Board of Management

Date of Meeting	**18 June 2025**
Paper No.	**BoM4-G**
Agenda Item	**2.9**
Subject of Paper	**Recruitment of HR Director**
FOISA Status	**Disclosable**
Primary Contact	**Dr Paul Little, CBE, DL, Principal and CEO**
Date of production	**09 June 2025**
Action	**For Decision**

1. Recommendations

1.1. Approve the request to reintroduce the post of Human Resource Director (HRD) back into the Management structure, within the College's Senior Management Team (SMT) and proceed to advertisement.

2. Consultation

2.1. The Executive Leadership Team have approved this post, in addition the Principal has engaged with, and explained the need for this post to the Conveners' Committee.

3. Key Insights

3.1. In April 2023, the Board approved "College Restructure Proposals", this incorporated the dispersing of Executive responsibilities within the Executive team. This resulted in the Executive Director HR assuming responsibility for Facilities Management and Estates Management.

3.2. At the time of this necessary reallocation of SMT roles, additional savings of £80k were generated. This reallocation was also dependant on any "further changes

within the Finance and HR teams". In short, this was in effect **not** the permanent removal of the HR Director role.

3.3. Given the precarious outlook of the college sector finances in 2023, and the perceived sensitivities around Senior Management posts, the decision not to permanently delete the HRD role was considered prudent.

3.4. Having reflected on the current operational pressures, the absence of an HR Director is now considered no longer sustainable. Given multiple factors including operational planning, emerging workloads, (Job Evaluation & New HR System), strategic plans & priorities, and organisational risks (inclusive of Trade Union and Employee Relations) we are now requiring the Principal and ELT to reintroduce this SMT role.

3.5. Financing this role will impact on the previously recurring saving of £80K to fund this post, however, a Head of Service post within the HR structure will now be deleted. Including all on costs, this will provide a helpful contribution of £70,785. This will therefore only require an additional £31,259 to fund this post.

3.6. The Board are asked to approve this change to the Senior Management Team Structure as required by section 61 of the College Financial Regulations.

3.7. Current and historical SMT numbers are included at **Appendix 1** for reference.

4. **Impact and Implications**

4.1. Failure to support the reintroduction of a HRD, will impact organisational risk, service delivery and the overarching delivery of the People and Culture Strategy.

4.2. Currently, the Vice Principal, People and Corporate Support is the only member of ELT not to have a direct report on SMT. This is no longer considered sustainable, there remains an element of duty of care for all employees (irrespective of grade and level), and for the college to consider succession planning arrangements.

4.3. An HR Director role is critical to any organisation's effectiveness.

Appendix 1:

	2018	2019	2020	2021	2022	2023	2024	2025
Executive Leadership Team (ELT)	6	4	6	6	6	5	6	6
Senior Management Team (SMT)	11	13	12	12	12	10	11	10
Associate Dean/ Director (AD)	-	23	23	26	23	17	20	22
Head of Service	15	13	13	13	13	12	11	11
Curriculum Head	50	78	78	77	78	62	56	58
Total	**82**	**131**	**132**	**134**	**132**	**106**	**104**	**107**