



The second ordinary meeting of the Appointments & Remuneration Committee for the 2017/18 session, was held on Tuesday 13 February 2018 in Meeting Room 6, Beit Quad at 11am.

Unconfirmed minutes

Present:	Kate Owen	Appointment & Remuneration Chair
	Alex 'Chippy' Compton	Union President
	Fintan O'Connor	Deputy President (Welfare)
In Attendance:	Jarlath O'Hara	Managing Director
	Angela D'Souza - Clerk	Administration Support Manager
	Jomana Al Ahmad (Observing)	Administration Support Officer
Apologies:	Eric Suen	Student Trustee

Item 1 - Welcome	Action
<ol style="list-style-type: none"> 1. Chair welcomed the group to the second meeting of the 2017/2018 year with special reference to JAL, the new Administration Support Officer, who was observing the session 2. Chair pointed out that the membership within this committee should be balanced. There are occasions when it will be appropriate to involve an additional External Trustee. ACC would check whether ES would be available for future meetings. 	<p>Chippy Compton (Union President)</p>
<p>Item 2 - Conflict of Interest Declaration</p> <ol style="list-style-type: none"> 1. None declared 	
<p>Item 3 - Apologies</p> <ol style="list-style-type: none"> 1. Eric Suen 	
<p>Item 4 - Minutes to Consider from 14th November 2017.</p> <ol style="list-style-type: none"> 1. Approved as a fair record. 	
<p>Item 5 – Progress, Updates on the Organisation</p> <ol style="list-style-type: none"> 1. JOH reported that since the last committee meeting, one staff member from the administration team had left the company and two new people have been hired in replacement. One permanent Administration Support Coordinator role and one part time Administration Support Officer. 2. FOC reported that a Democracy Coordinator was also hired on a part time basis. 3. JOH reported that the Head of Commercial Services had identified a potential entry level pay disparity between Retail, Bars & Catering staff. 	

<p>This involved 15 full time staff, a third of whom would be affected by the pay rate. HoCS is currently liaising with HR. The annual cost of this pay restructure is estimated to be £12k.</p> <ol style="list-style-type: none"> 4. KO explained that there needs to be a clear coherent recruitment and remuneration policy to offer guidance in situations such as this. 5. There needs to be a plan for the fact that there are some more transient roles than others e.g. Coordinator/ Administrator type roles. 6. FOC commented that we should perhaps consider the 'flight risks' and build this into the planning; a sense check of individuals seeking alternative employment and those who want to stay. 7. KO responded that this should be down to divisional heads to track. It should form part of looking ahead & planning. We should be thinking about sufficient handover and covering staffing gaps. 8. JOH reported that the turnover was still high with one person leaving per month. He suggested revisiting the staffing model, to ensure that there is flexibility in the core and with fixed term staff to allow constant free-up of resources. More consideration was required to project staff. This needs to be factored in more in the next budget round. 9. KO suggested the need to map out the numbers and reasons for staff turnover across the directorate and look at the positions where staff turnover is expected. This would assist with the People Strategy. <p>Item 6 - People Issues & Priorities.</p> <ol style="list-style-type: none"> 1. KO asked JOH what his main focus areas were for the next six months. He responded that the IIP and developing the People Strategy were important. 2. KO explained that the People Strategy should include: <ul style="list-style-type: none"> 'Our Culture and Values'- Who we are and what we stand for 'Recruitment & Reward Strategy' – Our people, skills we need and how we reward them. 'Retention policy' – To underpin the learning & development strategy, what support is on offer. 'HR policies' – Are they comprehensive enough 3. Discussion followed around the IIP framework and the online survey which will help gather feedback from current staff. ADS pointed out that the most common feedback for improvements to date included: inconsistency of strong leadership, increased communication and clarity regarding reward and recognition. 	<p style="text-align: center;">Jarlath O'Hara (Managing Director) and Angela D'Souza (Administration Support Manager)</p>
---	---

