

HR Committee DRAFT MINUTES

Date	16 October 2018	Time	15.00
------	-----------------	------	-------

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

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

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

In attendance: Tim Hulme (Executive Director Resources and organisational development), Mel Price (Director of Human Resources and Organisational Development), Biram Desai (Chief Finance Officer) for item 3

Apologies:

	Item	Action
1)	Apologies There were no apologies received.	
2)	Declarations of Interest Simon Hubbard declared an interest as an employee of Hastings Borough Council.	
3)	Chair's introduction and welcomes [confidential item]	
4)	The minutes of the meeting held on 15 May 2018 were agreed as a true and accurate record.	
5)	<p>HR report The Director of HR and OD reported as follows:</p> <p>Key metrics - KPIs for the year ahead and for 2019-20 were considered by the Committee and it was noted that these fit in with sector standards. Data in relation to Eastbourne, Lewes and Newhaven is not available for benchmarking purposes. Going forward data for the whole College Group will be produced.</p> <p>Integration and Harmonisation</p> <ul style="list-style-type: none"> • One payroll system now contains all data and HR are rolling out some of the functionality to capture good data for the College Group. For example sickness reporting and annual leave reporting is now on an online system. • In the new year managers will receive dashboards which contain key data at including clear establishment lists, absences, vacancies and key details of their staff • A big issue is the SDC data was not accurate or controlled. The HR Department has struggled to rectify fixed term contracts and time bound contracts. Business Alert Manager system has been set up to trigger an alert on time dated contracts • Performance management reviews – are set up with reminders to 	

<p>managers to undertake. Development for performance management reviews is being rolled out Group wide. HR are running workshops for managers. Staff will be using the system from the beginning of November. The Committee questioned whether the timing was right given the pay savings required. MP reported that HR will be able to identify part of the pool at risk and this will be managed appropriately on a case by case basis. She noted that the department was preparing itself for an Ofsted monitoring visit</p> <ul style="list-style-type: none"> • The Committee noted that the workload seemed very heavy and MP confirmed that the HR department will cope with the workload • Case Management will roll out at the end of November which gives staff the opportunity to raise a HR question which will be forwarded to the right member of the HR team for action • Single Central Record – this is migrating across the College Group. MP noted that the HR department has always had a governor as a critical friend who comes into college termly to do an overview of the system, spot-checking and looking at what risk assessments are in place. This has been a positive experience going into Inspection. The Chair reported that Vic Kempner had contacted her about the oversight he carries out on the Single Central Record and he has noted that is will report into the HR Committee any issues as well as reporting into the Quality and Standards Committee • The Committee asked for the opportunity to see some of the new systems live and MP noted that she would welcome governors having a demo at a future meeting • The CEO CC reported that the Executive have had to resort to weekly senior management team briefings and issue 7 day deadlines for tasks to be completed. There are significant cultural issues at Lewes, Newhaven and Eastbourne. Many staff have no urgency to carry out work, will only do work if a specific task has been given rather than to raise standards and act like the victim at work. He noted that there had been a similar culture at Hastings five years ago and this culture had been successfully reshaped. The Executive has spent time asking and encouraging change but this has not been successful. It was noted that that the next few months will be an opportune time for change. TH provided the example of wearing lanyards which is completely adhered to at Hastings. At Eastbourne and Lewes this is poorly taken up by staff and students and there is a lack of management from staff to tackle the issue. CC reported that Ofsted is absolutely clear on high expectations and culture needs to change. The Committee asked whether the College Group has a robust Capability Policy and MP confirmed that it did • Staff Survey. The Committee suggested that in the current situation the survey is delayed until the new year. TH noted that it is a milestone of the Transaction Unit funding and he would follow up with the CFO about timings • Staff Forum and Staff Council – both groups are trying to come together and re brand themselves. MP noted that she is keen that the Employee Forum continues across the College Group • Trade Unions – there is a good relationship with the external reps from 	<p>MP</p> <p>TH</p>
---	---------------------

