



HUDDERSFIELD NEW COLLEGE FURTHER EDUCATION
CORPORATION

Remuneration & Personnel Committee held on 25th March 2021 via
zoom.

Unconfirmed Minutes

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

In attendance: Ms A Williams, Mr M Smith-Connor, Ms J Thomas, Ms K Rogerson and Ms L Secker.

Clerk: Mrs C Coupland

1. Apologies for Absence/ Declaration of Interest

There were no apologies for absence. There were no declarations of interest from Committee Members.

2. Minutes from Meeting held on 23rd November 2020

Resolved:

- That these be accepted as a true record of the meeting, subject to agreed amendments.

3. Matters arising

Staffing Policy Reviews

It was noted that all returned policies were to be addressed under agenda item 8

Equality, Diversity and Inclusion Annual Report 2020

It was noted that the report had been resubmitted for committee review and to be addressed under agenda item 5.

4. Gender Pay Gap Report.

Ms Thomas reminded the committee that Equality legislation requires employers with at least 250 staff to disclose gender pay gap information on an annual basis.

All employees, come within the scope of the regulations. Each full and part time worker counts as one employee for gender pay reporting. The obligation to report and the calculations are based on the number of individual employees. Ms Thomas advised the committee that the college has a headcount employee total of 242, below the 250 threshold to publish this report outside of the College.

Ms Thomas confirmed that the mean hourly pay gap is the average hourly rate difference between male and female employees; the arithmetic mean is also known as the average value. The median hourly pay gap is the hourly rate difference between the employee in the middle of the range of male wages and the employee in the middle of the range of female wages; the arithmetic median is also known as the middle value.

Ms Thomas went on to present her report to the committee which contained relevant background information, HNC 2020 snapshot data and 3 year trends and national comparators (where available). Members were informed that in previous years, the mean average was not calculated; this has

however been included in this year's report, as per the recently published updated calculation guidance:

HNC has 90 males employed at the College;

- o Mean hourly rate is £20.46 (no cleaners £20.69)
- o Median hourly rate is £23.88 (no cleaners £23.93)

HNC has 152 females employed at the College;

- o Mean hourly rate is £18.60 (no cleaners £19.48)
- o Median hourly rate is £15.71 (no cleaners £19.03)

The hourly pay gap difference for the 242 employees (headcount) is;

- o Mean hourly pay gap 9.09% (no cleaners 5.85%)
- o Median hourly pay gap 34.21% (no cleaners 20.48%)

Ms Thomas advised the committee that at HNC, cleaning is not outsourced as is the case with many other Sixth Form Colleges, and this arrangement therefore does have an impact on gender pay gap reporting, as cleaning staff are the lowest paid employees of the College and are overwhelmingly female.

It was noted that the median gap has reduced significantly from 47.20% to 34.21% (all staff) and 35.10% to 20.48% (no cleaners). Ms Thomas explained that whilst the college has employed more males to the lower end of the salary scale, based on their roles, this does not fully account for this change but rather due to the revised guidance on calculating median hourly pay gap data.

The committee was informed that the median gender pay gap difference of 34.21% (all staff) is largely due to the gender distribution of the 242 staff, and the higher proportion of females in this distribution, as well as the higher proportion of females in the distribution of the part-time roles. Females make up 62.8% of the College's workforce and 69.2% of the College's support staff workforce. Part time female support staff make up 60.2% of the female support staff workforce. Given this, the committee anticipated that the median gender pay gap will not alter significantly going forward. Within HNC's workforce, females will continue to be most likely to apply for, and once in post, to request, part time flexible working.

The committee also acknowledged that few national comparators are available but from the benchmarks sourced it was agreed that the colleges gender pay gap is not an outlier when compared to the Office of National Statistics and three similar Sixth Form College's figures listed for 2019. It was noted that national comparators will always be one year out of date, unless the report is rescheduled and presented to the committee post publication date. This however would only be possible should the colleges headcount remain below the 250 threshold.

Resolved:

- **That the report be received.**
- **For the report to be presented at the final committee meeting of the academic year, if the college's headcount remains below the threshold.**

Ms Thomas left the meeting at this point.

5. Equality, Diversity and Inclusion Annual Report 2020 : Update.

Ms Secker explained that the data included within the Equality, Diversity and Inclusion report had since been rechecked and revalidated, as requested by the committee at its last meeting after data discrepancies were identified. Members were therefore briefed on the changes made to the report.

As a result of this further scrutiny, Ms Secker advised the committee that she had been working closely with Assistant Principal - Schools Liaison, Recruitment and Enrichment; the E&D Management Committee; the Director of EDIE and the Director of Marketing to establish appropriate actions relating to the data.

The committee was advised that further development of the HR Database is ongoing to ensure internal applicant and external applicant shortlisting data is available to best facilitate considerations on what more can be done to encourage more male applicants for post, what more can be done to

support the appointment of more BAME staff and to consider how the college can obtain improved Equal Opportunities Data via the application process.

