

Appointments & Remuneration Committee



The first ordinary meeting of the Appointments & Remuneration Committee for the 2017/18 session, was held on Tuesday 14 November 2017 in Meeting Room 6, Beit Quad at 3pm.

Unconfirmed minutes

Present:	Kate Owen	Appointment & Remuneration Chair
	Alex 'Chippy' Compton	Union President
	Fintan O'Connor	Deputy President (Welfare)
	Eric Suen	Student Trustee
In Attendance:	Jarlath O'Hara	Managing Director
	Angela D'Souza - Clerk	Administration Support Manager
Apologies:	None	

	Action
<p>Item 1 – Welcome</p> <ol style="list-style-type: none"> The chairperson welcomed the group to the first meeting of the 2017/2018 year. Chair defined the role of the committee as a two – fold governance responsibility – Assurance and Advisory. The former to ensure and, where needed, challenge practice and policy on all matters to do with the organisation's appointments and remuneration and the latter there to support the Managing Director with any issues that he requires help with within these areas. Once a year the Managing Director will present his remuneration report to the committee, with the Chair of Board present. The next one will be in August 2018. <p>Item 2 - Conflict of Interest declaration</p> <ol style="list-style-type: none"> None declared <p>Item 3 - Apologies</p> <ol style="list-style-type: none"> None <p>Item 4 - Staff Turnover</p> <ol style="list-style-type: none"> JOH pointed out that there has been a high turnover rate over the past twelve months. There is a feeling that we are now beginning to experience the impact of that. Not all recruitment has been successful. We are beginning to feel the strain of not having our full staff team in place. A lot of our student facing roles e.g. Coordinator roles, attract people applying for their first or second job into positions where they may only expect to stay for a couple of years. 	<p>Jarlath O'Hara (Managing Director)</p>

