

HUMAN RESOURCES EXTRAORDINARY COMMITTEE MINUTES

Date	20 May 2019	Time	10.00
Venue	Conference Room, Eastbourne		
Chair	Peggy Hall/Simon Hubbard		

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

In attendance: Tim Hulme (Executive Director Resources and Organisational Development), Mel Price (Director of HR and Organisational Development)

Apologies:

	Item	Action
1)	<p>Apologies There were none.</p> <p>Peggy Hall thanked all members of the Committee for their hard work and commitment on the Committee since merger and explained that this will be her last HR Committee meeting as she is leaving at the end of this academic year.</p> <p>Election of the Chair AGREED. THE HUMAN RESOURCES COMMITTEE ELECTED SIMON HUBBARD AS CHAIR OF THE COMMITTEE FOR THE ACADEMIC YEAR 2019/20</p> <p>Election Of The Vice Chair AGREED. THE HUMAN RESOURCES COMMITTEE ELECTED JO ROGERS AS VICE CHAIR OF THE COMMITTEE FOR THE ACADEMIC YEAR 2019/20</p>	
2)	<p>Declarations of Interest Simon Hubbard is an employee of Hastings Borough Council.</p>	
3)	<p>Minutes of the meeting held on February 5 2019 AGREED. THE HUMAN RESOURCES COMMITTEE AGREED THAT THE MINUTES HELD ON 5 FEBRUARY 2019 WAS A TRUE AND ACCURATE RECORD.</p>	
4)	<p>Matters arising There were none that are not dealt with on the agenda or that would come forward to the next timetabled meeting on 14 October 2019 meeting.</p>	
5)	<p>HR Report: Melanie Price invited questions on the report.</p> <p>Gender balance - Simon Hubbard asked why the balance of workforce profile</p>	

shows a most marked difference in terms of a high proportion of females in Eastbourne. Melanie Price said it is due to the propensity for females to hold support staff roles and gave the example of HR in Eastbourne which employs a high number of females.

Absence – Robert Mee asked how the College average compares to sector Melanie Price said national average is eight days. Robert Mee then asked if the Group has targets for absence and Melanie Price explained that the objective is to remain below sector averages.

Ethnicity - Steve Baldry asked why the total number of staff stating their ethnicity figure is 1058 but the total number of staff is 1314. Melanie Price explained some people do not complete the ethnicity section at all which creates an anomaly.

Simon Hubbard commented that the statement on page 3 ‘the ethnicity of our workforce is not dissimilar to the profile of our communities, however the ideal would be to have a wider mix of ethnicity’ might be inappropriate. He said that the Group should seek to mirror its community and there was a discussion about this. It was agreed that the wording would be revisited as it is a laudable aim to increase diversity.

Members mentioned that it would be ideal to consider contractors and other agency workers in these figures.

Governors asked if disability is represented in the workforce at sector averages. Melanie Price responded that the Group is sensitive to it but that people are not declaring.

Robert Mee asked if any special provision is made for the seven members of staff between 80-89 a. Melanie Price said that this is not the case but that the Group monitors their needs and would make adjustments if required.

Talent strategy update – Steve Baldry asked for a progress update on the recruitment in the areas for which talent is hard to recruit. Melanie Price said there are a number of mitigations in place and that Claire Critchfield is working hard to address this.

For the future the Group is:

- Growing its own talent
- Securing funding from the DfE to attract individuals from industry to train as teachers
- Paying market supplements to attract high-calibre teachers
- Creating stronger graduate links with the universities to support recruitment

In the shorter term it is difficult and the Group is trying to attract individuals from a small talent pool against competition from other institutions who pay more.

The Group is taking the following actions:

- Stop the Commute – to attract those commuting into teaching.
- Working with the Forces – particularly engineering
- Raising awareness days in June 2019

Recruitment of teaching staff is a national issue but efforts are continuing. In the last two years both sovereign colleges have lost newly recruited teachers who don't

stay and there is work ongoing to ascertain the reasons behind this. Melanie Price said salary is certainly a factor and the location of Hastings is off-putting as travel links are not ideal. The Lewes campus is competing with other colleges in Brighton.

Governors asked if the market supplements are helping. Melanie Price said this partially helps but the Group is new so has not got an established reputation.

Clive Cooke explained that the Group is considering a new initiative to address this urgent issue. It is considering issuing a 'call to arms' to anyone with O'Level or GCSE maths – to 'help change people's lives'. The Group would stage an open evening at which the objective would be to recruit people who can teach key elements of the maths syllabus. The Group would then teach them the teaching skills of each and this would be rolled out to students in the following weeks. Governors asked if the volunteers would work with small groups. This is the idea and graduate salary teachers would teach GCSE.

