



## Minutes of the People and Governance Committee held on 2 March 2022 at 5.30pm via Microsoft Teams

<b>Present:</b>	Ian Looker, Chair of Governors Helen Crews, Vice Chair of Governors and Chair of Remuneration Owen Trotter, Independent Governor Ann Lees, Independent Governor Libby Bush, Independent Governor Kevin Moss, Independent Governor	
<b>In Attendance:</b>	Carolyn Barker, Director of Governance Lee Probert, Chief Executive and Principal Chris Leng, Director of Human Resources	
	<b>1. Apologies for Absence / Declarations of Interest</b>	<b>Action</b>
	There were no apologies or declarations of interest.	
	<b>2. Minutes of Previous Meeting</b>	
	The minutes of 22 November 2021 were accepted as a true and accurate record.  <i>The People and Governance Committee resolved to approve the minutes of 22 November 2021.</i>	
	<b>3. Matters Arising</b>	
	<b>3.1 Action Summary</b>  All actions were recorded as complete.  <b>3.2 Any other Matters Arising</b>  There were no other matters arising.	
	<b>4. People</b>	
	<b>4.1 Black FE Leaders Group – action plan</b>  The Director of Human Resources provided an overview of the Black FE Leaders Group meeting outcomes and action plan. The college is continuing at the beginning of its journey to diversify its workforce and has to date refreshed recruitment practices and identified other measures to implement. Work is progressing on improving public persona with the development of case studies and involving staff in recruitment strategies. We are also leveraging access to the Black FE Leaders Group and their endorsements of our work. It was noted that over the coming months the success of those measures will become clearer  The committee was asked to comment.  The committee asked why it was thought the lack of diversity was cultural and commented that it's not possible for HR to solely change the culture as it's a collective responsibility. Advice from a governor was to bring influential people into the college to improve inclusivity over time.	

	<p>Participation in the Black FE Leaders seminar had been positive, and the breadth of the discussion was wider than recruitment. A holistic college wide approach is needed rather than a focus on the recruitment perspective covering areas such as curriculum, students and governance.</p> <p>The committee thanked the Director of Human Resources for the work and the summary paper.</p> <p>It was noted that there is an appetite to challenge ourselves as an organisation to make sure we are doing the right thing. The committee agreed to include a further discussion at the next meeting to review a more holistic plan to include staff, student, governance ensuring it is a college wide approach to diversity. It was also noted that the action plan should be renamed.</p> <p><b><i>The committee resolved to note the report.</i></b></p> <p><b>4.2 Strategy Implementation – Pillar 3 (People) Income/Cost Staff Ratio Paper</b></p> <p>The committee noted the income/cost staff ratio paper.</p> <p>It was noted that the sector benchmark for the ratio between staff costs is 65%. There has been increasing pressure on this performance indicator and those institutions at more than 70% may be deemed to be running an inefficient and unsustainable method of delivery and support. The Vice Principal of Finance and Professional Services summarised the context outlined in the paper indicating in 2020/21 it would have been 70.98% without the £500 staff award.</p> <p>It was noted there are several contributing factors to the relatively high-cost income ratio. Full time equivalent staff in each year have been reported through the financial statements and shown that staff numbers have reduced to 512 from 518 in the previous year. Sector intelligence indicates that many colleges are struggling with the 75% benchmarks.</p> <p>There was a discussion on college in-house delivery versus outsourcing professional services. The committee was advised that in the main professional services are delivered by internal resource and is thought to be a benefit having loyal and experienced staff. It was noted that outsourcing wouldn't save money.</p> <p>The committee were invited to comment.</p> <p>The committee questioned the pay scale impacts highlighting that there are a lot of staff who are at the top of their scale. It was advised that staff have automatic increments on the teachers' pay scale and professional services. It is an 8 point pay scale with the difference from the top and bottom of the scale potentially taking 4 years with an overall £2k increment. There are no discretionary increases afforded. Teachers pay scale is slightly different as their salary increases once they achieve their teaching qualification. A period analysis and benchmarking across colleges on pay is completed by the HR team and still considered to be top of the scale across the sector in terms of teaching salaries.</p> <p>Other contributory factors outlined in the paper included teachers' pension percentage increase, and although fully funded, does influence the pay cost percentage.</p> <p>The operation of the pay scale process was explained, noting that increments were automatic. The College was unusual in the number of people who had reached the top end of the pay scale. It benefited from the experience, although questions were asked as to how this impacted progression of newer staff members.</p>	CL/SLT
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	<p>ensure core themes of CPD are submitted to SLT. New deadline has been set for all managers to complete and if necessary disciplinary action may be taken if not completed.</p> <p>The committee requested PDR participation to be kept under review at this meeting.</p> <p>The Director of Human Resources left the meeting.</p>	
	<b>5. Corporate Governance and Assurance</b>	
	<p><b>5.1 Governance QIP Monitoring</b></p> <p>The Director of Governance advised the committee on the updates made to the QIP, including:</p> <ul style="list-style-type: none"> <li>• The governor link guidance; and</li> <li>• The subscription made to the ETF Governance Development Programme.</li> </ul> <p>The committee were invited to comment.</p> <p>A governor asked about the induction framework and advised that her experience in the process was that it was not particularly helpful. In addition, the support afforded to student governors was thought to require improvement. A governor suggested independent governors could work with new student governors to prepare them in advance of a meeting, say an extra hour before a meeting. The Director of Governance advised that the induction framework is planned for a review in April in readiness for the recruitment of new governors from August. It was recommended that the Deputy Chief Executive and Principal (Professional Services) engages with SLT members to support in ensuring the effective mentoring of student governors.</p> <p><b>5.2 Governor Engagement (training &amp; attendance)</b></p> <p>The Director of Governance advised that subscription to the ETF Governor Development Programme was now in place and guidance circulated to governors on how to access the programme. The new staff governor and the Director of Governance had accessed the programme and started completing modules. The governors are encouraged to make use of the programme allowing members to choose modules appropriate to their skill level.</p> <p>An overview of the compliance training completed by governors was noted. The analysis brought together the records held in the governance files and from the IHASCO learning hub. Various methods have been used to complete and record governor training over the last 2-3 years.</p> <p>The committee was invited to comment on the training records and recommended approach outlined in the paper.</p> <p>One governor advised that they had not received reminders to complete training. It was advised that the review of training records had identified that not all governors were enrolled on the college IHASCO system therefore would not have received reminders. The Committee recommended that the college's IHASCO Learning Hub Modules are to be used for all compliance training and advised that the Director of Governance is to engage with members, circulating the review of their records and details of the system and learning modules.</p>	<p>DB</p> <p>CB</p>