Ms Secker explained that to date, discussions have resulted in the following actions:

- Ongoing HR Database development, working closely with provider World Service and a small in-house working party
- HR Database shortlisting trial to gather improved applicant data
- Review and improvement of Equal Opportunities Monitoring Form questions for applicants. This form will now be mandatory to complete, so that gaps in information are eliminated.
- Review of E&D information in our recruitment pack and on our external website
- Development of new shortlisting reporting process to assist identifying BAME and disabled applicants. Whilst all disabled applicants who meet all criteria are guaranteed an interview, HR are also checking with recruiting Managers whether a BAME applicant may also be re-considered for interview, if matching all criteria.
- Sourcing of suitable employee positive diverse role models for the external website (in process with Director of EDIE and Marketing Department).
- Advertising vacancies to specialist external organisations, supporting disability in the region

The committee welcomed the update on the initiatives being undertaken; a robust conversation was however had on the practical issues that may arise from the approach being adopted in respect of prompting recruiting managers to reconsider BAME applicants. Ms Secker explained that the E&D Management Committee were in support of trialling this approach – Members asked for further consideration to be given, by the E&D Management Committee, as to why non-white applicants could/should not be guaranteed an interview if matching all criteria; for example, what is the difference between this group of people and that of disabled applicants? Ms Secker agreed to take this back for further exploration by the E&D Management Committee and to report back to members at the next meeting.

The committee revisited the challenges faced by the college in working towards establishing a more diverse workforce. It was recognised by the committee that the reported increase in BAME representation is not limited to the local area or to HNC but reflected nationally thus making it very difficult for the sector's workforce to ever accurately reflect student communities. Members openly acknowledged that the college is recognised nationally for its ongoing commitment to Equality, Diversity and Inclusion (EDI) practice. Time was taken to consider the merits in further advancing cultural diversity awareness amongst staff through additional CPD training around unconscious bias to inform recruitment strategies especially when drafting job advertisements and essential role criteria's so as to not inadvertently discourage diversity in applicants.

The committee thanked Ms Secker for the report; all present agreed that the extra commentary and information included within the revised format had been most helpful and interesting.

Resolved:

- **That the report be received**
- **For the E&D Management Committee to consider why non-white applicants could/should not be guaranteed an interview if matching all essential criteria as is the case for disabled applicants.**
- **For the college to consider the merits in further advancing cultural diversity and awareness through staff training to further inform the range of alternative recruitment strategies being employed to increase diversity in applicants.**

6. Strategic Plan 2021-24 : KPIs for People

Ms Rogerson reminded the committee that at the strategy planning day on 26th February 2021, the Corporation considered the draft strategic plan 2021-24 and in particular the key areas of work identified to inform the proposed key performance indicators for each strategic priority. It was agreed for the revised version of the strategic plan to be presented to the corporation at its next meeting in April 2021 for approval.

However, in response to additional Governor feedback, received post meeting; the Senior Leadership Team considered it appropriate for committees to take the time to re-review relevant strategic key performance indicators in advance of the April meeting.

Ms Rogerson took this opportunity to revisit the KPIs proposed for strategic priority 4: people. Ms Rogerson drew members' attention to the proposed changes made to the goal for staff absence rates which had been reduced to 7.5 days (rather than 8.5) per FTE in line with 2020 CIPD Health and Wellbeing at work report, average public sector absence rate. It was noted that the SFCA annual report does not currently provide this information.

The committee endorsed the proposed change but asked for the 7.5 days to be recorded as a benchmark rather than as a tolerance level. It was also agreed appropriate for the absence rates to be recorded for the 3 years as a % as well as equivalent absence days per FTE.

Resolved:

- **To amend the KPI for staff absence to read as 'benchmark' not as 'tolerance level'.**
- **To recommend to the Corporation the approval of the KPIS for strategic priority 4: People.**

Ms Rogerson left the meeting at this point.

7. Staff Pay Awards: Update

Ms Williams explained to the committee that the Teachers' Pay Agreement for 2020-21 was signed off by the NJC (the teaching trade unions) in February 2021 and implemented immediately by the College given that the recommended pay award was within budget and therefore met the previous criteria for Corporation approval.

The detail of the agreement was as follows:

From 1 September 2020

A 2% increase on all pay points and relevant responsibility allowances.

From 1 May 2021

A 1.25% increase on all pay points and relevant responsibility allowances.

Ms Williams confirmed that the agreement provides an across-the-board increase of 3.25% on the current teacher pay rates and on the baseline and that the first stage of the Teachers' Pay Agreement for 2020-21 was implemented in the March payroll, and backdated to 1st September, 2020. The second stage will be implemented in the May payroll.

