

Belfast Metropolitan College Human Resources Committee 4.30pm Monday 20 January 2020 in Titanic Quarter Board Room: Minutes FINAL approved 27 April 2020

Committee Members: Catherine Burns (Chair); Jim McCall; Sam Snodden; Maureen Walkingshaw, Brian Wilson

Management: Gillian Magee, Director of People, Policy and Planning; Rebecca Roberts, Centre for Excellence (CfE); Stephanie McCormack, Head of Human Resources (HHR); Catherine Mulvenna, Internal Communications and Engagement Executive (ICEE)

Clerk to the Governing Body: Gerry Crossan

<p>HR14 19/20 Chair</p>	<p>Apologies, Quorum, Conflicts of Interest, and Notice of AOB</p> <p>Apologies: No apologies received.</p> <p>Quorum: The meeting was quorate under the terms of Paragraph 3B of the Terms of Reference for the Human Resources Committee dated February 2018 (2 Governors).</p> <p>Conflicts of Interest: No perceived, potential or actual conflicts of interest were under the terms of Paragraph 15.1 of the Belfast Metropolitan College Governing Body Standing Orders dated August 2015 were advised.</p> <p>AOB: No Items of AOB received at the meeting.</p>
<p>HR15 19/20 Chair</p>	<p>Minutes of the meeting held on 7 October 2019 - Draft (Proposed Final)</p> <p>The Committee approved the Draft (Proposed Final) minutes of the meeting held on 7 October 2019 unamended.</p>
<p>HR16 19/20 Chair</p>	<p>Matters Arising from the minutes of the meeting held on 7 October 2019</p> <p>There were no matters arising from the meeting held on 7 October 2019 that were not on the agenda for this meeting.</p>
<p>HR017 19/20 Clerk</p>	<p>Governance Guidance and Information</p> <p>No governance guidance and information relating to the work of the HR Committee has been notified since the date of the last Committee meeting.</p>

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<p>HR18 19/20</p> <p>Chair</p>	<p>Chair's Business</p> <ul style="list-style-type: none"> • Review of HR Committee Terms of Reference – version dated November 2017 (HR05 19/20) <p>The Chair advised on the history of the development of the current version of the TOR, including the development of the workplan. Committee members will provide input to the updated processes and move to approve the TOR. Regarding the second action, it was agreed that Gillian Magee would ensure that the College's mid-year assurance statement reflected the challenges with the sector HR policies.</p> <p>The Clerk will provide a revised draft to the next meeting.</p>
<p>HR19 19/20</p> <p>ICEE</p>	<p>Employee Engagement</p> <p>(a) <u>Employee Engagement Survey 2019 (Presentation)</u></p> <p>The Chair welcomed Catherine Mulvenna to the meeting.</p> <ol style="list-style-type: none"> 1. Last independent survey carried out in October 2017 – agency and contract for services staff not within scope of survey – the methodology is standardised and the questions are not changed for Belfast Met survey – the survey it was open for 2 weeks and communications to staff were through official corporate communications channels and on the agenda of face-to-face meetings – response rate of just above 60% (65% response rate in 2017); 2. Increase in Employee Engagement Index - continues historically high level of employee engagement with slight increase in this survey; 3. The front line staff, however, provided a slight decrease in engagement – management are working to understand the reasons behind this; 4. Support staff and Business Development have seen significant numbers of new staff over the past 2 years and this is likely to be a factor in the significant increase in engagement across these Directorates; 5. Engagement appears to reduce with age; 6. An increase Engagement with Corporate Structure (all of management and the Executive Team) was identified as an important area for action in the 2017 results – the scores for this have increased significantly in the 2019 survey; 7. Communications actions are a challenge but the results are positive; and, 8. Employee Voice is an area on which management to focus efforts in the coming years. <p>The Committee noted the impact of the use of social media, intranet and internet on both management communications actions and the way in which people find and use information in doing their jobs. The Committee asked how staff would find out about corporate information, for example, carbon footprint. Management advised that information of this nature is provided at a range of events, including regular meetings hosted by the Principal & Chief Executive and where it is not immediately available, then management research the issue and report back to members of staff - during 2020 these responses to individual issues and members of staff will be communicated more widely. Management advised that there are cross-college working groups, including Sustainability, Mental Health Charter Working Group. These started in 2019 and will be reviewed in mid-</p>

