



PEOPLE COMMITTEE – MAIN MINUTES
Thursday 13 June 2024 – 4pm to 6pm
Boardroom

Governors	Type	Initials	Attendance	Apologies
Lisa Crichton-Jones	Chair of Committee – Independent Governor	LCJ	X	
Michael Wood-Williams	Committee Member – Independent Governor	MW	X	
Claire-Jane Rewcastle	Committee Member – Independent Governor	CJR	X	
David Alexander	Committee Member – Principal / CEO	DA	X	
Richard Wensley	Committee Member – Staff Governor	RW	X	
Clerk				
Nicola Taylor	Director of Governance & Compliance	NT	X	
Presenters / Attendees				
Vicki Casey	Director of People & OD	VC	X	
Lori Casson	Head of People	LC	X	
Eamonn Toland	Independent Governor	ET	X	

*Attended via Teams / ^Attended for part of the meeting

P/028 1. Chair's Welcome, Apologies and Conflict of Interest

The Chair welcomed the attendees. The Chair made specific welcome to ET who was attending the meeting as part of the open invitation to all governors to attend other committee meetings throughout the year.

There were no apologies to report. The Committee **agreed** that the meeting was quorate.

There were no conflicts of interest declared.

P/029 2. Minutes of the People and Remuneration Committee

A. 29 February 2024 – Main Minutes

The Committee **reviewed** the main minutes from the previous meeting and **agreed** that they were a true and accurate reflection of the meeting.

B. 29 February 2024 – Confidential Minutes

The Committee **reviewed** the confidential minutes from the previous meeting and **agreed** that they were a true and accurate reflection of the meeting.

The minutes were approved.

P/030 3. Matters Arising / Action Log

VC presented the action log, noting that two actions were ongoing and one was not yet due. All other actions had been marked as complete / closed with updates provided.

The Chair **requested** for timescales to be added to the outstanding actions.

Action: NT / VC to add action timescales.

The report was noted.

P/031 4. People Strategy

VC presented the report and provided the Committee with an overview of the level of consultation and engagement across the College, including with Trade Unions and Board Members, to reach a finalised draft of the People Strategy.

VC noted that the strategy contained six themes which were underpinned by tactical indications of how each theme would be achieved, which aligned with the format of the other College underpinning strategies.

VC highlighted that the People Strategy would need to be led by all staff, and the Executive Team would need to empower and engage line managers to drive this forward. A People Strategy launch plan would be created to communicate this effectively.

The Committee **noted** the linkage between the six proposed themes and the overall College Strategic Plan.

The Committee **discussed** the draft document at length, covering the following:

- The interdependencies of teams within the College to drive the strategy forward.
- The alignment of the strategy with the College's ethos of Employment Edge.
- The links with opportunities for learners coming from the strategy, such as work experience, placements, and utilisation of staff skills.
- The differing definitions of "agile" between sectors.
- The ongoing recruitment challenges faced, and the link between the People Strategy and the Risk Register in terms of attraction and retention of staff.
- The proposed timeframe of the strategy, the level of upskilling required and next year's immediate priorities.

Action: VC to provide the Strategy's short-term priorities at the October 2024 meeting.

- The suggestion of strengthening how the College aim to develop a more diverse workforce.
- The suggestion of the strengthening of absence, with this being a key area of focus for the College.
- The importance of ownership of the strategy across the whole organisation.

Action: VC to consider the Committee's comments and redraft a finalised version.

The Committee **queried** if there was anything learnt from the process of consultation and engagement in relation to the People Strategy which could be factored in to

seeking views of learners. It was suggested not specifically, however the College continued to utilise learner surveys, the Student Representative network and the work of the Learner Engagement Manager.

The Committee **noted** the level of work and commitment undertaken to develop the strategy, and **commended** the approach taken in relation to the level of engagement and inclusion of the Board during the process.

The Committee **recommended** the People Strategy for Board approval in principle, **noting** that the Committee had discussed it in detail and provided additional points for consideration in finalising the document.

