

**Minute of the Human Resources &
Organisational Wellbeing Committee
Meeting held in Room F128, Ayr Campus
on Wednesday 3 June 2014 at 5.30 pm**



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

In attendance: David Davidson
Brendan Ferguson (Minutes)
Jane McKie

1 Welcome and Introduction

The Chair welcomed everyone to the meeting.

2 Apologies

Apologies were received from Michael Breen, Jackie Galbraith and Bernadette McGuire.

3 Declarations of Interest

There were no declarations of interest.

4 Minute of the meeting held on 4 March 2014 (*Paper 1*)

Subject to amendment of the date of the minute approved under Item 5 (*Paper 1*) to read 10 September 2013, the minute was approved as a correct record.

5 Matters Arising

Page 5, Item 10: J McKie reported that this action was being progressed through this transitional period and would be implemented as part of the reporting of the data gathered and reported on Ayrshire College.

Page 6, Item 11: D Davidson reported that the possibility of linking CPD provision into Commonwealth Games legacy funding was being investigated and if any opportunities were to arise this would be reported back to the Committee.

Page 6, Item 12: J McKie reported that progress on this action was covered under the Risk Register item on this agenda.

6 Human Resources and Organisational and Organisational Wellbeing Report (*Paper 2*)

D Davidson reported that the implementation of Phase 2 of the Organisational Review (reported on in Item 7 below) was very much the focus of HR activity and resource commitment at the moment. A large volume of work was involved in completing the matching and appointments process and this would be ongoing throughout the summer. To this effect additional resources had been provided from other departments to support the work being undertaken.

D Davidson then took the Committee through the report, mentioning the following in particular:

- *Sickness and Absence reporting*: the College was continuing to collect data for the first year as Ayrshire College. This data could then be used as a baseline for future comparison and analyses reporting.
S Greenwood asked, in relation to the table presented, what were the definitions of a short and long-term absence? D Davidson replied that short-term absence was absence of four weeks or less and long-term was absence in excess of four weeks.
- *Health, Safety and Wellbeing*: A list of mandatory e-learning modules together with the staff numbers completing them was provided. In addition the CDP programme scheduled for June 2014 had a focus on mandatory development and staff would be expected to update their mandatory training as appropriate.
- *Accident and Incident Reporting*: Again, data was being collected which would act as the baseline for future comparison and analyses. In response to a question from B Graham, J McKie responded that no conclusions could be reached from the data recorded at this stage until comparative Ayrshire College data was available over time. It was noted that there was a typographical error in the number of student incidents reported which should have been 52 and not 62 as reported in the paper. G James stated in relation to this aspect of the report that he was still concerned with the reporting terminology being used, which was not in line with that of the Health & Safety Executive. The Principal stated that this issue would be taken back to the Health, Safety and Wellbeing Manager for further consideration.
- *Investors in People (IiP)*: IiP specialist, Ruth Kelling, had been working with the College during preparations for the IiP Accreditation Review in October 2014. Two days of workshops were held in March to support the Executive and Senior Management Teams in embedding the framework within all College strategies and the development of a people management plan. In advance of the Accreditation Review, Ruth Kelling was scheduled to return in June to provide a status report following a preliminary review conducted with a random selection of staff.

- *Equality & Inclusion Week*: The Equality and Inclusion Week was held between 14 and 16 May. Staff and students had participated equally and excellent feedback had been received. The College wished to thank its partner organisations in the delivery of the week including, Police Scotland, Who Cares Scotland, NHS, Nil by Mouth, The Terence Higgins Trust, and AMECA who provided workshops, information, advice and guidance on a range of equality and inclusion issues.

The Committee welcomed the above report. A number of questions were asked, including those recorded above, and satisfactory replies received. From the Chair, N Beveridge stated that the Committee recognised that this was a transitional period and that a considerable amount of the data reporting had to be viewed in that light. The Committee also recognised that during this period of transition that the College was doing all that it could to ensure that all reasonable measures were in place to support its staff.

The Committee noted the above paper and fully supported the projects being undertaken and the proposals as set out.