Robert Mee said that this is an initiative that is certainly worth pursuing and should be evaluated in a year. Steve Baldry agreed and asked when the campaign would be rolled out. Clive Cooke said that it is likely to be rolled out in the next few weeks in Hastings

Jo Rogers suggested that the Group should send speakers to the local organisations such as Rotarians, Women's Institutes and Chambers of Commerce. Simon Hubbard suggested that Hastings in Action also be targeted.

Marie Sangster asked if any of the other part-time teachers have been approached to see if a refresher course might attract them to join maths.

Governors asked if the Group would reach a crisis point if the initiatives are not successful. Clive Cooke explained that whilst this is possible, the plethora of activities is likely to recruit some teachers but possibly not the number needed. Steve Baldry asked if a review of this should be planned in order that the Committee can discuss any further strategies that should be considered and 'all hands on deck' might be required. Clive Cooke responded that the situation is being kept under constant review but that the Group would welcome the Committee's ideas and contributions as soon as possible to ensure that there is sufficient time to put things in place.

The Committee discussed what might happen if recruitment was not possible. Clive Cooke said that the first step would be to use qualified agency staff which would be at huge expense to the Group. The second step would be that other subject teachers would cover the classes in the first two months. Governors asked if online delivery would be possible. International recruitment was discussed and the Group does have a licence to import teachers to work here.

Robert Mee asked if the decision not to take deductions from striking TU members would start a precedence. Melanie Price explained that this was part of wider negotiations around timing of the strike days to not adversely affect a College open day.

Jo Rogers asked if the fact that the largest grouping in the age profile of staff is in the 50-59 band might highlight possible issues for teaching capacity if they are expected to retire. Melanie Price said that the Group has recognised this and that there are issues as teachers do traditionally retire at the expected date and

	<p>succession planning is essential. Jo Rogers asked what percentage of this age band are teachers and how many are support staff. Melanie Price said the split is even.</p> <p>Jo Rogers asked if there are likely to be any challenges for recruitment and retention of teachers due to Brexit. Melanie Price said the Group only sponsors one international individual and is checking if other staff might be affected. Tim Hulme added that the Group has asked their cleaning company Interserve for an assessment of its risk from Brexit repercussions.</p> <p>Staff survey – Simon Hubbard commended use of the same survey as before as it will offer benchmarking information on pre and post-merger. Melanie Price said that the Group is anticipating some challenging responses in a rocky year but this will give the Group a starting point. Governors asked if there will be a ‘you said, we did’ Melanie Price said that the survey will take place in June and will be sent to York College and when the report is received in early 2019/20 a group to look at the responses will be convened.</p> <p>Tim Hulme updated the meeting with Rebecca Conroy with Stephen Lloyd and the funding crisis was discussed. He said that the disparity of funding between FE Colleges and Schools is on the agenda</p> <p><i>Peggy Hall left the meeting at 10.40. Simon Hubbard took over the Chair.</i></p> <p>Simon Hubbard voiced the Committee’s thanks to Peggy Hall for all her leadership and hard work both for the Committee and as a valued Board member.</p>	
6)	<p>Re organisation proposals: This item was taken as a confidential item at the end of the meeting.</p>	
7)	<p>HR Strategy / People Plan Melanie Price presented the HR Strategy which links to the overall Group strategy. She explained that it focuses on three main strands:</p> <p>1. Workforce modernisation. Simon Hubbard asked how salary differentiation could be put in place given the Group’s budgetary position and the need to be working within the pay envelope. Would some staff be paid less to ensure that there is budget to pay high-achievers?</p> <p>Melanie Price said that the Group intends not to make the automatic increment to pay and the resultant saving will be utilised instead to reward performance. Governors recognised the challenge that if increments are being held back, inevitably some people must earn less. Clive Cooke asked the Committee to consider if this is actually more appropriate rather than rewarding mediocre and poor performance. He advised that the Group needs the Committee to read, and accept, the HR strategy in full cognisance of the budget.</p> <p>2. Developing individual and collective performance Melanie Price said this work is key for the organisation as a whole and will</p>	

