

People & Culture Committee Minutes

Date	9 th June 2022	Time	09:00-11:00
Venue	Virtual Meeting – Zoom		
Chair	Becky Cooke		

Membership – Becky Cooke (Chair), Ian Mehrstens (*ex-officio*), Rebecca Conroy, Gill Short, Marie Sangster

In Attendance – Lauren Crawley (Director of People), Debbie BaldockApps (Unison Trade Union – *pre-meeting only*), Nathan Haffenden (Transformation Consultant – *item 9*), Matt Knight (Regional Head of Development Solutions, Willmott Dixon – *item 9*), Belle Howard (Director of Governance – *minutes*)

Quorum: The meeting was quorate throughout.

Apologies: None

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.

Pre-Meeting

1)	<p>INFORMAL DISCUSSION WITH UNISON TRADE UNION REPRESENTATIVE</p> <p>1.1 BC welcomed Debbie BaldockApps (Unison Trade Union) to the meeting and explained that this was an opportunity for DBA to have an informal conversation with the committee, as well as raise any issues or concerns.</p> <p>1.2 The following discussion then occurred:</p> <ul style="list-style-type: none"> • DBA explained that she was currently the only Unison steward across all campuses, supported by Colin Blackman (Regional Unison Representative) for individual cases. • DBA advised that she had been working to recruit additional stewards, ideally on each campus, but this had proven difficult. • DBA confirmed that she was routinely named on any supporting documents related to any restructuring plans, so that staff were sign-posted to her as a contact for support and advice. • DBA explained that the primary issue that staff tended to contact her about related to the ongoing impact of rising inflation on pay and the associated ongoing cost of living crisis. As such, the need for a further pay award remains front of mind for many staff. 	09:01
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Pre-Meeting

- DBA also advised that some staff had highlighted an issue related to perceived discrepancies in the wages between Student Services staff based at Eastbourne vs Hastings, for essentially the same roles.
- RC explained that a new structure had been put in place for the Student Services department following a restructure and associated standardisation of contracts in January 2021. As such, RC reflected that it was unlikely that there were any significant variances in pay, other than for individual differences on the pay scale.
 - **Action 1.2.1 – 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.**
- **RC asked – do you require additional support in identifying additional Unison Stewards for the Lewes and Hastings campuses?** DBA reflected that it could be useful to issue a staff wide communication and to leverage open forum events to promote these vacancies. RC suggested that it may also be helpful to include an update in the next staff newsletter and next staff briefing as well.
 - **Action 1.2.2 – Promote the Unison Steward vacancies in forthcoming staff newsletter and staff briefing communications.**
- **IM asked – what do you think have been some of the barriers to the willingness of staff to perform a Unison Steward role?** DBA advised that the main concerns that staff had expressed was lack of available time to perform the role, as well as a lack of confidence in their ability to undertake the associated responsibilities.
- **BC noted that Unison offered comprehensive training and development for new stewards and asked whether further support was needed from the Regional Unison Representative to recruit additional stewards across each campus of the college?** DBA confirmed that the training provided by Unison was excellent and explained that this was typically run by the regional representative. DBA advised that she would speak to Unison Head Office to request further support in developing the local steward recruitment strategy.
- RC then reflected on the complex challenges that had recently arisen for staff pay, due to rising inflation. RC explained that the Executive Team had been looking at a range of budgeting scenarios to particularly support the lowest paid staff.
- As such, RC confirmed that a range of options for meaningful and broader staff benefit packages were also being explored in light of budgetary constraints. Options included staff discounts for high street stores/supermarkets, enhanced annual leave allowances and increased flexibility for staff to work from home and thereby save on travel costs.
- LC advised that she had recently met with the discount package provider, which included offers from all of the large supermarkets (with a minimum of 4% discount), insurers, cinemas and day-to-day essentials.