Action: VC to circulate a finalised version of the People Strategy to the People Committee ahead of seeking Board approval at the July 2024 Board meeting.

Action: NT to process the finalised People Strategy for Board approval at the 3 July 2024 meeting.

P/032 5. Director of People and Organisational Development Update

VC presented the report and covered the following:

- Pay - the joint Union national headline request was a pay award of 10% or £3k, whichever was greater. The AoC had made the decision to delay their annual pay recommendation to the sector due to the general election and the impending outcome of the national school teacher pay review. The College would start to consider pay award options after the start of the new academic year when learner numbers were able to be confirmed.
- Recruitment and Selection – a new and improved College approach had been developed for the summer recruitment campaign. The College had internally finalised the budget and was seeking to recruit based on a higher number of 16-19 learners being forecast for 2024/25. There were a significant number of vacancies and therefore the College were undertaking recruitment across all areas as a co-ordinated campaign. There had been collaborative working across the College Executive team in relation to this this, with the Director of Brand and Learner Experience and the Marketing Team having a key role. The College were opting to advertise on social media and targeted job vacancy sites.

The Committee **discussed** what success would look like and VC referred to the actions being brought forward from the recruitment and selection action plan to improve the candidate experience. The Committee **queried** any learning from the work undertaken from the recruitment and selection project and it was noted that the College were trying to increase the reach and appeal of vacancies. The Committee **questioned** how this would be measured and if a unique selling point could be identified. It was confirmed that the College would consider collating feedback post-application however it was caveated that this would not include any data of those who had opted not to apply and their reasons for this. The feedback would be able to identify demographics and geographic reach of applicants.

- Health and Safety – The Executive Team had recently considered a 6 monthly Health and Safety update and the Committee would be provided with the Health and Safety Annual Report in October 2024.

The report was noted.

P/033 6. People Committee Key Performance Indicators

LC presented the report and highlighted the following:

- The College's rolling year percentage for absence as at the end of April 2024 stood at 5.2%, with an average of 9.8 days lost per member of staff. This was an increase on the previous year rolling figure of 4.4% and 8 lost days, and an increase on the previously reported figures at February 2024 People Committee of 4.8% and 8.9 days lost.

The most recent figures were higher than the most recent FE College averages, however it was noted this comparable data was from 2020/2021 and more recent figures were not currently available, so a more recent sector position was not known.

An updated was provided on the planned actions to address absence going forward.

- The College's turnover rolling year figure was 16.8% as at end of April 2024. This was an increase on the previously reported figure to end of December 2024 of 16%. This was a decrease on the previous rolling year figure to April 2023 of 20.5%. There was a noticeable difference in the figure for curriculum and support staff, with curriculum areas seeing higher levels of turnover.

The turnover figure was lower than the AoC sector average, but again, as above the comparable data was from 2020/2021.

- The report identified suggested key performance indicator thresholds and targets for 2024/2025 for the 8 agreed Committee level KPIs.

The Committee discussed and queried the following:

- If there were inconsistencies with the treatment of absence between curriculum and support staff – it was agreed that procedures needed to be reviewed with appropriate training in place for the College's approach to absence to ensure consistency.
- Support around staff mental health and wellbeing – it was confirmed that the College issued communications to staff to signpost resources in advance of any seasonal trends, and this did have a positive impact on absence. The HR team worked with curriculum leaders to identify anyone in need of support.
- The College's approach to absence and the cost of this.

The Committee **approved** the Committee KPI thresholds and targets for 2024/2025.

The report was noted.

P/034 7. Annual Staff Survey 2023/2024

LC provided a presentation to the Committee, alongside the report, which covered the following:

- The annual Staff Survey was issued in March 2024, and the College achieved an 84% response rate, a 17% increase on the previous year.
- Headline scores, with a comparison to the previous year's data.
- Category average scores for questions categorised as Diversity & Inclusion, Health & Wellbeing, Leadership & Inspiration, Irresistible Workplace and Realising Potential.

