

<b><u>NORTHERN SCHOOL OF CONTEMPORARY DANCE</u></b>		
<b><u>REMUNERATION AND STAFFING COMMITTEE</u></b>		
<b>Part 1 Minutes of the meeting of the Remuneration and Staffing Committee held on 19 October 2021 via Zoom.</b>		
<b>Present:</b>	Tamsin Cooper (Chair), Peter Moizer, Peri Thomas, Ben Mitchell	
<b>In attendance:</b>	Principal and CEO Director of Finance and Resources HR Manager Clerk to the Governors	
<b>Apologies:</b>	None	<b>Action</b>
<b><u>DECLARATIONS OF INTEREST</u></b>		
<b>R21/01</b>	There were no declarations of interest.	
<b><u>MINUTES OF THE LAST MEETING</u></b>		
<b>R21/02</b>	The minutes of the meeting held on 8 June 2021 were reviewed and approved as an accurate record.	
<b>R21/03</b>	<b><u>MATTERS ARISING ON THE MINUTES</u></b> The action tracker had been circulated and members noted the contents.  <i>R20/19 – HR Strategy</i> The Director of Finance and Resources reported that the HR Strategy would be presented to the June meeting of the Committee.	
<b>R21/04</b>	<b>RESOLVED: That the HR Strategy be presented to the June meeting of the Committee.</b>	<b>Director of Finance &amp; Resources</b>
<b><u>STAFF WELLBEING SURVEY REPORT</u></b>		
<b>R21/05</b>	The HR Manager presented the Staff Wellbeing Survey Report and it was noted that the results were comparable to the last survey. It was recognised that staff felt that there was a heavy workload and were overwhelmed with the number of emails, and it was reported that this would be addressed.  A Governor asked whether an action plan would be produced for the committee to monitor and it was confirmed that there would be and it would be presented to the next meeting.  A further question was asked about whether consideration had been given to requiring differing levels of response for different questions, as whilst the score leading to a green RAG rating might be good for one question, it might not be for another more important topic, such as safeguarding or health and safety. It was agreed that this would be incorporated in the next survey.  It was noted that the survey did not make any distinction between neutral scores and no opinion/not applicable and it was requested that these be distinguished.  Members noted that the score in relation to Governor engagement was slightly better than the last survey and whilst it was recognised that the pandemic had affected this, it was agreed that the Nominations and Governance Committee should consider Governor engagement at its next meeting.	

	It was suggested that a “pulse survey” on specific topics, such as workload, should be carried out the following year to measure the impact of actions taken.	
<b>R21/06</b>	<p><b>RESOLVED:</b></p> <ul style="list-style-type: none"> <li>i. That the action plan resulting from the staff wellbeing survey be presented to the next meeting.</li> <li>ii. That some differentiation be incorporated between scores required for different questions.</li> <li>iii. That neutral/no opinion responses be differentiated.</li> <li>iv. That a “pulse survey” be carried out in 2022-23 to measure the impact of actions taken.</li> <li>v. That the Nominations and Governance Committee consider Governor engagement at its next meeting.</li> </ul>	<p><b>HR Manager/ Director of Finance &amp; Resources</b></p> <p><b>Clerk to Governors</b></p>
	<b>HR DATA REPORT</b>	
<b>R21/07</b>	<p>The Committee received the HR Data report and it was noted that a significant number of staff had declined to provide information on disability and ethnicity. Whilst recognising that this was not unusual, it was agreed it would be helpful to encourage staff to respond by ensuring they understood how the data would be used.</p> <p>Governors noted that there were a lot of staff in the 50+ bracket, although agreed that represented a very wide range. A question was asked about whether that was a concern and if there was clear succession planning. It was reported that there was stability amongst older staff, with turnover being in the younger age ranges, and it was suggested that it would be helpful to establish retirement plans where that could be done appropriately. The Committee agreed that succession planning should be kept under review.</p> <p>Members noted that recruitment was difficult at present, in common with many other organisations.</p>	
<b>R21/08</b>	<p><b>RESOLVED: That the HR data report be noted and</b></p> <ul style="list-style-type: none"> <li>i. That staff be encouraged to provide information on disability and ethnicity through clear information about how data would be used, and</li> <li>ii. That succession planning be kept under review</li> </ul>	<b>HR Manager/ Principal</b>
	<b>STAFFING STRUCTURE UPDATE</b>	
<b>R21/09</b>	<p>A paper summarising the changes to the staffing structure had been circulated and it was noted that four additional roles had been created, as planned, although these had been brought forward from July 2022 to summer 2021. All had been filled internally, leaving more junior roles to be filled externally.</p> <p>It was reported that academic and support staff roles had been benchmarked and whilst academic staff salaries were considered to be in line with other establishments, a number of support staff salaries had been reviewed. Benchmarking of the leadership team had not taken place as it formed part of the Senior Pay Review, along with the Clerk to Governors.</p> <p>As a result of the changes to the staffing structure, the staff cost based had increased by £170k although £130k payable to CDD would be saved following its wind up. A question was asked about whether the costs had been included in the budget and it was confirmed that they had.</p> <p>A question was asked about whether exit interviews indicated why staff left the School and the HR Manager reported that in the case of younger staff, it was often because there were few progression opportunities. It was noted that the internal promotions indicated that there were progression opportunities which it was hoped could be highlighted to staff.</p>	

R21/10	<b>Resolved: that the staffing structure update be noted.</b>	
	<b><u>ANNUAL PAY AWARD</u></b>	
R21/11	The Committee had received a paper regarding the annual pay award to staff and noted that the budget currently provided for 1%. The School's continuing, strong financial position, along with the financial context and the wider situation in other higher education providers was considered. It was recognised that staff had worked hard during a difficult year, with inflation increasing, and that there were also challenges around recruitment, so an investment in recruiting and retaining staff would be helpful. The Committee agreed to recommend to the Board that a cost of living award of 2% should be made to all staff.	
R21/12	<b>RESOLVED: that it be recommended to the Board that a cost of living pay award of 2% be made to all NSCD employed staff, with effect from 1 September 2021 (subsequently amended to 1 November 2021).</b>	
	<b><u>POLICY ON INCOME FROM EXTERNAL ACTIVITIES</u></b>	
R21/13	A draft policy on Income from external activities had been circulated and it was noted that some other larger institutions with research activity allowed staff to retain more income earned through consultancy and external examining. The Director of Finance and Resources reported that the School's policy was that any paid activity was either as an employee or where unpaid leave was taken and alternative income earned. It was recognised that the School was not in the same position as larger institutions with research activity but it was agreed that it should be kept in mind as it moved forward to ensure it remained competitive and in line with other comparative organisations. It was also agreed that the School's policy around jury service may need to be reviewed as staff could be left significantly out of pocket.	
R21/14	<b>RESOLVED: That the Policy on Income from External Activities be approved.</b>	
	The Principal and HR Manager left the meeting.	
R21/15 – R21/20	<b>PART 2 - CONFIDENTIAL MINUTE</b>	
	<b><u>DATE OF NEXT MEETING</u></b>	
R21/21	7 June 2022 at 6.00pm	
	The meeting closed at 7.35pm	