LC

RC

Pre-Meeting

	<ul style="list-style-type: none"> • RC indicated that she was keen to invite feedback from staff to address ongoing concerns related to staff pay. DBA reflected that staff would likely welcome the suggested solutions proposed. • BC asked – do you/Unison have adequate support from the Executive Team and is communication sufficiently open and transparent? DBA confirmed that she did. • GS asked – have you been involved with the Staff Think Tanks and have these been well received? DBA advised that she had not, but expressed willingness to attend the next event. <ul style="list-style-type: none"> ○ Action 1.2.3 – Include Debbie Baldock Apps (Unison Rep) on the list of attendees for the next Staff Think Tank event. • IM advised that staff now had the opportunity to meet with the Chair and CEO/Principal at each campus on an informal basis, to ask questions or raise any concerns. IM asked – would you be happy to let staff know about this additional communication channel? DBA confirmed that she would be. RC advised that this opportunity had also been promoted in the staff newsletter. • DBA reflected that some staff may feel apprehensive to speak to the Chair. IM suggested that rather than meeting in RC's office, staff may feel more comfortable to meet over a coffee in the café. DBA agreed. GS suggested that it may take time for staff to feel confident in using this forum, as it represented a cultural shift. RC explained that any sensitive comments would be handled confidentially, with only themes reported as output. • Governors thanked DBA for joining the meeting and sharing her feedback. <p>DBA left the meeting at 09:13.</p>	RC
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2)	<p>WELCOME & APOLOGIES</p> <p>2.1 The Chair opened the meeting at 09:14 with a warm welcome to colleagues. BC particularly welcomed IM to his first meeting at the P&C Committee.</p> <p>2.2 No apologies were received as all participants were in attendance, though MS encountered intermittent connection issues throughout.</p> <p>2.3 IM advised that AP had recently shared her decision to stand down from the Board with immediate effect following her decision to move away from the area.</p>	09:14
3)	<p>DECLARATIONS OF INTEREST</p> <p>3.1 There were no declarations of interest received.</p>	09:15

4)	<p>MINUTES OF LAST MEETING 09:16</p> <p>4.1 Approval</p> <ul style="list-style-type: none"> • Governors considered the minutes from the last meeting on 17th March 2022. • Governors agreed that the minutes were a true and accurate record of what was discussed. <p>4.2 Matters Arising</p> <ul style="list-style-type: none"> • Matters arising were noted as per the Action Log: <table border="1" data-bbox="196 752 1367 925"> <thead> <tr> <th>Item</th> <th>Owner</th> <th>Action</th> <th>Due Date</th> </tr> </thead> <tbody> <tr> <td>1.3.1</td> <td>BH/RC</td> <td>Invite representative from Unison to attend the next People & Culture Committee meeting.</td> <td>Complete</td> </tr> <tr> <td>5.5.1</td> <td>LC</td> <td>Consolidate comparative pay data from across the FE sector, with a view to share this with Governors.</td> <td>Complete</td> </tr> </tbody> </table> <p>MS joined the meeting at 09:18, with ongoing intermittent connection issues.</p>	Item	Owner	Action	Due Date	1.3.1	BH/RC	Invite representative from Unison to attend the next People & Culture Committee meeting.	Complete	5.5.1	LC	Consolidate comparative pay data from across the FE sector, with a view to share this with Governors.	Complete	
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5)	<p>ANNUAL PEOPLE & CULTURE REPORT 09:18</p> <p>5.1 Report Format</p> <ul style="list-style-type: none"> • LC directed Governors to the Annual People & Culture Report and explained that the format of the report had been significantly enhanced, e.g. benchmarking data. • LC invited feedback from Governors, emphasising that it was important for Governors to have access to the information that they needed. • BC expressed thanks to LC for the new format report, which she felt was both clear and informative. <p>5.2 Strategic Plan – People & Culture KPIs</p> <ul style="list-style-type: none"> • LC noted that there were several KPIs that had been given ‘red’ RAG status, though explained that this was in line with the national picture. • LC reassured, however, that a range of measures had been put in place to address these focus areas. LC also reflected that some consideration was needed to ensure that KPI targets were set at the right level. • LC shared the following update: <ul style="list-style-type: none"> ○ Staff turnover had seen an increase year on year, at 16.4% (up from 8.9%). ○ Similarly, staff sickness absence levels had increased year on year, at 5.9 days p.a. (up from 4.8 days). ○ Mandatory training completion was below the target of 100%, at 91% for established staff and 80.4% for all staff. ○ The apprenticeship levy had been deployed at a rate of 13% (below the target level of 25%), though a rate of 32% had been estimated within the next 12 months. 													