Action: The HR Directorate ask the Health, Safety and Wellbeing Manager to consider the Committee’s comments in relation to the terminology used in Accident and Incident Reporting.

Action: In providing future data breakdowns a “Total” Column be inserted at the bottom of each table of figures and, where appropriate, a “Time Period Covered” column be inserted in tables.

7 Organisational Review: Phases 1 and 2 Report (Paper 3)

J McKie introduced the paper and reported that implementation of Phase 1 of the Organisational Review was almost complete, with only a number of residual vacant posts remaining to be filled. In addition, negotiations with Unison had been very positive and had resulted in agreement being reached for service staff on a new set of terms and conditions of service, which had now been implemented.

J McKie went on to state that the implementation stage of Phase 2 followed the consultation process and commenced prior to the Easter Holiday period. The process was currently ongoing and would continue throughout the summer period. The Curriculum Managers’ posts were advertised in early May following discussions with EIS/FELA in relation to the job description. In addition there are 45 vacancies for lecturing staff and the recruitment and selection process began during the week beginning 19 May. Because of the high volume nature of this process, the available resources within the HR Team would continue to be monitored closely throughout this phase.

The Principal reported that negotiations with EIS/FELA were continuing and that progress was being made. A new offer had recently been made on which the union were currently consulting with their members. The College was currently awaiting the outcome of that consultation. The Executive Management Team

remained hopeful that an agreement would be reached before curriculum staff began their summer break.

Looking to the future, the Principal added that the required machinery was being put together to facilitate national bargaining of salaries and terms & conditions of service within the next few years. Precisely how this would impact upon colleges and their staff was as yet unknown, but there would be an impact given the range of pay scales currently in place across the sector.

The Principal next informed the Committee that the Vice Principals and Directors ie members of the senior management team, in agreeing their salaries and terms & conditions on appointment had been placed on a scale, which involved an annual increment in salary. As a result of the continuing negotiations with Unison, other service members of staff were on a single point salary until such time as pay scales for all service staff were negotiated and agreed. The Principal had discussed this matter with the senior management team highlighting that it could be considered as not ethically correct for them to accept a salary increment this year while other service staff remained on a fixed point. As such the Vice Principals and Directors had unanimously waived their contractual right to an increment this year, pending the outcome of negotiations with Unison.

The Committee noted the progress being made in the implementation of the Organisational Review and recorded its congratulations and thanks the HR Directorate and all of the staff involved in achieving the excellent progress recorded to date.

The Committee also noted the inherent risks contained within this process, as highlighted, and considered these to be an inevitable part of the management of change.

The Committee further recorded their support for the proposed actions contained within section 3 of the above paper.

The Committee noted with interest the information provided by the Principal on the Vice Principals and Directors waiving their salary increment this year, pending agreement being reached on the implementation of pay scales for staff. The Committee commended the Senior Management Team on their action and their sympathetic awareness of the position of College staff during this transitional period.

8 Voluntary Severance Report (*Paper 4*)

J McKie introduced this item by stating that the voluntary severance scheme had been running since November 2013 and was scheduled to close toward the end of June 2014. To date 68 voluntary severance applications had been approved out of 119 applications received. A further 15 remained under active consideration pending the outcome of the curriculum manager appointments being made under the implementation of Phase 2 of the Organisational Review. Costs had been met through the College Transformation Fund allocated by the Scottish Government.

As previously acknowledged by the Board of Management, there might be a requirement to address VS applications during 2014/15 to take account of organisational development implications, which could not be addressed at this time. The funding implications would require to be managed by the College. However, it was noted that this would require discussions with the SFC, with regard to continuing levels of appropriate financial support.

The Principal reminded the Committee that with the acknowledgement and support of the SFC, £850K from the CTF was previously transferred to West College Scotland.

The Committee noted the actions taken to date in managing the Voluntary Severance Scheme and approved the proposals contained within Section 3 of the paper.

