

## MINUTES of the People Committee 9am 10<sup>th</sup> November 2021 Video Conference Call

<b>Present:</b>	Chair – Alan Debenham (AD) Tina Ellis (TE) Stuart Rimmer (CEO/Principal SR) and Liz Howard (LH)	
<b>In Attendance:</b>	Wendy Stanger – Director of Governance (WS) and Ann Wall Director of People and Wellbeing (AW)	
<b>L/21/11/1</b>	<b>Membership and Apologies</b>	<b>Action</b>
Apologies were received from Jude Owens (JO)		
The Director of Governance advised that Associate Governor, Ayshea Christian had stepped down due to work and family commitments.		
<b>L/21/11/2</b>	<b>Declarations of Interest</b>	
Stuart Rimmer, Ann Wall and Wendy Stanger declared an interest in the pay review. The Committee agreed that these interests did not exclude them from full participation in the meeting		
<b>L/21/11/3</b>	<b>To approve the Minutes of the last meeting 4 5 21 and any other matters raised previously not otherwise included in the Agenda</b>	
The minutes of 4 5 21 were agreed as a true record.		
<b>L/21/11/4</b>	<b>To review the post meeting action log</b>	
The action log was reviewed and it was noted that the items were complete or updates included on the agenda.		
24 9 19 L/19/09/5 Workload and working practises review for academic and support staff – this had been reviewed in light of the changes in demand and working practises caused by Covid. The effect on workload of the increase in staff absences and recruitment issues needed consideration.		
2 2 21 L/21/02/5 This action had been superseded by the proposed changes in the People Team. The proposed team included a Development and Wellbeing Lead.		
<b>L/21/11/5</b>	<b>People Update</b>	
The Director of People and Wellbeing presented the update which covered absence analysis, recruitment, employee relations activity, appraisals and talent assessment, Best Companies and the People Team.		
Governors discussed the higher absence rate and the affect this was having on the College. The Director of People and Wellbeing advised that the higher absence rate was having a detrimental effect on the College both in terms of workload and in the financial cost of absence. The main reasons for absence were mental health, heavy cold/flu and Covid. Support was provided to staff through the Employee Assistance Programme and this included access to counselling.		

Governors commented that one of the College's strengths was the support that it provided to its employees and discussed what additional measures could be put in place. It was noted that other employers were seeing high absence rates.

Governors discussed recruitment and retention. It was noted that the People Team had successfully recruited and onboarded staff throughout the summer but that there was still a high number of vacancies including key posts and trades. The Director of People and Wellbeing advised that the temporary Recruitment Lead post had been a successful one and in the revised People Team a post of Recruitment & Talent Lead was proposed. Recruitment was continuing to be difficult with small applicant fields, candidates not turning up to interview, successful candidates not taking posts up and agencies not having staff available.

Governors commented that the Employee Relations Activity was lower than would be expected, appraisal were again not completed and the talent assessment spread did not seem consistent with the College's performance and this all linked to the concerns raised in the Leadership and Management sections of the SAR. The Director of People and Wellbeing advised that these issues had been picked up at the People Performance monitoring business planning (PMBP) meetings and it would appear that not all managers were tackling poor performance. The talent assessments were to be reviewed by the senior team as there were higher than would be expected numbers of staff in the exceed expectations boxes with Managers not making an honest assessment.

The Best Companies Survey actions were reviewed and it was noted that action plans had been set as part of the People PMMP meetings and progress would be reviewed in January. The Director of People and Wellbeing advised that Engagement Ambassadors have been recruited, listening groups held and the next Best Companies Survey was due to take place w/c 25th Jan 2021 – 11th Feb 2021.

The People Committee consultation and proposed structure was noted. The Director of People and Wellbeing advised that no staff were at risk of redundancy.

**L/21/11/6**

**SAR Extracts on Leadership and Management**

The Chair commented that to achieve outstanding the College needed to address the issues highlighted in the SAR under leadership and management. The Committee noted that the QIP set out actions to address the issues identified in the SAR.

The CEO advised that these leadership and management issues had been reviewed at the Senior Management and the Senior Leadership Groups away days where the 'wicked problems' facing the College were identified in light of the strategic aim of outstanding. Responsibilities were clear but accountability was not and this needed to be clear so that people could be held to account.

Governors challenged where the key areas of concern were. The CEO advised that as Governors were aware apprenticeships were a major concern and a risk to the College's Ofsted rating of Good. L6FC was a risk as they were disconnected from

the College and its values and in the curriculum areas the main concerns were construction and engineering. Departments needed a clear evidence base with KPIs and timely data reporting.