Ms Williams explained to the Committee that the National Joint Council (NJC) has also agreed to revise the 2020/21 pay settlement for all support staff to take effect from 1st October 2020, to bring their pay award for 2020-21 in line with the recently agreed Teacher's Pay Award, 2.42% in year. The Employers' Side agreed to honour the existing agreement's reopener clause which was triggered as a result of the recent NJC award for teaching staff. The revised pay settlement provides staged increases with the initial 2% increase payable for October 2020 to end of December 2020 and the full uplift payable from 1st May 2021 as follows:

- 2% increase on all pay points and London and fringe allowances from 1st October 2020
- 2.5% increase on all pay points and London and fringe allowances from 1st January 2021 (already in place)
- 3.25% increase on all pay points and London and fringe allowances from 1st May 2021

Ms Williams confirmed that in line with the NJC teacher pay award this agreement provides a 2.42% in year cost with a 3.25% increase on the current support staff pay rates from 1st May 2021. Ms Williams advised the committee that this proposed revised pay agreement, is affordable and is within the agreed 2020-21 staffing costs budget.

The committee agreed to the proposed revised pay settlement for Support Staff. Members therefore recommend to the corporation that the college implement the 3.25% pay increase on the current support staff pay rates in the may payroll. This is when phase 2 of the Teacher's pay award for this year will also be implemented.

Resolved:

- **That the report be received**
- **That a recommendation is made to the corporation for the revised pay settlement for support staff be approved and implemented in the may payroll.**

8. Policy Reviews

Ms Secker reminded the committee that a review of all HR Policies has been ongoing to ensure content reflects current practices, is practical to use and is legally compliant. The final 3 policies being Disciplinary, Capability and Attendance.

Ms Secker explained that all three draft policies were considered by the Committee on 23rd November 2020 and a request to seek final Professional Association feedback was agreed prior to recommending corporation approval.

Ms Secker confirmed that copies were sent to the Professional Associations with requests for any feedback by 18th December 2020. Ms Secker advised the committee that no feedback was received; it had however been made clear to the Professional Associations that it would be assumed that the union was in agreement with the policy changes should no feedback be received by the deadline. On this understanding, the committee endorsed the policies for final corporation approval.

Members asked to record their thanks to Ms Secker for time taken in reviewing and updating all HR Policies.

Resolved:

- **For the policies to be recommend for corporation approval and immediate implementation.**

9. BAF Assurance Review: Poor Staff performance management,

The Committee was asked to undertake an assurance review for the following risk:

- Poor staff performance management

The committee noted that the risk was last reviewed by the committee in February 2020 and was assigned green assurance. Members agreed that the supporting report provided a comprehensive review of the individual risk to provide the necessary assurance to the committee that the college continues to have an adequate and effective framework for risk management.

Resolved:

- **That green assurance be reassigned to this risk**
- **For the master BAF to be updated**

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

10. Confidential Minutes from Meeting held on 2nd February 2021.

Resolved:

That these be accepted as a true record of the meeting,

11. Principal Recruitment – Update (confidential)

12. Any other business

The Clerk asked for the committee's views on how to proceed with meetings going forward especially as and when social distancing rules are relaxed. Members present raised a preference for online committee meetings to continue in the future, should the corporation approve. For it was

agreed that virtual meetings have not impacted upon the efficiency and effectiveness of the workings of the committee; attendance and contributions have both remained high. It was also agreed however that should face to face meetings resume; it would be appropriate to adopt a hybrid model with governors being able to dial into meetings if necessary rather than only having the option to submit apologies should they not be able to be physically present at meetings.

13. Determination of Confidentiality

It was agreed that the minutes from Meeting held on 2nd February 2021 are to remain confidential. As too are the minutes recorded for agenda item 11 and associated supporting documents.

14. 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:

- **Effective senior leadership is critical in enabling 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.**
- **A high performing and efficient corporation is able to support the college to achieve its aims and objectives and secure positive outcomes for students**
- **A healthy, supported, resourced and successful staff force will reap strong performance for all students which contributes to the college's reputation as a good place to learn and work.**
- **To ensure that HNC continues to succeed and is able to continue to deliver a high quality of student outcome and experience**
- **Assurance received that the College continues to provide a welcoming, safe and supportive environment for all students to develop personally and emotionally**
- **Compliance with Employment Legislation and DBS guidelines, ensuring fair and consistent recruitment and management of employees.**
- **Assurance of safe recruitment practices and workforce**
- **Commitment to safe learning practice**

Ms Secker and the Clerk left at this point. Ms Summers assumed role as minute taker, in the clerk's absence.

15. Mid-Year Review SPHs – update provided by Chair of Corporation

Ms Summers provided a verbal update to the committee of the SPHs performances against their personal objectives from the Mid-Year Reviews. The Committee welcomed receiving it.

Resolved:

- **That the update be received.**

16. Date of next meeting: to be confirmed.