Meeting Date	Agenda Item	Reference	Details	Action Owner	Due Date	Action Decision	Open Complete Approved Declined
31/05/2022		BRIC20: A02	To update the Commercial Due Diligence Policy to reflect delegation of authority – contingency for absence.	M Breen/N Boyle	01.06.22	Action	Complete – updated to BoM 16 June 2022
31/05/2022	Commercial Due Diligence Policy	BRIC20: A03	Changes to the financial thresholds as outlined in the Commercial Due Diligence Policy will be updated within the forthcoming review of the financial regulations.	M Breen	To be advised	Action	Open
31/05/2022		BRIC20: A04	The Committee recommended the submission of the Commercial Due Diligence Policy to the Board for approval, reflecting Action BRIC20 A02.	M Breen	16.06.22	Action	Complete
31/05/2022	Business Growth Strategy (2022-24)	BRIC20: A05	The Committee recommended the submission of the Business Growth Strategy to the Board for approval.	M Breen	16.06.22	Action	Complete
31/05/2022	2022-23 Budgets for Academic Year ending 31 July 2023	BRIC20: A06	The Committee recommended the submission of the budgets for the 12 months ending 31 July 2023 to the Board for approval.	M Breen	16.06.22	Action	Complete
31/05/2022	2021-22 Corporate Risk Register – BRIC Extract	BRIC20: A07	The Committee recommended the submission of the BRIC risk register to the Audit and Risk Committee.	M Breen	16.06.22	Action	Complete
31/05/2022	2022-23 SFC Funded Capital & Revenue Expenditure Programme	BRIC20: D01	The Committee confirmed Principal approval for 2022-23 capital works, in line with the College's Financial Regulations.	NA	NA	Decision	Approved

Ayrshire College   *(Paper 2)*

Business, Resources and Infrastructure Committee

06 September 2022

Subject:	Committee Terms of Reference and 2022/23 Work Plan.
Purpose:	To present the outcome from the annual review of the Committee Terms of Reference and the corresponding work plan and the current Committee membership.
Recommendations:	The Committee is asked to review and provide any comment on the revised Terms of Reference and the 2022/23 Work Plan for Board of Management approval.
	The Committee is asked to note the current Committee Membership.

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1. **Background**

   At the first quarterly meeting of the Committee, in each academic year, the Committee will consider its Terms of Reference and corresponding work plan for the forthcoming academic year.

   - The Committee work plan is designed to ensure that the Committee is in fulfilment of the requirements as set out in its Terms of Reference. The Terms of Reference and corresponding work plan will be submitted to the September meeting of the Board of Management for formal approval.

2. **Current Situation**

   The 2022/23 Terms of Reference and work plan have been reviewed in discussion with the Vice-Principal, Finance and the Assistant Principal, HR & OD.

3. **Proposals**

   Terms of Reference (Appendix 1): the Terms of Reference were reviewed in detail, September 2021. Minor changes only are therefore proposed, tracked for review and are as reflected in all the Standing Committee Terms of Reference.

   Work Plan 2022/23 (Appendix 2): the current plan as presented reflects any legislative reporting requirements as well as reporting against key strategic programmes of work and is in alignment with the proposed Terms of Reference. This will not preclude reporting on any other significant issues within the Committee remit, as they occur.

   Committee Membership (Appendix 3): for information only, the current committee membership is attached and may be subject to review following appointment of a new Chair.

The Committee is asked to note that Steven Fegan has resigned as the Elected Member (Service/Support Staff) and is therefore no longer included in the Committee Membership. The position of Elected Member (Service/Support Staff) is out to recruitment with a closing date for receipt of nominations of 31 August 2022. A verbal update on progress will be provided at the meeting.

4. Consultation

The Executive Leadership Team has been engaged in developing the proposals.

Following approval by the Board, the Standing Orders of the Board will be updated accordingly.

5. Resource Implications

No specific resource implications have been identified.

6. Risks

There is a risk that the Committee could fail to demonstrate that it was fulfilling the requirements of the Terms of Reference because it has not prepared, approved, and implemented a work plan, resulting in a failure to evidence compliance with governing legislation and regulation, and the Board's governance requirements.

7. Equality and Diversity Impact Assessment

None required in this instance.

8. Conclusion

The Committee is asked to note the recommendations as detailed and advise accordingly.

Pauline Donald
Board Governance Advisor
September 2022

Business, Resources and Infrastructure Committee
Terms of Reference 2022-23

Introduction

The Business, Resources and Infrastructure Committee is identified as a Committee of the Ayrshire College Board of Management. The approved Terms of Reference and information on the composition and frequency of the Committee will be considered as an integral part of the College Standing Orders.

The Committee ~~will be known as the Business, Resources and Infrastructure Committee of the College Board and will be~~is a Standing Committee of the Board of Management. For the purposes of the Terms of Reference, unless otherwise indicated, 'The Board' means the Ayrshire College Board of Management.

Remit

The Committee will be responsible for:

- overseeing all matters related to the College Estate including land, buildings, moveable assets, and equipment and/or regulations and ensure that any guidance published by the Scottish Funding Council is observed.

- overseeing all matters related to the College's continuing organisational development including oversight of the development, planning, and delivery of the overarching People Strategy, promoting a positive and inclusive culture, and reviewing and monitoring the quality and performance of associated programs of work.

- overseeing all matters related to strategic and operational financial planning of the College, how this reflects upon the strategic resource management of the College and provide assurance to the Board on the ongoing financial management and performance of the College.

Committee Membership

The Committee membership shall consist of a minimum of six members from the Board, including the Principal of the College and Chair of the Board who will be standing members of the Committee. The Board will seek to ensure that an appropriate range of expertise and knowledge related to the remit of the Committee is included within the committee membership.

The Committee Chair and remaining members will be appointed by the Board. Committee membership will be reviewed annually by the Board, taking account of the remaining terms of office of the Committee members.

Quorum

50% of the total membership of the Committee will constitute a quorum.

Attendance

The Committee may co-opt individuals as appropriate. Details of proposed co-opted individuals will be notified to the Chair of the Board in advance. The role, remit and term of membership of co-opted individuals will be determined by the Committee.

Attendance is open to all Vice Principals, and, where appropriate, other staff may be invited to attend meetings of the Committee to provide information and reports as appropriate.

Meetings

The Committee shall normally meet on a quarterly basis but shall meet on a minimum of three occasions per annum.

Any Member of the Committee may request to convene additional meetings of the Committee as and when required by giving a minimum of ten working days' notice to the Secretary to the Board of Management to call a meeting.

The Committee Chair will instruct the Secretary to the Board of Management to call meetings of the Committee. The agenda and supporting papers will be sent to members at least five working days before the day of the meeting.

Duties

- Provide guidance and direction to College Management as appropriate.

