

BOARD MEETING

Minutes of the meeting held on 27 June 2017

Present: Steve Bracher, Alan Charnock, Graham Curling (Chair), Lesley Donnithorne, Ian Hodson, Sanja Klindic, Linda Mortimer-Pine, and Karen Nicol

In attendance: Kiva Falvey, Nicholas Johnston and Sandra Walton.

1 APOLOGIES:

Apologies were received from Stephen Coombe, Lee Conlan, Julie Lloyd and David Williams.

2 CONFLICTS OF INTEREST

There were no conflicts of interest reported.

3 FEED-BACK FROM UCEA MEETING

GC and NJ met with Helen Fairfoul and Laurence Hopkin from UCEA this morning. The salient points from that meeting are:

- Where UCEA were with the national pay negotiations;
- Employee relations issues next year are expected to relate to pensions, restructuring, etc rather than purely pay
- Living Wage (both national and voluntary) and its impact particularly on lower pay spine points;
- Reviewing/Revising equal pay guidance for institutions; UCEA will send NJ form of words to ask for examples of practice through the JISC Mail list;
- Clarification of gender pay gap reporting (issues and how they are dealt with);
- Workforce Survey;
- ECC Conference.

Points from Board discussion were:

- Living wage and pay negotiations, the pressures of voluntary living wage and the effect it will have on job design; were there opportunities for ECC to advise member on role design?
- It was suggested that perhaps a joint fact sheet (ECC and UCEA) could be produced on the approach to best practice in role design. It is unlikely that we would get UCEAs full endorsement but it will raise ECC's profile if it is seen that we are doing things jointly;
- Perhaps we can commission Capita to do another review of the suitability of HERA as it is some time since the original review was published; perhaps this will strengthen the brand;
- It was noted that HRDs might be unlikely to read information from ECC directly but do engage and read information from UCEA;

- ECC could do a paper on 'after implementation and the learning that has been picked up with working with HEIs'. This could prove that HERA is still fit for purpose;
- It was suggested that ECC could run an event around job design and to advise members how to write job descriptions so that roles can be graded fairly; this also could be linked with gender pay reporting as the evaluated roles were scored fairly; It could also capture specialist, teaching roles, etc.; IH to ask NURG as they are meeting tomorrow if they think that would-be interest for this and a similar question will be asked at SERN; it was also noted that the November 2017 conference reinforces this theme;
- It is important that ECC is not defensive but perhaps communicates that 'we have the sector's leading tool/scheme'.
- Kerry Bullen is working on job description templates and perhaps we could bring that to the conference.

Action: IH

4 MINUTES OF LAST MEETING AND MATTERS ARISING

The minutes of the last meeting were agreed. Outstanding actions are as follows:

- FE Board Member, NJ will investigate further;
- Marketing Director Board Member, LMP will follow up;
- Build a relationship with UHR Scotland (contact Sandra Heidinger at Strathclyde).

Action: NJ, LMP

5 NOTES FROM THE EXECUTIVE MEETING HELD ON 27.4.17

- The University of Kent are leaving membership, NJ asked for the reason why and they came back saying HERA takes too long and wasn't flexible. It was noted that their new HRD is pro HAY;
- The Royal Academy of Art has become more engaged, they have also appointed a new HRD and they have not mentioned leaving membership in the past year;
- The Board stressed the importance of keeping track of when new HRDs join member institutions; and, ECC should introduce ourselves to any new HRD even non-members;
- NJ shared that we have an internal document on HERA -v- HAY.

6 FINANCE UPDATE

2016/17 Update

KF reported that there is no area of concerns within the budget, but highlighted that income is up due to more paid consultancy than that budgeted for. And that due to this, it is possible that our actual surplus may be higher than the £60k highlighted in the financial report paper.

2017/22 Forecast

The Board agreed the forecast budget for 2017/18 and agreed that we keep subscriptions at the same rate as that of 2016/17. The forecast for 2012/22 needs to be revised.