	<p>UCU and UNISON. The College Group has been open and transparent with the Unions. There is a challenging relationship with NEU. The College Group has continued to invite NEU to group Union discussions but will not engage with them in negotiations. NEU have been asked by MP to send through their membership numbers which have not yet been received. It is expected that the numbers are low. NEU have threatened to ballot and have recently written to the local press with negative coverage about the College Group. The College Group will continue to invite NEU into meetings. They have not attended meetings to date</p> <ul style="list-style-type: none"> • The HR strategy will follow after the Strategic Plan is finalised. In the interim the HR Strategy previously used at SCCH will work for the College Group and is relevant • [confidential item] • The Committee asked for a workforce profile to come to the next meeting and the Chair asked that a profile of expected redundancies is included to see whether certain groups of staff are being impacted by the cuts. MP reported that in business support a number of the roles are disproportionately part time and populated by female staff. MP reported that she had previously produced a combined HR and student profile which would be useful • The Committee asked if an Equalities Impact Assessment is carried out in HR for best practice and MP confirmed that it is • Gender pay gap reporting– this is not due to publish until next April and it was agreed to bring the final data in February. MP noted that last year both organisations had similar data sets. 	<p>MP</p> <p>MP</p>
<p>6)</p>	<p>Policies</p> <ol style="list-style-type: none"> 1. Staff Code of Conduct 2. Grievance Policy and Procedure <p>MP reported that both Colleges had similar policies and the final versions had taken the best from both. They also follow ACAS best practice. The Committee considered the policies and the following changes were proposed:</p> <p>Staff Code of Conduct</p> <ul style="list-style-type: none"> • Staff values and behaviours, clarify who are customers and who are students • Section 6 to read smoking including e cigarettes <p>The Committee questioned how the College Group knows that staff are informed about changes to the policies. MP reported that new staff receive and sign for the policies as part of their staff induction. For existing staff the approved policy will go out as part of the My View system.</p> <ul style="list-style-type: none"> • Section 11 – Communication and media. The Committee asked what is being done to empower staff to share positive messages and not get involved in issues that might damage the College Group’s reputation. MP noted that there is a separate Acceptable Users Policy and this will be included as a cross reference • JR asked about whether staff are trained on how not to engage with social media when a crisis situation is being managed by the College Group. MP noted that this is included in the Staff Terms and Conditions. TH reported that he had been working with JR on digital communication. He 	<p>MP</p>

	<p>agreed that this is an area that needed to be revisited by the Executive. JR noted that it is not an area that the Executive can control but educating staff about constraint in such situations would be beneficial to the College Group and its reputation. She noted that it would be positive for staff to be using the new College Group brand on professional channels such as LinkedIn</p> <ul style="list-style-type: none"> • It was agreed to cross reference the policy to the Financial Regulations, the Bullying and Harassment and Whistleblowing Policy • It was agreed to replace Clerk with Director of Governance <p>There was a discussion about the Whistleblowing Policy which currently goes through the Audit Committee for consideration and approval. The Committee suggested that the policy is reviewed jointly with the HR Committee and the Director of Governance agreed to action.</p> <p>RESOLVED: The Committee recommended to approve the Staff Code of Conduct and the Grievance Policy and Procedure subject to the amendments above.</p>	<p>TH</p> <p>Dir of Gov</p>
<p>7)</p>	<p>Health and safety report</p> <p>TH noted that the report had been written by Debbie Leslie, the College Group’s H&S Officer. Key points raised included:</p> <ul style="list-style-type: none"> • Policy harmonisation – there are over 100 policies to rationalise and these are being worked through. Four key H&S policies have been put into place for the Group and these include: Health, Safety and Welfare Policy, Emergency Plan, Work Based Health and Safety Guidance and Procedures, Trips and Off Site Activities Guidance and Procedure • Staff Training – A training programme has begun with 12 face to face sessions on the three key areas of General Health and Safety, Risk Assessment and Organising Trips and Off Site Visits for all key managers and staff. There is a sharper focus on high risk areas such as engineering, construction and catering • Health and Safety Team – some internal changes have occurred with the loss of two full time members of staff. DL is reviewing with TH what she needs in her team as part of the restructuring process • The key change this year is that all curriculum assets are in the ownership of the College Group. On going surveys of key areas are taking place which link into an asset register in Finance. Good progress is being made on this project • Health and Safety Committees – a new structure is based on a termly H&S committee at each of the three main sites chaired by the Principal of each. At the end of the year there will be a College Group H&S meeting chaired by TH • Accident statistics – there has been a decrease which will be reviewed at the next meeting to determine the reasons why. Moving forward accident reporting will be harmonised to allow both internal and external benchmarking • Gross Negligence Manslaughter – new sentencing guidelines will come into effect on 1 November for health and safety breaches. Individuals whose gross breach of a duty of care causes or materially contributes to a death would serve at least 18 years <p>The Committee welcomed the report noting the good progress that has been</p>	

	<p>achieved. They asked TH to thank DL for her work.</p> <p>Governors questioned whether the College Group was confident that it was managing food allergies effectively. TH confirmed that it is. The catering departments had reviewed and menus have been altered accordingly.</p>	TH
8)	<p>Human Resources Risk Register</p> <p>TH noted that the risk register will be updated to include the financial shortfall and restructure which will be a red risk. Following its amendment the Internal Auditors RSM Tenon will review the risk register. Currently the risk delegated to the HR Committee covers Our People: Morale, performance, culture, capacity, recruitment and retention, equality and diversity.</p> <p>The Committee questioned whether the appointment of HR Business Partners at each campus to lead on recruitment and retention sufficiently mitigated the risk and TH agreed to review further. It was agreed that there are a number of actions taking place that could usefully be included.</p>	<p>TH</p> <p>TH</p>
9)	<p>Union Meeting Minutes & Outputs from 25.9.18</p> <p>This item was covered elsewhere in the agenda.</p>	
10)	<p>HR programme of priorities</p> <p>This item was discussed at the start of the meeting.</p>	
11)	<p>Any other business</p>	

Meeting closed at 17.05