The Committee also acknowledged the Voluntary Severance Scheme continuing to support, if necessary, the organisational review process and to take account of organisational development implications which could not be addressed in 2013/14.

9 Largs Campus Report (*Paper 5*)

J McKie reminded members of the background to this item, i.e. the requirement to relocate the Largs Campus and its staff whilst continuing to deliver the curriculum portfolio for students. J McKie reported that two of the Largs Campus staff had applied for and accepted posts at the West College Scotland. The HNC Sports Science course would continue meantime to be delivered in Largs. The remaining courses, students and staff would be relocated to Irvine Royal Academy in an innovative partnership with North Ayrshire Council.

The Committee were pleased to note that excellent progress had been made in relocating courses and staff and were delighted that, in liaison with North Ayrshire Council, arrangements had been made to deliver the sports and fitness curriculum at Irvine Royal Academy. J McKie confirmed that the linked delivery of senior secondary and tertiary education at Irvine Royal Academy enables this innovative solution to be considered as a pilot project in the creation of a Skills Centre of Excellence within the proposals set out by Sir Ian Wood in his report on Developing Scotland's Young Workforce, the final version of which had been published that very week.

The Principal confirmed that a significant financial investment would be made in Irvine Royal Academy in support of this project, and discussions were currently underway with partner organisations including the SFC, Skills Development Scotland and North Ayrshire Council. It was the intention to begin the linked curriculum delivery initially with sport & fitness and then take a phased approach towards developing other areas of the curriculum. The timescale involved in ensuring everything was in place by September 2014 was ambitious; however the partners were committed to delivering on time.

The Principal added that all financial resource proposals related to this project would be scrutinised by the Finance Committee and the Estates & New Campus Development Committee.

The Committee noted the above paper and report and confirmed their support for the actions that had been taken to ensure full delivery of the curriculum in 2014/15.

The Committee also expressed their delight at the arrangement that has been reached with North Ayrshire Council to create a Skills Centre of Excellence at Irvine Royal Academy. The Committee congratulated all involved in creating this project and moving forward from a difficult situation in relation to the Largs Campus to such an innovative and exciting solution.

10 College Development Day 20 August 2014: Draft Programme (*Paper 6*)

J McKie reported that the above draft represented current thinking on the College Development Day Programme for staff on their return from the summer break in August. The Committee welcomed the programme as presented and felt that it was an excellent way to welcome staff back from their break. The Chair added her view that the programme dovetailed well with the work currently being undertaken with Investors in People.

The Committee noted and welcomed the above draft and commended the College the manner in which it directly links in with the Investors in People agenda.

11 Marketing & PR Activity: August 2013 – June 2014 (*Paper 7*)

The Principal introduced the above paper on behalf of J Galbraith and stated how much it illustrated the tremendous amount of work that had been undertaken over the past months. The work undertaken in this respect has been very significant in the success of Ayrshire College in its inaugural year and was a great tribute to all of those involved. In particular the Principal highlighted the recent launch of a Flickr account which has permitted the upload of more than 2500 photographs in 33 albums which show the story of the College over a large number and broad range of events in 2013/14 including graduation ceremonies, student shows and employer focused events. The innovative use of social media had also been a major feature of marketing and PR activity during this period.

The Principal added that press coverage for each area of the curriculum had been excellent and was all down to the staff who had made such a terrific effort. This coverage had undoubtedly contributed to the successful recruitment of students for 2014/15. The Principal concluded by saying that in future a notional cash figure would be put against the value of the press coverage that had been achieved.

The Committee noted the content of the above paper and endorsed the comments of the Principal. The Committee welcomed what it considered to have been an outstanding effort by all concerned and congratulated the Marketing & PR Team on the success they have achieved.

12 Risk Register (*Paper 8*)

J McKie introduced the Risk Register and stated that it reflected previous discussion that had taken place at the Committee. J McKie added that now that the College was in a position to begin providing staff with new contracts further consideration could be given to the related risks.

The Committee noted and approved the above Risk Register.

13 Date of Next Meeting

Thursday 18 September 2014, 5.30 pm, Kilwinning Campus.