People & Culture Committee
Minutes

Date	14th November 2022	Time	10:00-12:00
Venue	Virtual Meeting (Zoom)		
Chair	Becky Cooke		

Membership – Becky Cooke (Committee Chair), Ian Mehrtens, Rebecca Conroy, Gill Short, Penny Coppins
In Attendance – Lauren Crawley (Director of People), Belle Howard (Director of Governance – *minutes*)

Quorum: The meeting was quorate throughout.

Apologies: Hannah Caldwell (Chief Operating Officer)

There is a positive duty for the Executive Team to raise any issues about wellbeing of staff and working conditions with the Committee, as it occurs.

#	Item	Action
1. STANDING ITEMS		
1)	**WELCOME & APOLOGIES** **10:01** 1.1 The Committee Chair opened the meeting at 10:01 with a warm welcome to colleagues, particularly to PC who had joined her first meeting. 1.2 Apologies were received and accepted from HC.	
2)	**DECLARATIONS OF INTEREST** **10:02** 2.1 There were no declarations of interest received.	
3)	**MINUTES OF LAST MEETING** **10:03** *4.1 Approval* • Governors considered the minutes from the last meeting on 9th June 2022. • **RESOLUTION: Governors agreed that the minutes were a true and accurate record of what was discussed.** *4.2 Matters Arising*	

Item	Owner	Action	Due Date
1.2.2	RC	Promote the Unison Steward vacancies in forthcoming staff newsletter and staff briefing communications.	5th July 2022

Item	Owner	Action	Due Date
1.2.1	LC	Having received further context from DBA, review output from the Student Services Team restructure (January 2021) to determine whether there were any discrepancies in pay levels for staff based at Eastbourne and Hastings.	**Cancelled** – request withdrawn from staff member.
1.2.3	RC	Include Debbie BaldockApps (Unison Rep) on the list of attendees for the next Staff Think Tank event.	**Complete**
5.3.1	LC	Provide a summary report on the supplementary training and development opportunities that have been available to staff in 2021-22.	**Complete**
5.15.1	LC	Share details of the Staff Development Week with the DoG, with a view for this to be cascaded to Governors.	**Complete**
7.2.1	LC	Provide further data to support proposed changes to the HR KPIs for 2022-23, with a view to cascade to Governors by email for consideration ahead of the Board meeting on 5th July 2022.	**Complete**
10.1.1	BH	Update the Terms of Reference and Cycle of Business to reflect the approval levels required in the Policy Master List for the Pay Policy and Sickness Absence Policy.	**Complete**
10.1.2	BH	Review committee membership requirements detailed in committee Terms of Reference documents to ensure this is consistent between committees, wherever appropriate.	**Complete**
10.3.1	BH	Update the draft schedule of meetings to reflect morning slots for the People & Culture Committee in 2022-23.	**Complete**
11.1.1	BH	Include Staff Code of Conduct, Staff Grievance Procedure and Arrangements for Interviewing & Appointing Staff on the agenda for the next meeting.	**Complete**

4) **ANNUAL PEOPLE & CULTURE REPORT**   **10:05**

4.1 Introduction

- The Committee Chair reflected on discussions at the recent Strategy Day event, which included focus on the need to simplify and reduce the volume of governance meeting papers. As such, further consideration would be given to content moving forwards, with a view to agree the priority information needed by Governors, reduce the burden on Lead Officers and drive further efficiencies.

4.2 Equity Diversity & Inclusion

- The Director of People (DoP) shared the following update:

  o **Staff Headcount** – currently at 1,195, which compared favourably with average headcount data from the AoC for a college of this size.

  o Given the imminent changes being made HR systems, there was an opportunity to amend EDI classifications and the data being gathered from staff.

  o Current EDI Data collection was based upon existing (and outdated) job application forms, namely – 'age', 'race', 'gender' and 'disability'. The EDI classifications on application forms were due to be updated in December 2022.

- o Moving forward it was proposed that, EDI classifications be extended to mirror those used by ACAS, CIPD and the FE Workforce Data Survey, i.e. to include 'gender', 'gender identity' and 'ethnicity'.

- o In contrast, the Office of National Statistics (ONS) had included 'sex', 'trans' and 'ethnic group' in its EDI classifications.