- LC explained that the recent project to source accurate Equity, Diversity & Inclusion (EDI) data from staff had been particularly successful.
- LC advised that recruitment remained a priority focus area for the HR team and options for obtaining better quality recruitment data was being explored.

5.3 Staff Development & Appraisals

- **GS asked – are you able to provide an update on staff appraisals?** LC advised that staff appraisals were due to be completed for all staff in June and July 2022.
- **GS asked – has the earlier issue now been resolved, where some managers had such a high number of staff directly reporting into them that it made the appraisal process overly burdensome?** RC explained that work was underway to align the curriculum management structure to include Heads of Curriculum and Deputy Heads. This would ensure a more even distribution of responsibilities for oversight of staff appraisals. This new structure was expected to be in place from September 2022. Additionally, RC explained that this new structure would also provide a clearer career pathway for staff and thereby ensure more effective succession planning.
- **IM asked – how would you assess the quality of appraisal conversations between managers and staff? Are these effective?** LC reflected that quality conversations were taking place, however, the main barrier to effective performance management was the sheer volume of paperwork that the process currently required. To that end, LC explained that as an interim measure for 2021-22, managers had been encouraged to produce a high-level summary appraisal report at the end of the existing appraisal template, rather than completing all sections. LC also confirmed that a new format appraisal template to be developed in due course. Managers would be invited to share their feedback on the existing appraisal template, with a view for this to inform the new format, along with incorporating the college's strategic objectives and values.
- **IM asked – had the college now moved to a matrix appraisal template form?** RC advised not yet, but clarified that work was being done to achieve this. RC confirmed, however, that the college's values had been translated into behaviours, which would be embedded into the appraisal process from the next academic year.
- GS reflected that this approach would also support and inform staff training and development. [LC agreed.](#)
- GS reflected that given ESCG was a training and learning organisation, that it was important to get this right for staff. RC explained that staff routinely engaged with a range of training opportunities in addition to the mandatory training requirement. RC reflected that it was important for this additional training to be incorporated into the People & Culture Report moving forward.
- RC explained that via the 'Change Makers Programme' this academic year that there had been a significant amount of training, mentoring and support for staff related to digital developments, leadership and management, staff coaching etc.
- **GS asked – could some of this activity be included in the next update to Governors?** RC confirmed that it could be.

	<ul style="list-style-type: none"> ○ Action 5.3.1 – Provide a summary report on the supplementary training and development opportunities that have been available to staff in 2021-22. <ul style="list-style-type: none"> ● IM suggested that it would be helpful to understand the impact of mentoring support on career progression for staff, though reflected that further time would be needed to assess this fully. Governors agreed. ● RC advised that there was a cohort of staff who were undertaking an ETF led Leadership Programme, with a view to target managers of the future. The cohort was made up of proactive and committed staff members who were keen to progress, so it would be useful to maintain oversight of how they perform moving forward. <p>5.4 Workforce Composition</p> <ul style="list-style-type: none"> ● LC shared the following update: <ul style="list-style-type: none"> ○ Headcount – 1,219, with 916 on established contracts (75%). The college compared favourably to the AoC’s data, in terms of the ratio of teaching staff to support staff to management staff. ○ Recruitment: <ul style="list-style-type: none"> ▪ 110 staff had been recruited in 2021-22, with 23 vacancies currently open. ▪ 78 internal staff had been promoted YTD, of which 71% related to support roles, 17% to lecturing and 12% to management. ▪ The Covid-19 pandemic had undoubtedly impacted levels of staff turnover, where many people had taken the opportunity to reflect on their career aspirations and in some cases make radical changes. ▪ Recruitment efforts had been directly impacted by a lack of candidates, higher than usual levels of application withdrawals, higher salary demands and generally a change in candidate expectations. ▪ Further investment in systems for recruitment, induction and onboarding processes was now needed to ensure a more strategic approach to recruitment in general. ▪ Whilst many applications continue to be submitted through the college’s website, a range of channels need to be explored to maximise impact, e.g. social media and job boards. ▪ Further to attending a recent CIPD Conference, a paper would shortly be drafted to share some of the insights related to recruitment and branding. This would likely include recommended enhancements to the HR structure to establish a more business partnership based approach. ▪ Finally, further work was needed to develop career pathways in order to support progression for staff. ● IM asked – have we looked at innovative recruitment methods, e.g. through joint appointments with industry/local firms etc, where employees are committed to both organisations? IM noted that the recent appointment of the Transformation Consultant was a good example of this working well, who also continued to be employed by the local authority. 	<p>LC</p>
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- **GS agreed, noting that this approach had been successful in the public sector, but there may be opportunities to achieve this with local employers as well.** RC explained that particular progress had been made in two areas that had historically been hard to recruit, i.e:
 - **Engineering Forum at Ore Valley** – supporting delivery through a hybrid employment model for teaching staff.
 - **Co-location at Hamden Park with OHM Energy** – this had produced a pipeline of both staff and students to develop and deliver a range of programmes.

