**People & Culture Committee**

**Minutes**

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| Date | 25 May 2021 | Time | 2 pm |
| Venue | Zoom | | |
| Chair | Kevin Cowley | | |
| **Membership** Kevin Cowley (Chair), Jo Rogers, Rebecca Conroy, David Smith, Governor Vacancy, co-opted vacancy, Marie Sangster  In attendance- Mia Bryden, Becky Cooke/ Careen Green.  An invite has been sent to Trade Union Representatives. | | | |
| **Apologies:** Jo Rogers | | | |

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|  | Item | Action |
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|  | **Apologies**  Debbie BaldockApps, TU Representative and Jo Rogers sent apologies. Quoracy was confirmed as three members were present (Kevin Cowley, David Smith and Marie Sangster). |  |
|  | **Declarations of Interest**  There were no declarations of interest. |  |
|  | **Minutes of the last meeting & Matters Arising**  THE MINUTES OF THE LAST MEETING WERE AGREED AS A TRUE AND ACCURATE RECORD**.**  **Matters Arising**  Redacted note  **Seeking permission from the CEO to be employed elsewhere**:The DoG confirmed the following is written in the Board approved Fin Regs and the CEO said this is aligned with contracts, but that going forward the situation may change for teaching staff:      **Post-merger HR issues –** See item 4.  **EDI session for Governors –** The DoG said the Governance Development Committee had discussed on 10 May approaching theDirector of Diversity AoC to deliver a Board session.  All other matters from the last meeting were completed. |  |
|  | **People & Culture report**  The Director of P&C Committee presented the P&C Report.  Turnover for the period 1Sept 2020 to 30 April 2021 was 6.1% (it was 6.6% this time last year). There were 47 voluntary leavers and 6 compulsory Leavers. KC asked for the rationale for the compulsory Leavers, the Director of P&C confirmed due process had been followed and there were no risks associated. An additional settlement agreement has been reached following a restructure in the Finance team.  Absence was also noted to be lower than average and this was said to be in line with the national picture. The CEO said absence rates are starting to move back up.  KC asked if the Committee could be advised routinely of the amount spent on professional development. The Director of P&C agreed this could be included in the P&C report from now on. **Action for Dir of P&C.**  The Director of P&C advised the College is currently undertaking a review of Business & Professional services L&D offer and the Deputy Principal is involved in this work.  The College is 100% compliant across DBS and Risk Assessment Checks. DS asked for clarification about the number that appeared to be outstanding. The Director of P&C agreed to look at the wording. **Action for Dir of P&C.** It was confirmed that the single central record is reviewed at least monthly. The Safeguarding Link Governor also scrutinises the single central record as part of her Safeguarding Link Role.  Redacted note  The Staff Governor asked for an update on pay and conditions harmonisation across the College. The CEO said this was moving and that most of the support teams have been through the process but legacy roles still being worked through.  The Committee were advised that the Executive Team and Unions have now agreed to re-instate JCC meetings (a move from weekly meetings during pandemic crisis time). There are plans to gather feedback from non-unionised staff representatives for wider employee engagement.  The Director of P&C said she would like to present workforce data differently to the Committee. The Committee felt this would be welcomed. **Action for Director for P&C.**  An update on the Apprenticeship Levy was provided (the CEO advised there was currently 193k of apprenticeship levy). The EDSPE is running a session for Governors on 10 June to hear more about the different aspects of apprenticeships.  It was noted that the levy was not spent in 2019/20 and 2% spent in 2020/21. There was a request for the session to provide a rationale for this, with figures. **Action: DoG to alert EDSPE**  The named individuals responsible for the levy also need to be confirmed. DS said it was important to separate out the roles of the College as both a provider and an employer. He felt the overall responsibility for apprentices that the College employs needs to be held by HR.  It was confirmed that an update on the re-application process will be provided during the session.  There have been no whistleblowing or staff safeguarding issues  The Committee were advised there is currently one case at ACAS conciliation stage. Insurers have assessed the prospect of successfully defending each claim. The outcome of the case heard in April 2021 is awaited.  Mandatory EDI training for all staff will Commence in July. This will include a session with the Executive Team. DS asked if this could be extended to Governors – see discussion in matters arising. **Action: DoG to discuss with CEO**.  