- The following discussion then occurred:

  - o The Chair of the Board reflected on the need for the college to align with the terminology defined in the Single Equality Act (2010), e.g. 'gender reassignment', rather than 'trans'. As such, the Board had a duty to seek assurance that the obligations outlined in that legislation were being met. However, due to the relatively limited EDI data currently being gathered at the point of recruitment, priority focus was now needed given the associated issues that may arise from inadequate EDI data, e.g. limited ability to identify and respond to related staff issues and concerns.

  - o The Chair of the Board reflected that richer EDI data could be sourced from staff by conducting a staff survey. The Director of People clarified that an extensive EDI survey had been conducted earlier in the year to improve the quality of EDI data available at the college. The survey had been based upon EDI classifications from ACAS and CIPD.

  - o Moving forward, the DoP advised that a key priority would be to ensure that the recruitment application forms were updated to gather more comprehensive EDI data.

    - **Action 4.2.1 – Working in collaboration with the Director of People, EDI Link Governor to provide feedback on the proposed EDI categories for recruitment application forms moving forward.** **IM**

  - o The CEO & Principal advised that the Annual EDI Report was currently being finalised and would be shared at the forthcoming Curriculum & Standards Committee meeting. The report contained sections on 'People' and 'Data Collection', along with data points for each of the categories in the Single Equality Act for both students and staff. Additionally, the Annual EDI Report included an update on 'Deprivation'. Finally, an EDI Action Plan had been developed as output of the report.

  - o The CEO & Principal advised that the recent EDI staff survey had not achieved a 100% completion rate and noted that since then, new staff had been recruited to the college and relatively limited EDI data had been gathered at the point of their appointment.

    - **Action 4.2.2 – Develop an approach for addressing gaps in existing EDI data, as well as enhance the EDI classifications currently included on job application forms.** **LC**

  - o The CEO & Principal reflected on the need to obtain a clearer picture of the EDI landscape at the college, both in terms of student and staff groups. This was in order to identify key themes and trends, comparisons to local demographics and to better understand priority issues and concerns.

- o Governors noted a significant increase in the proportion of students who had advised that they had a disability or were from broader a range of ethnic groups.

  - o The CEO & Principal also noted that there had also been a significant increase in the quality of student EDI data being gathered at the point of enrolment, particularly with regards to gender, gender reassignment and sexuality.

  - o Governors reflected that the increase in quality of the college's EDI data was likely indicative of growing levels of trust from both staff and students around this sensitive area.

  - o **The Chair of the Board asked – are staff able to access HR systems from a 'self-servicing' perspective to update their individual EDI information?** The DoP confirmed that staff could capture their EDI information, using the 'My View 'online system, which was the mechanism used by staff during the EDI data campaign in the Summer Term.

  - o The CEO & Principal advised that extensive work was undertaken in the Summer Term to ensure effective messaging as part of the EDI data campaign, to reiterate the college's desire to better understand the needs of staff and to encourage networking.

- The DoP then shared the following update:

  - o Staff from the LGBTQ+ community had been invited to come forward to confidentially to share their lived experiences as a staff member at the college, with a view to inform the college's practice around inclusivity.

  - o A new Menopause Policy had recently launched and five staff volunteers had already offered to become Menopause Champions.

  - o **Staff EDI Data:**
    - **Gender** – 66% of staff and 57% of students were female, which was in line with demographics for the local area.
    - **Ethnicity** – 73% of staff vs 43% of students were white.
    - **Age** – staff aged 16-19 and 30-39 had increased, whilst staff aged 40-49 and 60-69 had seen a decrease.

- The following discussion then occurred:

  - o The Chair of the Board reflected on the significant variance in ethnicity between staff and students, with a particular imbalance for staff, relative to local demographics. The CEO & Principal explained that the broader range of ethnicity for the student populace was often due to the higher proportion of 'English for Speakers of Other Languages' (ESOL) students. Governors also noted the increased volume of refugees and immigrants that had recently moved into the area.

  - o The college would shortly be joining the Black Leadership Group, with a view to discuss and leverage their Ten Point Leadership Plan.

4.4 Staff Turnover

- The DoP then shared following update:

  o In line with the sector, turnover had continued to steadily increase since April 2022.

  o Voluntary turnover levels were at 14.4%, with the proportion of staff choosing to leave the organisation being comparatively low.

  o 29% of leavers had resigned within the first 12 months in role.