5.5 Equity, Diversity & Inclusion

- LC shared the following update:
 - There had been high response levels from staff, following a recent drive to complete/update their EDI information.
 - Only 22% of staff have yet to provide any EDI information.
 - 46% of staff submitted new EDI information in May.
 - 32% of staff had previously provided EDI information.
 - Efforts were ongoing to get closer to 100% completion levels, even if staff indicated that they would prefer not to provide this information.
 - The majority of staff remain white (95%) and female (66%), with the greatest proportion (37%) in the 50-59 age bracket. This mirrors the local population and the student population (with the exception of age).
 - Population census data was expected on 28th June 2022.
 - **Recruitment** – once a system upgrade has been completed, application forms would also enable the collection of the new EDI data points. This would provide better quality data on candidates, as well as illustrate how this subsequently translates for appointed members of staff.
- BC reflected that it would equally helpful to better understand the diversity of the candidates who drop out of the recruitment process. **Governors agreed.**
- LC reflected on the recent CIPD conference she had attended and noted the need to review the branding of recruitment packs to ensure these were inclusive in their tone and messaging, with a view to eradicate any unconscious bias.
- LC advised that the college had now become affiliated with the Black FE Leadership Group and noted that recruitment and branding remained a key aspect of their Ten Point Plan for assessing organisations.

5.6 Change Makers

- LC shared the following update:
 - In order to address some of the imbalance within the FE workforce, ESCG had been working in collaboration with two other College Groups, Orbital South Colleges (OSC) and London South East Colleges (LSEC), on the Change Makers 21 Programme.
 - There were various workstreams to this Government funded project and HR were involved in the Leadership & Management workstream, which enabled underrepresented staff groups to participate in associated training. This included executive mentoring and coaching.

- A pool of internal trainers were being established across the three colleges, with a view to deploy this development opportunity internally to staff, as needed moving forward.

- **IM asked BC – do the Lewes District & Eastbourne Borough Councils provide executive coaching?** BC advised that they provided an internal mentoring programme led by a cohort of trained staff, whilst Senior Managers were able to access external training and development as needed. BC explained that they had approached East Sussex County Council regarding their senior leadership training offer, however, the cost proved prohibitive.
- **GS asked – could the Apprenticeship Levy be used for the purpose of staff mentoring and training?** LC clarified this would not be suitable in that instance, but advised that the Leadership & Management Apprenticeship could be better suited for this purpose. Research was ongoing to explore other suitable channels for the apprenticeship levy and an update to Governors would follow.