	<p>drive performance.</p> <p>Governors asked if the skills shortage will be addressed by the funding made available by the DfE. Melanie Price said that this is certainly the case but that it will not be in place in time for September 19 but for January 2020.</p> <p>Governors asked when the workforce development plan will roll out. Melanie Price said that the DfE will bring in consultants to do the skills audit in June and that the HR committee will discuss this in October 2020.</p> <p>3. Attracting, recruiting and retaining performance.</p> <p>Melanie Price said that this is high on the agenda. Raising the Group’s brand is a key element of this programme and HR is working with marketing to achieve this objective.</p> <p>Robert Mee commented that everything that should be expected is included but that there is no real ‘buzz’ or forward scanning for the future of employees, workplace working etc to sell the benefits of the Group to prospective employees. He suggested that good PR advice might be sought. He was struck by the final item on strategic aim three being a shorter section which affects its impact on the reader.</p> <p>Tim Hulme suggested that the estates strategy for the Group might be included, as might the digital strategy. Jo Rogers added that the document might be brought to life by the addition of culture, motivation or celebrating the success of the team. This might be referenced if it is in the internal communications plan. Simon Hubbard commented that it would be particularly helpful to have this related back to the Group’s strategic objectives to ensure that the HR Committee and HR strategy is supporting the Group.</p> <p>AGREED. THE COMMITTEE AGREED THAT THE HR STRATEGY WITH THE CHANGES OUTLINED WILL BE CIRCULATED BY ELECTRONIC COMMUNICATION BY 8 JUNE FOR RECOMMENDATION TO THE 25 JUNE BOARD.</p>	<p>Melanie Price/ Tim Hulme</p> <p>Tim Hulme</p>
8)	<p>Policies</p> <p>Arrangements for Obtaining the Views of Staff and Students</p> <p>AGREED: THE HUMAN RESOURCES COMMITTEE AGREED THE ARRANGEMENTS FOR OBTAINING THE VIEWS OF STAFF AND STUDENTS ARE APPROPRIATE AND WILL RECOMMEND THEM TO THE BOARD AT ITS MEETING ON 26 JUNE 2019.</p> <p>Equality and Diversity Policy</p> <p>Tim Hulme presented the policy and highlighted the key elements. He advised the Committee that there is a need for training on this area for Group managers. This will support the drive to improvement required for a ‘good’ grade.</p> <p>Robert Mee said that it was originally agreed a year ago and asked if there are any significant changes. Tim Hulme explained that there are no major changes but asked for the training outlined to be reported to the Board.</p>	<p>Peggy Hall</p>

	<p>Robert Mee asked if the policy is an AoC policy or developed by the Group and if it has been checked by the Group's law firm. Tim Hulme responded that it was a customised version of the AoC policy and agreed to have the policy reviewed by Eversheds.</p> <p>Jo Rogers appreciated that this is a Policy and not a plan. However in industry it is now common to have special interest groups for different groups of employees for instance gender groups for mentoring or LGBT groups. Melanie Price said that there are no such groups at this time and Members agreed that this would be very helpful.</p> <p>Tim Hulme agreed to review the wording in the 5th paragraph to ensure that it encapsulates the treatment of people as individuals and also the treatment of groups of people. Tim Hulme suggested that the Group might bring in relevant guest speakers. Clive Cooke welcomed this suggestion and thought that the Group should pilot one or two to test the concept. Jo Rogers added that a Board or Executive Champion might be appointed but that the groups might be owned by the staff.</p> <p>Governors agreed that they would adopt this policy and the SLT would suggest when the HR Committee should review the document during the next year's cycle of business.</p> <p>AGREED: THE HUMAN RESOURCES COMMITTEE AGREED THE EQUALITY AND DIVERSITY POLICY AND WILL RECOMMEND THEM TO THE BOARD AT ITS MEETING ON 26 JUNE 2019.</p>	Peggy Hall
9)	<p>Governance Matters</p> <p>1. Review of terms of reference Peggy Hall and Tim Hulme had discussed the continuation of HR Committee prior to the meeting, particularly with Estates strategy on Finance Committee, and thought it should continue for another year. AGREED: THE COMMITTEE AGREED THE TERMS OF REFERENCE FOR THE HUMAN RESOURCES COMMITTEE FOR 2019-20</p> <p>2. Cycle of Business for 2019-20 Tim Hulme explained that the cycle of business for 2019/20 is still under review by the SLT. The dates of the meetings are agreed but the SLT will sense check the cycle of meetings to ensure that they dovetail together. The Committee agreed the cycle of business subject to SLT input.</p> <p>3. Review of effectiveness The Committee noted the survey responses and agreed that the Governance Advisor should circulate the biographies of Steve Baldry and Robert Mee</p> <p><i>Marie Sangster left the meeting at 11.15 and Item 6 was taken.</i></p>	Peggy hall SLT DoG
10)	<p>Any other business The Committee considered the teaching initiative and any suggestions to strengthen this were invited. Steve Baldry suggested that the Group contacts local employers to ask if their staff would like to be involved.</p>	SLT

<p>Clive Cooke asked through which medium a teacher might be approached. Marie Sangster suggested Facebook and Twitter.</p> <p>Members added the following groups that might be approached:</p> <ul style="list-style-type: none">• Churches - street pastors• U3A• Eastbournians FB group <p>Jo Rogers urged caution around the messaging to ensure that the campaign does not generate an impression of a shortage of teachers generally at the Group.</p> <p>The meeting closed at 11.30</p>	SLT
--	-----

Chair signature: _____

Date: _____