	<p>The attendance record for board and committee meetings was reviewed. The committee noted very good levels of attendance with over 90% attending committee and board meetings.</p> <p>HC advised that there appeared to be an error on the attendance record indicating non-attendance at the 13 December full board meeting. Attendance record to be updated.</p> <p>The Governor Link Structure and Guidance Document was noted by the committee and approved.</p> <p>The committee thanked the Director of Governance for the report and resolved to approve the report recommendations.</p> <p><b><i>The committee resolved to note the report and the approval of the Governor Link Guidance.</i></b></p> <p><b>5.3 Governor Skills Audit</b></p> <p>The Director of Governance advised that there was a good response to the Governors skills audit and has identified a broad range of skills and knowledge across the audit areas. 16 responses were received that included 1 staff governor and 2 out of 5 co-opted members. The results were intended to support the Governor recruitment discussions and the points to be mindful of when considering the scope of skills across the Governing Body included:</p> <ul style="list-style-type: none"> <li>- The vulnerabilities in Quality Strategy expertise, Education Quality, Audit/internal control and Legal.</li> <li>- the new statutory responsibility to ensure local skills needs are met; and</li> </ul> <p>The committee was invited to comment.</p> <p>It was noted that the skills in the core business of education quality was a little light as was legal expertise. It was suggested that engaging with those governors with an education background may be fruitful to identify suitable individuals to recruit.</p> <p><b><i>The committee resolved to note the report.</i></b></p> <p><b>5.4 Governing Body Membership</b></p> <p>The committee reviewed the recruitment proposals. It was noted that two independent governors are due complete their second terms of office at the end of July 2022. A discussion on immediate succession planning, skills need, and recruitment strategy took place.</p> <p>The committee noted that equality, diversity, and a balance of local employers is important bearing in mind the college's focus on apprenticeships and T-Levels to ensure there is appropriate representation. It was advised that the search would be focused on a combination of the skills and characteristics outlined in the paper. The committee discussed other considerations such as the format of meetings (online vs face-to-face), travelling time and whether online would attract more candidates. A governor asked whether upskilling other governors or recruiting specifically for the skills would be the approach taken. It was confirmed that it could be a combination.</p> <p>The committee chair asked the members whether the list of skills characteristics was the right kind of areas and whether anything was missing. There were no views expressed. Considering options for recruitment it was</p>	<p><b>CB</b></p>
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	<p>advised that a recruitment agency has been used previously and could be challenged to look at specifics to identify suitable candidates.</p> <p>The recruitment strategy was noted and approved with the aim to recruit up to 4 individuals based on the recommended skills and characteristics. We will reach out to committee members for any recommendations.</p> <p><b><i>The committee resolved to note the report and recommends to the Board approval of the recruitment strategy.</i></b></p> <p><b>5.5 Schedule of delegation</b></p> <p>It was proposed at the P&amp;G committee meeting on the 30 Jan 2020 that the schedule would be updated bi-annually.</p> <p>Minor amends were made to the OfS schedule after checking with the Director of Curriculum Professional &amp; Commercial Industries (HE). The committee noted the changes to the schedule.</p> <p><b><i>The committee resolved to approve the schedule of delegation.</i></b></p> <p><b>5.6 Public Value Statement</b></p> <p>The committee was asked to provide any further updates that are necessary to the statement. It was advised that an update was made to the statement within the financial accounts and the Director of Governance is to check on the version to ensure accuracy before finalising and re-publishing.</p>	CB
	<b>6. Summary Matters</b>	
	<p><b>6.1 Matters for report to the Governing Body</b></p> <p>It is recommended that the Board receive a report covering -</p> <p>Progress with equality discussion  Pay award proposal  Raising the profile of governor training  Governor recruitment plan recommendations  Schedule of delegation  Public value statement</p> <p><b>6.2 Matters for report to the Audit Committee</b></p> <p>No matters were noted.</p>	
	<b>7. Any Other Business</b>	
	There was no other business.	
	<b>8. Date of Next Meeting</b>	
	<p><b>Date of Next Meeting – 13 July 2022</b></p> <p>The dates for the next P&amp;G and Remuneration committee fall after the Full Governors Meeting in July therefore we may need to reschedule committee dates.</p>	CB
Signed		
Name:	Ian Looker, Chair of People and Governance Committee	
Date:		

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