- Consider and propose strategies within the Committee's overall remit and recommend for approval by the Board of Management.

- Consider and report on any other relevant functions of the college that are out with the Learning, Teaching and Quality Committee remit.

Human Resources

- Ensure that a positive and inclusive culture is embedded across the College.

- Ensure that there is strong and effective leadership which supports and encourages personal and professional development and the empowerment of teams.

- Review and monitor progress against delivery of key strategic objectives and scrutinize related key performance indicator (KPI) reports to ensure that the College delivers to the People Strategy.

- Ensure that the College meets all aspects of the Public Sector Equality Duty and Equality Act 2010, through publishing equality outcomes and reporting on mainstreaming activity to embed equality across all College activities.

- Ensure that the College maintains the highest standards in health and safety and meets all legislative requirements.

- Ensure that the College actively supports all staff in maintaining positive wellbeing through delivering evidence-based initiatives and programmes consistent with the People Strategy.

- Ensure that the College is managing and developing effective, open, and transparent internal communications and dialogue with staff and the trade unions recognised by the College.

Estates and infrastructure

- Regularly review all property assets.

- Discuss and make recommendations to the Board on the annual capital expenditure programme and proposed estates projects, and to consider the strategic robustness and financial viability of the proposals.

- Oversee the major estates projects to ensure that projects are developed within the parameters specified by the Board of Management.

- Consider the College's property portfolio making recommendations to the Board for the disposal of and acquisition of land and buildings, including their financial liability.

- Ensure compliance with the Scottish Funding Council's Financial Memorandum with regard to the College's estate and all strategic financial decisions and actions.

- Ensure the principles of sustainability in managing the College's estate.

Finance

- Consider and make recommendations to the Board on the annual financial budget for the College.

- Monitor the receipt of funds in the form of financial allocations, together with supplementary income, ensuring all funds are applied for the purposes specified in the allocation.

- Monitor in-year expenditure against budget and advise the Board including any requirement for remedial action.

- Consider financial benchmarking and performance information on a variance reporting basis

- Recommend for Board approval, the College's borrowing requirement and all borrowing/loan agreements, granting security and/or giving guarantees as appropriate within the regulations as set out in the Financial Memorandum with the Scottish Funding Council.

- Oversee and recommend for Board approval all requests for Estates related project funding prepared for submission to the Ayrshire College Foundation.

- Oversee the agreement and implementation of the Financial Regulations of the College and systems of delegated authority to ensure a robust financial control environment is in place.

- Consider the Statutory Annual Accounts of the College and report on them to the Board.

Risk Management

- Receive and consider the Committee's extract from the current version of the Corporate Risk Register and to advise the Audit and Risk Committee accordingly.

Authority

The Committee is authorised to investigate any matters which fall within its Terms of Reference.

The Committee is authorised to seek and obtain any information it requires from any senior manager or employee of the College, its advisors or member of the Ayrshire College Board of Management whilst taking account of policy and legal rights and responsibilities.

Reporting Arrangements

At the end of each meeting, the Committee ~~will~~ may decide on the business of the meeting that may be fully published on the College website. Unless otherwise recorded, ~~Normally~~ it would be expected that complete minutes and papers will be published: except where the exclusions listed in paragraph 2.8 of these Standing Orders apply and for items marked as restricted on the meeting agenda.

Minutes will be kept of the proceedings of the Committee by the Board Secretary. These will be circulated, in draft form normally within ten working days to the appropriate ~~executive~~ senior management representatives for checking and then to the Chair of the Committee for consideration. It is expected that minutes will be checked timeously, and any amendments advised to the Secretary to the Board of Management.

The Chair of the Committee shall report on the work and recommendations of the Committee to the next scheduled Board meeting for information/approval and submit confirmed Committee minutes to the first meeting of the Board immediately following their approval.

Business, Resources, and Infrastructure Committee Work Plan 2022-23   **Appendix 2**

September	November	March	June
Reports to this meeting			
2022-23 Terms of Reference & Work Plan	Statutory Accounts to July 2022 (Before Audit Finalisation)	2022-23 SFC Indicative Funding: Revenue & Capital	2022-23 Budgets for Academic Year ending 31 July 2023
SFC 5 Year Financial Forecast Return (FFR)	2021-22 Annual Procurement Report	2022-23 First Draft SFC Funded Capital & Revenue Expenditure Programme	2022-23 SFC Funded Capital & Revenue Expenditure Programme
2021-22 Student Support Funds Final Position at July 2022		2022-23 Student Support Funds Position Update	FY 2022-23 SFC Resource Returns
			2022-23 Student Resource Funds Allocation
		2022-23 SFC Funded Capital Expenditure Position	2022-23 SFC Funded Capital Final Expenditure Position
	ICT - 6-month Report		ICT, Annual Report
Business Growth – Annual Report		Business Growth, - 6-month Report	Digital Strategy, Annual Report
		Mainstreaming Equality and Diversity - Annual Report	
Reports to each meeting			
2022-23 Management Accounts	2022-23 Management Accounts	2022-23 Management Accounts	2022-23 Management Accounts
HR & Staff Learning and Development report	HR & Staff Learning and Development report	HR & Staff Learning and Development report	HR & Staff Learning and Development report
Health, Safety and Wellbeing & Equality Inclusion report	Health, Safety and Wellbeing & Equality Inclusion report	Health, Safety and Wellbeing & Equality Inclusion report	Health, Safety and Wellbeing & Equality Inclusion report
2021-22 Quarterly complaints report Q3	2021-22 Annual complaints report	2022-23 Quarterly complaints report Q1	2022-23 Quarterly complaints report Q2
2022-23 Corporate Risk Register (V1): BRIC Extract	2022-23 Corporate Risk Register (V2): BRIC Extract	2022-23 Corporate Risk Register (V3): BRIC Extract	2022-23 Corporate Risk Register (V4): BRIC Extract

Business, Resources and Infrastructure Committee Structure
AY 2022-23

Mike Stewart
Chair

Matthew Wilson
Vice Chair

Norman Bone
Non-Executive Board
Member

Beth Clelland
Non-Executive Board
Member

Mary McClung
Non-Executive Board
Member

Fiona McQueen
Non-Executive Board
Member (Interim Chair)

Gillian Murray
Co-opted Committee
Member

TBC

Angela Cox
Principal ex-Officio

*Vacant
Elected Member -
Service Staff

Janette Moore
Elected Member -
Curriculum Staff

Ellie Jamieson
Elected Member -
Student President

*Elections in process

Ayrshire College

Ayrshire College   (*Paper 3*)

Business, Resources and Infrastructure Committee

6 September 2022

Subject:	2021-22 Management Accounts at 31 July 2022
Purpose:	The paper provides a summary of the College's financial position as at 31 July 2022 and outlines the key variances for members' information.
Recommendation:	The Business, Resources and Infrastructure Committee approves the 2021-22 Management Accounts for the year ended 31 July 2022.

