



PEOPLE, APPOINTMENTS & REMUNERATION COMMITTEE

The second ordinary meeting of the People, Appointments & Remuneration Committee for the 2018/19 session, to be held on Wednesday 14<sup>th</sup> November 2018 in Meeting Room 6, Beit Quad at 12pm.

Unconfirmed minutes

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

<p><b><u>Item 01: Welcome and chairs business</u></b></p> <p>1. The Chair welcomed the Committee members to the second People, Appointments and Remuneration Committee of the Academic year 18/19.</p> <p><b><u>Item 02 – Conflict of Interest</u></b></p> <p>1. No Conflict of Interest declared</p> <p><b><u>Item 03 – Apologies</u></b></p> <p>1. Shola Alabi</p> <p><b><u>Item 04 – Minutes to consider from 17<sup>th</sup> Sept 2018</u></b></p>	<p><b><u>Actions</u></b></p>
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1. The Chair requested a correction of the meeting minutes date and time
2. The minutes were confirmed as an accurate record of the meeting held on 17<sup>th</sup> Sept 2018.

**JA to update the minutes**

**Item 05 – Action tracker**

1. AL updated the Committee that the handover checklist is a work in progress and a draft will be presented next meeting
2. ADS updated that Committee that she has liaised with SA regarding tailored training for managers though it is not yet finalised and ADS is currently collating a list of essential training for managers

**AL to update the committee next meeting regarding the OT handover checklist**

**Item 06 - people/staffing issues**

1. JOH updated that Committee that the Senior Management Team is currently at full capacity with 4 SMG members in the office, this includes 2 interim positions with measures in place during the transition period for certain teams
2. JOH added that there is currently a significant theme around wellbeing, which is mainly reported as being caused by resource and capacity, JOH focus is on decision making and prioritisation to deal with this issue as well as the wellbeing proposal
3. JOH added that he is currently a member of the safeguarding Committee and is the Unions local safeguarding officer, he added that work should be done to communicate the policy to Union Staff
4. KO asked the Committee members for comments on the key points mentioned by JOH, BN agreed that prioritisation is a major issue, RT asked if guidelines on how to prioritise can be put together as this is also an issue for OTs
5. KO enquired about how a priority can be determined, and suggested that work must be mapped out within staff teams and divided into: must do, should do and could do categories
6. JOH pointed out that the business plan should be used as a guideline of what must be done, the objectives within should be reflected in staff PDRs and if and objective is not present in PDRs, the reasons it should be investigated
7. ACC pointed out that the Business Plan sets the direction for staff, however for OTs there is another layer of complexity as Board/Council also add on extra workload, additionally, there is little free capacity in the OTs schedule to take on extra tasks
8. AL pointed out that delegation is also an issue and it may not be happening sufficiently, in addition to inefficiencies which add to staff dissatisfaction
9. AL suggested empowering staff and managers to be more in control of delegating and prioritising and enquired about

the mandatory training that management staff receive as they are appointed, JOH responded that there is a process of induction however current specific management training is minimal for both SMT and SMG

10. KO suggested designing a solution to address these problems with the use of external consultation, KO added that workshops must be designed and the SMG team should review the training given to managers
11. KO suggested holding a brainstorming session involving PARC members to design a solution for the issues mentioned
12. ADS added that there is a perception issue in terms of the roles and what is required from them, additionally the main feedback received includes the lack of support from managers and confidence in them and whether managers are aware of the wellbeing of their staff
13. KO concluded that the diagnosis of the issues is very thorough, however an action plan is required, starting with a problem solving meeting with various members of this Committee. Proposals should be brought to the next PARC meeting with an action plan to move forward
14. SN enquired about whether there is a process in place at the start of the year for OTs to define their objectives and the actions/projects they are going to undertake throughout the year
15. ACC responded that the manifestos of the successor OTs are incorporated into budgets by the existing OTs to an extent, JOH added that the April residential aims to set the successor OTs plans, BN responded that at this early stage OTs are unable to get a rigorous plan in place as they are still familiarising themselves with the Union and their roles
16. KO pointed out that more rigor is needed during the transitions between previous and incoming OTs
17. JOH added that we must understand and accept the model of working of the Union, ACC mentioned that this model entails accepting that current OTs are mainly working to improve and set a plan for the future OTs and it is important for OTs to focus their attention on longer term planning and vision
18. AL commented that currently, OTs are drawn into now issues due to the issues being faced by the organisation, KO suggested that OTs focus this year on trying to resolve this issue for future OTs
19. ACC suggested empowering OTs more during their induction to think long term and provide a clear picture on how they should approach the coming year
20. BN enquire about staff wellbeing by asking about how the responsibility of this organisation towards staff wellbeing should be defined, JOH responded that the Union defines this in line with College

