

## HR Committee Draft minutes

Date	15 May 2018	Time	15.00
------	-------------	------	-------

Venue	Boardroom, Tyler House Eastbourne
-------	-----------------------------------

Chair	Peggy Hall
-------	------------

**Membership:** Peggy Hall (Chair), Steve Baldry, Clive Cooke (CC); Simon Hubbard, Robert Mee, Joanne Rogers

**In attendance:** Tim Hulme (Executive Director Resources and organisational development), Mel Price (Head of HR)

### Apologies:

	Item	Action
1)	<b>Apologies</b>	
2)	<b>Declarations of Interest</b> There were no declarations received.	
3)	<b>Chair's introduction and welcomes</b> The Chair welcomed all members to the Committee and all members introduced themselves. The Chair noted the hugely important job the Committee has post-merger around the integration of the two Colleges.	
4)	<b>Election of Chair and Vice Chair</b> (Peggy Hall departs at 15.10) <b>RESOLVED: The Chair and Vice Chair for the Committee were approved as Peggy Hall and Simon Hubbard.</b> (Peggy Hall returns at 15.13)	
5)	<b>Integration and culture</b> TH provided his perspective as a new member of staff. He explained that SCCH has a lot of pace and rhythm, a strong culture of performance management and high levels of accountability compared to SDC where a number of issues are emerging. He felt this represented an opportunity for the ESCG. He explained that there is a conflict of trying to stabilise the College Group and the merger of the two organisations. There is a huge harmonisation project in place and the impact on staff cannot be lost within this process. CC's briefings were very clear that SDC finances were critical and SDC staff responded with encouraging feedback and welcomed the honesty. TH reported that all tier 2 posts are completed, tier 3 is completed with the exception of the Head of Finance and tier 4 is well progressed. The next levels are in progress with an aim to have all structures in place by July. He explained that there is a huge amount of work to do going forward. The new College Group has a Principal at each College (Hastings, Eastbourne and Lewes) who is responsible for learner outcomes and this will help to address	

	<p>the integration of staff. He noted that there has been a very refreshing open communication line which is transparent and informative to progress harmonisation. The roll out of systems and policies to bring rigour, pace and rhythm across the Group will add to the harmonisation.</p> <p>The Executive team recognise that there needs to be two way communication from management to staff and vice versa and a process in place to demonstrate that staff views have been taken account of.</p> <p>(SH arrives 15.10) TH agreed to send through organisational charts for the different tiers and the schedule for restructuring.</p> <p>CC reported that the approach is about instilling pace and rigour at Lewes and Newhaven and to date there has been no resistance from staff; staff are responding well to the clarity and purpose on the negotiation of the future. The Committee noted that people appreciate honesty and transparency. The Committee asked that the College is mindful that the activity that takes place at the beginning of the merger is followed through with the same level of momentum and communications with staff. It was agreed that communications to staff are essential and TH assured the Committee that a detailed plan was in place to ensure the momentum is continued through the transition period and beyond. TH agreed to feedback to the Committee on progress and report any significant issues.</p> <p>The Committee extended support to the Executive Team to show staff that governors are interested to know and to support what is going on at the Colleges.</p> <p>TH reported that Transaction Unit funds have been put into the funding for capital bids and curriculum staff, many who have been teaching with low resources, have received this positively.</p> <p>The Committee asked whether the values of the new organisation have been rolled out. CC reported that there aren't any values at this stage. The aim is to share early ambitions with the ESCG Board at the strategy day, receive early steers and present a first draft of the Strategic Plan in September. Following this a consultation with staff and students around the mission and values will be take place. CC suggested to the Committee that a starting point of two or three values that absolutely capture what the Group is about is being put together by the Executive Team. The Committee agreed that less is more and the simpler and more meaningful the values are the better. The Committee noted that the values have to be meaningful for staff to engage with them. CC agreed to look Apple's values for inspiration.</p>	<p>TH</p> <p>CC</p>
6)	<p><b>Human Resources</b> MP reported as follows: The HR report is broken down into 4 sections (key metrics, integration and harmonisation, legislation and exceptions). MP reported as follows: <b>Metrics</b> – these are useful to show evidence of engagement across the organisation. Metrics are:</p> <ul style="list-style-type: none"> <li>• staff turnover - broken down into types of turnover and curriculum and</li> </ul>	