The Director of People and Culture advised she is undertaking work to ensure ESCG recruitment and selection processes are attuned to EDI principles. She noted many new starters chose not to disclose their personal characteristics data and would like to see improvement. The CEO discussed how information can be benchmarked with Sussex in Numbers. There will be a focus at the next meeting on ESCG recruitment and selection processes and comparator data made available for scrutiny. **Action for Dir of P&C.**  **Action – DoG to forward plan**.  The CEO said the College arecurrently canvassing staff on their thoughts and suggestions on holding a ‘celebration event’ at the end of this Academic year. An invite will be extended to Governors in due course. **Action for Dir of P&C.**    The Committee were delighted to hear that John Cooper, GSCE Maths Lecturer, received his PHD certificate this week, his email was read to the Committee. The Committee decided to invite John to the next meeting to present his research and talk about his experience.  **Action for DoG**  The Committee discussed the update on the People Strategy. A People Strategy Roadmap was shared with the Committee. Leadership Culture meetings have taken place during February, which have supported a deeper understanding about ESCG leadership culture, styles and impact. A summary document was included in the paper pack. This was noted to be a draft summary and not a final report that extrapolated key themes and identified action.  DS asked how many people are in the Senior Management Team. The CEO advised between 20 and 25 people at different levels of the organisation.  KC and DS said the summary paper shows many priorities and no recommendations and asked how this would be taken forward. The CEO advised the consultant leading the work is drafting a final report which will pull out themes and make a series of recommendations for Executive Team consideration and action.  KC noted the comment by the Executive Team that said they felt they lacked unanimous support from the Board and highlighted the need to rectify this perception.  DS noted many of the issues in the summary paper seemed historic.  The CEO said the process has been tremendously helpful in bringing people together and giving everyone an opportunity to speak freely and safely, which as the feedback shows, is an area that needs further work.  The Director of P&C said that a new member of ESCG staff this was a helpful activity and she got a sense that many found the process cathartic.  It was confirmed that report on what action will be taken as a result of the feedback will be presented to the next Committee meeting. **Action for Director of P&C.**    The Committee were advised that three half day Strategic Thinking Workshops were held during April with the Executive and SMT, with the purpose of using the material from the Leadership Culture meetings to help develop purpose, vision and mission, and inform the College Strategic Plan. The results are currently being considered by the Executive Team and the Director for People and Culture.  Management Drives were run to increase ESCG leadership awareness, improve communication and understand culture preferences. This work continues.  A group of staff met with the consultant on two occasions to begin the work of creating new ESCG values. Following a voting process the chosen values have been turned into behaviours. Students will also feed into this activity. This will form a values-led appraisal process for all staff. KC said if staff induction will emphasise the values and expected behaviours. This was confirmed. ESCG policies and procedures will be aligned to the new values.  An Internal Communications Strategy is in development.  The People Strategy will go to Board in July 2021. **Action for DoG**.  A group of staff met with the consultant a collaborative workshop in which participants looked at 6 aspects of wellbeing:   1. Health 2. Good work 3. Values/Principles 4. Collective/Social 5. Personal Growth 6. Good lifestyle choices   **Post-merger issues**  The CEO took away an action at the last meeting to meet with Staff Governors about ‘post-merger issues’ identified during their annual conversation with the Chair. The CEO reported that 10 issues have been identified by the Staff Governors, across the following areas:   * Culture & communications * Career Progression * Staffing Structures * Curriculum Planning * CPD * Contractual (TUPE) * Systems * Union   The management response to each issue was shared with the Committee and there was a lengthy discussion about CPD. | **Careen**  **Careen**  **Careen**  **Mia**  **Mia**  **Careen**  **Mia**  **Careen**  **Mia**  **Careen**  **Mia** |
|  | **Setting KPIs for 2021-22**  The Director of P&C and CEO updated on the proposed KPIs for 2021-22.   |  | | --- | | **People** | | Staff turnover | | Sickness absence levels (days per year) | | Staff survey – engagement % \* | | Staff pride in ESCG | | Staff Wellbeing | | Staff feel supported by their line manager | | Staff utilisation % | | PMR/PMO complete | | Mandatory Training Complete |   DS asked for the following to be added.   1. Apprenticeship levy spend 2. Professional development budget and how utilised   **Action for Director of P&C.**  The Committee will review the KPIs for next year at the first meeting of the next academic year. **Action: DoG to forward plan KPI discussion.** | **Careen**  **Mia** |