1   Background

The Budget for AY 2021-22 was approved by the BRIC Committee and the Board on 17 June 2021. This showed a budgeted income and expenditure surplus for the year of £186,489 with a favourable cash flow impact of £247,998.

2   Current Situation

This paper summarises the actual position to date for the year ended 31 July 2022. A complete set of the management accounts is included for reference within the background information section of Admin Control.

Actual Position to Date

The management accounts for the year ended 31 July 2022 show an operating surplus of £1,290,087. When compared to the expected budgeted position for 31 July 2022 this is a favourable variance of £1,103,598. The year to date position is set out in Table 1.

Table 1 – Year to Date, as at 31 July 2022

	2021-22 YTD Budget (£)	2021-22 YTD Actual (£)	2021-22 Variance (£)
Total Income	£51,702,981	£48,951,820	£(2,751,161)
Total Expenditure	£50,251,024	£45,845,478	£4,405,546
Operating Surplus /(Deficit)	**£1,451,957**	**£3,106,342**	**£1,654,385**
Exceptional Costs	£0	£0	£0
Operating Surplus/Deficit after Exceptional Costs	**£1,451,957**	**£3,106,342**	**£1,654,385**
Net Depreciation	**£(2,690,849)**	**£(3,241,636)**	**£(550,787)**
Capital Income	**£1,425,381**	**£1,425,381**	**£0**
Operating Results after Net Depreciation and Capital Income	**£186,489**	**£1,290,087**	**£1,103,598**

Members will note that whilst there is an overall favourable variance on the year to date position there are variances within both income and expenditure. The principal variances are shown in Diagram 1 with further information provided in the subsequent text.

<u>Diagram 1 – Principal Variances Year to Date, as at 31 July 2022 (Excluding Exceptional Costs)</u>
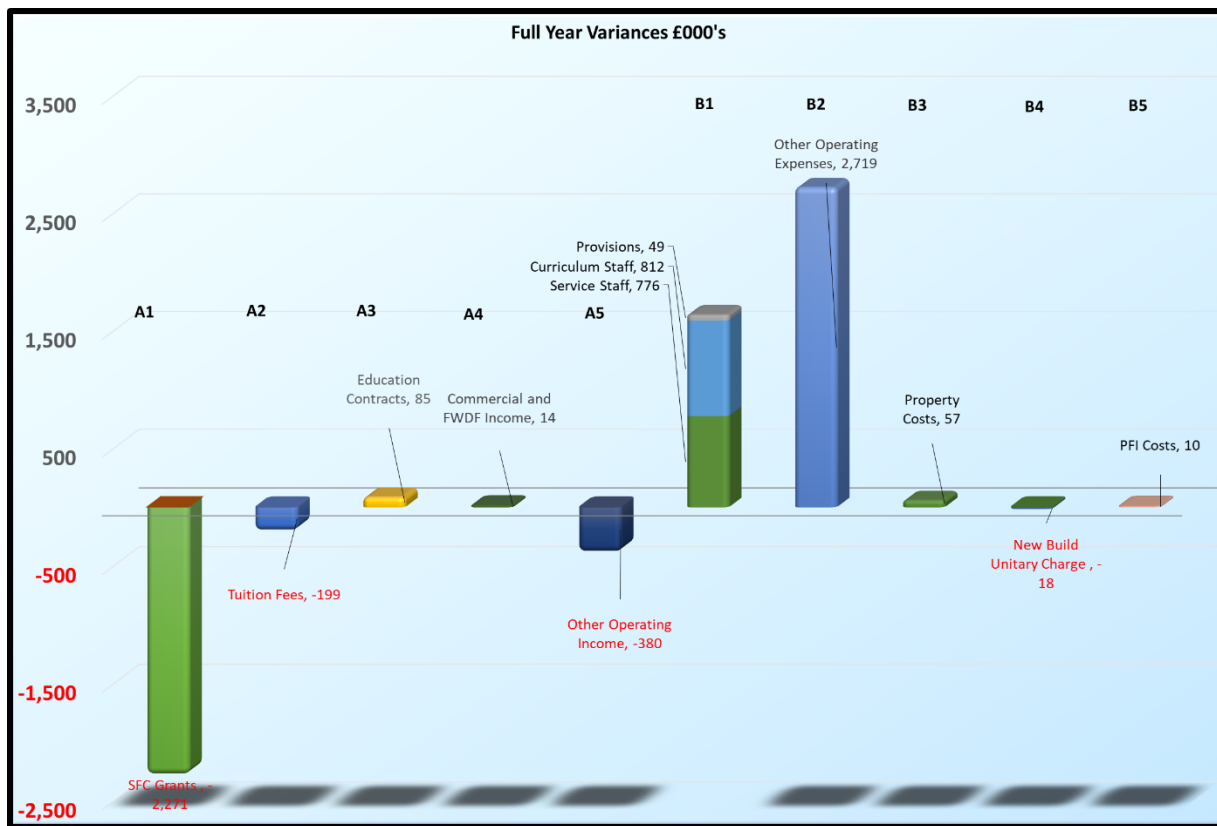
The trading variances in the year to date amount to a net £1,654,385. The main variances are as follows:

(A) Income variances (net £2,751,161 adverse) mainly being:

- (A1) SFC Grant in Aid - £(172,124) adverse variance. This reflects the clawback for under delivery of ESF credits.

- (A1) SFC Other Grants - £(2,099,488) adverse variance. This is due to adverse variances for the planned clawback of Foundation Apprenticeships £(144,765) & Deferred Students £(710,094) credits not delivered. SFC Other Grants for Digital Capacity and Mental Health Support are showing an adverse variance of £(487,328) which is due to reduced expenditure and is being carried forward. In addition there is an adverse variance re SFC Childcare Grants of £(791,730) which is offset by reduced expenditure. The total variance is offset by additional SFC NPD Income for insurance pass through.

- (A2)Tuition Fees - £(198,873) adverse variance. HE FT Fees £(263,579), Other HE/FE Tuition Fees £(25,236) and Evening Classes £(33,536) are all below budget due to lower student numbers that had been expected. These are however partially offset by higher than budgeted income in FE Tuition Fees CITB £95,319, FE tuition Fees SECTT £21,951 and FE Tuition Fee SNIPEFF £6,209, where activity was higher than budgeted.

- (A3) Education Contracts - £84,989 favourable variance. The main positive variances in this total are in relation to SDS MA contracts £21,848, VQ Commercial income £18,220, HN Articulation Monies £24,685 and SDS Foundation Apprenticeships £3,362. Princess Trust income of £16,875 was also received in July 2022. Due to the uncertainty of this funding post Covid, this income was not budgeted for.