<p>support areas</p> <ul style="list-style-type: none"> <li>• sickness and absence- which gives an indication about how staff are feeling and identifies pockets of problems</li> <li>• performance management reviews (PMRs) - Hastings spent a long time instilling a culture of PMRs and the aim is to roll this out across the whole group from September 2018 with reports coming to the Committee twice a year</li> <li>• MP noted that SDC has used paper-based systems and there has been an undertraining of managerial responsibilities around functions like absence reporting and PMRs. The new processes will be rolled out after the HR department have run workshops to ensure managers are fully trained in how and why processes such as absence reporting are taking place. For PMRs workshops will be run from June to August and the new system will commence in September with the first data available in December</li> <li>• The Committee agreed that the targets were acceptable for the transitional year and welcomed further information to provide background to the data will going forward. They asked that the aspirational targets are time related and MP agreed to bring these to the next meeting. TH noted that full harmonisation will take 3 years and it was agreed that this was a reasonable time for the aspirational targets to be achieved as long as clear progress can be identified and measured in the interim period</li> <li>• MP reported that the College are already tracking hours of delivery. The curriculum planning process is picking this up looking at underutilisation of staff and MP is working closely with the Director of MIS to analyse staff hours. TH explained that staff teaching hours are linked to course hours. At SCCH this process is finely tuned but further work is required at SDC</li> <li>• The Committee questioned whether the happiness of staff is monitored. MP reported that staff and student surveys take place and results will come to the Committee. At SCCH an annual people survey was used that was benchmarked with other institutions. The aim is to roll this out across the new Group. It gives an indication of how people are feeling and will be very useful post- merger. It was noted that even the number of staff who engage with the survey is indicative</li> <li>• The Committee questioned whether a HR strategy was in place for the new College Group. MP reported that a 3 year HR strategy was used at SCCH and this was very useful. Following the organisational strategy being finalised a HR strategy will be produced. TH noted that the first job is restructure, then harmonisation, talent management and succession planning</li> <li>• CC explained that it is helpful to have some metrics in place prior to the HR strategy being developed. He noted that it is a balance between using resource to progress the strategy and resource to stop the new College Group falling over</li> <li>• CC noted that a key issue is the cost of staffing in terms of the overall cost of the new College Group and that has got to be an indicator of the success of the new College Group. [confidential item]</li> <li>• The Committee questioned whether the HR team had the capacity to deliver CPD to staff and undertake the organisational reviews. MP noted</li> </ul>	<p>MP</p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------

that the organisational review does not involve all the HR team and currently there is capacity.

**Trade Unions**

- The Committee asked about the College Group’s relationship with the Unions. CC noted that it is has been relatively good considering the work to date and proposals going forward. MP reported that there has been little challenge, no balloting and no strike action. The adoption of the SCCH harmonised pay spine may be an area for push back but the College Group has been clear with the Unions that the organisation needs to make pay savings. The College has agreed to carry out a mapping exercises and full analysis next year and this was welcomed by the Unions. The College has agreed to consider looking at College policies and looking at best practice to ensure fit for purpose policies are in place across the whole College Group
- MP noted that the College Group does not have many Union members and the National Education Union (NEU) are not a formally recognised Trade Union so the College will not negotiate with them on pay savings
- The Chair explained that there is a suggestion on the cycle of business for the Committee to have a listening session with the recognised Unions to open communications and it was agreed this would be useful.

**Harmonisation projects**

[confidential item]

MP reported on the following:

- **HR payroll system.** In the lead up to the merger it was agreed to adopt the SCCH integrated payroll system across the College Group as it was used more fully, the data was clear, it had good functionality and was significantly cheaper to run than the SDC system. A lot of cleansing of data has taken place and a controlled establishment is aimed for. The first full pay run took place in April and went well with all staff being paid. There are stringent checks on payroll.
- **Review of contracts** – when new staff are appointed into new roles a revised version of the SCCH contract will be used
- **Process mapping** – a lot of work has taken place with a full review of all the policies in progress
- **Roll out for the start of the academic year 2018-19** – this will be online absence reporting, clear processes for recruitment, matching of the curriculum and business plan to control establishment and pay budget, systems for probation, performance management, inductions (both corporate inductions and local inductions)
- A **review of staff development** will take place from September to split staff development between HR and Quality
- The College Group will monitor equality and diversity figures for staff

**Updates on legislation**

MP reported as follows:

- **National Living and National Minimum Wage** – every year the College is looking at adjustments on the pay scales in response to the changes
- **Gender Pay Gap** reporting - both Colleges published last year and were