- The following discussion then occurred:

  o **The Committee Chair asked – was a new exit interview process now in place?** The DoP confirmed that all staff were invited to participate in an exit interview with their line manager on leaving the college. However, data from these conversations were typically stored locally. In order to improve the quality of exit interview data held centrally, an online form would shortly be put in place, with a view to better understand the key drivers for employees choosing to leave the organisation. It was also anticipated that staff would be more inclined to disclose openly on online, as opposed to via an exit interview.

  o The CEO & Principal shared examples of anecdotal feedback from former staff, which had indicated that a key driver for them opting to leave the organisation had been due to opportunities to access higher pay levels outside of the organisation. Many of these staff had otherwise wished to remain in role, but had had to explore other opportunities due to affordability reasons. As such, a targeted recruitment and retention strategy needed to be developed.

  o The DoP shared an update following the recent CIPD Good Work Survey, in which 20% of respondents had advised that they planned to leave their current roles within the next 12 months. Of those, 35% had indicated that this was due to remuneration reasons. Consequently, it would be important to target the remaining '65%', with a view to develop a broader package of benefits, e.g. to include hybrid working. Other areas related to the employee experience, may include focus on environmental sustainability issues and EDI issues, which were also increasingly important to employees.

  o The DoP reflected that further work was now needed to develop the college's induction process, particularly with a view to address the relatively high proportion of employees that had opted to leave the college within 12 months of joining. As such, work was underway to standardise induction procedures, led by People Services. Additionally, on a termly basis, new staff would have the opportunity to meet the Executive Team, with a view to receive an overview of the college's strategy and future plans.

  o The DoP noted that 40% of employees remained with the college for 2-5 years before moving on, which was in line with market norms.

4.5 Recruitment

- The DoP shared the following update:

  o Recruitment remained a priority focus area, given the high cost of recruitment agencies and the impact to college budgets.

  o A recent call was held with HR Directors at other colleges to discuss recruitment challenges and to explore best practice.

  o Once the new college recruitment webpage had been established, a key next step would be to promote the college widely across East Sussex as an *employer of choice*.

- The following discussion then occurred:

  o The Chair of the Board suggested that there may be value in establishing a shared recruitment service with other colleges, with a view to reduce recruitment costs and generate income. The DoP agreed to explore the feasibility of this.

  o The CEO & Principal reflected on the value of working more closely with FE Sussex to explore key challenges related to recruitment and retention. Additionally, there may also be an opportunity to partner with NHS Sussex on addressing shared workforce/recruitment challenges.

  o The CEO & Principal also advised that, East Sussex County Council had recently adopted a more dynamic recruitment approach of advertising for particular skills, rather than individual roles. This was with a view to invite prospective candidates to experience taster days to determine suitability and fit. As such, there may be an opportunity to learn from this creative approach to attracting potential candidates.

  o Governors considered a range of innovative recruitment and onboarding methods, such as rotational roles, supported working projects, taster days and use of the apprenticeship levy.

4.6 Absence & Welfare

- The DoP shared the following update:

  o **Sickness Absence** – average days lost to sickness over the last 12 months was 6.4, which was slightly above the KPI of 6. This had since dropped to 6.1 in October 2022.

  o **Covid-19** – there had been a drop in reported levels, though this remained the primary reason for sickness absence (29%).

  o **Occupational Health (OH)** – there had been extensive delays in OH referrals being processed due to staff shortages, though this was beginning to improve.

  o **Wellbeing & Resilience Guidelines** – these were currently being developed, linked to the Health, Safety & Wellbeing Policy, with a view for the college to target securing a Wellbeing Accreditation.

4.7 Safeguarding

- The DoP shared the following update:

    o **Single Central Record** – the college was fully compliant.
    o **Local Authority Designated Officer (LADO) Referrals** – there had been none in the reporting period.
    o **Safeguarding & Prevent Training** – this training was now being delivered in person.

- The following discussion occurred:

    o The Safeguarding Link Governor requested a meeting with the DoP, with a view to commence the early stages of transition and handover to their replacement, prior to standing down at the end of the academic year. The DoP agreed.

        ▪ **Action 4.7.1 – Safeguarding Link Governor to schedule a meeting with the DoP, HR Manager and their replacement (Aly Coleman) prior to the end of the Autumn Term.**

4.8 Restructuring

A confidential discussion then occurred.

