

Personnel Committee

Wednesday 13 May 2026, 6:00-7:50pm
Block 1 Boardroom (1.204)



Meeting papers link: [13 May 2026](#)

Committee members in attendance:

Sarah Dawson
Raj Joshi, Committee Vice Chair (Meeting chair)
Dawn Woods

Officers in attendance:

Jacquie Carman, CEO & Principal
Andy Hanson (interview only)
Heather Kelman, Director of HR
Steph Morley, Director of Governance

APPROVED MINUTES

Item	Discussion	Action
-	Interview with governor candidate The Committee agreed its recommendation to the Corporation.	
1	Welcome The Chair opened the meeting and welcomed all in attendance. It was noted R. Joshi would chair the meeting in M. Sterling's absence. The meeting was confirmed as quorate.	
2	Procedural matters	
2.1	<u>Apologies</u> Apologies were received and accepted from J. Chilton and M. Sterling.	
2.2	<u>Declarations of interest</u> It was agreed the consideration of R. Joshi's reappointment would be referred directly to the Corporation for reasons of quorum due to conflict of interest. There were no further declarations of interest for this meeting.	
2.3	<u>Confidential items (if applicable)</u> There were no items to be discussed under Confidential session.	
2.4	<u>Minutes of last meeting and actions/matters arising</u> The Committee approved the minutes of the meeting held on 04 March 2026 as a true record. The following updates were provided for the outstanding actions from previous meetings: - Ref 7, risk dashboard redevelopment work was still ongoing - Ref 15, SPC charts – would be followed up before the next meeting All other actions were reported as completed/closed.	
2.5	<u>Actions/decisions taken since last meeting</u>	

There had been no action taken to report.

3 Delivering the strategic plan

3.1 Performance against targets

H. Kelman referred to the PowerBi dashboard for staff-related KPIs and highlighted the following:

- The seasonal downward trend for staff sickness absence had begun and it was hoped it would continue throughout the summer term. The main reasons for sickness absence were currently flu/cold symptoms, surgery recovery, stress, gastro-intestinal issues and sickness
- Approx. 60% of staff had been absent due to sickness this year to date
- Absence management training with managers aligned to the new policy would start the following week
- Recruitment activity for September 2026 was now underway for both new positions and vacancies created by leavers. Full analysis for the whole year would be reported at the next meeting

The Committee noted the demographic make up of the staff team and how this compared with the local community's demography. H. Kelman confirmed this would be reported in the annual performance report and discussion took place around which community profile should be used - the immediate locality, the student community or the wider community from which students were recruited - to ensure a meaningful comparison. Public data relevant to this exercise would be shared by committee members where appropriate.

DW

The Committee referred to the different recruitment methods used by the college and asked which one proved the most successful at attracting applications. H. Kelman explained this was hard to analyse as applicants would often quote the website after being directed to the website by an advert or word of mouth.

The Committee asked for the short-term/long-term split for the latest staff absence figure. H. Kelman advised, for the latest figure of 2.58%, this was a broadly even split of 1.13% and 1.45% respectively.

J. Carman informed the Committee the college had contributed to the recent AoC questionnaire focused on staff mental health, which would provide benchmarking data from across the sector once the resulting report had been published. The Committee acknowledged the importance of supporting staff members' mental health as part of the wider wellbeing agenda, particularly the impact on staff members working directly with students in relation to mental health and safeguarding concerns.

The Committee **noted** the update provided.

3.2 Committee allocated risks

H. Kelman presented a tabled updated list of the strategic 'people' risks allocated to the Committee, which had been reduced and refined following the discussion at the previous meeting. She highlighted the following risks assessed as 'High' after mitigating action had been taken:

- Inability to recruit staff in key areas
- High staff absence levels

- Industrial action and employee relations (linked to impact of funding)

The Committee discussed the full list of risks, mitigating action that had been taken and was further planned, and the need to clarify the difference between risks and issues.

The Committee **noted** the document provided, in particular the reduction and refinement of the risks.

4 Staffing

4.1 Strategic update

J. Carman provided an update on the college's staffing initiatives underway, including:

- The creation of advance/expert practitioner teacher roles
- The roll-out of digital gurus throughout the college
- The TEACH scheme for trainee teachers
- The continuation of the LEAD programme

The Committee received an update on the most recent (below expected) funding announcements from the DfE and **noted** the impact this would have on the college's options for next year's staff pay award.

4.2 Industrial relations

J. Carman provided an update on recent meetings with union representatives and matters being brought to senior leaders' attention.

The Committee **noted** the update provided.

4.3 Staff awards

J. Carman advised this year's staff awards nominations were now open and committee members would be involved following the closing date (17/06/26) for consideration of the nominations for the Governors' ICARE award.

The Committee **acknowledged** the importance of recognising staff members' contributions and looked forward to reviewing the award nominations.

5 HR reports

5.1 Pay gap reporting

H. Kelman presented the two pay gap reports circulated in advance – the statutory gender pay gap report and the college's first (best practice) ethnicity pay gap report – and highlighted the following:

Gender

- The mean gender pay gap had increased from the previous year by 2.5% points
- The median pay gap had remained the same for the third year running
- Work was underway to analyse the reasons behind the increase and develop an action plan to reduce the gap ahead of legislative requirements in 2027. This would include work to attract women into

- higher paid roles, reviewing the potential to facilitate part-time/flexible working at this level and encouraging aspirations for management roles
- Female staffing numbers had decreased in one quartile, while increasing in another, which was thought to have affected this data set

Ethnicity

- The mean ethnicity pay gap was negligible (0.1%)

The Committee acknowledged the reports and asked when the gender gap action plan would be finalised. H. Kelman advised the plan would soon be finalised, meaning the impact from the action taken over the next 9-10 months would hopefully be seen in the March 2027 data.