5.7 Turnover

- LC reminded Governors from her earlier update that staff turnover was currently in 'red' RAG status and suggested that a KPI metric of 10% was somewhat unrealistic in the current climate.
- LC noted that turnover levels had steadily risen, with voluntary turnover at 13.97%, and compulsory turnover at 2.44% (total at 16.4%) for April 2022. As such, high staff turnover levels were expected to continue into 2022-23.
- LC explained that she had considered comparative national data from the AoC's Workforce Survey (2019-20), which had indicated an average turnover rate in the South East of 17.5%, as compared to 14.8% average staff turnover nationally in the FE sector.
- With this in mind, LC recommended that the turnover KPI be amended to reflect a more realistic level.
- RC reflected that whilst turnover remained a useful data point given the declining levels of student recruitment, this had meant that large scale restructuring decisions had been avoided as a direct result.
- LC noted that the HR reporting system was not currently sufficiently detailed to determine the reasons that staff were leaving. Some staff were leaving for reasons beyond the college's direct control, e.g. early retirement or changes to life styles and work/life balance. In contrast, concerning reasons for staff leaving, such as stress or pay, were relatively low.
- **IM asked – we these resignations supported with exit interviews?** LC confirmed that they were. However, further review of the exit interview form and process was needed to improve the overall quality of this data.
- **IM noted that there were 11 resignations related to 'personal concerns' and asked – does this relate to concerns about the college?** LC confirmed that this did not and explained that staff had chosen to leave following a change in personal circumstances. LC reflected that this should be renamed to 'personal reasons'.

5.8 Staff Absence

- LC noted that staff absence levels had slightly increased by 0.1% since March 2022, up to 5.9 average days lost in April 2022, which is above the national average reported by the AoC of 5.1 average days.
- LC explained that the most prominent reason for staff absence in 2021-22 had been due to Covid-19 (25%), followed by minor respiratory ailments (19%) and mental health (12%).
- LC noted that employee use of Health Assured was comparatively lower than other colleges of a similar size, with 135 calls logged in the month of April 2022. Of these, 93.3% of calls related to requests for counselling support. Other reasons included requests for advice, e.g. wills/probate, employment and property.
- LC advised that Health Assured was well publicised to staff across all campuses by the HR Team. RC reflected that more work could be done to promote this service at the forthcoming Wellbeing Day.
- LC explained that a range of creative methods were being explored to promote the full range of staff benefits, e.g. digitally via QR codes.

5.9 Safeguarding

- LC advised that mandatory safeguarding training completion had dropped slightly by 1% from March to April 2022.
- LC confirmed that face-to-face Safeguarding & Prevent Training was being planned for the start of the Autumn Term, with additional 'mop-up' sessions as needed.
- RC advised that the Safeguarding Managers were currently developing training materials that included a broad safeguarding update, whilst also including region specific themes for the South East.
- RC reflected that a move to a face-to-face safeguarding training format was in line with the approach adopted by most schools and would help to bring the concepts to life. However, the online content would be retained as a back-up option.
- GS suggested that it would be helpful for Governors to complete this training at the same time. **Governors agreed. IM suggested that this could be handled as a Pre-Board meeting session.**
- LC advised that rates of DBS completion remained at 100%, as no members of staff were typically allowed to start in role until this has been completed. RC advised that any exceptions to this required a risk assessment with CEO & Principal approval.
- LC advised that a termly review of the Single Central Record was planned moving forwards.
- LC confirmed that there had been no LADO referrals since the last report.

5.10 Restructuring

A confidential discussion occurred.

5.11 Trade Unions

A confidential discussion occurred.

5.12 Apprenticeship Levy

- LC advised that the college currently employed 6 apprentices, which was in line with average data from the AoC for FE colleges.
- LC noted that many other colleges had also reported that they had found it hard to utilise their apprenticeship levy.
- LC advised that she would shortly be meeting LSEC to explore their current range of apprenticeship options for their staff, with a view to leverage best practice. The ultimate goal being to support staff career progression and extending the range of career pathways at the college, e.g. Learning Support Assistants through to teaching roles.
- LC also outlined plans to explore reciprocal arrangements with regards to unspent apprenticeship levies and how this may be used in collaboration with other local organisations.

5.13 Other

- LC confirmed that there had been no instances of whistleblowing or employment tribunals in the reporting period.
- **Post-Merger Contracts** – LC advised there remained 194 post-merger SDC contracts in place and negotiations were ongoing to harmonise these where possible, e.g. as part of pay awards.

