



## HUDDERSFIELD NEW COLLEGE FURTHER EDUCATION CORPORATION

Remuneration & Personnel Committee meeting held on Wednesday  
20th May 2020 via Zoom.

### Unconfirmed Minutes

**Present:** Ms L Summers (Chair), Ms K Fleming, Ms R Sivori, Ms R Drury, Mr K Webb and Mr J Dawson (attendance: 100%)

**In attendance:** Ms M Dean, Mr M Smith-Connor (for agenda items 1- 5), Ms L Secker (for agenda items 1- 6) Ms J Thomas and Ms A Williams (for agenda items 1 – 8)

**Clerk:** Mrs C Coupland

#### 1. Apologies for Absence/ Declaration of Interest

No apologies for absence were received.

There were no declarations of interest from Committee Members.

Mr K Webb was welcomed to his first Remuneration & Personnel Committee Meeting.

#### 2. Minutes from Meeting held on 6<sup>th</sup> February 2020

**Resolved:**

- **That these be accepted as a true record of the meeting**

#### 3. Matters arising

E&D Staffing Report:

the The committee recalled that at the last meeting it was agreed a priority for the college systems groups to work with software providers in raising and extracting required data on current workforce. Ms Secker presented an employee snapshot report as at 9<sup>th</sup> March 2020 detailing gender, age, disability, ethnicity, sexual orientation, and religion and beliefs status. Comparative data from the Kirklees 2011 census had also been included where applicable.

Ms Secker confirmed that she was still working with the software provider to address the remaining technical issues currently affecting reporting functionality.

The committee welcomed the update. Post deliberations it was agreed necessary, in the interest of data protection, for future reports to exclude data sets applicable to less than 5 employees. Time was also taken to consider how the college could further support staff in disclosing all information required for protected characteristics given that a number of staff members had chosen 'not to say'.

**Resolved:**

- **That the report be received.**

Staff Pay Framework and Awards:

To be addressed under agenda item 8

Policies:

The committee recalled that the Staff Grievance Policy and Procedure and Management of Change Policy and Procedure was considered and approved by the corporation at its meeting on 30<sup>th</sup> April 2020.

The resubmitted Equal Opportunities Policy and Anti-Bullying and Harassment Policy are to be considered this evening under agenda item 6.

SLT Realignment 2020:

To be addressed under agenda item 7.

**Staffing matters (R&P members, staff in attendance and Clerk) :**

**4. Staff CPD Review 2019/20**

Ms Dean advised the committee that changes to the College IP system at the start of 2019/20 has enabled on-going analysis of CPD; namely to better identify and link staffs' requests for training to strategic business priorities, the college's quality improvement plan or individual training plans as well as maintaining ongoing records of the impact of learning outcomes on skill sets.

The committee considered the college's Strategic CPD overview 2019-20 and CPD Plan 2019/20. Members acknowledged that the college's closure had impacted on the planned CPD events for the spring term and summer term. Ms Dean explained that alternative e-learning opportunities had however been sourced by groups of staff (for teaching and support) regarding student wellbeing in preparation for return to college life. The committee welcomed this information.

Ms Dean also advised the committee that a CPD audit was currently being undertaken remotely by the colleges internal auditors. Feedback of which will be provided to the Audit Committee.

It was noted by Ms Summers that Mr Webb had not received the report in advance of tonight's meeting – Mr Webb was therefore asked to forward any comments onto the clerk at a later date.

**Resolved:**

- **That the report be received.**
- **For Mr Webb to forward on any comments to the Clerk; which will be shared with staff.**

**5. BAF : CPD and Leadership Development of Staff.**

The Committee considered the assurance review presented for the individual risk; CPD and Leadership Development of staff.

From discussions had, members were of the opinion that the risk continues to be managed well by the college as captured within the comprehensive updates to the report.

Members agreed that an overall green assurance level shall be assigned to the risk.

**Resolved:**

- **To assign Green overall assurance**
- **For the Clerk to update the Master BAF**

*Ms Dean and Mr Smith-Connor left the meeting at this point.*

**6. Staffing Policies – Reviews.**

Ms Secker advised the committee that a review of the remaining HR Policies has been undertaken to ensure content reflects current practices, is practical to use and is legally compliant.

Ms Secker explained that changes to the Policy text has not been highlighted due to the comprehensive nature of the changes made. For each policy however, the proposed amendments and reasons for each change were made clear on the summary page.

