

**Minute of the Human Resources &  
Organisational Wellbeing Committee  
Meeting held in Kilmarnock Campus on  
4 March 2014 at 5.30 pm**



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

*(Paper 1)*

**In attendance:** Marla Baird – Presentation only  
David Davidson  
Brendan Ferguson (Minutes)  
Bernadette McGuire  
Jane McKie

**1 Welcome and Introductions**

The Chair welcomed everyone to the meeting.

**2 Apologies**

Apologies were received from Michael Breen and Jackie Galbraith.

**3 Declarations of Interest**

There were no declarations of interest.

**4 Presentation: Ayrshire College: Culture Development**

(A copy of the presentation is maintained in the records of the meeting).

Marla Baird presented strategic priorities and actions in building the foundations, relationships and futures of the Ayrshire College culture with particular regard to equality and inclusion. The presentation was built around the five interlinking headings of:

- Leadership & Governance.
- Equality within Quality Processes.
- Winning Hearts and Minds.
- Systems Development.
- Partnerships.

The five headings built towards the aspirational values for Ayrshire College in which:

- All students and staff feel valued.
- Increased opportunities exist for all students and staff.
- Mutual Respect.

- Students are inspired and inspire others.
- Health and Wellbeing is promoted and improved.
- Inclusion is a right for all.
- Rights and responsibilities are balanced.
- Equality and Diversity are embraced and celebrated.

Members welcomed the above presentation and stated how much they had enjoyed its colourful and vibrant nature. The positioning of the cultural aspirations were considered to be appropriate to the future development of the College and the collection and analysis of data described in the presentation will help to pinpoint where support is required. The Committee was supportive of what was presented and encouraged the ongoing development and unfolding of the culture described.

## **5 Minute of the meeting held on 10 September 2013 (*Paper 1*)**

The minutes were approved as a correct record of the meeting.

## **6 Matters Arising**

Page 2, Terms of Reference: Action Complete.

Page 3, HR Services Report; Paragraph 6:

Members were asked to note that a meeting with the College's liP advisor would take place in April with the first assessment scheduled for October 2014. The College will be supported by the accreditation currently in place for the legacy colleges and the October assessment will provide Ayrshire College with a benchmark and future action plans.

## **7 Human Resources and Organisational Wellbeing Update (*Paper 2*)**

David Davidson reported that since the last meeting of the Committee the teams of staff within the Human Resources and Organisational Wellbeing Directorate had been relocated and centralised on the Ayr Campus. The move was conducted in a smooth and professional manner and great credit was extended to all of the staff involved for their professionalism in ensuring the success of the operation. It was the intention that, as part of the summer capital works programme, the Human Resources and Organisational Development team (HROD) would move into newly refurbished office accommodation on the ground floor of the Dam Park buildings, which would increase their visibility and access to staff.

It was noted that, although centralised on the Ayr campus, team members work on a rota basis to ensure a daily presence on each of other two main campuses. Regular visits are also made to the satellite campuses.

HROD had been very busy in supporting the Organisational Review in addition to dealing with normal day to day business. Every effort had been made to ensure that College staff felt that they have been dealt with in a personal manner and, as far as is possible, their comments and concerns had been taken into account. Inevitably some staff were disappointed with the outcome, but HROD had sought to be supportive throughout the process. This process had resulted in a high volume workload for the staff concerned, but the strength and experience of the staff had assisted them through this intense period.

It was noted that the Phase 1 affected pool and matching processes should be achieved by 1 April 2014. However, there would be a number of residual appointments to be made to vacancies as well as appointments to new posts.

Inevitably following merger, HROD were dealing with legacy issues and much of this was longstanding and associated with team conflict. These were being worked on with some success, with Organisational Development interventions being deployed to resolve the difficulties identified. The teams concerned had largely embraced the OD approaches and expressed commitment to moving forward positively.

In response to a question the Principal confirmed that negotiations with the College's recognised trade unions on new salaries and terms and conditions were continuing. Negotiations with Unison had been very positive and were now at an advanced stage. The Executive Management Team were optimistic of a positive outcome that would satisfy all parties. Negotiations with EIS/FELA are currently ongoing.

The Chair, in welcoming the very positive nature of the above update expressed the Committee's recognition of the tremendous effort which had been put in by the HROD staff during a very challenging period. The Chair acknowledged on the Committee's behalf the significant workload placed on this Directorate at a time when it had also been undergoing its own transformation as part of the Organisational Review. It was also noted that during this period the Directorate had lost a member of staff who had resigned to take up a post elsewhere and another member of staff was currently on maternity leave.

The Chair asked whether there was anything that the Committee could do to support the Directorate at this time. The Principal confirmed that every effort had been made to provide support over this period. External temporary recruitment had proved to be a challenge and internal secondment had provided additional support. The College's merger Project Manager had joined the HR team on a temporary basis to support the organisational review process and, with the support of Director Colleagues, a curriculum administrative assistant will also provide support on a part-time basis.

**The Committee noted and welcomed the above update and expressed their support for the development of the HR and Organisational Wellbeing Directorate.**

## **8 Organisational Review 2013/14 Phase 1 Update (Paper 3)**

Jane McKie reported that this paper was a snapshot of the progress of Phase I of the Organisational Review, originally considered at the Board of Management meeting in January with the figures updated for report to this meeting. The picture was changing on a daily basis. By 24 February 216 staff (72.5%) had been directly matched to new posts within the new structure. The projection was that at least 75% of staff within the affected pools would have been matched by 1 April 2014. As the implementation process continued it would stimulate internal movement through appointments being made to posts for which there was no affected pool or where posts remained vacant. The new structure had created significant opportunities for staff and these opportunities were being grasped. The early progress made by holding as many meetings with staff in December, before the Christmas holidays had shown dividends, as had the opening of the Voluntary Severance scheme to provide options for staff.