- (A4) Commercial Income and FWDF £14,115 favourable variance. Income is lower than budgeted in FWDF Income £(37,365) however this is partially offset by Commercial Income which was £51,481 higher than budget.

- (A5) Other Operating Income - £(379,780) adverse variance. This is mainly due to the adverse variance for Catering Income of £(531,076), due to closure of campuses and reductions in on site delivery of courses.

(B)   Expenditure variances £4,405,546 (net favourable) mainly being:

- (B1) Salary Costs- - £1,637,976 favourable variance. This includes turnover savings of £395,000, favourable variances in curriculum salary costs of £812,648 and in service salary costs of £776,121.

- (B2) Other Operating Expenses - £2,718,924 favourable variance. Budget efficiency savings of £1,052,059 have been identified and are shown in a separate line. There is also an offsetting favourable variance for SFC Childcare costs of £791,730 included in this figure. Further details on this variance are included in the expenditure commentary section later on.

- (B3) Property Costs – a year to date favourable variance of £56,721.

- (B4) New Build Unitary Charge SFC – a year to date adverse variance of £(12,510) due to RPI increase which is offset by additional SFC funding. There was also an adverse variance of £(5,989) on New Build Unitary Charge College.

- (B5) PFI Costs - £10,424 favourable variance against budget.

3   Balance Sheet – Executive Summary Commentary

The Management Accounts for the year ended 31 July 2022 include the College's Balance Sheet, as at 31 July 2022. A summary of the balance sheet position compared with the final position disclosed in the 2020-21 statutory accounts is set out below in Table 2. The balance sheet is also included within the background information folder posted on Admincontrol for this meeting.

Table 2 – Balance Sheet as at 31 July 2022

Ayrshire College

Ayrshire College Balance Sheet

	ACTUAL	PRIOR MONTH	Period MOVEMENT ON MONTH	12/2022 PRIOR YEAR END	MOVEMENT FROM PRIOR YEAR
FIXED ASSETS					
Land	6,671,000	6,671,000	0	6,671,000	0
Freehold Buildings - Ayr	36,940,452	37,012,958	-72,506	38,172,993	-1,232,541
Leasehold Buildings	364,931	371,503	-6,572	443,794	-78,864
Kilwinning	22,088,201	22,155,708	-67,507	22,683,000	-594,799
Kilmarnock	59,402,471	59,513,298	-110,827	60,732,000	-1,329,529
Computer Equipment	882,482	856,869	25,613	941,999	-59,517
Other Equipment	439,406	450,917	-11,512	561,699	-122,293
	126,788,943	127,032,254	-243,310	130,206,486	-3,417,542
CURRENT ASSETS					
Stocks	42,936	42,451	485	29,699	13,237
Trade Debtors	155,944	129,925	26,019	315,308	-159,364
Other Debtors	12,421	-884	13,305	191,586	-179,166
Prepayments and Accrued Income	3,995,361	3,498,020	497,341	3,031,674	963,686
Bank & Cash	12,713,121	12,722,642	-9,521	8,201,307	4,511,814
	16,919,782	16,392,153	527,629	11,769,574	5,150,208
CURRENT LIABILITIES					
Bank Loans and Overdrafts	0	0	0	0	0
Trade Creditors	-435,924	-789,783	353,859	-214,473	-221,451
Other Creditors	-1,066,561	-859,070	-207,491	-828,096	-238,465
SAAS	-5,140	-5,140	0	-5,140	0
SFC Monies	-2,373,410	-1,991,967	-381,443	-1,177,492	-1,195,918
PAYE/NIC	-943,863	-655,724	-288,139	-632,298	-311,565
VAT	-9,839	-3,856	-5,984	-16,640	6,800
SSF (SFC and SAAS)	-1,001,816	-1,019,122	17,306	-549,541	-452,274
Accruals	-3,674,169	-3,713,035	38,866	-2,838,068	-836,101
	-9,510,722	-9,037,697	-473,025	-6,261,747	-3,248,975
TOTAL ASSETS	134,198,004	134,386,710	-188,706	135,714,313	-1,516,309
Early Retiree Provisions	-1,342,950	-1,350,408	7,457	-1,430,550	87,600
Other Provisions	-590,500	-590,500	0	-590,500	0
PFI Capital Creditor	-3,296,399	-3,576,389	279,990	-4,416,359	1,119,960
NPD Capital Creditor	-40,429,189	-40,547,971	118,782	-41,854,570	1,425,381
Deferred Capital Grants	-9,747,401	-9,716,588	-30,813	-9,920,857	173,455
	-55,406,440	-55,781,855	375,416	-58,212,836	2,806,396
NET ASSETS EX PENS LIABILITY	78,791,564	78,604,854	186,710	77,501,477	1,290,087
Pension Liability	-20,543,000	-20,543,000	0	-20,543,000	0
NET ASSETS	58,248,564	58,061,854	186,710	56,958,477	1,290,087
RESERVES					
Reserves brought forward	18,197,309	18,197,309	0	18,197,309	0
Year to date Trading	1,290,087	1,103,377	186,710	0	1,290,087
	19,487,396	19,300,686	186,710	18,197,309	1,290,087
Pension Reserve	-20,543,000	-20,543,000	0	-20,543,000	0
Total I&E Reserves	-1,055,604	-1,242,314	186,710	-2,345,691	1,290,087
Restricted Reserves	465,482	465,482	0	465,482	0
Revaluation Reserve	58,838,686	58,838,686	0	58,838,686	0
TOTAL RESERVES	58,248,564	58,061,854	186,710	56,958,477	1,290,087

Business, Resources and Infrastructure Committee, 6 September 2022

4   Resource Implications

No further resource implications require to be noted in this paper.

5   Consultation

No formal consultation is required to be completed. The Management Accounts have been approved by the College Senior Leadership Team (SLT) and financial monitoring meetings are held monthly with budget holders.

6   Risks

The failure to ensure financial sustainability is a key risk noted in the College's Strategic Risk Register. One of the existing controls in place to manage the risk is that Management Accounts are produced monthly and reviewed by SLT with summaries presented to the Business, Resource and Infrastructure Committee for approval at each meeting.

7   Equality Impact Assessment

An impact assessment is not applicable to this paper given the subject matter.

8   Recommendation

The Business, Resources and Infrastructure Committee approves the 2021-22 Management Accounts for the year ended 31 July 2022.

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Michael Breen
Vice Principal, Finance
26 August 2022

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(James Thomson, Assistant Principal Finance, Student Funding & Estates)

Publication

This paper will be published on the College's website.

Ayrshire College   (*Paper 4*)

Business, Resources and Infrastructure Committee

6 September 2022

Subject: 2021-22 Student Support Funds Position as at 31 July 2022

Purpose: To update Members on the Student Support Funds final position
                      as at July 2022.