Action: KF

7 PROGRESS REPORT ON 2016/17 WORKPLAN

NJ updated the Board with progress to date. Key points were:

- We will exceed target on inclusive consultancy;
- Paid consultancy is much higher than anticipated;
- Training, LMD and Network events have all been very well received;
- Plymouth College of Art are joining membership in August;
- NJ reported that we have spoken to Capita to discuss a SLA for the new service. The new service will be without the survey, however previous surveys and reports will still be available. The self-service option previously discussed will no longer be available due to the information not belonging to Capita but to their suppliers. We're in discussions about using a template form for members to complete online and send to Capita, with a quick turnaround for the information. The total cost of the contract will be less than the existing £74k service and invoiced on a more pay as you go agreement between Capita and ECC;
- LMP asked NJ how he tested if the agreed values were being met and suggested that a 360-review approach might be useful. NJ explained that currently it is tested in a more informal way through appraisal and catch-ups but that he would consider 360 for the future;
- IH has asked that NJ considers how ECC is planning to ensure that ECC data practice is up-to-date in line with GDPR that they will legally have to comply with in 2018 (including implications for members).

Action: NJ

8 CONFERENCE PLANNING

The date and venue has now been agreed, 23 November and to be held at ETC Hatton Garden. The theme will be looking towards challenges and what can we do now. The structure will be the same as last year with workshops. Nick Hillman (HEPI) has already confirmed that he will speak at the conference, we are still looking to secure a VC or someone from the private sector (IH to contact McDonalds), and potentially Prof Nick Kemley from Henley (NJ to check time availability).

Action: NJ, IH

LMP suggested that we should also include the changes in pensions and financial issues in the future and to perhaps encourage HR colleagues to bring their finance colleagues too. The Conference sub group will discuss the link of HR and Finance issues at their next meeting.

Action: NJ, IH, GC, KF

IH suggest that we recognise members for best practice. It was suggested that this might be more suitable as a 'News you can use' item. It might be useful if we had a member talking about how ECC/HERA has been used to underpin best practice. KN said she'd be happy to talk about HERA has helped them.

It was also noted that Andy Wright from Portsmouth who has created the International Pay tool which will be implemented into ECC Online should be recognised, NJ will write to him/his managers post implementation.

Action: NJ

NJ reported on work done to develop a more flexible model of delivery, part of which includes providing the service via the ECC website as opposed to the Capita hub.

9 PROGRESS REPORT ON 2016/21 STRATEGY

Salient points:

- Communications Strategy now exists and NJ is happy to share with the Board;
- New Markets, NJ, LMP, GC and SB have had meetings, NJ has some actions (e.g. contacting museums and ecclesiastical organisations);
- FEDRA updates for questionnaire and Notes for Guidance are still outstanding
- SW is putting the scheme documents together which will be completed this year;
- Competency Framework – some updates have been done and it's going into ECC Online, guidance and support documents still need to be completed;
- Define Total Reward Service – the Executive feels that this should be dropped and that we look at what we currently do, the Board agreed;
- Customer Survey – this has slipped and will be done next year;
- The only other item that has slipped on time is New Markets;
- TS and SW are putting a training programme together for ECC Online and reports, the board agreed to increase the training budget for this.

10 WORKFORCE PLANNING

(Restricted agenda item)

11 ANY OTHER BUSINESS

Sarah Kilgour from Oxford University and Stephen Willis, Chief Finance Officer from Hull University will be joining the Board from 1 August 2017.

GC thanked LD on what is her last Board Meeting as she is standing down, particularly for all her work around labour market and for Chairing the Labour Market Steering Group.

ACTION TABLE FROM BOARD MEETING

Action	Team Member	Deadline
Job design event (ask NURG if interested)	IH	
FE Board Member	NJ	
Marketing Board Member	LMP	
Budget forecast to be revised	KF	
Consider 360 review	NJ	
ECC data practice	NJ	
Conference – contact speaker from McDonalds	IH	
Conference – contact Prof Nick Kemlsey	NJ	
Conference – link of HR and Finance issues	NJ, IH, GC, KF	
Recognition for Andy Wright, Portsmouth	NJ	

Board Meeting dates 2017-2018

24 November 2017

8 February 2018

14 June 2018