**- The Anti Bullying and Harassment Policy**

Ms Secker advised members that the Anti-Bullying and Harassment Policy provides guidance about the behaviour expected in the workplace by:

- Promoting a pleasant and harmonious environment in which to work and in which everyone is treated with respect
- Creating a working environment free from discrimination, harassment, victimisation and bullying
- Regarding all breaches of the Anti-Bullying and Harassment Policy as misconduct or gross misconduct

Ms Secker explained that a material change has been required to update the policy with current ACAS code and Data Protection Act removing the student policy from staff policy.

Post deliberations the committee resolved to recommend the policy to the board for approval, subject to the amendments agreed.

#### - **The Equal Opportunities Policy**

Ms Secker advised members that the Equal Opportunities Policy ensured that equality of opportunity is maintained and that individuals are treated appropriately and fairly in; recruitment and selection processes, training, promotion and career development, terms of employment, benefits, facilities and services, grievance, and disciplinary and capability procedures.

Ms Secker explained that a material change has been required to update the policy by removing the student policy from the staff policy and by making reference to separate Prevent Policy and protocols.

Post deliberations the committee resolved to recommend the policy to the board for approval, subject to the amendments agreed.

#### - **The Attendance Policy**

The College is committed to taking all possible reasonable steps to protect employees' physical, mental and emotional health and wellbeing, while working collectively as appropriate with individual employees, managers and trade union representatives to manage sickness absence and ill health in a supportive manner and through full exploration of all available options to enable the employee to attend work on a regular basis.

Ms Secker explained that the re-written policy was now a standalone process without referral to capability aims to promote a positive and preventative to managing health-related absence from work and supporting those suffering the effects of ill health.

Ms Secker explained that she had referred to best practice via NorVic and SFCA as well as ACAS Code of Practice. Union consultation had taken place with no feedback provided.

Due consideration was given to the proposed changes to the policy. It was agreed necessary to better distinguish process to be adopted for short term as well as long term absence. Furthermore, it was agreed appropriate to increase from 3 to 4 period of absence in a rolling 12 month period when determining pattern of absence that may prompt discussions.

Members asked for the Policy to be represented to the committee at its next meeting for review. Ms Sivori agreed to act as a sounding board for Ms Secker in redrafting the policy.

#### - **The Disciplinary and Capability Policy**

Ms Secker explained that conduct (won't do) is concerned with behaviour whereas capability (can't do) relates to a person's ability to complete a task. A decision to combine the two separate policies has therefore been taken to improve performance management and ensure that matters are resolved as speedily as possible.

Ms Secker explained that she had referred to best practice via NorVic and SFCA as well as ACAS Code of Practice. Union consultation had also taken place with no feedback provided. Ms Secker acknowledged to the committee that it is not common practice to combine the two policies as per her suggestion but she remains of the view that it is sensible and relevant to do so given the context of the college.

Views were therefore sought from all members; it was agreed that the combination of the policies was an interesting approach however Members were of the opinion that the two issues – can't do / won't do – should remain as two distinct and separate matters for the college to address. It may therefore be necessary to strengthen the pathways around each separate policy rather than combining them in order to clarify absence management and performance management processes.

Members therefore asked for Ms Secker to rethink and redraft the policy in light of the committee's feedback for presentation at its next meeting. The committee made clear in its deliberations that it welcomed fresh thinking and that feedback from today should not discourage creativity in the drafting of policies in the future. Again, Ms Sivori agreed to act as a sounding board for Ms Secker in redrafting of the policies.

#### **Resolved:**

- **For the following policies to be recommend for board approval, post amendments:**
- **Anti-Bullying and Harassment Policy**
- **Equal opportunities Policy.**

- **For the following policies to be represented to the committee at its next meeting:**
- **The Attendance Policy**
- **The Disciplinary and Capability Policy**

*Ms Secker left the meeting at this point.*

#### **7. Senior Leadership Team (SLT) Restructure (roles & responsibilities) : Update.**

The Committee recalled that at its last meeting; Ms Williams had explained to members that she was to realign SLT roles and responsibilities. The committee supported Ms Williams rationale for her decision and welcomed an update at tonight's next meeting.

