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## Summary Minutes

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**Summary Minutes of the meeting of the  
STAFF CONSULTATIVE COMMITTEE  
held on Tuesday 29 April at 12.00noon  
Committee Room E, 1<sup>st</sup> Floor, 25 TNC**

**Present: Management representatives**

Kathleen Reeves (Chair)  
Jane Cathrall  
Peter Soden

**Employee representatives**

Chris Cherlin  
Adrian McCarthy  
Alison Newton  
Briain Kavanagh  
Colin Sneddon  
David Grippman  
Ferguson Jack  
Katrina Hackett  
Mike Ginnelly  
Terry Saunders

**In attendance:** Kirstie Cole, Executive Assistant to the HR Director  
Louise Benton, Secretary  
Manager, HR and Development  
Manager, HR Corporate & Pensions Team (for items 1- 6)  
Associate, HR Reward Team (for items 1- 4)

### **1. Preliminaries**

There were apologies from Ben Dubow and Roger Breavington.

The Staff Consultative Committee (SCC) noted:

- Kathleen Reeves would be acting as Chair of the SCC while she was acting Chief Operating Officer;
- the staff reps concern about Kathleen Reeves' potential conflicts of interest given her long term role as HR Director, which she and the secretary would ensure were managed appropriately;
- Jane Cathrall was the acting HR Director and therefore would be a member of the SCC;
- following the conclusion of Peter Soden's term as a management rep in May, he would become a permanent attendee at the SCC meetings given his role as the Director of Services;

- the update on the recruitment of the management reps which was due to be finalised in early May;
- Alison Newton and Ferguson Jack had become staff reps since the last meeting of SCC; and
- the Executive Assistant to the Director of HR would be observing the meeting.

The Committee also thanked the former Chair of the SCC, Clive Briault and Peter Soden for the work that they had undertaken as management reps on the SCC;

## **2. Minutes of meeting held on 28 January 2008**

The minutes of the meeting held on 28 January 2008 were approved subject to a minor change.

## **3. Matters Arising**

The matters arising from previous meetings were noted including the following points:

- the categorisation table would be used to ensure a more consistent approach to engagement with the staff reps and to help manage the staff reps' expectations.
- in order to assist the staff reps to use their time more effectively management would state:
  - why the staff reps' input was required;
  - what the staff reps were expected to do;
  - the anticipated timing for input by the staff reps; and
  - if it was not possible to involve the staff reps. at an appropriate stage to explain why.

## **4. Review of the hot topic on appraisals**

### **i. Analysis of the hot topic**

Colin Sneddon reported on the findings highlighted in the paper on the hot topic on appraisals and 360° feedback.

The SCC agreed that:

- the inclusion of divisional information had been useful;
- HR would respond to the staff reps' analysis on the hot topic;
- the staff reps would consider providing the areas identified within the Services Division to Peter Soden; and
- management should consider reviewing the number of people able to participate in 360° feedback, given that managers of larger teams may be able to influence the tone of the comments through their choice of participants in the exercise.

### **ii. Performance Grading Structure**

Terry Saunders outlined the issues highlighted in the paper including the staff reps' recommendation that a 4-grade performance structure should be implemented across the FSA.

It was agreed that:

- it was impossible to create a performance grading structure that was perfect;
- managers still need to improve their performance in relation to the use of the performance grading structure; and
- management would review the performance grading structure.

### **iii. Clarification of constructive challenge**

The SCC agreed that:

- it was difficult to resolve the issue of characterising constructive challenge;
- issues associated with constructive challenge were linked to the problem of poor feedback by some managers to staff. For example, some managers failed to report back to their staff following the 360° feedback exercise. Consequently, the staff reps suggested that managers should be compelled to report back to their staff on this subject;
- the implementation of the Conduct Principles may provide appropriate clarification of constructive behaviour; and
- suggestions in relation to clarifying constructive challenge should be given to Terry Saunders.

The Associate from HR left the meeting.

## **5. HR Transformation**

### **i. People Transition**

### **ii. Target Operating Model and Target Operating Design**

The Committee noted Jane Cathrall's presentation on the HR transformation and the following points:

- the target ratio for HR employees in relation to other employees had not been determined
- the change programme for HR would take about 2 years to fully implement;
- this was not the start of the formal consultation process which was scheduled to commence within the next 2 weeks;
- the staff reps would be provided with a copy of the communications plan which should include clarification on the issue in relation to discussions with managers; and
- management would consider the most effective methods to consult with the staff reps given lessons learned from previous transformation projects (i.e. IS and Enforcement).

### **iii. HR Policy Review**

The SCC noted:

- the presentation on the HR Policy Review; and
- the request for 2 staff reps to work closely with the Policy Review Team.

## **6. FSA Diversity Audit**

The SCC noted the presentation on the FSA's Diversity Audit and agreed that they were content with the approach outlined.

The manager from the HR Corporate & Pensions Team left the meeting.

## 7. Staff Survey

The SCC noted:

- the 'All Staff' communications would be issued in June on work undertaken in relation to ExCo's areas of interest following last year's survey (i.e. career progression, some aspects of leadership, equality of opportunity and speaking up);
- a network would be established to share good practice in relation to the issues highlighted above;
- the staff survey would run again for 3 weeks in the Autumn;
- the suggestion that the Staff Survey should be run every other year rather than on an annual basis; and
- the staff reps would provide feedback on the Staff Survey (if appropriate).

## 8. Making a Real Difference

The Committee noted:

- the central Making a Real Difference (MaRD) team was being disbanded;
- OpCo would be responsible for overseeing work associated with the MaRD programme;
- the staff reps concern that:
  - MaRD behaviours had not been embedded across the FSA; and
  - disbanding the central MaRD team at the same time as issuing the Conduct Principles was sending mixed messages to staff.

## 9. Report on recent Staff Reps meetings

The staff reps updated the Committee on:

- i. the Strategic Review of Rewards meetings which had been an open forum for discussion;
- ii. Talent Management which the staff reps believed would be useful for staff, although they were concerned that the process should not be too complicated or over engineered;
- iii. the flexible benefits renewal where the staff reps had provided feedback which had resulted in changes to the proposed flexible benefits notwithstanding the tight timetable;
- iv. the lift Refurbishment project which had achieved a key project milestone;
- v. the meeting with Hector which had focused on a number of issues including bonuses.
- vi. the various meetings that had taken place regarding FSA re-structuring including Risk, Finance and Planning and Permissions, Decision and Reporting;
- vii. the Union arrangement which they believed could be more accessible to staff (e.g. by providing basic information including an application form on each floor);

Judy Hamilton reminded the SCC that the Union had no representational rights on behalf of FSA staff members;

- viii. Raising the profile of the staff reps project which could be supported by management specifically acknowledging for example at the HoDs and Directors briefings the contribution made by the staff reps on an issue;
- ix. Conduct Principles where the staff reps had been able to add value even though the staff reps believed the process could have still been enhanced through more timely engagement; and
- x. the refurbishment of the staff restaurant and the first floor conference suite which would start shortly and may cause some disruption to staff.

It was agreed that:

- the staff reps would be involved in the wider debate on how to implement the Conduct Principles;
- lessons had been learned in relation to how the bonus issue had been communicated to staff and that management would review the information that was provided to staff in relation to this issue as statistics were often open to misinterpretation;
- availability of information on the FSA's Union should be reviewed;

#### **10. Any other business**

There was none.

#### **11. Date of next meeting**

The next meeting would be held on 7 July 2008 at 10.30am in Committee Room F.

Louise Benton  
Secretary