

**Minutes of the Meeting of the Human Resources and Organisational Wellbeing Committee held in Room F137, Ayr Campus on Tuesday 10 September 2013.**

**Present:**

Nicki Beveridge (Chair)  
Barbara Graham (Vice Chair)  
Heather Dunk  
Stephen Greenwood  
Gordon James

**In Attendance:**

Jane McKie  
Gillian Cleland (Minutes)

**Apologies:**

Michael Breen  
Jackie Galbraith  
Bernadette McGuire

**1 Welcome and Introductions**

Nicki Beveridge welcomed everyone to the first meeting of the Human Resources and Organisational Wellbeing Committee for Ayrshire College.

**2 Declarations of Interest**

There were no declarations of interest.

**3 Terms of Reference**

The Terms of Reference were discussed with only a few minor wording changes required:

Under Duties, first bullet point – the words '*and inclusive*' would be added after the word positive.

At the fourth bullet, first line - the apostrophe would be removed at the word '*its*'.

It was proposed that the list of duties should be increased to include a clear reference to responsibility of the Committee of ensuring the College's requirements for health, safety and wellbeing.

Discussion took place about a time schedule for reviewing the document. HD advised that the document would be reviewed in 12 months' time and then annually thereafter.

**Action: JMCK to update the Terms of Reference with regard to Health Safety and Wellbeing**

#### **4 Future Committee Reporting**

Jane McKie referred to the terms of reference of the committee and the accountability and responsibilities relating to the strategic and operational planning to support the College's continuing organisational development.

JMcK explained that the College's strategic plan would in due course, provide a platform for the development of the Human Resources and Organisational Wellbeing strategy; the College's Outcome Agreement with the SFC being the main strategic document for accountability purposes during 2013/14.

The Outcome Agreement had an important focus on learning and teaching, as well as financial and organisational outcomes; however, it was important to identify for members the key HR and OD performance indicators which were being proposed for College reporting purposes during the academic year 2013/14. The committee paper had highlighted the following areas with regard to organisational and cultural development to which there would be linked performance reporting.

- Workforce profile
- Attendance levels
- Recruitment activity and staff turnover
- Disciplinary, grievance and capability issues
- Equality and diversity profile
- Continuing Professional Development (CPD) activity undertaken
- Evidence of the impact of CPD
- Accidents and incidents
- Legislative compliance

During discussion, members asked for data and information to be provided to the committee, as appropriate, with regard to staff satisfaction surveys and exit interviews/questionnaires.

Heather Dunk confirmed that the Executive Management Team (EMT) currently received regular activity reports on HR and Organisational Development and Wellbeing. This information would form the basis of the quarterly reports to the Human Resources and Organisational Development Committee.

## 5 HR Services Update Report August 2013

The committee discussed the key role that the Human Resources and Organisational Development Team would have in supporting the development of a 7-star culture for Ayrshire College. HD spoke about staff's expectations of the HR team with regard to the courtesy, openness and transparency required in all communications as well as the highest of standards in respect of policies, systems and processes. Her expectations were that the HR team would be role models for all staff in the way that they behaved and carried out their responsibilities. HD confirmed that consistency of approach would be key to staff believing they were being fairly managed.

Development work with regard to HR policies for Ayrshire College, taking on board best practice from the policies of the three legacy colleges, had started with trade union colleagues through meetings of the JNC subgroup. Work with trade union colleagues from Unison was noted as being positive, although at early stages of development.

It was noted that the team would be based at the Ayr Campus, along with David Davidson, Director of HR and Organisational Development. Discussions were underway with the Director of Estates to identify ground floor accommodation for the team within the Dam Park Building. This new location would support the development of the team and also enable the consistent delivery of high quality, customer focused and accessible services across all campuses of the College.

An HR services help desk had been set up at Kilwinning and a member of the HR team would be there each day to support staff needs. Once the team was based in Ayr there would be the requirement for a presence at the Kilmarnock campus on a rota basis. Other campuses eg Largs would also see an HR presence on a regular basis, although not daily.