Governors commented that the talent assessments needed to be robust so that they could be linked to succession planning with honest conversations on performance. It was a concern that appraisals were still not happening in all departments. The Director of People and Wellbeing advised that in some departments they were concerned about flight risk due to the number of staff vacancies and the area being hard to recruit too so were not tackling performance. The CEO advised that the College had a spectrum of processes in place but managers needed to have the appetite to use them.

Governors challenged if all departments and managers had brought into the strategic aim of outstanding. The CEO advised that there were some departments that were already outstanding but there were also others that had no interest in being outstanding or didn't have the capacity to become outstanding this was therefore a risk to the College's strategic ambitions.

**Governors agreed the following action:**

- **PMBP department ranking to be shared with the Committee at its February meeting.**

**AW**

**L/21/11/7**

**Confidential**

**Pay Review Presentation**

The Director of People and Wellbeing presented the review and reminded the Committee that the pay review should be considered against the College's pay strategy aspiration to *'Develop a flexible reward strategy that makes annual provision for cost of living increase, increases lecturer pay to national upper quartile and become a real living wage employer'* and the College's values of aspirational, respectful, professional and successful.

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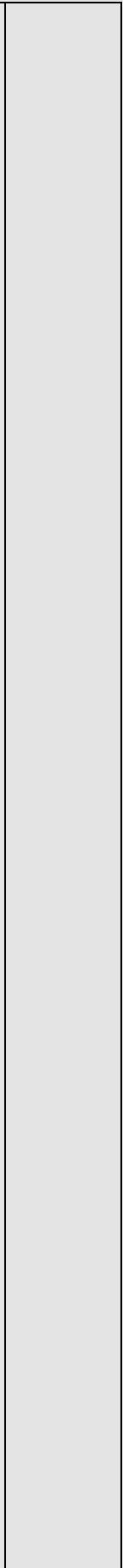
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<table border="1" style="width: 100%;"> <tr> <td style="width: 20%;"><b>L/21/11/8</b></td> <td><b>To Review the Risk Register</b></td> </tr> </table>	<b>L/21/11/8</b>	<b>To Review the Risk Register</b>	
<b>L/21/11/8</b>	<b>To Review the Risk Register</b>		
<p>The committee reviewed the risk register.</p> <p>1. Has the risk register been reviewed</p> <p>The committee agreed that the risk register had been reviewed and reflected the issues on the agenda.</p> <p>2. Is the Committee content that the risks are relevant and are being updated?</p> <p>The Committee agreed that the register aligned to the current areas of risk identified within the reports that the Committee had considered.</p> <p>3. Is the Committee content that the risks are being mitigated?</p> <p>The reports considered had included mitigation and actions taken.</p> <p>4. Where a red risk is the Committee assured that appropriate action is being taken</p> <p>The Committee noted that the risk <i>A workforce which is disengaged and unmotivated and with too many staff who are underperforming and too few staff who are excelling in their roles</i> was now a red risk and that this was related to the issues identified in the College SAR and included in the QIP. It was key that progress on this was routinely monitored.</p>			

<p>There had also been an increase in the risk of:</p> <ul style="list-style-type: none"> <li>• A workforce where staff fail to develop to fulfil their potential whilst working in a different way</li> <li>• High levels of staff absence through sickness</li> <li>• High levels of unfilled vacancies</li> </ul> <p>And therefore, the change in variance since the last review, was showing as red. These had been addressed in the people update and mitigation was being put in place.</p> <p>5. Where does the Committee have significant concerns?</p> <p>The Committee had concerns with the risks noted but had been assured that action was already happening to address these risks with further actions were due to take place.</p>		
<p><b>L/21/11/9</b></p>	<p><b>Annual Committee Report to Corporation</b></p>	
<p>The Director of Governance presented the report. These reports were being produced by each Committee to both review the Committee's work and to ensure that all Governors were aware of the Committee's work. For transparency these were to be published on the College's website along with the already published minutes.</p> <p>Governors commented that it was a comprehensive report which covered the Committees work.</p> <p><b>The Committee resolved to:</b></p> <ul style="list-style-type: none"> <li>• <b>agree the Committee's annual report and its submission to Corporation.</b></li> </ul>		
<p><b>L/21/11/10</b></p>	<p><b>Review of Meeting</b></p>	
<ol style="list-style-type: none"> <li>1. Confidential Items – Pay review</li> <li>2. Risk Management: no additional as the risk register had been updated to reflect the current risks.</li> <li>3. Equality &amp; Diversity: any issues discussed which may require an additional Impact Assessment – Pay review and differential pay</li> <li>4. Health &amp; Safety: any issues – Update on the HSE report on the Corporation agenda.</li> <li>5. Sustainability – needed to be built into job descriptions</li> <li>6. Media: any issues discussed to inform local media – No</li> <li>7. How did the meeting go – A good meeting – papers easy to access, presented well with professional minutes and worked well as a virtual meeting.</li> </ol>		