4.9 Performance Management

- **A Governor reflected on earlier discussions related to the appraisal processes for Curriculum Managers with a large number of direct reports and asked – has this imbalance since been addressed?** The CEO & Principal advised that the ratio of Curriculum Managers to direct reports had since been improved, though there remained a few exceptions. The Deputy (CEO & Principal) had co-ordinated a restructure earlier in the year, with a view to introduce new Deputy Head of Curriculum roles, more consistently establish Teaching & Learning Coaches and thereby rebalance team structures. This had been achieved without any redundancies and had enabled more effective leadership support and succession planning.

4.10 Trade Unions

- The DoP shared the following update:

    o **Joint Consultative Committee (JCC)** meetings with the Trade Unions had now been established and terms of reference were being finalised.
    o **Pay Negotiations** – a significant project was successfully completed in the Summer Term to agree a pay award and benefits package for staff from September 2022, which focussed upon making cost of living adjustments for the lowest paid staff.

- The following discussion then occurred:

    o **The Committee Chair expressed particular thanks to the Executive Team and People Services for their innovative and collaborative approach to the recent pay negotiations, which had significantly minimised the risk of industrial action for the college.**

GS

o The CEO & Principal reflected on the need to do to more enhance the annual leave allowances for support staff, though this was difficult to achieve given the high proportion of these staff on term-time only contracts. Moving forward, it would be particularly important to maintain an ongoing dialogue with the trade unions to explore creative solutions.

o Governors reflected that the risk of industrial action would continue to be an ongoing challenge for the college as the cost-of-living crisis continued to deepen.

o The Chair of the Board suggested that it may be possible to leverage the adult education budget (AEB) to support staff in their career development and/or individual areas of interest.

4.11 Staff Development & Performance Management

- The DoP shared the following update:

  o **Training & Development** – there was a priority focus on more fully capturing the wealth of continuing professional development (CPD) activities that staff actively engaged with.

  o **Performance Management** – the format of annual appraisal documentation was being simplified.

- The following discussion then occurred:

  o **The Chair of the Board reflected on the relatively high number of staff that had yet to complete their mandatory training and asked – had a plan been developed to address this gap, such as applying sanctions?** The DoP explained Safeguarding & Prevent training had been conducted in person for all staff at the start of the Autumn Term, so participation levels were relatively high. A high proportion of staff were due to renew their annual online mandatory training at the same time, following a previous campus wide effort to ensure records were up to date ahead of the last Ofsted inspection.

    The forthcoming Staff Development Day would be utilised to encourage staff to complete any outstanding training. Moving forward, the intent would be to deliver this training face-to-face, with a view to encourage wider staff participation and engagement. The CEO & Principal advised that sanctions had previously been used in the past, so this could be explored if needed, though it would be preferable to encourage staff participation in person.

  o The Chair of the Board also reflected on the need to ensure that Governor mandatory training records were also up-to-date.

4.12 Legislation Updates

- The DoP shared the following update:

  o **The Retained EU Law (Revocation and Reform) Bill 2022-23** – regulations derived from EU Law was due to be removed from UK Law after 31st December 2023, unless they were written into new legislation beforehand. This would potentially impact staff contracts of employment, terms and conditions, documentation, as well as policies and procedures.

o **Harpur Trust vs Brazel** – landmark case related to how organisations should calculate annual leave entitlements for staff who do not work a full year. The ruling specifies that all staff should receive 5.6 weeks of annual leave and part-time staff should not receive a prorated annual leave entitlement. Additionally, staff may be entitled to claim any outstanding annual leave for up to the last 2 years, regardless of whether they have since left the organisation.

The college was currently seeking legal advice on this matter as well as leveraging guidance from the AoC, as this would have significant implications for staff on term-time only contracts and sessional staff on variable hours contracts. The AoC had subsequently produced new contract templates for term-time only staff, which would enable the college to assess the associated cost implications. It was anticipated that appointing sessional staff, who were employed to work just a few weeks of the year, may no longer be viable.

- The following discussion then occurred:

o **The Chair of the Board asked – had this ruling since been challenged?** The DoP advised that the case had already been heard by the Supreme Court. That said, should the regulations detailed in existing EU Law be retained in UK Law, this case law would likely be revoked. As such, a relatively measured approach would be adopted by the college, in terms of assessing the potential strategic and cost implications, with a view to balance this against legal advice and guidance received from the AoC.

