

MINUTES of the Learning Development and Wellbeing Committee 24th September Energy Centre Board Room

Present:	Chair – Alan Debenham (AD) Mike Burrows (MB) and Stuart Rimmer (SR)	
In Attendance:	Wendy Stanger – Director of Governance (WS) and Ann Wall Director of People and Wellbeing	
L/19/09/1	Membership and Apologies	Action
Apologies were received from Debbie Pring (DP) and Richard Durrant (RD)		
It was noted that Gemma Head (GH) had stepped down from the Committee and that this vacancy had been advertised to the Corporation.		
L/19/09/2	Declarations of Interest	
There were no declarations of interest.		
L/19/09/3	To approve the Minutes of the last meeting 11 7 19 and any other matters raised previously not otherwise included in the Agenda	
The minutes of 11 7 19 were agreed as a true record.		
L/19/09/4	To review the post meeting action log	
The action log was reviewed.		
L/19/05/8 – The Principal advised that the culture web would need to be considered as part of the Strategic Review. The Governors commented that the culture web also informed the succession planning and the staff survey and we needed interventions to make the shifts in the culture we needed to deliver the Strategic Plan.		
L/19/07/9 – The Principal updated on internal communications; an internal communications strategy was to be developed and this would be brought back to the Committee for information. The Director of People and Wellbeing advised that a Wellbeing and Internal Communications Club had been set up to try and enhance internal communications.		
L/19/07/9 - The Director of People and Wellbeing advised that the succession plan would be completed once the appraisals had been finalised.		
L/19/09/5	Risk Register	
The Committee reviewed the risk register.		
S04T04 Risk - A workforce who do not benefit from effective wellbeing support – Governors challenged what mitigation had been put in place to ensure that we had an effective staff wellbeing service. The Director of People and Wellbeing advised that training had been put in place and support offered. This though is reactive		

<p>rather than proactive. The main area identified as affecting wellbeing was staff workloads.</p> <p>Governors commented that the workload issue needed to be addressed. The Principal advised that at SLG's discussion regarding pay their preference was for additional staff rather than a pay rise. There was a need to review roles, to ensure that people were working smarter and that systems were not having a detrimental effect on workload.</p> <p>Governors agreed the following actions:</p> <ul style="list-style-type: none"> • Workload and working practises review for academic and support staff • Risk S04T04 to be reviewed to ensure that it fully covers the wellbeing risk and the mitigation that has been put in place 		<p style="text-align: center;">SR</p> <p style="text-align: center;">AW</p>
<p>L/19/09/6</p>	<p>HR Update</p>	
	<p>The Director of People and Wellbeing presented the report which included the review of the 9 box grid and the current management chart.</p> <p>Governors challenged if the process had improved. The Director of People and Wellbeing advised that this year's assessments had been more realistic and this had been informed by SLG challenging the assessments. Academic staff assessment had used the teaching staff minimum standards and this had helped ensure a more realistic assessment.</p> <p>Governors challenged what action was being taken to address the underperformers. The Principal advised that these were reviewed by SLG to see what action had been taken and a formal process supported by the HR Business Partners was to be used where appropriate action had not been taken. The Director of People and Wellbeing advised that a number of the underperformers had left the College's employment and that some managers were not happy to take action where they had inherited another manager's performance assessment.</p> <p>Governors commented that managers needed to understand the importance of addressing under performers and if managers were not engaging with the process and not taking the appropriate actions then this should result in disciplinary action.</p> <p>Governors commented that there had been positive improvements in the assessments and that these changes would also affect the culture. It was important that performance management was seen as a support tool to improve performance.</p> <p>Governors noted that the appraisals were due to be completed by 30/11 and that a full report would be provided to the next meeting.</p>	

L/19/09/7	Staff Survey	
<p>The Director of People and Wellbeing presented the Staff Survey. The response rate has increased from 37% to 61%.</p> <p>Governors welcomed the increased return rate but challenged what further action could be taken to improve it. The Director of People and Wellbeing advised that the main issue was that staff still not believe that the results were confidential even though the survey was carried out by an external supplier. It was important that this distrust was broken down to improve the return rate.</p> <p>Governors welcomed the improved results demonstrating that the College was going in the right direction. To further improve we needed to show that the results and comments were addressed. The Director of People and Wellbeing advised that feedback had been to sent to staff and this set out what actions were being taken. Some quick wins could be made by ensuring staff listening groups continued, SLG photos to be published so that staff knew who was who, that all staff meetings discussed the survey results and how their team could help improve future results and that outlook calendars were available for all to access.</p> <p>The Principal advised that one main issue raised was the quality of the estate and this could be a driver for the estate investment.</p>		
L/19/09/8	Management Development	
<p>The Director of People and Wellbeing presented the management development plan. The emerging leaders programme was out for application to those that had been assessed as top performer or talent bank and whose application was supported by their managers.</p> <p>Governors commented that the plan was positive and it was important that the development was followed up.</p>		
L/19/09/9	Annual HR Report	
<p>The Director of People and Wellbeing presented the Annual HR Report.</p> <p>Governors commended the Director on the quality of the reports and noted the improvement in the data sets.</p> <p>Governors challenged if the staff turnover was sufficient to refresh the workforce. The Principal advised that it needed to be looked at by team and the main concerns were in difficult to recruit areas. The risk also was losing new recruits due to a poor induction experience and it was important that these were carried out well by the managers. The Director of People and Wellbeing advised that there was now an HR presence at all interviews to help ensure that the first impression of the College was good; the level of the HR team member was dependent on the level of the role.</p> <p>Governors challenged the increase in fixed term roles. The Director of People and Wellbeing advised that this was due to the introduction of some roles on a 1yr trial basis (Deputy Curriculum managers and Deputy DoFs) which are classified as FTC in the system.</p>		

Governors challenged the absence rate and what the cost of absence was. The Director advised that the sickness absence was now managed via the Select HR system which produced prompts to managers and the HR team when triggers were hit and there was a weekly report on absence to SLG. 1 member of staff has been disciplined for excessive absence in the 18/19 academic year. It was not possible currently to calculate the cost of absence.

