



PEOPLE, APPOINTMENTS & REMUNERATION COMMITTEE

The first ordinary meeting of the People, Appointments & Remuneration Committee for the 2018/19 session, to be held on Thursday 6th Sept 2018 in Meeting Room 6, Beit Quad at 3pm.

Unconfirmed minutes

Present:	Kate Owen	Appointment & Remuneration Chair
	Alex 'Chippy' Compton	Council Chair
	Becky Neil	Deputy President (Welfare)
	Robert Tomkies	Union President
	Alejandro Luy	Deputy President (Education)
In Attendance:	Jarlath O'Hara	Managing Director
	Angela D'Souza	Administration Support Manager
	Jomana Al Ahmad (Clerk)	Administration Support Officer
	Shola Alabi	Senior HR Manager
Apologies:	Stephen Naulls	Student Trustee

<p><u>Item 01 - Welcome and Chairs Business</u></p> <p>1. The Chair of PARC sent an apology for the delay in attending the Committee and RT stepped in as Chair of the Committee for this meeting. RT welcomed the Committee to the first P, A&R committee of the AY 18/19.</p> <p><u>Item 02 – Conflict of Interest</u></p> <p>1. No Conflict of Interest declared</p> <p><u>Item 03 – Apologies</u></p> <p>1. Stephen Naulls</p> <p><u>Item 04 – Minutes to consider from 23rd May 2018</u></p> <p>1. The minutes were confirmed as an accurate record of the meeting held on 23rd May 18.</p> <p><u>Item 05 – Action tracker</u></p>	<p>Action</p>
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1. RT updated the Committee that the appointed student trustee JD was redrafted and positive feedback was received on the new JD
2. OT handover, ACC mentioned that the committee decided to have oversight of handover documents for OTs and what they should contain. BN and RT and AL commented that they were given handover documents which were very useful and suggested that a template would be useful for all OTs to complete at the end of the year
3. SA pointed out that a checklist may be more appropriate, AL confirmed that he will oversee the creation of an OT handover checklist
4. Behavioural conduct was included in the OT induction and Staff/SABB relationship was covered to ensure that they are aware of how to deal with any issues at work and where to channel these issues
5. JOH mentioned that the action point regarding the compilation of guidelines for informal disciplinary procedure for SABBs is yet to be completed
6. AL enquired about whether does development opportunities within the people strategy include promotion pathways, JOH responded that promotion is the implicit outcome of development but it is not communicated explicitly
7. Student survey – JOH asked the committee to make a decision regarding whether to join the College survey, the committee confirmed that the Union will continue to join College's staff survey this year

AL to liaise with OTs to create a handover checklist

Item 06 – People /staffing issues

1. JOH updated the committee that Board Away Day took place on 11th Sept and the focus in terms of staff was the increasing feeling that staff have high workloads, and how the Union should ensure that staff are disciplined to prioritise
2. JOH added that the missing aspect from the agenda for this meeting is project and programme management, and how to make informed decisions about what the Union can and cannot do
3. BN pointed out that a reason for the issues with high workloads might be that efficient processes are not in place to help staff do less, such as process mapping and improving efficiencies and automation
4. BN asked if management expect staff to shape their jobs or if they we want it to be rigid? JOH

JOH to put together guidelines for informal disciplinary process for SABBs

responded that there are two different approaches to managing staff work and JDs, either to make it either very rigid or to give them full freedom to take on opportunities outside of their JD

5. JOH added that part of the solution is to encourage managers to explain the requirements of the role and make it clear that the additional optional work is extra and that it is a development opportunity
6. JOH mentioned that management skills are also very important in this issue, and he suggested that management should be more directive with Staff
7. AL enquired about whether are promotion routes are clear in every role, JOH responded that promotion routes are clear however there is a limitation as the number of people within the organisation reduces as you go up in hierarchy
8. SA suggested that the Union must look at development in a broader way and ensure that this is clear to the staff member
9. JOH pointed out that this is primarily an issue with teams who are student facing, and the large demand that will come from students
10. ACC asked about the support given to managers to ensure that they are having these conversations with staff
11. ADS responded that HR workshops and briefings are recommended to staff however attendance is optional, SA suggested that College HR could design the training for the Union as mandatory
12. SA also suggested that the LDC could make a tailor made session about delivering difficult conversations
13. RT enquired about whether SMT have the forum to communicate about this matter. ADS, mentioned that SMT have never suggested to discuss this point, and they will welcome the opportunity to do so
14. SA mentioned that the issue might be that they are not able to talk about this issue to their peers so it might be better to bring a facilitator to bring up themes arising, ADS agreed that this will be very useful to have
15. Staff wellbeing programme – ADS summarised the contents of the paper by mentioning that a well being programme proposal will be delivered to SMG at the end of September with a plan of implementation
16. JOH pointed out that staff wellbeing issue did not explicitly emerge from IIP as a theme

JOH to include explicit reference to promotion pathways within the strategy

however it has become one as it is the underlying issue for many of the themes which emerged

17. ACC added the we should ensure that the message should be that the IIP is not the reason for focusing on wellbeing and ADS mentioned that she is looking at an accreditation which is specific for wellbeing

Item 08 – IIP action plan

1. ACC noted that the IIP action plan does not have many dates following the assessment, this must be included to ensure a year long plan, JOH added that it must be made it clear which actions are ongoing
2. JOH noted that repeated communication is very important about the message around IIP

Item 07 – People Strategy

1. JOH mentioned that a draft of the People Strategy was circulated last time, it was updated since but it is not yet complete. JOH added that the audience of the strategy is all staff and the purpose is for Board to be aware of the choices which are made about people within the Union
2. JOH pointed out that the strategy has been continuously updated over the past few months and it will now be published as is with a plan of implementation
3. RT suggested treating the people strategy as a work stream with many different building blocks which are continuously reviewed and added/removed
4. The Committee agreed that the document should be published with a room to continuously review the people issues as the priorities shift every year

KO joined the meeting at 14.20pm

Item 09 – Exit interviews

1. JOH summarised the paper by mentioning that the major new theme in the feedback is inconsistent leadership, however many of the issues which emerged in the previous year are similar
2. BN enquired about the induction process and whether this should be reviewed by staff immediately after their induction
3. SA responded that the staff give their feedback about induction to their managers at their probation meeting, however people contact HR after probation to mention that they are not

SA and ADS to organise tailored training to manners regarding communicating development opportunities

happy to sign the probation form as they are not able to give honest feedback to their managers

4. KO enquired about whether it is clear for staff within the Union who to escalate a HR issues towards, ADS responded that most Staff contact her for HR issues and she is continuously signposting them to College HR services
5. JOH suggested making it explicit the staff must go to their line manager or any higher managers, and the second route of escalation is HR

Item 10 – AOB

1. ACC suggested including the people section of Balanced Scorecard as a standing item to the forward agenda
2. KO apologised for the delay in attending the meeting and thanked RT for stepping in as Chair

ADS to add to SMT agenda

JOH to include ongoing actions on the IIP plan to showcase that it is an ongoing plan following assessment

**JOH to circulate the People
Strategy to Committee for
feedback**

	<p>JOH to ensure that HR issue escalation routes is communicated to all staff within the Union</p> <p>JA to update the forward agenda</p>
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Date of next meeting 15th Nov 2018