The Workforce Profile Report appended to the HR update paper provided members with an overview of the workforce profile of the College as at August 2013 following the merger process.

Members were advised that J McKie, along with HR and OD and other colleagues, would be meeting with the College's liP adviser to discuss a development plan to support the achievement of liP accreditation for Ayrshire College. This aim would be supported by the existing accreditation across the Ayr, Kilwinning and Kilmarnock Campuses.

Members noted that the HR team had also developed and supported Ayrshire College staff welcome sessions during August. The sessions included short presentations from staff from key college services to raise staff awareness of changes to processes, systems and procedures arising from the merger. The sessions had been well received by staff and helped to underpin the cultural development of the College in terms of the attention provided to the requirements of staff at a time of major change.

Members expressed some concern with regard to some of the challenges being encountered in recruiting to key curriculum posts in subject specialties such as engineering. Barbara Graham outlined some helpful contact connections and it was agreed that she should email David Davidson, Director of Human Resources and Organisational Development with details.

In addition to the proposals outlined in the paper for future reporting, Gordon James suggested that it would be helpful for feedback on post training events to be provided, to ensure that VFM, particularly where training was outsourced. This was unanimously agreed by the committee.

It was appreciated that all the work of HR Services would help to support the ongoing cultural development of the College. Members noted that HD had received very helpful feedback from staff in terms of their expectations of her as Principal of the new College. These expectations had been shared with all staff. It was important that the understanding of mutual expectations with regard to culture values and behaviours was of crucial importance moving forward and that these expectations were able to be met where possible.

NB thanked JMck for the report and confirmed that the committee was looking forward to the continuing development of HR reporting for the future.

## **6 Discipline and Grievance Report**

JMck gave an overview of the current situation with regard to disciplinary and grievance issues which had transferred to Ayrshire College under employment law processes in respect of the Transfer of Undertakings Protection of Employment (TUPE) legislation.

JMck gave assurances that all matters were being dealt with appropriately and in line with the legacy policies which had been in place at the former colleges.

## **7 Organisational Review 2013/14**

With regard to Paper 4, JMck provided background information with regard to the organisational review following the TUPE and senior consultation process undertaken towards the end of session 2012/13.

JMck updated the committee with regard to the next phase of the organisational review which had been discussed by the EMT and Directors at a recent development session, linked to a visit to Cumbernauld College. This session was able to take account of the feedback from staff following the launch event of the College at the Racecourse on 16 August. HD had led an organisational review session where staff had been asked to provide their comments and proposals on the College structure below Director level.

It was anticipated that a paper regarding a draft structure and organisational review framework for the next phase of organisational review consultation with staff could be presented to the Ayrshire College Board at their meeting on

30 September 2013. If approved, the proposed structure would go out to all staff for full consultation during October 2013.

It was noted that one development had already taken place with the role of Director of Quality Enhancement now reporting to the Vice Principal of Strategy, Planning and Performance. HD confirmed that interviews for this Director post were scheduled to take place on Friday 13 September.

With the majority of Directors now in post, HD confirmed that their visibility across the campuses was a positive development for the College.

GJ drew the committee's attention to paragraph 6 of Paper 4, with regard to risk and indicated that this paragraph did not reflect the HR and OW risks as outlined in the College Risk Register. Taking account of this and the discussions with regard to the College Risk Register at the Board meeting on 5 September, members were keen to see the HR and OW risks being discussed at their committee meetings. It was agreed that there would be a standing item for Risk on the HR and OW committee agenda in the future.

It was also agreed that a new risk should be developed for inclusion in the College Risk Register with regard to harmonisation of terms and conditions of service and related matters.

**Action: JMCK to review the Human Resources and Organisational Wellbeing Risks and to develop a new risk for consideration by the committee**

## **8 Date of Next Meeting**

NB thanked everyone for their attendance and confirmed that the next meeting would be held at the Kilwinning Campus on Tuesday 12 November 2013 at 5.30 pm.

The meeting concluded at 7.45pm.

**Signed by the Chair** \_\_\_\_\_

**Date: 04.03.14**