5.14 Gender Pay Gap Report

- Further to the last meeting and per the associated action, LC advised that a report on the Gender Pay Gap had been produced and distributed to Governors as part of the meeting papers.
- LC advised that limited benchmarking information was available from other colleges, in terms of their pay awards, due to limited affordability.
- LC advised that from data she was able to source, in 2021-22, the maximum pay award offered by one college was 4%, though some colleges did not offer a pay increase at all.
- LC also shared salary comparison data and illustrated that average ESCG staff pay compared favourably to the national minimum wage, national living wage and the real living wage. However, with an ESCG average pay of £30,101 (male) and £25,948 (female), this remained below national average earnings in both the whole UK economy and the public sector.

	<ul style="list-style-type: none"> • IM noted that compared with pay data from 2020, that the average ESCG pay for both male and female employees had seen a moderate decrease and asked – why? LC explained that the average annual earnings had not seen a decrease, but the median amount had gone down. LC reflected that this picture aligned with the gender pay gap report’s findings, in terms of where staff were sitting on their salary scale and how this had been impacted as a result of Covid-19. <p>5.15 Other Key Projects</p> <ul style="list-style-type: none"> • LC shared the following update: <ul style="list-style-type: none"> ○ Policies – all employment related policies were currently under review. New policies would include a Menopause Policy and a Wellbeing & Resilience Policy. ○ People Strategy – this remained under development. ○ Staff Survey – this was due to launch to staff w/c 13th June 2022 and would run through to 8th July 2022. The output would be compared with staff survey data from York College. ○ Staff Development Week – this had been scheduled to commence from 4th-8th July 2022 (a week after World Wellbeing Week). This would include a range of staff development and wellbeing events and activities, e.g. related to nutrition, the menopause, the Five Pillars of Wellbeing and a range of financial resources and information. • Action 5.15.1 – Share details of the Staff Development Week with the DoG, with a view for this to be cascaded to Governors. • LC advised that the Staff Think Tanks were launched in March 2022. A Chair was in the process of being secured for each campus group, as well as for the cross college Think Tank. 	LC
6)	<p>CAPITAL DEVELOPMENT UPDATE 10:18</p> <p>A confidential discussion occurred.</p> <p>NH and MK left the meeting at 10:41.</p>	
7)	<p>SETTING HR KEY PERFORMANCE INDICATOR TARGETS FOR 2022/23 10:34</p> <p>7.1 LC directed participants to the ‘KPIs For HR Report’ and outlined the following proposed changes to the KPIs for 2022-23:</p> <ul style="list-style-type: none"> • Staff Turnover – to increase to 17.5% (up from 10% – based on AoC average for the South East) • Sickness Absence Levels – to increase to 6.5% (up from 5%, to reflect ongoing Covid-19 related challenges) • Percentage of Apprentices Employed – 0.9% of workforce (rather than % of Apprenticeship Levy Deployed, to align with AoC metrics) • Staff Recruitment: Time to Fill Rate – 42 days (in line with the UK average). 	

7.2 The following discussion occurred:

- **GS asked – could we be more ambitious in the staff turnover KPI target as it was a significant increase from 10 to 17.5%?** RC reflected that a level of 17.5% was suggested to align with the national average. RC noted that a level of 10% was previously set during the Covid-19 lockdown period, when staff turnover levels were much lower.
- LC noted that the national average staff turnover levels reported by the AoC for the FE sector was 14.8%, whilst the South East reported 17.5%. LC therefore suggested that the KPI be amended to 14.8% instead, which would be more ambitious for the college.
- IM expressed reservations about regularly amending KPI target levels as this limited the availability of trend data. Additionally, regular changes to KPI metrics created a tendency to benchmark nearer to actual data.
- On balance, IM expressed willingness to change the KPI, if the original target had been fundamentally flawed, but reflected that any changes should be evidence based.
- IM then considered whether coastal regions had a particular variance in their staff turnover KPI data.
- BC reflected that it was important not to have a static workforce, in terms of supporting staff development and career progression, as well as drivings efforts to attract talent to the college.
- On balance, IM reflected that it was appropriate for the KPI to move in line with the national (rather than regional) average for staff turnover, though suggested that any changes should be evidence based and aligned to the college’s aspirations.
[Governors agreed.](#)
- IM also suggested that all of the college’s KPIs should be set for a longer period, e.g. five years, so as not to be overly sensitive to annual fluctuations. [Governors agreed.](#)
- LC reflected that on balance, the college’s KPI targets for both staff turnover and staff sickness absence levels appeared low, relative to the wider FE sector, e.g. 6-8 days for sickness absence. LC committed to conduct further analysis, leveraging both regional and national data.
 - **Action 7.2.1 – 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.**
- LC explained that the proposed ‘Time to Fill Rate’ metric for Staff Recruitment was not based on an AoC target as this was not available. Instead, LC explained that she had based this upon the UK average of 42 days.
- **IM asked – does the ‘time to fill rate’ relate to the period from the point of opening the advert to actual appointment?** LC clarified that this related to the point of the job advert going live to the actual start date of any new employees. Governors reflected that this seemed overly ambitious, noting that staff notice periods could range from 1-3 months in the FE sector.