Appointments & Remuneration Committee

<ol style="list-style-type: none"> 4. KO requested a copy of the IIP framework. 5. KO proposed arranging a follow up meeting for the end of May once the IIP accreditation feedback was made available. 	<p>Angela D’Souza (Administration Support Manager)</p> <p>Angela D’Souza (Administration Support Manager)</p>
<p>ACC joined the meeting at 11.35am</p>	
<ol style="list-style-type: none"> 6. FOC pointed out that he felt invested in and valued and the same should apply for all staff members. He found the 360 review very helpful. 7. KO posed the question ‘How good is communication across the organisation?’ JOH responded by saying that communication could be improved from all senior staff. 8. KO commented that SMG need to consider how we are communicating to staff about learning and development opportunities. 9. JOH explained that SMG begin the year with 4-5 key achievables. They each have a 360 appraisal and follow the same PDR process as the rest of the staff. KO suggested that his may need sharpening up. JOH agreed to look at this with SMG and report back. 10. KO posed the question ‘Do we have a bonus associated to performance?’ JOH explained that there is the opportunity to make a bonus payment and that we fit in with HR policy on this. We communicate this well to staff when the annual process occurs but this can mean new starters will not hear about this until the next cycle. ADS suggested including this information in the emerging Induction Handbook. 11. KO added that rewards information should be present online under the College policy and made available to all staff. 12. JOH agreed to complete the People Strategy by the end of May, using the constituent parts of the feedback from IIP to build it. 	<p>Jarlath O’Hara (Managing Director)</p>
<p>Item 7 - Appointments</p>	
<ol style="list-style-type: none"> 1. Two positions remain to be filled, one external trustee, for which interviews are currently being held and the other a student trustee. ACC suggested Lin Zueng is eligible to be re-appointed for one more term. ACC to follow up with LZ. This will need to be ratified at Council. 2. ACC pointed out the criteria for the student trustee position may need to be revised, and asked if the essential/desirable criteria needed to be changed. 	

<ol style="list-style-type: none"> 3. JOH suggested removal of some of the desirable criteria as it might prevent people from wanting to apply 4. ACC agreed to formulate a sensible job description, which included some desirable criteria, and circulate it. It was also agreed that this should be done after the Leadership elections, which finish on the 9th March. 5. Members unanimously agreed that KO should renew her term in office. In her role as Chair she can extend what is in the constitution, which currently stipulates three years. JOH agreed to check this with JF. 	<p>Chippy Compton (Union President)</p> <p>Jarlath O’Hara (Managing Director)</p>
<p>Item 8 - Officer Trustee Support and Handover</p> <ol style="list-style-type: none"> 1. KO asked OTs present if there were any areas they needed support with in terms of their handover to incoming officers and the handover they received. 2. ACC noted that the handover should be more organised. She pointed out that there were some improvements since last year. However there was still room for further improvement. 3. FOC pointed out that holding onto institutional knowledge was a challenge. He suggested creating a year card specific to events that the OTs could focus their work on, would be a useful resource. 4. JOH reiterated the above point. KO made a suggestion to create knowledge capture videos as handover material. ACC will work on building a knowledge bank for successors. 5. FOC commented that there were quite a lot of presentations during induction. He would have benefited from shadowing the person he was replacing. FOC noted that he only had five contact days of the ten planned days. 6. ACC suggested that there needs to be a more organised induction from the start of the Residential. Handover runs from the 13th July – 27th July. 7. JOH followed this by saying that the induction of a Trustee is the biggest piece to improve as opposed to the induction of an Officer. There exists a standard handover document but it does require amending for the OTs. It is down to the level of commitment by the exiting OT that determines the quality of the handover. 8. JOH agreed to meet with staff and OTs to ascertain what needs to be in the handover and discuss what has been their biggest successes and barriers. This will form part of the May agenda. 	<p>Fintan O’Connor (Deputy President Welfare)</p> <p>Chippy Compton (Union President)</p> <p>Jarlath O’Hara (Managing Director) Angela D’Souza (Administration Support Manager)</p>

Item 9 - Emerging Policy Issues

Malcolm Martin joined the meeting at 12.20pm to report on data protection, student/staff pay rates and the gender pay gap.