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	<p>2020. Committee asked if the correlation between engagement and a stable work force could be assessed. Management advised that the information indicates that</p> <ul style="list-style-type: none"> • there is a cohort of staff who are disaffected because they did not get the opportunity to leave the organisation under the VES; • strong vocational/professional loyalty in lecturing staff; and, • there is a challenge to communicating the functioning of the delegated authority scheme and the expressed desire for staff to be involved in decision-making. <p>The Committee noted that the detailed comments that staff may provide could be a useful source of insights. Management advised that there was an opportunity to provide free-text which, at first analysis, is not out of step with the findings – management will conduct further analysis of this information. The Committee advised of the potential utility of focus groups. Management advised that the functionality to conduct interim surveys was there and the Committee advised that this might be a useful action to explore some of the identified areas arising from the main survey. Management advised that further action is underway supporting coherent and cohesive communications to all staff on the nature of leadership and management accountability.</p> <p style="text-align: center;">(b) <u>Intranet Project Update (Presentation)</u></p> <p>Last considered at January 2019 during the planning stages. Launched in May 2019, the project is a three year project with 2 clear objectives. Key issues include</p> <ul style="list-style-type: none"> • Structure and content is developing – metrics on use are confirming what the scoping survey indicated that staff want to access information from the internet; • Significant action underway in supporting participation and in signposting enquiries to the intranet site; and, • Section on how we are governed. <p>The Committee asked if there was a capability on the intranet to conduct short surveys. Management advised that the survey facility was available within the secure College environment.</p> <p>The Committee thanked Catherine Mulvenna for her presentations and noted the information provided by and the action taken by Management.</p>
<p>HR20 19/20 DPPP</p>	<p>HR Department Priorities</p> <p>Report from August 2019 to October 2019: Key issues include</p> <ol style="list-style-type: none"> 1. All actions on target; and, 2. Introduction of EBS system has enabled management to work on sectoral HR module rather than College-based model – this will impact positively on the budget for this. <p>The Committee noted the report and the action taken by Management.</p>

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<p>HR21 19/20 DPPP</p>	<p>HR Metrics</p> <p>Key issues advised by Management including</p> <ul style="list-style-type: none"> • Management reported some improvements in the trend of sickness absence; • Sickness absence is higher among support staff than lecturing staff; • Management advised on the change to the reporting model relating to perceived work-related stress; • the action that management have taken on developing revised curriculum delivery models; • the potential employment risk associated with delivering FE services in partnership with NIPS; • management have measured the attrition rate for the first time and this will be kept under review; • a higher level of staff left in 2019 due to age retirement and this is a major factor in staff turnover; • staff utilisation has increased; and, • Management advised on the new and current employment relations cases since the last report. <p>The Committee asked if the College had any baseline comparator in other Colleges to consider the level of activity. Management advised that the employment relations environment and activity in Belfast Met was markedly different from that in other Colleges.</p> <p>The Committee noted the report and the action taken by Management.</p>
<p>HR22 19/20 DPPP</p>	<p>Observation and Appraisal</p> <p>The Committee noted the report and the action taken by Management.</p>
<p>HR023 19/20 DPPP</p>	<p>Resourcing</p> <p>Management advised on the key metrics on resourcing. Management advised that the College now uses the GetGot application which has brought much greater control and management information through all stages of the recruitment process.</p> <p>The Committee noted the report and the action taken by Management.</p>
<p>HR24 19/20 CfE</p>	<p>Policy Update</p> <p><u>Qualifications requirements to teach in Institutes of Higher Education FE01/12</u></p> <p>Management advised on the current labour market, the engagement with the DfE on this issue during late 2019 and DfE's agreement that the College may employ people with Level 3 qualifications if the College then supports lecturers in gaining further skills qualifications to Level 5 and the 2-year in-service training qualification within the first three years of the contract. Management advised that this was a positive development, but also advised on on the potential performance, resourcing, cost and employment risks associated with implementing these arrangements.</p>

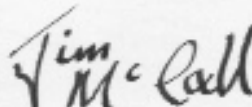
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	The Committee noted the report and the action taken by Management.
HR25 19/20	<p>Equality</p> <p>Management advised on the ongoing work in relation to Article 55 and will provide a detailed draft report to the next Committee meeting.</p> <p>The Committee noted the report and the action taken by Management.</p>
HR26 19/20 HHR	<p>Centre for Excellence</p> <p>(a) Excellence Overview by Workstream; (b) Excellence Overview by Team.</p> <p>Managed advised on the following key issues:</p> <ul style="list-style-type: none"> • New tracking system to map information from recruitment, through assessment to outcomes; • This process includes a mental health tracker and referral and interventions actions and the capacity for lecturers to provide earlier support to students; • Course level review starting in June to October every year • Quality Manager post has been filled – Emma Connolly was successful • Review panels have been in place for four months and management are identifying better ways to support CAMS and lecturers; • ESF and NIPS inspections have been completed with strong positive feedback; • Blackboard Ally is now up and running which will scan all content on CANVAS and calculate an accessibility rating, including videos and pdfs - this will support the development of direct support packages. <p>The Committee noted the report and the action taken by Management.</p>
HR27 19/20 Chair	<p>Any Other Business</p> <p>The Committee noted the “New Decade, New Approach” that there are some issues that the HR Committee needs to note, including the issue of teacher/lecturer pay and dealing with special educational needs. These issues will fundamentally affect the skills required of the College workforce and how the College goes about recruiting this workforce.</p> <p>Management advised on the status of the “Training for Success” contract, which will come to an end in 2020 and the significant role played by the community and voluntary sector in the provision of education and training, including the delivery of Essential Skills. The College will become responsible for the quality of delivery of these delivery organisations and there are potential risks associated with supporting and maintaining the quality of service delivery to the standard delivered by the College.</p>

Belfast Metropolitan Human Resources Committee

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HR27 19/20 Chair	Date of next meeting The next meeting of the Human Resources Committee will be held at 4.30pm on Monday 27 April 2020 in the Titanic Quarter Boardroom.

Chair of the Belfast Metropolitan College Human Resources Committee

Jim McCall

Signature 

Date 