4.13 Post-Merger Contractual Distinctions & Progress

- **The Chair of the Board noted that there were still a sizable number of staff with Supervision, Direction or Control (SDC) contracts and asked – what plans were in place to manage these moving forward?** The DoP advised that these contracts would remain in place pending natural attrition or as output of future restructuring plans.

5)	**ANNUAL HEALTH & SAFETY AND WELFARE REPORT** 10:58 *(Joint With ARaC Committee)*	

5.1 In the absence of the COO, the CEO & Principal invited questions and comments from Governors on the Annual Health, Safety & Welfare Report:

- **A Governor noted that 'acts of terrorism' and 'flooding risk' were not categories that were detailed in the report and asked – should this be included here or elsewhere?** The CEO & Principal explained that health & safety and safeguarding at the college were interlinked, so it had been important to ensure robust critical incident procedures were in place for all eventualities. Whilst the Annual Health, Safety & Welfare Report had incorporated an update on the college's security provision, acts of terrorism had not been specifically mentioned. Similarly, flooding had not been individually referenced and advised that further consideration would be given to determine whether any updates were required.

- **The Chair of the Board noted that there were proportionally a high number of accidents and incidents at the Hastings campus and asked – could additional commentary be detailed in the report to clarify the causes of this?** The CEO & Principal noted that this point had also been queried at the recent ARaC Committee meeting and explained that this issue had been caused by a select number of Hastings based students with specific medical issues. An action had already been taken to provide additional context on this.

	• **A Governor noted that a new Climate Action Group had been established, which included local councillors in its membership and asked – could the report be updated to specify the local authorities that they were members of?** The CEO & Principal confirmed that the report would be updated to include this information.	
	o **Action 5.1.1 – Update Section 2.1.1 (Page 4) of the Health, Safety & Welfare Report to indicate which local authority that the referenced local councillors were members of.**	**HC**
	• The CEO & Principal also reflected on the need to include further details on wellbeing in this report, particularly in light of the extensive work that was already underway in this area.	
	• Governors noted the following amendments to the Annual Health, Safety & Welfare Report that had been identified as output of discussion and scrutiny at the recent ARaC Committee meeting:	
	o Further context on the high level of accidents and incidents at the Hastings campus.	
	o An update on any RIDDOR reportable incidents.	
	o Details of any lessons learned.	
	o Information on any security incidents that had occurred, as it pertained to physical safety (or detailing this information in the appropriate Safeguarding Reports).	
	• **RESOLUTION: Subject to the agreed amendments, the P&C Committee agreed to recommend the Health, Safety & Welfare Report to the Board for approval.**	
6)	**PLANNING FOR ANNUAL MEETING WITH TRADE UNION REPRESENTATIVES** **11:07** *6.1 Protocol For Meeting With TU Reps* • The Committee Chair noted that there was a requirement in the People & Culture Committee Terms of Reference to *'hold an annual meeting with Trade Union representatives (following an agreed protocol) outside the formal Committee'*. • The CEO & Principal advised that pre-meetings were held last year with both teaching and support staff trade union groups, with just Independent Governors in attendance. • A Governor noted that historically, the People & Culture Committee Chair had also offered TU representatives the opportunity to meet with them individually. • Governors agreed that these meetings should ideally be held on an annual basis. • A Governor also noted that it had previously been difficult to identify a Unison Representative for support staff to attend the pre-meeting session. Subsequently, Staff Think Tank sessions had been launched as an additional mechanism for gathering feedback from staff (including support staff).	

	• Governors agreed that a protocol should be drafted, with a view to review/approve this at the next meeting. The protocol should outline:
	
	    o The frequency of the meetings.
	
	    o Who will be in attendance and provide an option for TU representatives to meet only with Independent Governors if desired.
	
	    o The purpose of the meetings and the remit of the People & Culture Committee.
	
	    o **Action 6.1.1 – Draft a protocol for the annual meeting with Trade Union representatives, with input from the Director of People and Director of Governance.**
		RC

7)	**INTER-COMMITTEE REFERRAL** **11:15** **PC left the meeting at 11:15.** *7.1 Finance Team Report* **A confidential discussion occurred.** **PC re-joined the meeting at 11:22.**	
2. POLICIES		

8)	**POLICIES REQUIRING BOARD APPROVAL** **11:22**
	
	8.1 Arrangements for Obtaining the Views of Staff and Students
	
	• The following discussion occurred:
	
	    o Governors noted that this paper was a *procedure* and not a policy.
	
	    o The CEO & Principal suggested that this item should be removed from the scope of the People & Culture Committee Terms of Reference as a policy requiring approval. Governors agreed.
	
	    o **A Governor asked – does the procedure need to more fully outline how Student Voice would inform decision making?** Governors noted that the approach for addressing Student Voice in decision making was still being defined as part of the wider Governance Improvement Planning activities.
	