Ms Williams presented the proposed SLT structure/staffing for August 2020 onwards, which detailed a core SLT team of 6: Principal, Vice Principal, 2 Senior Assistant Principals and 2 Assistant Principals. Furthermore, Ms Williams explained that in order to create extra capacity within SLT; two Associate SLT posts have been introduced: Associate to SLT and Head of Faculty Sport and Health and Social Care and Associate to SLT and Senior Director of SEND. To support this structure: the Director managerial level was extended last year to include a Director of IT Infrastructure and Network, a Director of CPD, a Director of Pastoral and a Director of Equality, Diversity and Engagement.

Ms Williams explained that this restructure has necessitated a full review of all roles and responsibilities at SLT and Director level and new job descriptions therefore been drawn up to reflect this. These new job descriptions include both role responsibilities and accountabilities, and so accountability within this structure is clear.

Ms Williams confirmed that the new structure will be shared with all staff after Spring Bank when all appointments have been made and this can be as accurate as possible.

Furthermore, Ms Williams advised that committee that since the college has been working remotely since 19th March, wider staff recruitment has also taken place remotely, to ensure that when the college reopens fully, hopefully at the start of the new academic year, there is a full complement of staff in place.

The committee thanked Ms William for the update.

#### **Resolved:**

- **That the report be received.**

#### **8. Staff Pay Framework and Awards – Update**

Ms Thomas explained that this year the pay award negotiations has taken longer than usual but that an agreement to a final position was finally confirmed on 15 May (for teaching staff) and on 18 May (for support staff).

Ms Thomas provided a summary of the final pay award offer from employers – which is from 1st September 2019 a 1.5% increase on all pay points for both teaching and support staff, from 1st April 2020 a further 1.25% on all pay points for both teaching and support staff and from 1st January 2021 a further 2.5% on all pay points for support staff only (this is because teaching staff rejected the 2 year deal and their proposed pay award covers 1 year only – 2019/20).

The committee noted that for 2019/20 both the teachers and support staff proposed pay awards are affordable within the budgeted amounts contained in the financial forecast and that the financial parameters and financial KPIs for this period continue to be met.

For 2020/21, the Committee remained of the opinion that the support staff pay award is also affordable within the budgeted amounts contained in the financial forecast and within the projected 2.75% increase and should therefore be approved by the corporation. All present agreed that the teachers' pay award for 2020/21 will be revisited after negotiation next year once an agreed position has been reached and a national recommendation is made.

The committee agreed to recommend for board approval the proposed pay awards. It was agreed however that on this occasion a written resolution would be sought for this matter by the corporation in advance of its meeting on 30<sup>th</sup> June 2020. This would enable all approved pay awards to be implemented in the June payroll rather than July payroll. For all agreed that to wait until 30<sup>th</sup> June 2020 would create a significant further delay for staff. It would also pose operational difficulties for the college given that key staff required for payroll preparations may not be available to

undertake the extra work necessary to implement the pay awards in non-term time; given that the summer term finishes on 8<sup>th</sup> July 2020.

**Resolved:**

**For the Corporation to approve the recommended pay awards for support staff and for Teaching staff, with immediate effect:**

- **Support Staff**

**From 1st September 2019 a 1.5% increase on all pay points**

**From 1st April 2020 a further 1.25% on all pay points**

**From 1st January 2021 for a further 2.5% on all pay points**

- **Teaching Staff**

**From 1st September 2019 a 1.5% increase on all pay points**

**From 1st April 2020 a further 1.25% on all pay points**

*Ms Williams and Ms Thomas left the meeting at this point.*

**Remuneration matters (R&P members only and Clerk):**

**9. Annual review of the Remuneration & Personnel Committee's Practice on Senior Post Holder**

The Clerk reminded the committee that good governance requires that the Corporation has in place a policy and arrangements for determining the pay of senior post holders which both ensure that such staff are appropriately remunerated in terms of their recruitment, retention and motivation, and which at the same time are seen by the college's stakeholders (both internal and external) as robust and proportionate in their use of funds. The Corporation and the Remuneration & Personnel Committee therefore has a clear role to play in protecting the college's reputation and to ensure that any pay decisions taken are, and can be seen to be, justified, fair and equitable.

The Clerk advised the committee that no substantive changes are required to the existing framework post review but rather that it is updated to reflect that the corporation has adopted the AoC's Senior Staff Remuneration Code as of 1st September 2019.

The committee agreed that the current arrangements, continues to satisfy the Codes overall principles and provides assurance that the Remuneration & Personnel Committee already demonstrates leadership and stewardship in relation to remuneration; with sound and defensible recommendations being made for fair and appropriate pay awards for all SPH's.

