

- 3.2 **People and Culture Strategy:** The Committee Officer confirmed the strategy document will be circulated to Committee members following this meeting.
- 3.3 **HR Risk Register:** The HR Manager confirmed an update would be provided under Any Other Business. The full risk register document will be shared with the Governance Manager shortly.
- 4. Career Pathways Framework (Academic and Non-Academic) – PAC/26/08**
- 4.1 The HR Manager (GM) presented the framework, which provides clear progression routes for academic and professional services staff. The key distinction between progression (within-grade, PDR-driven) and promotion (formal Promotion Panel application) was clarified.
- 4.2 The Dean (MP) queried the review timeline for staff not meeting PDR objectives. The HR Manager and Committee Officer confirmed that a Requires Improvement (1) rating at any formal review point triggers a Performance Improvement Plan with its own timeline, as set out in the Staff Performance Management Policy.
- 4.3 The Staff Governor (PO) noted the value of broader staff consultation. The Chair (BM) noted that staff representatives fulfil this function and commended the quality of the framework.
- 4.4 **Decision:** The Career Pathways Framework was approved. No objections were recorded.
ACTION: GM/DG
- 5. Salary Bands Framework – PAC/26/09**
- 5.1 The HR Manager (GM) presented the framework addressing the Red risk of pay inconsistency flagged in March 2026. The framework establishes a graded pay spine for academic (Grades 5–9) and professional services staff (Grades 4–9) with defined spine points.
- 5.2 The Chair (BM) noted the importance of validating salary figures against full cost implications including NIC, employer pension contributions, and headcount modelling. The CFOO (RM), joining at this point, confirmed the bands have been carefully budgeted, modelled against the student-staff ratio and growth trajectory, and reviewed against the institutional budget.
- 5.3 **Decision:** The Salary Bands Framework was approved. No objections were recorded. The CFOO left the meeting following this item.
ACTION: GM/RM
- 6. HR Policies for Approval – PAC/26/07**
- 6.1 The HR Manager (GM) presented 15 HR policies across three areas: Conduct and Behaviour (Code of Conduct, Disciplinary, Sexual Harassment and Misconduct, Personal Relationships, Staff Conflicts, Conflicts of Interest); Leave and Wellbeing (Maternity, Paternity, Holiday and Sickness, Absence and Leave, Flexible Working, Mental Health and Wellbeing); and Communication and EDI (Staff Communication, Grievance, EDI Policy).
- 6.2 The Chair (BM) commended the work and emphasised the importance of staff training on the policies, not just publication. The Dean (MP) noted a Staff Hub (secure staff intranet) is in development where all policies will be accessible, with engagement tracking. The Committee Officer confirmed training implications for line managers are being considered.
- 6.3 The Staff Governor (PO) welcomed the policies and supported ratification.
- 6.4 **Decision:** All 15 HR Policies were approved. No objections were recorded.

ACTION: GM/IT Team

7. Middle Management Structure – PAC/26/10

- 7.1 The HR Manager (GM) presented the emerging middle management structure for Committee input ahead of staff-wide communication. The proposed Leadership Executive Team (LET) comprises the CFOO, the Dean, and the Accountable Officer, sitting above the Academic Board and SMT as an oversight body, with middle managers reporting beneath.
- 7.2 The Staff Governor (PO) sought clarification on IT coverage and the Learning, Teaching and Professional Development and Student Experience and Voice roles. The Committee Officer and the Dean clarified that Learning, Teaching and Professional Development is a role profile attached to existing lecturer roles (not a standalone post) and Student Experience and Voice sits under the Dean. On IT, the Committee Officer noted that the current working assumption is that IT sits within the Operations and Resource Manager remit; however, the Staff Governor's suggestion to explore a more explicit IT function will be considered as the structure develops, given its cross-organisational importance.
- 7.3 **Decision:** The middle management structure was noted and approved as a living document. No objections were recorded.

ACTION: DG

8. Any Other Business – HR Risk Register Update

- 8.1 The HR Manager (GM) provided a brief verbal update. Current risks include: recruitment of approximately six additional lecturers (targeting completion by end of May 2026); and forthcoming maternity leave of the Admissions Manager in July 2026. The full risk register will be shared with the Governance Manager for inclusion in the BOG pack.
- 8.2 The Governance Manager (AS) noted the Accountable Officer was not in attendance due to an oversight and confirmed he will be included in all future meetings.

ACTION: GM

9. Date of Next Meeting

- 9.1 No date was confirmed. The Governance Manager will liaise with the Accountable Officer and confirm the date of the next meeting by email. A further focused meeting may be required prior to the OfS submission deadline in late June 2026; this is not ruled out.

ACTION: AS

10. Closing

- 10.1 The Chair (BM) closed the meeting. He commended the quality of the team and the work presented, expressing confidence in LAAT's forthcoming OfS submission.

Minutes Approved By: Chair (Mr Bola Makinde)