

## MINUTES of the People Committee 9am 2<sup>nd</sup> February 2021 Conference Call

<b>Present:</b>	Chair – Alan Debenham (AD) Albert Cadmore (AC) Tina Ellis (TE) Gemma Head (GH) Debbie Pring (DP) and Stuart Rimmer (SR)	
<b>In Attendance:</b>	Wendy Stanger – Director of Governance (WS) and Ann Wall Director of People and Wellbeing (AW)	
<b>L/21/02/1</b>	<b>Membership and Apologies</b>	<b>Action</b>
No apologies as all in attendance		
<b>L/21/02/2</b>	<b>Declarations of Interest</b>	
<p>There were the following declarations of interest in relation to agenda item 7</p> <ul style="list-style-type: none"> <li>• Director of Governance</li> <li>• Director of People and Wellbeing</li> <li>• Principal</li> <li>• Debbie Pring</li> </ul> <p>It was agreed that these declarations did not preclude full participation in the meeting.</p>		
<b>L/21/02/3</b>	<b>To approve the Minutes of the last meeting 10 11 20 and any other matters raised previously not otherwise included in the Agenda</b>	
The minutes of 10 11 20 were agreed as a true record.		
<b>L/21/02/4</b>	<b>To review the post meeting action log</b>	
<p>The action log was reviewed.</p> <p>11 7 19 L/19/07/9 – The Director of People and Wellbeing advised that SLG had reviewed the talent assessment data from the last round of appraisals. This included consideration of succession. A moderation process was to be added into this year’s process and the talent assessment reviewed at 6 months.</p> <p>The Committee discussed succession planning and what information should be included in a succession plan. The following points were made:</p> <ul style="list-style-type: none"> <li>• There was a need to understand succession for senior roles and what roles people could be successors for</li> <li>• Accurate data of where people sat on the talent assessment was key</li> <li>• Need to be able to identify people that could be developed for succession and those that could not</li> <li>• Succession gaps needed identifying so that people developed to fill the gaps or recruitment planned</li> <li>• Roles difficult to recruit to needed to be identified</li> </ul>		

The Principal advised that the Board was to consider overall management capacity including what the team needed to look like to achieve Ofsted outstanding. There may be a need to accelerate succession to achieve outstanding. The resources we currently have are acceptable for good but will not be able to achieve outstanding.

Governors noted that no Colleges in the region were outstanding and the College needed to learn from those that achieved outstanding. The Principal advised that outstanding Colleges made up of outstanding individuals recruited/developed into an outstanding team ethos.

**Governors agreed the following action:**

- **Format of succession plan to be circulated for agreement**

**AW**

**L/21/02/5**

**People Report - Presentation**

The Director of People and Wellbeing presented her update which covered staff wellbeing, celebrating success, talent assessments, best companies, people team, pay award and pulse survey.

Governors noted that since the start of the latest lockdown all clinically vulnerable staff advised to isolate, the majority of these were working at home with 2 furloughed.

Governors challenged what support was being provided to staff. The Director of People advised that:

- The People Team had a list of 63 staff that received support calls on a regular basis. These had been self and management referrals
- The Working at Home guide had been relaunched and staff encouraged to have a self-care plan
- A working at home survey was currently being carried out coordinated by the Health and Safety Team. 130 surveys had so far been completed and actions in response to the findings included issuing additional IT equipment for safe home working and arranging support swim buddies
- The College Counselling service was available virtually
- Social activities had been relaunched and
- Regular All Staff meetings held, which included celebrations of success.

Governors discussed the talent assessment. The Director of People and Wellbeing advised that the assessment would be available to all staff through their select HR. The celebration event held to celebrate top performers had been well received by attendees.

The Director of People and Wellbeing advised that the Best Companies survey was to be launched in the week of 8/3. Marketing and the emerging leader's cohort were supporting the survey launch. Governors challenged how the College would perform in the survey. The Director of People and Wellbeing advised a good response rate was key. The College was to donate an item of food to the foodbank for every survey completed. It would be important to remind staff of the good things so global events did not overshadow the results. The College had to provide a 1500 word statement to support the application.

Governors challenged if performance management had improved. The Director of People and Wellbeing advised that managers were still not tackling the issue. The People Team were providing support but could not progress if managers did not

give it the priority needed. Governors commented that for college improvement this needed addressing.

Governors queried the main cause of disciplinary. The Director of People and Wellbeing advised that these were due to covid health and safety breaches and absence management. Absence breaches were now identified by the People Team and investigated.

The Director of People and Wellbeing advised that the Real Living Wage had increased in January to £9.50 and the College would need to check to see if this increase could be met. The Director of Governance advised that the report and the resolution agreed was to pay the National Living Wage and this would need amending at the February Board.

Governors challenged why the Well Being Coordinator post had not been filled. The Director of People Advised that interviews had taken place but people were not interested in fixed term role and the pro-rata salary was seen as too low. The role was a pivotal one with high expectations and included supporting staff as well as arranging wellbeing events.