LC

	<ul style="list-style-type: none"> Governors agreed that a metric based upon 'job advert to confirmed appointment decision' would be more appropriate and realistic in this instance. 	
8)	<p>PEOPLE STRATEGY</p> <p>8.1 Governors agreed to defer the following items to the next meeting:</p> <ul style="list-style-type: none"> Staff Wellbeing Culture & Engagement 	10:49
9)	<p>EQUITY, DIVERSITY & INCLUSION</p> <p>9.1 Governors noted that this item had already been addressed in the earlier People & Culture Report.</p>	10:50
10)	<p>GOVERNANCE</p> <p>10.1 Committee Terms of Reference</p> <ul style="list-style-type: none"> BH explained that the main amendments reflected in the Terms of Reference, was to provide greater clarity in the approval and oversight of policies, with clearer distinction between those that required Board vs Executive Team approval. Additionally, BH advised that the list of policies had been updated to ensure alignment with the draft Cycle of Business for 2022-23. BH noted that approval requirements for the 'Arrangements for Interviewing & Appointing Staff' were inconsistent between the Terms of Reference and the Cycle of Business. Governors agreed that this required Executive Team, rather than Board level approval. BH noted that two policies had been considered by the People & Culture Committee in 2021-22, that were not in fact detailed in the Terms of Reference or Cycle of Business – the Pay Policy and the Sickness Absence Policy. RC advised that the Policy Master List would indicate approval levels required. <ul style="list-style-type: none"> Action 10.1.1 – 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 BH also noted inconsistencies in the required approval levels detailed in the Terms of Reference and Cycle of Business for the 'Arrangements for Obtaining the Views of Staff & Students'. Governors agreed that this required Board approval. BC asked – per 3.2 of the Terms of Reference, was there an agreed protocol for meetings with Trade Union representatives? LC confirmed that the terms of reference for JCC meetings were currently being developed. IM noted that the committee membership allows up to five members and asked – was this consistent with other committees? BH advised that ARaC was the exception, where three independent Governors formed part of the membership as a minimum. However, BH advised that she would need to validate this for other committees. 	10:51