	• *Subsequent to the meeting, the DoG clarified that the Instrument & Articles of Government of the College require the publication of arrangements for consulting with students and staff at the College on the determination and periodic review of the educational character and mission of the College and the oversight of its activities.*
	
	• **RESOLUTION: Governors agreed to recommend the Arrangements for Obtaining the Views of Staff and Students to the Board for approval, noting the document was a procedure and not a policy.**	

9)	**INTERNAL POLICIES**	**11:29**	
	9.1 Governors noted the following policies, that had recently been approved by the Executive Team:		

- Staff Recruitment & Selection Policy *(includes safer recruitment and arrangements for interviewing & appointing staff)*
- Staff Code of Conduct
- Staff Grievance Policy & Procedure

9.2 The following discussion occurred:

- As the policies were Executive led, the CEO & Principal reflected that these policies should not be included in the Terms of Reference or Cycle of Business. Governors agreed.

  - **Action 9.2.1 – Remove all Executive led policies from the People & Culture Committee Terms of Reference and Cycle of Business, with a view to recommend these revised documents to the Board for approval.**   **BH**

- The Chair of the Board reflected that it would also be useful in the Spring Term for the DoG and Chairs Group to initiate a review of all policies currently in scope for Board approval, with a view to validate essential/statutory policies against those that should be overseen by the Executive Team. Governors agreed.

- **A Governor asked – was a process in place for ensuring that a safer recruitment trained individual was included on all recruitment panels?** The DoP advised that all managers had received safer recruitment training, though reflected that further work may be needed to ensure appropriate systems were in place for recording this. The Chair of the Board also reflected that it was equally important to ensure that panel members had also received EDI training as well.

3. CLOSE		

10)	**ANY OTHER BUSINESS**	**11:33**	
	10.1 There were no additional items raised for discussion.		

11)	**DATE OF NEXT MEETING**	**11:34**	
	11.1 Governors noted that the next meeting had been scheduled for **8th February 2023, 10:00-12:00.**		

12)	**LIVE COMMITTEE SELF-ASSESSMENT**	**11:35**	
	12.1 8 survey responses were received from Governors online during the meeting via Google Forms:		

#	ASSESSMENT QUESTION	RESULT
1.	Did the agenda and papers arrive seven days in advance?	100%
2.	Were the agenda and papers written with clarity?	100%
3.	Were the issues considered at the meeting appropriate?	75%
4.	Did you have all the information you needed to fully participate in the discussion and decision?	100%
5.	Was sufficient time available for thorough debate?	100%
6.	Were you satisfied that the decisions were arrived at in a proper manner?	100%
7.	Were you able to express your views?	100%
8.	Was the meeting chaired effectively?	100%

13)	**CLOSE**	**11:36**	
	13.1 The meeting closed at 11:36.		

Action Summary

Item	Owner	Action	Due Date
4.2.1	IM	Working in collaboration with the Director of People, EDI Link Governor to provide feedback on the proposed EDI categories for recruitment application forms moving forward.	8th February 2023
4.2.2	LC	Develop an approach for addressing gaps in existing EDI data, as well as enhance the EDI classifications currently included on job application forms.	8th February 2023
4.7.1	GS	Safeguarding Link Governor to schedule a meeting with the DoP, HR Manager and their replacement (Aly Coleman) prior to the end of the Autumn Term.	19th December 2022
5.1.1	HC	Update Section 2.1.1 (Page 4) of the Health, Safety & Welfare Report to indicate which local authority that the referenced local councillors were members of.	**Complete**
6.1.1	RC	Draft a protocol for the annual meeting with Trade Union representatives, with input from the Director of People and Director of Governance.	8th February 2023
9.2.1	BH	Remove all Executive led policies from the People & Culture Committee Terms of Reference and Cycle of Business, with a view to recommend these revised documents to the Board for approval.	**Complete**