Governors noted their concern that the reason for absence was mental health issues. The Director advised that this increase could be partly attributed to society's more openness about mental health issues. The People team have been working pro-actively to facilitate returns to work wherever possible and have been dealing with some difficult mental health related cases that require a very measured approach. Support is being provided to staff by the Wellbeing Coordinator and the in house counselling service.

Governors discussed the issues with recruitment in certain trades and reiterated that to make the roles attractive the full package should be advertised including pension, annual leave and the facilities on site. The Director advised that the difficulty was that as well as having the trade skills recruits also needed to want to be a teacher. Governors noted that this was an operational matter but that if it was not addressed it would become a strategic one. It was important that it was addressed given the increase in student recruitment in the areas. The Director advised to try and attract recruits a careers fair was to be run, roles were being reviewed including removing responsibility for the tutorial role side, consideration of part time variable hours roles and ensuring that staff were fully utilised.

Governors challenged the level of disciplinary action which was low given the size of the organisation. The Director advised that this low level was evidence that the managers were not addressing low level misconduct formally. A disciplinary investigation was resource intensive and this could also dissuade managers from taking action. The Governors commented that non-compliance does not require a long disciplinary process.

Governors agreed the following actions:

- **Disciplinary process to be reviewed.**

AW

L/19/09/10 Strategic Plan and Values Consultation

The Governors discussed the current values and how these would need to be reviewed as part of the Strategic Plan review and take into account the staff survey results and the culture web.

L/19/09/11	Pay Award Discussion - Confidential	
<p>The Principal advised that the Corporation and SLG had commenced discussions on the pay award. He reminded the committee that in the 3YFF agreed in July no pay award had been included for year 1 and a 1% award allowed for in years 2 and 3. The union's request included in the pack was an additional £1 an hour for all staff together with an additional 5 days holiday.</p> <p>The Governors discussed pay award options, the legal issues with the L6FC contracts and the letter from the unions. They commented that any pay award should increase pay for the bottom level of staff, help recruitment and retention and shouldn't have a detrimental effect on morale. It was noted that a pay award could not use all of the surplus achieved as there was a need to also invest in facilities.</p> <p>The Principal advised that the issue with the L6FC contracts could lead to equal pay claims and if not paid could lead to industrial action being taken as L6FC staffs expectation was that they would be paid the sixth form association award. Governors commented that it was not appropriate to pay a higher award to the L6FC staff.</p> <p>Governors concluded that the Corporation's aim was to pay an award but that:</p> <ul style="list-style-type: none"> • this could not detrimentally affect the good financial health of the College or lead the Corporation to trade into insolvency • it should not increase the pay as a % of income to above 65% • it could not break covenants by making an award. <p>Governors concluded that its aim was to</p> <ul style="list-style-type: none"> • pay the national living wage • increase the lower levels of pay and • make an annual pay award. <p>Governors agreed the following actions:</p> <ul style="list-style-type: none"> • Unions to be requested for a collective position and that there should be one pay discussion • Pay award option paper to the People Committee in December for recommendation to December's Corporation • Pay award option paper to consider the future and use of increments, market supplements and payment of the national living wage • Formal legal advice to be sought on the L6FC contracts. 		<p>AW</p> <p>SR/AW</p> <p>SR/AW</p> <p>AW/WS</p>
L/19/09/12	Policy Approval	
<p>The Director of People and Wellbeing presented the Redundancy Handling Policy and Procedures and the Family Friendly Policy and Procedure. It was necessary to review the policies following the merger so as to ensure equity for all staff employed throughout the College. The absence policy is still to be agreed with the Unions.</p>		

The Family Friendly policies has been updated to reflect changes in employment law and best practice and The Redundancy policy has been aligned with the former sixth form policy in one area, namely the option to pay enhanced redundancy pay. This has never been utilised within the sixth form. These have been agreed with the Unions.

The Committee resolved to approve the :

- **Redundancy Handling Policy and Procedures**
- **and the Family Friendly Policy and Procedure**

L/19/09/13	Review of Meeting	
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| L/19/09/13 | Review of Meeting | |
| | <ol style="list-style-type: none"> 1. Confidential Items – Pay award discussions until approved 2. Risk Management: wellbeing as noted in the minutes and the risk of industrial action 3. Equality & Diversity: any issues discussed which may require an additional Impact Assessment – any differential pay award 4. Health & Safety: any issues discussed which may require an additional Impact Assessment - none 5. Media: any issues discussed to inform local media – none currently but need to be prepared if there is the threat of industrial action 6. How did the meeting go – good meeting with improved data | |