**JOH to organise a brainstorm session to map out solutions for staff dissatisfaction issues**

21. KO responded that wellbeing is a struggle amongst many universities, AL pointed out that the approaches can either be reactive or proactive, and a proactive approach is easier to undertake
22. JOH pointed out that College does also have a proactive approach to an extent, however, the Union must do more local proactive initiatives to promote wellbeing
23. KO pointed out that the purpose is creating a positive climate, and ensuring that people volunteer to organise initiatives
24. ADS commented that the paper presented outlines the ideal picture of what the organisation can do to promote staff wellbeing, however the challenges are: who is leading? what is the budget dedicated to wellbeing? and whether there is support from managers
25. RT pointed out that it is important to not create a distraction for staff and deal with the main issues, which pertain to workloads and prioritisation
26. SN pointed out a missing point in this paper with regards to wellbeing issues due to students for some teams, and staff should be supported in terms of dealing with this issue
27. ACC questioned whether the Union currently meets safeguarding expectations regarding student volunteers as the Union's policy only deals with members under 18, JOH agreed to explore and mentioned that he will discuss this with the safeguarding committee

**JOH to discuss volunteer safeguarding with the safeguarding committee**

**Item 07 - Policy/process matters**

1. JOH briefly mentioned that the Union follows College policies and processes in the vast majority of circumstances and in all issues that relate to contracted staff, however for sabbatical officers this is different, he then asked the committee for feedback on the proposed actions
2. RT enquired about whether we need more than informal guidance on discipline
3. ACC responded that the Bye-laws currently outline the disciplinary for a trustee role vs a sabbatical role
4. JOH mentioned that a clear guidance is needed to deal with this issue, SN added that more formal guidance is also needed for performance management as the current guidelines were not easy to follow last year
5. JOH mentioned that a working group will be set up for put together guidance and SN volunteered to be involved in this based on his experience in previous years issues
6. JOH added that the applicability of certain pay processes such as the increase in spine level after passing the probation period will also be addressed for SABBs, this will be applied to previous years' OTs and the current OTs will sign a new contract to ensure fairness in application

**JOH to set up a working group to compile informal guidance on discipline and a performance management process for sabbatical officers**

7. RT enquired about whether the risk has been measured for previous years and JOH responded that this needs to be checked with HR
8. JOH updated the committee that the pay relativity review exercise has been completed this year and reported that there was an issue with the staff understanding of the criteria: that performing well in their job is different to doing something on top of their role expectations
9. ADS pointed out that the initial communications were not clear regarding pay relativity and staff were unsure why they had to write their own reasons as opposed to their managers. Additionally, staff felt that 'achieving excellence' could be a subjective view and were unsure whether there is an actual process to follow to ensure fairness
10. KO suggested that team leaders should complete this for their staff in the future
11. JOH pointed out that there is a process and a criteria that is followed

**JOH to check the change in pay process for OTs with HR**

**Item 08 – IIP Action plan**

1. KO stated that the importance of the IIP action plan was to ensure that we create the right environment for staff and asked whether the list aligns with the previously discussed wellbeing and people strategy lists
2. JOH responded that all lists link together and are combined in the business plan as master list of what must be achieved
3. AL suggested combining all actions into one list for managers to ensure clarity
4. ADS pointed out that some of the actions listed already take place within certain teams, however it is not embedded across the Union, this falls under the responsibility of staff and managers, JOH added that a key objective is to reinforce a 'modelling behavior' with SMG to SMT and so on
5. KO suggested involving senior managers in delivering the training to ensure that they are involved in the push towards this culture change

**JOH to create a single list of people related actions**

**Item 09 – ToR**

1. The committee suggested a wording change on remit point number two from: any issues that he requires help to 'any issues that they require help with'
2. The Committee approved the ToR subject to the suggested change

**Item10 - AOB**

1. SN enquired about whether the disability issue raised in the wellbeing survey was addressed and ADS confirmed that it has been dealt with.

**JA to update the ToR**

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