**Resolved:**

- **To recommend to the corporation the proposed changes to the framework**

**10. Template for Remuneration & Personnel's Annual Report**

The Clerk reminded the committee that the aim of the AoC's Senior Staff Remuneration Code is to help governing boards meet and exceed basic governance requirements, demonstrating that the sector has robust arrangements to govern and manage their own affairs.

The Clerk drew members attention to the AoC Explanatory Notes and Guidance on the Colleges' Senior staff Remuneration Code which makes clear that colleges are able to apply the code's principles in a way that is appropriate to their circumstances. One requirement of the code is however the production of a Remuneration Annual Report by the Remuneration and Personnel Committee to the Corporation to provide assurance to the board that the committee has effectively discharged its responsibilities.

The committee considered the report template provided by the AoC; it was agreed necessary for this approach to be adopted by the Clerk when drafting the required report this year. The committee asked for the draft report to be presented at its next committee meeting for consideration.

The committee agreed that at its next meeting a decision will also be taken on how best to publish the decisions made on senior staff remuneration given that this is also a requirement of the Code. This may be within the annual report

and accounts or published as a stand-alone document with modification as necessary to preserve commercial confidentiality.

**Resolved:**

- **That the format of the Remuneration & Personnel's Annual Report to the board is to follow the report template provided by the AoC.**
- **For the draft report to be presented to the committee for consideration at its next meeting.**

**11. Self- Assessment of Committee Work/Business and annual review of Terms of Reference.**

The Committee reflected upon its work throughout the academic year and agreed that it is fully covering its terms of reference.

Members were asked to consider how the Committee's work had impacted/ contributed to the overall work of Governing Body during this academic year and to email their thoughts to the Clerk to insert into the committee's self-assessment report which will be distributed to all Governors.

**Resolved:**

- **That the Committee has complied with its terms of reference**
- **For members to email the Clerk with any impact statements by the end of term.**

**12. Any other Business.**

**Committee Chair arrangements for 2020/21**

The Clerk advised the committee that the Search & Governance Committee are to recommend to the Board at its next meeting for Ms Drury to be appointed as Chair of this committee as of 1<sup>st</sup> September 2020.

The Clerk reminded the Committee that the AoC's Senior Staff Remuneration Code recommends that the Chair of the Corporation should not also assume the role of chair of this committee (as per our current arrangements). Ms Drury had therefore offered to be considered for the appointment post discussions with the Chair and the Clerk. The Clerk had advised the Search & Governance Committee of this decision at its meeting on 14<sup>th</sup> May 2020.

The committee thanked Ms Summers for her excellent chairing to date and congratulated Ms Drury on her appointment.

**13. Learner Impact Reflection**

**The impact of discussions and scrutiny of the College's work in improving the outcomes and experience for all learners was considered and the following agreed:**

- **Assurance received that the College continues to provide a welcoming, safe and supportive environment for all staff to develop personally, academically and professionally.**
- **Scrutiny of the College's CPD staffing report ensures Governors' focus, challenge and support in improving teaching and learning experiences for Students.**
- **Assurance that the Remuneration & Personnel Committee is able to fulfil its delegated responsibilities.**
- **Scrutiny of the College's staffing report ensures Governors' focus, challenge and support in improving teaching and learning experiences for Students.**
- **To ensure that HNC continues to succeed and is able to continue to deliver a high quality of student outcome and experience.**
- **Effective leadership, enables HNC to continue to provide the best learning experience and enrichment opportunities for all students and thereby improve their life choices and their life chances**
- **Compliance with Employment Legislation and DBS guidelines, ensuring fair and consistent recruitment and management of employees.**
- **Assurance of safe recruitment practices and workforce and commitment to safe learning practice**
- **Assessing a pay award needs to balance rewarding achievement and retaining good staff with awareness of local and national sensitivities and constraints**

- **The corporation is committed to demonstrating its leadership and stewardship in relation to remuneration and in doing so helps to protect the college's reputation and provide greater assurances to key stakeholders and partners, including the student community and wider society.**

**14. Determination of confidentiality**

It was determined that the supporting papers regarding agenda items 4, 5, 7 and 15 should remain confidential.

**15. Date of next meeting: To be confirmed.**

*The Clerk left the meeting at this point given the personal nature of the reserved item being discussed. Ms Summers assumed role as Clerk in Mrs Coupland's absence.*

**16.. SPH pay award affordability (confidential)**