As previously noted, negotiations with Unison on new terms and conditions had been positive and were at an advanced stage. If agreed, the new terms and conditions would become effective from 1 April 2014. In the event that agreement had not been reached by 1 April, the current terms and conditions of staff would continue to apply until such time as agreement was reached, in line with TUPE requirements. The terms and conditions of any new members of staff appointed during this period would be that of the host college.

**The Committee welcomed the above update. The significant progress made in the implementation of Phase 1 of the Organisational Review and the new terms and conditions of service for service staff was noted.**

## **9 Formation of Health, Safety and Wellbeing Committee and Campus Safety Groups (Paper 4)**

J McKie reported that this paper had been brought to the Committee to show the progress made by the College in meeting the statutory requirements with regard to Health, Safety and Wellbeing. The arrangements, approved by the College Executive Management Team, provide for a Health, Safety and Wellbeing Committee as its main forum, supported by three satellite Safety Groups on each of the main campuses. It was intended that these groups would meet four times per academic year with the Campus Groups meeting prior to and feeding into the main Committee. The remit and memberships of the Health, Safety and Wellbeing Committee and the Campus Groups were set out in Appendix 1 of the above paper.

**The Committee noted and were assured by the actions taken by the College towards meeting its statutory Health, Safety and Wellbeing obligations.**

## 10 Health, Safety and Wellbeing Annual Report (*Paper 5*)

J McKie reported that an Annual Health, Safety and Wellbeing Report would be presented to the Executive Management Team, the College Health, Safety and Wellbeing Committee, The Human Resources and Organisational Wellbeing Committee and the Board of Management to provide evidence and reassurance that all statutory and legislative requirements were being met. However it was not appropriate that formal Health, Safety and Wellbeing reporting and reassurance be provided for the performance of the legacy colleges. Rather the legacy information provided a basis for benchmark information and for comparison purposes in terms of continuous improvement and quality matters. Appendix 1 of the above paper provided that benchmark information in relation to the legacy colleges.

J McKie added that an annual report for academic year 2013/14 would be prepared in the autumn of 2014 and would follow due process before being presented to this Committee prior to final reporting to the Board of Management. Health, Safety and Wellbeing training would now be uniform across Ayrshire College and could also be delivered on-line to ensure a blended learning approach as appropriate.

In noting the above report the Committee were disappointed that no information on performance at the Kilwinning Campus was contained therein. J McKie explained that all information of that nature was centralised at the Greenock Campus of the former James Watt College. The information would exist, but was not readily accessible to Ayrshire College. Given the relative priorities involved it was not felt justified in terms of the time and resource requirement to seek the disaggregation of this information from West College Scotland.

Gordon James pointed out some inconsistencies in terminology across the reports from the legacy colleges and asked that in preparing the Ayrshire College annual reports efforts be made to ensure that terminology was consistent and correct. In addition, G James requested that statistics and monthly trends in diagram format be included in the reports to demonstrate the year on year progress being made.

**The Committee noted the summary information with interest and welcomed the future reporting arrangements.**

**Action: In preparing the future Health, Safety and Wellbeing Annual Reports, steps be taken to ensure that the terminologies used are consistent and correct. In addition the reports include statistics and monthly trends in diagram format to illustrate the progress being made.**

## 11 Staff Learning and Development Report (*Paper 6*)

J McKie added to the above report by saying that the legacy Colleges were all moving forward in a consistent manner and the provision being offered had

been well received by staff. In particular the workshops on preparing for interviews were oversubscribed. Additional courses had to be provided to meet demand as staff ensured they were fully prepared for interviews being undertaken as part of the Organisational Review process. The Principal added that staff had enthusiastically engaged in the CPD events held in January and February and had sought to make the most of the opportunities provided for them. In analysing the feedback received it was felt that even more could be done in the future to meet the needs of staff.

The Committee welcomed the above report and commended the College on the leadership it had shown in the provision of the CPD opportunities for staff. The HR Team were also commended for the broad range of the CPD programmes and investment provided and for the sheer effort put in to ensure the availability of this provision. G James asked whether any attempt had been made to link any of the provision into the Commonwealth Games legacy funding. It was agreed that this matter that should be explored.

**The Committee noted and warmly welcomed the above report.**

**Action: The Human Resources and Organisational Wellbeing Directorate look into the possibility of linking appropriate CPD provision into Commonwealth Games legacy funding.**

## **12 Risk Register – HR and Organisational Wellbeing Extract at October 2013 (Paper 7)**

The Chair noted that the Risk Register was a standing agenda item which enabled members to look at the risks identified for HR and Organisational Wellbeing, to consider whether there were further risks that could be considered and whether the scoring was appropriate. The Risk Register was a dynamic document to be regularly updated

The Chair raised the issue on whether new terms and conditions negotiations currently taking place could be considered and included as a separate risk. Discussion took place on whether this matter was better maintained within the overall risk of “Failure to nurture good employee relations” or whether the possible impact on students and business continuity indicated a separate risk. On balance it was felt that the risks associated with the negotiations on terms and conditions should be included as the overall risk of ‘Failure to nurture good employee relations. Consideration was also given to whether a separate risk associated with the recruitment of Engineering should be listed. It was agreed that further reflection should take place as to whether this would be required, given that a broad risk on failure to recruit and retain key staff already existed

**Action: The Failure to nurture good employee relations risk would be expanded to include a reference to negotiations with regard to terms and conditions. In addition, further consideration be given to the**

**advisability of including an additional risk associated with the recruitment of engineering staff.**

**13 Date of Next Meeting**

Tuesday 3 June 2014, 5.30 pm, Ayr Campus.

Stephen Greenwood left the meeting.