The Committee **noted** the two reports.

5.2 Staff wellbeing

H. Kelman presented the staff wellbeing report circulated in advance, which provided a progress update on the delivery of the college's Wellbeing Strategy. She advised the report contained a section for 'Managing stress and mental health', which provided data for short and long-term absence due to mental ill-health showing changes over time and across the different staff groups of teaching, professional services and management. National benchmarking data from a range of sources had been incorporated to provide additional insight.

J. Carman advised she was currently drafting a paper focused on the need to balance the drive to improve the quality of teaching/learning with staff wellbeing, which would be shared for committee members' information once finalised.

JCa

The Committee **noted** the report, in particular the range of activity and resources available to staff to support their wellbeing.

6 Compliance and policy review

6.1 HR policy review update

H. Kelman provided the Committee with a progress update on the HR policy review and advised the following four policies would be next to undergo review – Capability, Disciplinary, Grievance and Probation.

The Committee asked what the main driver was behind choosing those policies for the next stage – H. Kelman confirmed the main reason was to ensure compliance as a result of imminent legislative change and also to reflect the work being undertaken regarding the importance of supporting staff wellbeing alongside change/improvement programmes.

The Committee discussed how the application of any policy was reliant on an organisation's managers and H. Kelman informed the Committee a week of development activity later this term would include policy workshops and training sessions for managers.

The Committee **noted** the update provided.

7 Governance update

7.1 Skills audit refresh 2026

S. Morley presented the finalised Corporation skills audit refresh for 2026, both the raw data and summary report, which now incorporated the previously missing governor data, submissions from the two new governors and analysis at both Corporation and committee level. She highlighted the following:

- The addition of missing/new data had not significantly changed the Corporation profile and the audit continued to evidence the governing body's broad range of skills, experience and expertise at a good level for both the Corporation and now its committees
- The incorporation of the Principal, staff governor and student governors was recommended for future audits
- The analysis had been used to suggest future recruitment focus

The Committee discussed the suggestions for future recruitment focus and it was agreed the Corporation would benefit from additional governors with finance and inclusion/EDI expertise, as identified by the audit. Potential recruitment methods were also discussed, including governors' own networks and approaching the voluntary sector.

SM

The Committee **noted** the finalised refreshed Corporation skills audit and supported the proposed next steps outlined above.

SM

7.2 Membership, recruitment and succession planning

S. Morley referred the Committee to her report which made a number of recommendations relating to governor re-appointment, appointment and succession planning.

The Committee:

- **Recommended** the re-appointment of I. Hughes for a final term of office of 4 years from 01/08/26
- **Agreed** to refer the re-appointment of R. Joshi directly to the Corporation due to quorum complications
- **Recommended** the appointment of L. Pass for a first term of office of 1 year from 01/09/26
- **Recommended** a formal thank you be issued to the student governors for their contribution to governance and student engagement this year
- **Noted** the update provided regarding recruitment and succession planning

SM

7.3 Role descriptors

S. Morley presented the revised draft of the Corporation role descriptors and explained the document had been updated to reflect significant changes since its last review (2019), namely the reclassification of colleges into the public sector, publication of new DfE guidance for colleges and agreed amendments to the Corporation's Instrument & Articles of Government.

The Committee **recommended** the approval of the updated Corporation Role Descriptors by the Corporation.

SM

7.4 Student governor arrangements

S. Morley presented the proposals for changing the existing student governor arrangements to improve consistency and continuity, and create a better

experience for the students involved. She advised the proposal set out each of the different options explored, as well as the potential implications, risks/mitigations and compliance confirmation for the preferred option.

S. Morley confirmed the proposed changes as:

- Alignment with the Students' Union election processes;
- Increasing a student governor's term of office from 1 to 2 years; and
- Overlapping the student governors' terms of office

The Committee asked if the move to a 2-year term of office could prevent less confident students from putting themselves forward due the process taking place soon after they start at college. S. Morley confirmed this had been considered and advised raising awareness of the opportunity would be begin during induction/freshers' week, including an emphasis on the benefits of being a student governor, the skills/experience gained and the support provided. It was suggested links be made to the existing Powerpack of Skills programme as this would align well with the skills gained from serving as a student governor.

SM

The Committee **recommended** the approval of the proposed changes to the student governor arrangements by the Corporation.

SM

7.5 Governor workforce survey

S. Morley advised the DfE's annual 'workforce' data collection exercise would open in July 2026 and governors would be asked to update their information via a short questionnaire later this term.

8 **Any other business**

There was no further business for discussion and the Chair closed the meeting at 7:50pm.

2026/27 meeting calendar – to be circulated at the earliest opportunity

Actions from this meeting:

Personnel Committee – 13 May 2026				
Ref		Action	Owner	Deadline
1	3.1	Performance: share public data where relevant/appropriate	DW	31/07/26
2	5.2	Share quality improvement-staff wellbeing paper once finalised	JCa	When ready
3	6	Present agreed governance documents to the Corporation	SM	June-26
4	6.1	Follow up governor recruitment suggestions for priority areas	SM	Sept-26
5	6.1	Extend the Corporation skills audit to all governors	SM	Oct-26
6	6.4	Action suggestions regarding promoting student governor roles	SM	Sept-26