Recommendation: Members are asked to note the contents of this paper

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1   **Background**

     The College is responsible for administering student support funds on behalf of the
     Scottish Funding Council (SFC), the Scottish Government and Student Awards
     Agency for Scotland (SAAS).

2   **Current Situation**

     The following sections of this paper provide details of the final position of each fund
     as at 31 July 2022.

2.1 SFC Funds provided for Bursary Support

     The initial 2021-22 SFC Student Support Funds allocation was £10,807,570. Table
     1 below details the bursary support funds provided by SFC for 2021-22 together
     with actual expenditure figures as at 31 July 2022.

     Table 1

Student Support Fund	Budget	Actual Expenditure	Difference
SFC Bursary	£9,510,662	£6,974,379	£2,536,283
FE Childcare	£491,745	£295,361	£196,384
HE Childcare	£264,785	£112,909	£151,876
FE Discretionary	£540,378	£1,349,648	£(809,270)
Total	**£10,807,570**	**£8,732,297**	**£2,075,273**

     The figures set out in Table 1 include circa £2,054,672 which relates to 362 care
     experienced students.

     Members are asked to note that the College is able to amend these budgets within
     the year to reflect actual spend for audit purposes. The underspend in SFC Bursary
     was therefore used to offset the overspend in FE Discretionary.

     Additional Bursary Funding

     On 14 February 2022, SFC announced further student support funding for 2021-
     22. This was made up of additional discretionary funding and additional funding
     for digital inclusion. Ayrshire College received £259,434 of digital inclusion funding.

SFC provided specific guidance on how the digital inclusion funding is to be utilised and the College has yet to allocate spend against this funding stream. For members' convenience spend against this funding support is reported separately in this paper (Table 2).

Table 2

Student Support Fund	Budget	Actual Expenditure	Difference
Digital Inclusion Funding	£259,434	£0	£259,434
Total	**£259,434**	**£0**	**£259,434**

The College received an additional £425,489 of FE discretionary funding during 2021-22. Table 3 sets the details the funds provided for 2021-22 together with actual spend as at 31 July 2022.

Table 3

Student Support Fund	Budget	Actual Expenditure	Difference
COVID-19 FE Discretionary 2021-22	£425,589	£425,481	£108
Total	**£425,589**	**£425,481**	**£108**

2.2 Educational Maintenance Allowance (EMA)

EMA funding is provided by the Scottish Government to support eligible 16 to 18 year-old students. The College's allocation for AY2021-22 was £800,000. Total EMA spend during 2021-22 was £381,600.

2.3 SAAS Funds Provided for Higher Education Discretionary Support

The College is also allocated funding from SAAS for eligible students completing HE programmes. This budget is administered in line with SAAS guidance.

Table 4 below details the HE Discretionary Fund Budget made available by SAAS for 2021-22 together with expenditure as at 31 July 2022.

Table 4

Student Support Fund	Budget	Actual Expenditure	Difference
HE Discretionary Additional	£275,592	£196,307	£79,285
Total	**£275,592**	**£196,307**	**£79,285**

SAAS announced an additional HE discretionary fund for the college sector. Table 5 sets the details the funds provided for 2021-22 together with expenditure figures as at 31 July 2022.

Table 5

Student Support Fund	Budget	Projected Expenditure	Difference
Winter COVID-19 HE Discretionary 2020-21	£218,798	£161,544	£57,254
Total	**£218,798**	**£161,544**	**£57,254**

3   Proposals

No further proposals are noted in this paper.

4   Consultation

No formal consultation is required given the subject of this paper.

5   Resource Implications

No further resource issues require to be noted in this paper.

6   Risks

The disbursement of student support funds and financial monitoring arrangements are key areas of financial risk for the College. In addition, issues arising from the management of the student support funds can impact significantly on the reputation of the College.

7   Equality Impact Assessment

An impact assessment was completed in respect of the 2021-22 Student Funding Policy and Procedures.

8   Conclusion

Members are asked to note the contents of this paper.

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Michael Breen
Vice Principal, Finance
15 August 2022

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(James Thomson – Assistant Principal Finance, Student Funding and Estates)

Ayrshire College *(Paper 6)*

Business, Resources and Infrastructure Committee

6 September 2022

Subject:	People Strategy (2022-2025)
Purpose:	To present the College's People Strategy (2022-2025).
Recommendation:	Members are invited to consider and approve the People Strategy (2022-2025).

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1. Background

The College developed and introduced a People Strategy in 2018, which was in place for a three-year period. The Strategy has now been reviewed, taking account of the 2030 Statement of Ambition and Refresh and Renew Plan 2021-2024.

2. Current Situation

The People Strategy 2022-2025, attached as Appendix 1, sets out how the principles of fair work and our values will continue to develop the College culture and enable a positive environment through which our people will thrive and be successful.

The Strategy is, therefore, aligned with a range of strategic frameworks which shape and influence the leadership, development and management of our people including:

- Fair Work Framework (2016)
- Investors in People (IiP) Framework
- Statement of Ambition (2030)
- Our Values

Taking account of these elements, the People Strategy has been developed around four interdependent aims:

- Looking after our people
- Improving organisational effectiveness
- Growing for the future
- Developing our culture and belonging

Each of the four aims have outcomes, which will support the delivery of the Strategy during the three-year period.

A range of Key Performance Indicators have also been set out within the Strategy which will enable progress to be monitored and will also support BRIC and Board of Management governance reporting.

3. **Proposals**

The People Strategy (2022-25) is presented to the BRIC for consideration and approval.

4. **Consultation**

The development of the People Strategy was led by HR and Organisational Development Team.

Staff consultation took place during August 2022, which will also involve the College's trade unions.

5. **Equality Impact Assessment**

An EqIA was carried out and is attached as Appendix 2.

6. **Conclusion**

Members are invited to consider and approve the People Strategy (2022-2025).

David Davidson
Assistant Principal of HR and Organisational Development
September 2022

Ayrshire College
People Strategy

INTRODUCTION

This People Strategy places our staff at the heart of the College.

Our people are key to the successful delivery of the College's 2030 Statement of Ambition and Refresh and Renew Plan 2021-2024 through the collective contribution of our talents and skills.

The Strategy sets out how the principles of fair work and our values will continue to develop the College culture and enable a positive environment through which our people will thrive and be successful.

The People Strategy also supports the Board of Management (BoM) and Senior Leadership Team (SLT) in delivering the College's strategic ambitions.

2

Strategy Context

The People Strategy is aligned with a range of strategic frameworks and elements which shape and influence the leadership of our people.

Fair Work Framework

The 2016 Fair Work Convention introduced a Framework which defines fair work as work that offers effective voice, opportunity, security, fulfilment and respect. This People Strategy embeds these principles to enable the effective leadership of our staff.