**Governors agreed the following actions:**

- **People Team to be reviewed to see if additional resources can be identified for the Wellbeing Co-ordinator Role**
- **Media article on Wellbeing at the College linked to the Well Being Coordinator post recruitment.**
- **Progress report on absence, performance management and disciplinaries to the next People Committee**
- **Real Living Wage pay increase to be taken back to Corporation**

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L/21/02/6

**Staff Surveys**

L/21/02/6.1

**Action Plan Pulse Survey December 20**

L/21/02/6.2

**Wider Leadership Group Stress Survey January 2021**

The Director of People and Wellbeing presented the action plan to the Pulse Survey December 20 and the Wider Leadership Group Stress Survey. The stress survey had been undertaken to better understand the effect of managing remotely and the different challenges that this brought. It was important that all staff had a self-care plan to maintain their own wellbeing.

**Actions being implemented included:**

- Systems review and mapping to be carried out
- IT Manager to attend team meetings to better understand issues raised and who needs to address
- Tuesday morning slot set for academic team meetings
- Cascade re-introduced to ensure a consistent message in team meetings
- One to ones offered with the Director of People and Wellbeing or the Principal

The Governors discussed the issue of unclear accountability. The Principal advised that there was a leadership culture of discussing problems but no one actually

owning or being accountable for them and held to account for them. There was a need to map accountability across the College. Governors commented that externally it was also not clear who was accountable.

Governors noted that there appeared from the survey results to be an issue with prioritisation. The Principal advised that in some cases there was a need for practical old school time management so that people were able to prioritise their day/week. Poor and untrusted systems that resulted in additional work and unnecessary meetings did not help this work prioritisation. The College was not good at designing systems or processes.

**Governors agreed the following actions:**

- **Progress report on survey action plan to the next People Committee**
- **Survey to be re-run in the Summer to access if actions taken have resulted in improvement**

**AW**  
**AW**

<b>L/21/02/7</b>	<b>Pay Strategy</b>	
<b>L/21/02/7.1</b>	<b>Pay Strategy - as agreed at November's Meeting</b>	
<b>L/21/02/7.2</b>	<b>Pay as a % of Income - paper referred from Finance and General Purposes Committee</b>	

The Chair advised that he had asked for the Pay Strategy to be added to the agenda so that the Committee could consider if there was a need for a more radical approach. The Pay as a % of Income paper was reviewed at the Finance and General Purposes Committee and they had asked that the People Committee also review it.

The Principal commented that staff resources were about right but were not necessarily in the right place. The paper showed that when contractual increases and the agreed pay review were included this increased the pay as a % of income by circa 3.8% and this was not financially sustainable.

Governors agreed that the review of pay as a % of income needed to be considered as part of the overall review of resources, capacity and succession planning.

Governors discussed that:

- The support functions have increased even though new systems had been implemented and that this linked back to the need for systems mapping
- Managers to staff ratio needed to be included in the review of resources
- There was a need to look at the College staffing resources as a whole and consider was it fit for purpose and could it lead the College to outstanding. This review needed to be cross-functional and also identify what the College is not going to do
- Economies of scale had not been maximised with the 2 mergers and this needed to be included in any review
- The College's pay structure may be too rigid and flexibility may be needed to recruit the quality of staff needed to achieve outstanding

Governors concluded if the College wanted to achieve outstanding there needed to be a full review of staff resources and systems.

<b>L/21/02/8</b>	<b>Risk Register</b>	
<p>The committee reviewed the risk register.</p> <p>1. Has the risk register been reviewed</p> <p>The risk register had been reviewed; there was not much change with absence and performance management being the main risks.</p> <p>2. Is the Committee content that the risks are relevant and are being updated</p> <p>Risks were relevant and updated</p> <p>3. Is the Committee content that the risks are being mitigated</p> <p>The Committee were content that mitigation had been put in place and that the items on the agenda included areas of mitigation.</p> <p>4. Where a red risk is the Committee assured that appropriate action is being taken</p> <p>There were no red risks on the register but it was concerning that all risks were amber.</p> <p>There was a need to recruit additional HR experienced Governors. The Director of Governance advised that Governor recruitment was ongoing with an article due on the new governor appointments linked to recruitment.</p> <p>5. Where does the Committee have significant concerns</p> <p>The Committee had significant concerns around performance management as it was holding the College back from improving.</p>		
<b>L/21/02/9</b>	<b>Agenda Planning</b>	
<ul style="list-style-type: none"> <li>• Best Companies</li> <li>• Staff Survey Update</li> <li>• Establishment Review</li> <li>• Progress report</li> <li>• Pay review budget 21/22</li> </ul>		
<b>L/21/02/10</b>	<b>Review of Meeting</b>	
<ol style="list-style-type: none"> <li>1. Confidential Items – Pay as % of Income report</li> <li>2. Risk Management: no additional</li> <li>3. Equality &amp; Diversity: any issues discussed which may require an additional Impact Assessment – establishment review</li> <li>4. Health &amp; Safety: any issues –</li> <li>5. Media: any issues discussed to inform local media – new governors and good news story re wellbeing</li> <li>6. How did the meeting go – All areas covered</li> </ol>		