|  | **Feedback from Trade Union Meeting**  The Chair updated on his meeting with TU reps. He said they discussed the People Strategy at length. TU reps were invited to attend today’s meeting and there is an open invite to attend.  Debbie from UNISON felt that she had not be made aware of any issues of concern. Marcus raised the following issues;     * Merger – staff feeling they were not fully informed why a merger was necessary, and the length of time to harmonise pay and T & C's is a bone of contention. * Pay  - the 1% increase over the last 8 years is not good enough and there is a feeling this has resulted in staff moving on. The disparity between 6th form College pay and FE pay is also an issue. * Overtime - Query why under the new terms for an extra hour teaching they are paid £17 whereas under the old lecturer B contract they were paid almost twice the equivalent. This causes quite a bit of unrest. The issue of struggling to recruit Electrical apprentice assessors as we are ‘paying so little’ was also raised. * Covid – general concerns but the sense that communications from the CEO have been well received.   The Committee discussed the perception between 6th form pay and FE pay and the Director of P&C said this was being further explored.  The was a discussion about the visibility and availability of TU reps. |  |
|  | **Health, Safety and Welfare (inc. referral from ARaC)**  The Dir of Governance advised this is a joint policy with ARaC. ARaC have approved the health and safety elements (subject to a few points raised that are being addressed by the EDROD).  ARaC would like the People & Culture Committee to pay particular attention to the welfare aspects and to feel confident that the policy does not duplicate/ contradict information contained within the other policies and strategies that involve welfare (People Strategy and Mental Health policies). There was also a request to ensure stress at work is included within the policy as a HSE requirement.  The CEO said she was confident that the welfare sections do not contract or duplicate information elsewhere and discussed the difference between welfare and wellbeing.  There was an agreement to add in stress at work into the welfare section. **Action for Dir of P&C.**  DS said that references to Principals/ Assistant Principals needs amending also. **Action for Dir of P&C.**  **Resolution**  Subject to the above the Committee resolved to recommend this policy for approval**. Action for DoG.** | **Careen**  **Careen**  **Mia** |
|  | **Staff Disciplinary Procedure**  The Director of P&C advised she had reviewed the procedure and said that it follows ACAS guidance. She said some College policies and procedures, such as this one, requires de-coupling at some stage and is working on this.  The Committee agreed with the change in tone at 2.4.  DS raised the following points:   1. 1.4 talks about policy and 1.5 talks about procedure without distinguishing from the policy above. This needs clarifying. 2. Clarify working in 2.2 – unclear if it is suggesting a companion representative or a TU representative. Careen confirmed ‘Companion representative’.   DS - 1.6 – wording of ‘where appropriate’ to be removed. Careen agreed to remove.  DS questioned 4.2 and the CEO confirmed this was sector norm.  **Resolution**  The Committee approved the Staff Disciplinary Procedure, subject to amendments.  **Action: Dir of P&C to make amendments and ensure circulation within the College.** | **Careen** |
|  | **Committee evaluation**   |  |  |  |  | | --- | --- | --- | --- | |  |  | **Yes** | **No** | | 1. | Did the agenda and papers arrive seven days in advance? |  | X  1 day out | | 2. | Were the agenda papers written with clarity? | X |  | | 3. | Were the issues considered at the meeting appropriate? | X |  | | 4. | Did you have all the information you needed to fully participate in the discussion and decision? | X |  | | 5. | Was sufficient time available for thorough debate? | X |  | | 6. | Were you satisfied that the decisions were arrived at in a proper manner? | X |  | | 7. | Were you able to express your views? | X |  | | 8. | Was the meeting chaired effectively? | X |  | |  |
| 10) | **Any urgent matters**  The DoG advised a Staff Governor has said some perceived inequalities and disparity between the role of A-Level lecturers and Vocational lecturers which are being reviewed by the Deputy Principal.  The DoG advised that the Governance Development Committee were notified that P&C has not 100% met its cycle of business this year as it has been provided with a teaching staff structure for assurance that it is reflective of the needs of the College to deliver the curriculum. She advised this has been raised with College officers for remedial action in the next academic year.  It was acknowledged to be KC and JR (absent) last meeting before they exit their terms of office. Both were thanked for their commitment and diligence. |  |

Ended 3.53

Date of next meeting – TBC

Forward plan

* Proposal on a new approach to staff objective setting
* Annual Gender Pay Gap Report (October 2021)