L/19/07/11</b>	<b>Agenda Planning</b>	
<p>It was agreed that the date of the proposed first meeting would be changed to September and an additional meeting added for December and that the meetings would be held during the working day.</p>		<b>WS</b>
<b>L/19/07/12</b>	<b>Review of Meeting</b>	
<ol style="list-style-type: none"> <li>1. Confidential Items – Individual staff details and pay award until 3YFF approved.</li> <li>2. Risk Management: any issues discussed which may require an additional Assessment –. Director of People and Wellbeing to review and update the risk register</li> <li>3. Equality &amp; Diversity: any issues discussed which may require an additional Impact Assessment – Annual HR report to include E&amp;D analysis</li> <li>4. Health &amp; Safety: any issues discussed which may require an additional Impact Assessment - none</li> <li>5. Media: any issues discussed to inform local media – Appointment of Managers and staff celebration event</li> <li>6. How did the meeting go – good meeting but needed to focus more on the people issues</li> </ol>		