

MANAGEMENT COMMUNICATIONS PROCEDURE

1. PURPOSE

The purpose of the Management Communications Procedure is to ensure that there is an effective structure in place which provides for involvement of all staff to generate a flow of ideas and information based on facts to direct quality decision-making at all levels, to shape company direction and policy, to set objectives, to review activity and to amend as necessary.

2. PROCEDURE

The Management Communications process consists of a series of meetings which creates a flow of information in both directions helping the Executive to formulate, plan and implement company strategy. This should be based on information which is generated by measurable trend analysis, customer feedback and other measurable outcomes. It should provide for effective staff inputs and effective recording of outputs.

The Communication Process is based on

- **meetings**
- **agenda control**
- **staff inputs**
- **meeting outputs**

The table below illustrates each meeting that takes place, inputs tabled at each meeting for discussion and the outputs that arise. The table also outlines which records exist and the frequency each meeting is held.

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Meeting	Inputs	Outputs	Record	Frequency
BOARD LEVEL				
PCC Board (Directors, Chief Operating Officer, Finance Director)	Operations Report, Financial Report, Risk reviews, Statement of Governance reviews, Strategic reviews	Policy agreements, requests for further information, decisions made, project approvals	Minutes (Reports)	Quarterly
POLICY LEVEL				
PCC Monthly Review Mtg (UL COO, PCC COO, PCC Finance Director)	Operations and strategic updates for PCC, report for each division, Strategic plan review, Quality development update, risk review	Agreement of policy recommendation for Board approval, decisions made, monitor strategic plan progress	Minutes (Reports)	Monthly
PCC Group Divisional Management meetings (held per division) (Chief Operating Officer, Deputy Chief Operations Officer, GM Student Residences, GM C&E, IT Manager,	Meetings held per division Chaired by the COO which tables operating activity reports from Student Residences, Conference & Events, Retail and Catering, Group IT. Reports include metric performance, operation developments and customer feedback	Decisions made, requests for further information, corrective actions agreed and recommendations for procedure review	Minutes (Reports)	Weekly/Bi weekly

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Visitor Centre Manager)				
PROCESS & PROCEDURAL LEVEL				
Finance Executive All finance staff	Matters arising from last meeting, finance update for each area, staff feedback	Actions agreed, decisions made, recommendations to senior management agreed	Minutes	Fortnightly
Weekly Residential Operations Meetings (GM Student Residences, Operations Mgr, Village Management Team	Weekly operations update from each village, customer feedback, staff feedback, property management update, debtors outstanding	Decisions to provide corrective action on issues raised, Agreement of matters to escalate to PCC Divisional Management Meetings for decision	Minutes	Weekly

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Conference and Events Team operations meetings (GM C&E, Business Development Managers, Administration Coordinators)	Sales activity update, Market trends and developments, sales forecast, review of marketing activities, client debtors report, staff feedback	Agreement of sales strategy and targets for the next period, Agreement of matters to escalate to PCC Divisional Management Meetings for decision	Minutes	Weekly
Quality Management Development (PCC Quality Team)	Customer feedback Log Review	Quality Improvement Plan (QIP) items agreed, Agreed actions plan for QIP's, Process review recommendations and implementation plan, recommendations for management agreement	Minutes	Monthly
Budget Meetings (Relevant department Managers and Financial Controller)	Current budget status, updated management accounts, memo of budget proposals, requests and feedback from staff	Agreement of budget allocation, Agreement of financial planning implementation, agreement of budget proposal submissions to PCC Group Meeting for approval	Budget and Notes	Annually

Less Frequent Meetings	Inputs	Outputs	Record	Frequency
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Company Annual Review Day	Annual Operational Review update presentations from each area of activity, Overview from Chief Operating Officer and Finance Director	Feedback from all staff following each presentations, idea generations, agreement of matters for further evaluation/consideration.	Minutes and Notes	Bi-Annually
Annual QMS Review Meeting	Key performance indicators, quality improvement plan status, self-assessment status, customer feedback review, feedback from each dept on resource, training and infrastructure requirements, Quality Manual, business and QMS process review	Agree actions arising from KPI review, QIP status, agree self-assessment audit schedule, Agree recommendations to management for resource, training and infrastructure requirement, recommendations arising from overall effectiveness of the QMS, determine QMS objectives for the next period	Minutes	Annually

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3. DOCUMENTATION AND RECORDS

The records produced from meetings take the form of minutes which are generally issued by the controller of the agenda and are held the relevant attendees office.

In addition, reports under agenda headings are issued regularly for some meetings e.g

- Quarterly financial reports recording management accounts
- Monthly academic year occupancy reports
- Monthly summer income forecasts

One off reports may be requested as part of the meeting process also.

In small meetings where 2/3 people meet, notes may be the main record.

4. PROCESS VERIFICATION

Evaluation of the Management Communications Procedure effectiveness is carried out using internal and external quality audits. Changes to the process are put in place as required and as appropriate.

Revision History

Version	DATE OF ISSUE	DESCRIPTION OF CHANGE	OWNER
1	23.04.08	Initial Release	Linda Stevens
2	11.03.16	Complete review of procedure and alignment to current meeting processes	John O'Rourke
3	08.12.2022	Procedure reviewed and updated to reflect the current management communications flow	John O'Rourke