Investors in People (IiP) Framework

The College has since its inception in 2013, maintained IiP accreditation. The updated IiP Generation VI framework and its nine indicators provide a methodology to support and improve the leadership of our people and the continuing development of the College culture:

- Leading and inspiring people
- Living the organisation's values and behaviours
- Empowering and involving people
- Managing performance
- Recognising and rewarding high performance

- Structuring work
- Building capability
- Delivering continuous improvement
- Creating sustainable success
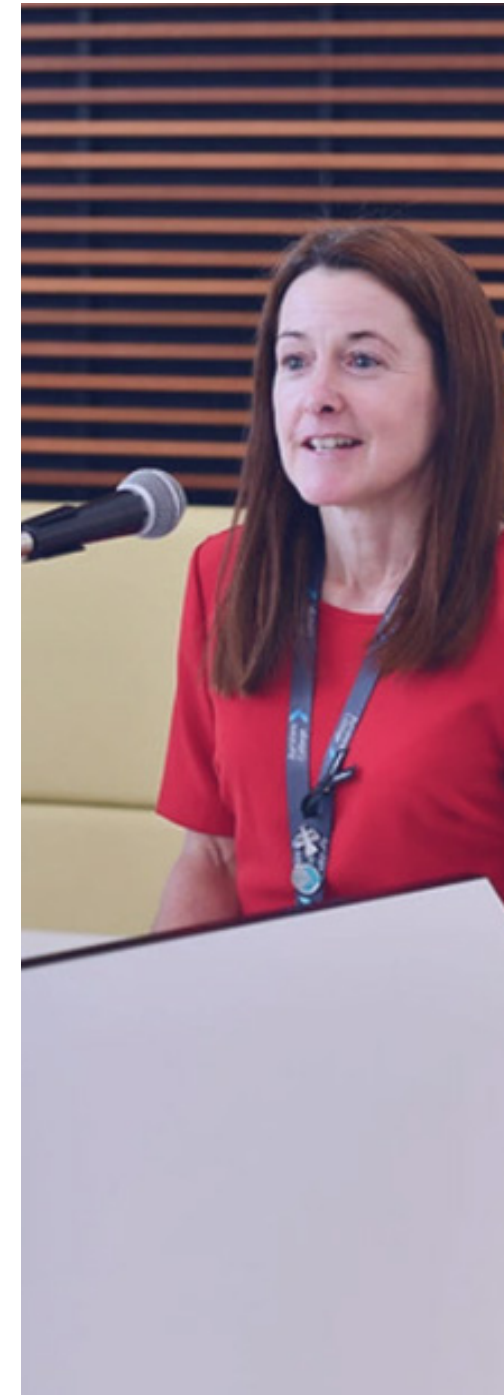
Strategy Context (continued)

Statement of Ambition

The People Strategy supports and enables the College's 2030 Statement of Ambition.
The overarching ambitions are:

> To be an accessible, inspirational and inclusive place to work and learn

> To support, empower and inspire our staff and students

> To be a high performing, environmentally responsible college recognised for excellence, equality and integrity

Our Values

The College culture will continue to be shaped by our values which are at the heart of everything we do and guide our actions and behaviours:

Respectful   **Supportive**   **Open and Honest**
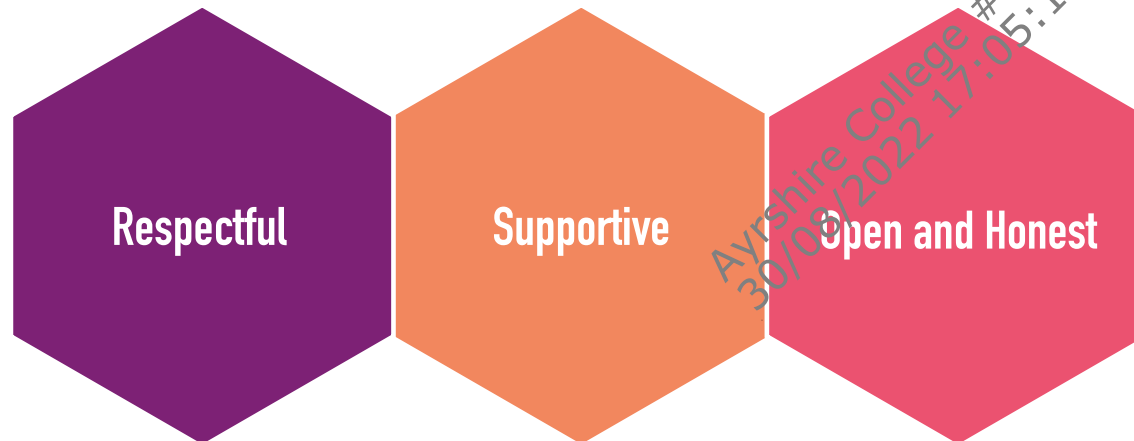
Strategy Aims

The People Strategy is shaped around key interdependent aims:

Aim 1	Looking after our people

Aim 2	Improving organisational effectiveness

Aim 3	Growing for the future

Aim 4	Developing our culture and belonging

Looking after our people

Our people feel valued and supported and recommend the College as a good place to work.

To achieve this aim we will:

1. Create a safe and healthy work environment where staff wellbeing is central to all business decisions.

2. Continue to work in collaboration with our partners and key agencies to enable and support staff to maintain positive wellbeing, good physical and mental health, achieve balance across work and life, in order to fulfil their potential.

3. Continue to work with Investors in People or other accreditation framework to gain feedback on the impact and effectiveness of workforce leadership and staff satisfaction, to inform organisational development.

4. Recognise the achievements of our staff in supporting and maintaining our values, contributing towards the success of the College and development of our culture.

5. Continue to give the highest priority to workplace safety, to ensure that risk is managed effectively, and that all relevant information and resources are available to support staff in their work activities.

6

Improving organisational effectiveness

We make the best use of our talents, skills and resources to work effectively and support the highest quality of learning, teaching and service delivery.

To achieve this aim we will:

6. Embed workforce planning at all levels of the College to support the ongoing review and development of curriculum and service functions, taking account of all external and internal factors.

7. Lead and support the ongoing implementation and review of the hybrid working pilot programme in the post-pandemic period, to enable appropriate agile working approaches, consistent with College operational requirements.

8. Support the ongoing development of the College Leadership Team and sustain continuous organisational improvement through the College Operating and Enhancement Plan.

9. Continue to embed the College Operating and Enhancement Plan (COEP), Team Operating and Enhancement Plan (TOEP) and Professional and Personal Development Review (PPDR) processes to engage and involve all staff in the College's strategic objectives and priorities through evaluative discussion, reflection and feedback.

10. Encourage and enable collaboration across teams to support communities of development in order to share information, expertise and good practice.