<p>4. KO enquired whether we should be accounting for the fact we have a high turnover business. Is there some learning in looking at other universities and how they manage this? JOH to pick up discussion with the Strategic Management Team.</p> <p>5. JOH also pointed out that a high proportion of people leave to relocate outside of London. This was evident from data captured during the exit interviews. This has skewed the figures for the turnover this period.</p> <p>6. KO suggested that we should be asking what we do to support people who are working in a higher turnover area.</p> <p>7. ES asked whether some of the key worker homes available on the White City Campus may be an option. ACC said there should be some consideration made as to a) how many of these homes would be accessible to our staff as there are not that many and b) how affordable they would be to our level of paid staff.</p> <p>8. FOC enquired what preparations the organisation could make moving forward. JOH replied that there are process notes that identify what each team do but there could be a better framework around what they then handover to new staff entering the organisation. There is also some work to be done around how quickly we can turnaround recruitment. As there is usually a minimum of at least one month without anyone in post there has to be a proper contingency plan in place to allow for this.</p> <p>9. KO responded that there should be a regular health check undertaken on staff teams looking at how we can provide understudy support and how we can encourage staff to develop extra skills so they can take over if we have a gap in filling roles.</p> <p>10. KO commented that we should be thinking about what we are doing to keep this process warmer than it is at present.</p> <p>Item 5 -People Strategy – “Our Commitments”</p> <p>1. There have been five feedback sessions – four general with staff and one with the Success & Contingency Planning Working Group. It was determined that this was not so much a strategy but value proposition of what we offer to our staff. Possible to be delivered as a short guide with links to different sections available on our website. This would be introduced as part of induction for new staff. Existing staff will have an opportunity to engage in meetings with their managers to go through it.</p> <p>2. KO made it clear that there is still a need for a People Strategy that draws directly from the business strategy of the organisation and out of that could flow ‘Our Commitments’.</p>	<p>Jarlath O’Hara (Managing Director)</p>
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<ol style="list-style-type: none"> 3. ACC commented that it was a long document to read so would be better served being on the website with links to various sections, especially if it was to be introduced as part of the induction process. 4. FOC pointed out that the Learning & Development Framework detailed in the document was one of the most important areas. He noted that some of the information related to our processes, some of it was more information heavy while other areas just detailed the organisation's commitments. It could be presented slightly differently to make it more accessible and user friendly. 5. Handover Template - ES enquired whether it was feasible to present the document as an annual requirement for completion. This could help towards having a more committed and comprehensive document which does not overload someone that is about to leave and for whom this may or may not be a priority. 6. KO suggested, moving forward, we should be thinking about including a piece around what people want to know e.g. what's this organisation like, what are my job opportunities, rewards and recognition, where do I go to access help, what perks are there etc. and behind this sections like the Learning & Development framework to respond to those questions. 7. JOH wants to hold 121 sessions with all his staff members. KO gave an example of an all staff activity where people were asked what needed changing, that was both fun and impactful in empowering staff - the list was reviewed against what was needed for it to happen - 'Act of Will', 'Act of Skill', 'Act of God'. It could generate an ongoing checklist, a point of reference and showcase things that have gone well. 8. KO - If there are cyclical trends, what can we do to think about work plans during the quieter periods e.g. the first term is the most intense period for the OTs. What support is in place to help them manage this? 9. Metrics – Important to have measures by which to assess how we are doing in this area and will help with data for the Balanced Scorecard and KPIs. KO pointed out that we need more quantitative data as a measure e.g. how much are our staff costing us, how much is recruitment costing us. There also needs to be positive ones e.g. learning & development. 10. IIP – KO enquired whether we were worried about retaining our gold status. JOH explained there is a completely new framework requiring us to hit all levels within a maturity scale in order to achieve the gold accreditation. The requirements are very 	
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<p>different to the old standard and we need to be able to prove that our practice is embedded within the organisation. There is a level of uncertainty as to whether we can achieve the gold but the whole organisation is working hard towards it.</p> <ol style="list-style-type: none"> 11. JOH informed the committee that he had committed to share the People Strategy draft with staff on the 18th December but he required clarification on which areas were ready to be shared. KO suggested that JOH meet with JF and herself to discuss the higher level People Strategy and what information staff should receive. 12. Learning & Development framework –JOH commented that feedback on this had been very positive. 13. KO stressed the importance of making development a more ongoing and conscious thing. Is each staff member responsible for their own development? JOH shared that in the past few years the training budget has not been spent. This was partly because the College runs free courses, staff are doing lots of things around peer shadowing, coaching & mentoring but not necessarily spending money as part of their CPD. 14. KO asked whether we could tap more into the Learning Development Centre, trial more Lunch & Learn sessions. JOH to pick up conversation with LDC especially around identified priority areas across the Union / Management Team. <p>Item 6 – Structural Changes.</p> <ol style="list-style-type: none"> 1. KO pointed out that this should have come to the Appointments & Remuneration Committee before it was picked up at Board. While the managing director has power to appoint as he sees fit, it is sensible to consult the A&R Committee if reviewing organisational structure and issues. 2. JOH will make a decision about who he appoints as the new Head of Commercial Services by the end of the week and will share with staff shortly afterwards. It is hoped this new structure will help shape SMG so they can become more strategic in their focus. <p>Item 7 – Trustee Recruitment</p> <ol style="list-style-type: none"> 1. There are two positions to fill – one a student appointed and the other a replacement for the Chair of the Finance & Risk Committee. 2. With regards to the Chair's position JOH pointed out that we could go to advert for a cost of approximately £300. It could cost us £500 -£1,000 to run this ourselves. We could engage an agency to run the entire process for us at an approximate cost of £5,000. 	<p>Kate Owen (Chair of A&R), Jill Finney (Chair of Board) and Jarlath O'Hara (Managing Director)</p> <p>Jarlath O'Hara (Managing Director)</p> <p>Jarlath O'Hara (Managing Director)</p>
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<ol style="list-style-type: none"> 3. JF will provide us with the job description used from Warwick University which needs updating. JOH has been in touch with Emma Harvey to recall job descriptions we used for recruiting JF and KO. KO pointed out we do need more diversity in our recruitment process. 4. JOH noted that we can advertise cheaply but do we have the reach and network to attract the right candidate? 5. JOH will work on the job description and circulate to A&R and Jill Finney to agree. Then a decision can be made as to whether we go to advert or enlist the help of a head-hunter. 6. There needs to be an agreement on the job description for the student appointed trustee position and who sits on the panel for recruitment. ACC agreed to draw up a list of desirable and essential criteria for the student appointed trustee role and circulate to A&R and Jill Finney. 	<p>Jarlath O’Hara (Managing Director)</p> <p>Chippy Compton (Union President)</p>
<p>Item 8 - AOB</p> <ol style="list-style-type: none"> 1. Next meeting to be arranged for February 2018. <p>Areas to consider for next agenda:</p> <ol style="list-style-type: none"> 2. People strategy and progress <ul style="list-style-type: none"> • Social media policy • Safeguarding 	<p>Angela D’Souza (Administration Support Manager)</p> <p>Angela D’Souza (Administration Support Manager)</p>