- A year on year scaled question breakdown, showing that the positive response rate to all questions had improved.
- The Employee Net Promoter Score (eNPS) of +40, which was classified as a Good score, and 1 point away from being Outstanding. This compared favourable to the sector.
- A measure of employee engagement, linking with questions relating to advocacy, loyalty and pride.
- The key themes of engagement relating to “Confidence in the College”, “Supportive Managers and a Learning Culture”, “Health and Wellbeing” and “Reward and Recognition”.
- Next steps relating to sharing and further analysing the data.

The Committee discussed and queried the following:

- The category average of realising potential, with this having a comparatively lower score. It was agreed that there was work to be done within this area relating to the appraisal process and induction. This had been highlighted as a lower scoring area in 2023 so the College were aware there was further work to be done. However, it was noted the College had previously advised the Committee that a new Learning and Development post had been approved which was now actively being recruited in order to improve this.
- Potential future correlation with survey results and expected inspections, noting that this could potentially have a negative impact on positive scores due to external pressures.
- The level of improvement made and the pleasing response rate. The Committee were cognisant that the response rate of 84% would be difficult to maintain / improve upon in future years and expectations around this would need to be managed.
- The importance of sharing the positive messages relating to the survey results with the full Board. It was noted that headline figures had been shared as part of a recent Principal’s Report however it was agreed that a short recording of the presentation of data would be shared with the Board.

Action: VC / LC to record Staff Survey presentation and circulate to the Board.

DA left the meeting.

The report was noted.

P/035 8. Policy Review and Update (including Grievance Procedure)

LC presented the report and made specific reference to the proposed Grievance Procedure which was presented for recommendation for Board approval. This procedure would sit alongside the College’s Feedback and Complaints Procedure, making up the Colleges complaints process.

The Committee **recognised** the need for investigation training for Board members, as per the policy setting out that Board members may be required to undertake investigations.

Action: VC to explore investigation training for Board members.

The Committee **recommended** the Grievance Procedure (Staff) for Board approval.

Action: NT to process the Grievance Procedure (Staff) for Board approval at the 3 July 2024 meeting.

The report was noted.

P/036 9. HR Case Work Update

Item covered under a confidential minute.

The update was noted.

P/037 10. Strategic Risk Register

VC presented the report and noted that succession planning of senior roles and Board members had been added as part of the horizon scanning section of the report. The College was looking to develop its approach to succession planning.

Some additional mitigations had been added to the risk under the remit of the People Committee, “*Failure to recruit, retain, develop and support high calibre staff impacts adversely on the College’s capacity to deliver, leading to reputational damage and financial loss*”, relating to recruitment and the College Wellbeing Portal.

The Committee **queried** the inclusion of the Chair and Vice Chair roles within the succession planning item within the horizon scanning and if this was a strategic risk. It was noted that this item was covered on the horizon scan rather than a risk on the register, and this had been suggested by the Governance Committee to ensure a seamless continuation of roles and effective governance.

The report was noted.

P/038 11. Internal Audit Reports

The recent internal audit reports relating to Payroll and Staff Wellbeing were shared with the Committee for information following submission to the Audit Committee.

The report was noted.

P/039 12. People Committee Terms of Reference and Meeting Dates 2024/2025

NT presented the proposed People Committee Terms of Reference and meeting dates for 2024/2025. Due to the terms of reference being re-written for 2023/2024, no changes were proposed.

The Committee **queried** if the purpose of the Committee appropriately captured the monitoring of the People Strategy. It was confirmed that this was detailed within the remit of the Committee.

P/040 13. Any Other Business

Meeting evaluation

The Committee provided the following comments relating to the meeting:

- Papers were excellent, publishing in plenty of time and allowed time for a follow up of queries to be asked in advance, when appropriate.
- There had been a good discussion of items with great engagement from Committee members.

- There was recognition of improvement and the work undertaken.
- The Committee were able to have a detailed discussion about absence, which related to one of the Committee KPIs.
- Committee members provided valuable input with additional perspectives of thinking.

P/041 14. Date of Next Meeting:

The next meeting was confirmed as 10 October 2023 (followed by the Remuneration Committee).