7

Growing for the future

Our people are skilled, engaged and empowered to deliver the College's ambitions.

To achieve this aim we will:

11. Design and deliver accessible and flexible programmes of staff learning and development which are aligned to the workforce plan and support the skills and talent pipeline for the College's future ambitions.

12. Embed staff learning as part of the way we work through supporting a range of models and programmes of development to meet curriculum and support team requirements.

13. Continue to develop our leaders and managers to support and enable staff engagement, inclusion and success.

14. Continue to support innovation and transformation across all College teams and enable all staff to have the opportunity to contribute to and influence the future direction of the College.

8

Developing our culture and belonging

Our values will drive all that we do, reflected in our every day behaviours

To achieve this aim we will:

15. Foster and enable positive employee relations through supporting and facilitating the work of the Local Joint Negotiating and Consultative Committees (LJNCCs) and also contributing to the processes of national bargaining as appropriate.

16. Provide leadership to the work of the Values, Inclusion, Equality and Wellbeing (VIEW) steering group and its associated sub-groups to support the on-going development of an inclusive, accessible and supportive College culture.

17. Enable all staff to align their own objectives, values and behaviours with those of the team and the College through the Personal and Professional Development Review (PPDR) process.

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18. Provide leadership on delivering the College's Equality Outcomes and mainstreaming equality, diversity and inclusion across all areas of College life and work.

19. Continue to build capacity across the College to ensure that staff are trained and developed on all protected characteristics and thereby embed equality across all College functions, processes, and practices.

20. Continue to develop tools such as Equality Impact Assessment (EqIA) and achieve appropriate external accreditation to support the development of an inclusive culture.

10

Measuring Success

The successful delivery of the People Strategy will be measured through the following Key Performance Indicators:

Strategic Aim	Key Performance Indicator	Baseline Position	2025 Position	Governance Reporting
Looking after our people.	The College has improved its level of IiP accreditation.	Standard	Gold	SLT and BRIC
	Staff consistently rate the College as a good place to work.	55%	65%	SLT and BRIC
	Year on year reduction in campus accidents, incidents and near misses.	236	200	SLT, BRIC and BoM
	Increased levels of engagement in staff wellbeing initiatives	60%	70%	SLT and BRIC
Improving organisational effectiveness	Staff agree that they are encouraged by their manager to be innovative and creative in their roles.	61%	70%	SLT
	Staff agree that they receive recognition for the work they carry out.	41.3%	50%	SLT and BRIC
	Staff report that they have agreed objectives with their line manager.	47.5%	60%	CLT and SLT
Growing for the future	Staff have trust in the College leadership.	44.8%	60%	SLT and BRIC
	Staff report that they have opportunities to learn at work.	65%	75%	CLT and SLT
Developing our culture and belonging	The College has increased the number of staff declaring a disability/long term health condition.	7%	10%	SLT, BRIC and BoM
	Staff agree that the College has clear values.	70%	80%	SLT, CLT and BRIC

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Accessibility

Ayrshire College is fully committed to challenging discrimination, advancing equality of opportunity, promoting inclusion and celebrating the diversity of all of its students, staff, visitors and partners.

To request a copy of this publication in another format please contact us:
Tel: 0300 303 0303
Email: marketing@ayrshire.ac.uk

Disclaimer

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EQUALITY IMPACT ASSESSMENT
STAGE 1 PRO-FORMA

Decision, Policy or Practice	People Strategy 2022-2025
Lead Manager	David Davidson, Assistant Principal, HR and Organisational Development
Purpose of the Decision, Policy or Practice	To introduce a refreshed People Strategy which will enable the ongoing development of the College during the three year period 2022-2025.
Who is affected by the Decision, Policy or Practice?	All current staff, students and stakeholders.

Does, or could, the decision, policy or practice have an adverse effect on people sharing the following protected characteristics or/and are care-experienced? (Please tick relevant box)			
Protected Characteristic	**Yes**	**No**	**Unknown**
Age		x	
Disability		x	
Gender Reassignment		x	
Marriage or Civil Partnership		x	
Pregnancy and Maternity		x	
Race		x	
Religion or Belief		x	
Sex		x	
Sexual Orientation		x	
Care-experienced		x	

Details of the adverse effect:

No adverse impacts have been identified. A key focus on the Strategy is to support and lead the delivery of the College's Equality Outcomes and to deliver training and raise awareness of impacts across all protected characteristics.

Does, or could, the decision, policy or practice promote or advance equality of opportunity for people sharing the following protected characteristics or/and are care-experienced? (Please tick relevant box)			
Protected Characteristic	**Yes**	**No**	**Unknown**
Age	x		
Disability	x		
Gender Reassignment	x		
Marriage or Civil Partnership	x		
Pregnancy or Maternity	x		
Race	x		
Religion or Belief	x		
Sex	x		
Sexual Orientation	x		
Care-experienced	x		

Details of the positive effect:

A key objective of the Strategy is the development of the College culture in accordance with our values to support and strengthen the College community. One of the strategic aims is, therefore, focused on developing our culture and belonging to advance and promote equality for all. The Strategy also includes KPIs in order to monitor and measure our progress in achieving these aims.

In what way does, or could, the decision, policy or practice foster good relations between people who share a protected characteristic or/and are care-experienced and those who do not or/and are not care-experienced?
Cultural development through training, development and raising awareness will underpin progress in delivering the aims of the strategy. A range of actions will emerge from the strategic aims, eg the College's Equality Outcomes, which will focus specifically on people who share protected characteristics and/or are care-experience.

In terms of the development of future leaders within the College, equality, diversity and inclusion forms a key component of the programmes to equip and support staff to progress in their careers.

Receiving feedback from staff is one of the approaches to measuring progress against the strategy and this will help identify any groups who share a protected characteristic to highlight particular challenges. |

Should the policy, practice or decision be referred for a Stage 2 Assessment?	No
Signed	*David Davidson*
Date	16 August 2022

Stage 1 Equality Impact Assessment Approved	
Signed	
Date	

Ayrshire College   *(Paper 7)*

Business, Resources and Infrastructure Committee

6 September 2022

Subject: Health Safety and Wellbeing Policy

Purpose: To present members with the updated Health, Safety and Wellbeing
                        Policy for review, discussion and approval.

Recommendation: Members are asked to consider and approve the Health Safety and
                        Wellbeing Policy.

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1   Background

The Health Safety and Wellbeing Policy is reviewed and developed in accordance
with the requirements of the Health and Safety at Work etc. Act 1974. The Policy
is subject to formal review and ratification every two years.

2   Current Situation

The review process for the Health, Safety and Wellbeing Policy commenced in the
spring of 2022, and was led by the Health, Safety and Wellbeing Committee.