BH

	<ul style="list-style-type: none"> ○ Action 10.1.2 – Review committee membership requirements detailed in committee Terms of Reference documents to ensure this is consistent between committees, wherever appropriate. ● BC noted that item 2.4 of the Terms of Reference needed to be corrected to reflect the correct title for LC’s role, i.e. Director of People. Governors agreed. ● RESOLUTION – Subject to the agreed amendments, Governors recommended the People & Culture Terms of Reference to the Board for approval. <p>10.2 Committee Review of Effectiveness – 2021-22</p> <ul style="list-style-type: none"> ● BH directed Governors to the ‘People & Culture Committee Review of Effectiveness Report and highlighted the following key points: <ul style="list-style-type: none"> ○ Membership – this was in line with the Terms of Reference. ○ Governor Attendance – this had seen a 6% increase year on year. ○ Live Meeting Self Assessments – all criteria were consistently rated 100%. ○ Governance KPIs – meeting papers had exceeded the target of 100 pages in one instance. ○ Cycle of Business Coverage – on average, 69% of governance business was covered in the intended meeting. Targeted focus was needed to ensure adherence to the policy schedule and to ensure agenda items were timed correctly across the academic year. Some discrepancies had been noted between the terms of reference and cycle of business. ● Governors agreed the following recommendations, as outlined in the report: <ul style="list-style-type: none"> ○ Live meeting assessment surveys to be conducted via Google Forms (or similar) moving forward, to encourage candid responses from Governors. [Complete] ○ P&C Cycle of Business to be reviewed, ensuring that the timing of all agenda items were appropriate, with a view to minimize the risk of items being deferred. [Complete] ○ Terms of Reference to be reviewed against the Cycle of Business to determine which policies should be included in scope, with clarity around policies that should be noted vs those requiring Board approval. Policies that needed to be noted (as they are approved by the Executive Team), should be clearly indicated in the Cycle of Business comments, but not feature on the schedule of work. [Complete] ○ Policies in scope for Governor approval should be revisited, with a view to ensure greater clarity on which policies require Executive Team approval (and should therefore be noted by Governors) vs Governor approval. This should be clarified in both the Committee Terms of Reference as well as the Cycle of Business. [Complete] 	<p>BH</p>
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	<p>10.3 Draft Cycle of Business – 2022-23</p> <ul style="list-style-type: none"> BH advised that in line with the above recommendations, the Cycle of Business had been updated to rebalance the timing of reviews for some policies, as well as ensure clarification around the required approval level. Governors requested committee meetings be scheduled in the morning, rather than afternoon slots. <ul style="list-style-type: none"> Action 10.3.1 – Update the draft schedule of meetings to reflect morning slots for the People & Culture Committee in 2022-23. <p>RC left the meeting at 11:02.</p>	BH																											
11)	<p>POLICIES 11:02</p> <p>11.1 Governors noted that the following policies, which required Executive Team approval (rather than approval by the Full Board) were deferred to the next meeting:</p> <ul style="list-style-type: none"> Staff Code of Conduct Staff Grievance Procedure Arrangements for Interviewing & Appointing Staff Action 11.1.1 – Include Staff Code of Conduct, Staff Grievance Procedure and Arrangements for Interviewing & Appointing Staff on the agenda for the next meeting. 	BH																											
12)	<p>ANY OTHER BUSINESS 11:04</p> <p>12.1 There was no further business for discussion.</p>																												
13)	<p>DATE OF NEXT MEETING 11:05</p> <p>13.1 BH advised that the date of the next meeting would be confirmed in due course.</p>																												
14)	<p>LIVE COMMITTEE SELF-ASSESSMENT 11:06</p> <p>14.1 Two survey responses were received from Governors, via Google Form:</p> <table border="1" data-bbox="180 1599 1369 2000"> <thead> <tr> <th>#</th> <th>ASSESSMENT QUESTION</th> <th>RESULT</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Did the agenda and papers arrive seven days in advance?</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>2.</td> <td>Were the agenda and papers written with clarity?</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>3.</td> <td>Were the issues considered at the meeting appropriate?</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>4.</td> <td>Did you have all the information you needed to fully participate in the discussion and decision?</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>5.</td> <td>Was sufficient time available for thorough debate?</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>6.</td> <td>Were you satisfied that the decisions were arrived at in a proper manner?</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>7.</td> <td>Were you able to express your views?</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>8.</td> <td>Was the meeting chaired effectively?</td> <td style="text-align: center;">100%</td> </tr> </tbody> </table> <p>14.2 The meeting closed at 11:06.</p>	#	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?	100%	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%	
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Action Summary

Item	Owner	Action	Due Date
1.2.2	RC	Promote the Unison Steward vacancies in forthcoming staff newsletter and staff briefing communications.	5 th July 2022
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.	Autumn 2022
1.2.3	RC	Include Debbie BaldockApps (Unison Rep) on the list of attendees for the next Staff Think Tank event.	5 th July 2022
5.3.1	LC	Provide a summary report on the supplementary training and development opportunities that have been available to staff in 2021-22.	Autumn 2022
5.15.1	LC	Share details of the Staff Development Week with the DoG, with a view for this to be cascaded to Governors.	30 th June 2022
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 5 th July 2022.	24 th June 2022
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.	5 th July 2022
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.	Autumn 2022