TH

	<p>around the 15% average. A new cycle will come to the next HR Committee</p> <ul style="list-style-type: none"> <li>• <b>General Data Protection Regulations (GDPR)</b> – the whole organisation is working on this. HR is going through personal files and looking at electronic files. The key element is talking to staff about the data they hold on their staff. The HR system which is being rolled out has a dashboard so managers will not need to store staff data going forward</li> </ul> <p>[confidential item] <b>Disciplinary Policy</b> The Committee considered the Disciplinary Procedure. <b>RESOLVED: The Committee recommended to approve the Disciplinary Procedure subject to including a footnote for clarity on the term senior post holder and checking that the CEO does not chair any disciplinary panels of the new College Group.</b></p>	
7)	<p><b>Health and Safety report</b> TH reported that the Colleges have different systems and in place and different focuses for health and safety and this will be addressed as part of the integration and harmonisation project. Going forward the three Principals will chair their own H&amp;S committees and TH will chair an overarching H&amp;S committee. There will be standardised agenda items and a fundamental change around asset management. [confidential item] An asset register from finance will be rolled out with annual, termly, monthly, weekly and am/pm testing as appropriate and an annual schedule will be produced. This is a major priority for this year and planned maintenance is being included in the budget for next year. There is cultural work to do around the message that assets belong to the College Group and are not owned by curriculum areas. A procurement officer will be utilised to go to the market and get the best deal for the College Group. It will start to protect the assets and look at replacement schedules and remove cluttered curriculum areas and make the vocational areas more reflective of the work place. The Committee questioned whether the asset risks are reflected in the accident reporting and TH reported that he is currently looking into accident reporting in the curriculum areas. TH is putting together a road map with twelve harmonisation projects. It will take until September to reconcile each area and progress will be reported to the Committee. [confidential item] TH noted the concerns around access at SDC where there is no controlled access. A priority action for this summer is for the lock down of all ground floor areas across the College Group.  Health and safety management training will take place on College inset days and mandatory training on items such as holiday reporting, absence reporting and health and safety reporting will take place.  TH noted that H&amp;S is a key area for Ofsted and the harmonisation project will bring in more robust systems and may make savings on College Group insurance premiums. The Committee noted that safeguarding and prevent is heavily staffed at the Colleges and monitored closely by the Board and H&amp;S</p>	

	<p>needs to move more to the forefront in terms of focus and scrutiny.</p> <p>The Committee discussed the items on unmonitored emails and bomb scares which could have serious consequences for the College Group. TH reported that he is working closely with the new Director of IT and the police and new systems have been put in place. The Disaster Recovery Plan is in progress for updating.</p> <p><b>Health and Safety Policy</b>  <b>RESOLVED: The Committee considered the new Health and Safety Policy and recommended it for approval subject to including a cross reference to specific policies on mental health.</b></p> <p>MP confirmed that the Safeguarding Policy could be referenced and explained that staff managers receive specific training in stress management. It was agreed that it is not just about stress at work and training for managers to spot the signs of stress and address issues with staff was important.</p> <p>The Committee asked if policies were being rolled out systematically across all the Colleges and CC noted that there is a job to do to roll out new policies and ensure staff are not working to previous versions. The management team are alert to the importance of ensuring that any new policy is rolled out across the whole of the College simultaneously and will have in place a means to ensure risk is minimised.</p>	CC
8)	<p><b>Terms of reference</b>  <b>RESOLVED: The Committee recommended to approve the terms of reference for the HR Committee with the following updates:</b></p> <ul style="list-style-type: none"> <li>• Under purpose to read “ To consider, review and advise the ESCG Board”</li> <li>• Under terms of reference ii and iii to read “to approve and recommend to approve as appropriate employment, disciplinary, grievance and appeal policies”</li> <li>• A further bullet after iv to read “reports on culture and engagement integration”</li> </ul>	Director of Governance
9)	<p><b>Cycle of Business</b>  <b>RESOLVED: The Committee recommended to approve the cycle of business for the HR Committee with the following updates:</b></p> <ul style="list-style-type: none"> <li>• 16 October agenda to read “Draft HR strategy”</li> <li>• Headings to be used as a standing item for the HR report (key metrics, integration and harmonisation, legislation and exceptions)</li> <li>• GDPR to be included under October</li> <li>• A profile of all the redundancies to date by College base, gender, age, ethnicity, disability etc. to come to the 16 October meeting</li> </ul> <p>The updated cycle to be sent to the Committee for review before going to the ESCG Board.</p>	Director of Governance
10)	<p><b>Any other business</b>  The Committee to review the timings of meetings, with a preference for an early meeting. The venues will be alternated between Hastings and Eastbourne.</p>	Director of Governance
11)	<p>16 October 2018  5 February 2019</p>	Director of Governance

	(timings and venue to follow)	
--	-------------------------------	--