1. KO acknowledged and thanked MM for the presentation he gave at Board on the 1st February regarding GDPR.
2. Discussion moved to student pay rates. MM pointed out that the casual work contracts (12 weeks with a gap) are in line with policy and there has been no objections from College regarding this work pattern.
3. JOH pointed out that it was HR revisiting this policy to check whether there was a fair, consistent approach across the piece. HR was preparing a report for the Provost Board to approve and wanted some information regarding Union practice.
4. MM reported that all students, irrespective of age, were paid a top tier rate and this is due to increase in April 2018.
5. He also reported that previously there were eight different pay rates for temporary student staff and the work on building a competency framework has resulted in a reduction to just four. There may be some scrutiny around this.
6. MM also reported that the annual leave entitlement of 12.07% was included in the hourly rates. College are happy for this roll up but it is a legal contention as the issue is that the point you take your leave is the point you should receive your leave payment. Holiday pay is a legal requirement regardless of being a casual worker.
7. MM requested that the committee approve the 4.4% uplift. This will then go to Leadership for debate before publishing on the website. The committee approved the uplift.
8. KO did comment that there should be some rigour around this before communicating back to College HR. She added that we should go back to HR explaining that we want to give our students opportunities to have proper work experience.
9. Gender pay gap discussion began and the key point was to establish that there was a lower number of females in management positions but that this did not necessarily point to a gender pay gap.
10. JOH mentioned that the Union is not obliged to publish a mean and median of pay rates for each gender online as we do not have 250 staff members within the organisation. We are satisfied that that the pay we are giving to our staff is fair, based on experience and irrespective of their gender.

Malcolm Martin (Head of Finance & Resources)

Malcolm Martin (Head of Finance & Resources)

<p>11. KO requested that this return to the committee for discussion in May.</p>	<p>Angela D'Souza (Administration Support Manager)</p>
<p>Malcolm Martin left the meeting at 1pm.</p>	
<p>Item 10 -Sabbatical Accommodation Policy</p> <ol style="list-style-type: none"> 1. ACC posed the question of whether this policy should be scrapped or re-evaluated. She asked if officers should be obliged to live in halls during their appointment period. 2. KO pointed out that the sabbatical accommodation is optional, therefore, the wording in the policy needs to be revised to ensure the correct message is presented. She suggested a removal of the word policy. 3. JOH to explore the tax and financial implications for OTs taking up this accommodation. 4. ACC to re-write the policy and present it as an information guide. 	<p>Jarlath O'Hara (Managing Director) Chippy Compton (Union President)</p>
<p>Item 11 - Delivering Our Strategy/ Balanced Scorecard</p> <ol style="list-style-type: none"> 1. JOH asked if any changes should be made to the Balanced Scorecard. Is there something different we need in respect of staff data? 2. KO thought it should remain as it was at this point in time but we could be thinking about key questions - what is the input, output and outcome represented by the Balanced Scorecard. 3. Once the IIP findings have been collated KO suggested we will be better placed to review what we might need. This will form part of the May agenda. 	<p>Angela D'Souza (Administration Support Manager)</p>
<p>Item 12 – AOB</p> <ol style="list-style-type: none"> 1. FOC raised an additional point regarding TOIL and JOH confirmed that the process for TOIL needs to be streamlined across teams. 2. KO suggested that better communication is to be circulated to staff regarding TOIL. <p>1. Next meeting to be arranged for May 2018. Agenda to include an update of issues for inclusion.</p>	<p>Jarlath O'Hara (Managing Director)</p> <p>Angela D'Souza (Administration Support Manager)</p>