The Policy sets out the College's obligations, commitments and arrangements in
relation to health and safety, including the duties and responsibilities of all office
bearers and staff of the College.

Enabling a culture of wellbeing is also a key focus of the Policy and the approaches
to support this are included.

3   Proposals

The Health, Safety and Wellbeing Policy, attached as Appendix 1, is presented to
the BRIC for consideration and approval.

4   Consultation

Extensive consultation on the Policy review was undertaken with all key
stakeholders, which included the trade unions recognised by the College.

5   Resource Implications

No specific resource implications require to be noted, however, the Policy includes
a commitment to provide the necessary financial resources, so far as is reasonably
practicable, to address areas of health and safety risk.

6   Risks

Health and Safety is an integral element of the College's overarching risk
management strategy. The policy is designed to ensure that all risks arising from
health and safety can be mitigated and managed effectively.

7   Equality Impact Assessment

An Equality Impact Assessment is attached as Appendix 2.

8   Conclusion

Members are asked to consider and approve the College's Health, Safety and Wellbeing Policy.

<div align="right">

David Davidson
Assistant Principal, HR and Organisational Development
6 September 2022

(Martin Hammond, Head of Health, Safety and Wellbeing)

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Business, Resources and Infrastructure Committee, 6 September 2022 (Paper 7 – Appendix 1)

POLICY AND PROCEDURE	Health, Safety and Wellbeing Policy
POLICY NUMBER	HSWP001
DATE OF FIRST ISSUE	December 2015
REISSUE DATE	XX 2022
ISSUE NUMBER	5
APPROVING COMMITTEE	Senior Leadership Team (SLT)
DATE OF APPROVAL	XX 2022
RESPONSIBLE PERSON	Principal and Chief Executive
EQUALITY IMPACT ASSESSMENT	XX 2022
REVIEW DATE	December 2024

Other Documents Policy Refers to

DOCUMENT NUMBER (if applicable)	DOCUMENT TITLE

HISTORY OF AMENDMENTS		
DATE	**VERSION, PAGES, OR SECTIONS AFFECTED**	**SUMMARY OF CHANGES**
January 2018	Page 4 Organisational Chart	Revised College structure incorporated
December 2019	Full Document	Full Policy review
August 2022	Front page Whole document Section 1.4	Table of contents updated Updated job titles Updated HSW objectives

Contents

Foreword by the Principal

Our commitment to continuous improvement in the provision of safe and healthy environments for our wide range of staff, students, and stakeholders, can only be achieved through strong leadership and management with health and safety at the core of our values. It is essential, therefore, that we have a highly trained and skilled workforce operating within an environment where people are valued, trusted, and involved and are supported by the involvement of all others in the pursuit of our aims.

The positive participation of all people accepting responsibility for themselves and for others can only enhance the reputation of the College. Through active communication, consultation and participation in occupational health and safety initiatives we aim to set and maintain the very highest standards that others in the sector and wider afield aspire to.

This document sets out the commitment of the College to Health, Safety and Wellbeing. It provides a framework to enable Vice Principals, Assistant Principals, Heads of Learning and Skills/Support and others in a supervisory capacity to manage safety and create a safe and healthy environment.

Principal	Signature:	Date:

Foreword by Board of Management Chair

The Board of Management regard the management of occupational health and safety risks as important as every other type of business risk. Through a robust risk management approach, we aim to ensure the impacts of such risks are minimised in everything we do and enable us to maintain our corporate and individual reputations.

It is, therefore, essential that everyone involved in the College fully embraces the principles as set out within this Policy and that we all play our part in providing a safe and healthy environment within which to work, study and prosper.

Your commitment to health, safety, and wellbeing and to observing this policy is appreciated and I acknowledge your support and professionalism in its delivery.

Health and Safety is the responsibility of us all and benefits everyone associated with the College.

BoM Chair	Signature:	Date:

Introduction

This Policy is produced in accordance with the requirements of Section 2 (3) of the Health and Safety at Work etc. Act 1974. Ayrshire College's Policy consists of five sections:

Section 1   Policy Statement of Intent and Objectives;

Section 2   Responsibilities for achieving the objectives set out in Section 1;

Section 3   Related Procedures for implementing the Policy;

Section 4   Measuring, Monitoring and Reviewing the Policy;

The College is committed to providing a safe and healthy environment in which our students and staff can study and work. As such, we have positioned our statutory Health, Safety and Wellbeing responsibilities within a wider approach to staff and student wellbeing that goes beyond achieving minimum legal compliance.

At the centre of this approach is our Health, Safety and Wellbeing Policy. It is built on the College's strategic values derived from legislation, guidance and recognised good practice.

The values run through our operating structure and are reflected in the responsibilities and duties that everyone has for safety.

The College actively consults with all staff groups and students on health, safety, and wellbeing matters. At a corporate level this is achieved through the Health, Safety and Wellbeing Committee and local campus Safety Groups.

Everyone at the College has a role in ensuring that we work and study in a safe and healthy environment:

The Board of Management is responsible for establishing a policy for Health, Safety and Wellbeing and maintaining an oversight of its effectiveness.

The Senior Leadership Team is responsible for implementing the policy and ensuring accountability for the management of Health, Safety and Wellbeing at all levels across the College.

Line managers at all levels across the College are responsible for managing the health, safety, and wellbeing of staff and, where relevant, that of students, visitors, contractors, or members of the public who may be affected by activities.

Staff have a responsibility for their own health, safety, and wellbeing, and to liaise and cooperate with their line manager regarding health, safety, and wellbeing.

Students similarly have a responsibility for their own health, safety, and wellbeing, and to cooperate with curriculum and support staff regarding health, safety, and wellbeing.

Equality Statement

The College is committed to advancing and promoting equality and diversity in all of its activities and aims to establish an inclusive culture free from discrimination and based upon the values of dignity and respect.

Aims and Objectives

It is the aim of Ayrshire College to:

a) Provide a safe and healthy environment, for staff, students, visitors, contractors, and members of the public and enable them to realise their full potential and take a proactive approach to health, safety and wellbeing.

b) Further develop, integrate, and implement robust and effective health and safety management systems which support the College's aims of delivering the highest quality in learning and teaching.

c) Provide the highest standards of health, safety and wellbeing for our staff, students, visitors, contractors and members of the public, which would be expected of a world class college.

Review

This policy has been developed in line with best practice and legislative requirements and will be reviewed every two years or as deemed necessary.

Policy Agreement

This policy has been agreed in accordance with the College's procedures for negotiation and consultation.

Signature (EIS)	
Date	
Signature (Unison)	
Date	
Signature (Ayrshire College)	
Date	

Section 1 - Policy Statement of Intent and Objectives

1 Statement of Intent

The College's vision is to raise aspirations, inspire achievement and increase opportunities by being a dynamic, well-run college and creating a stimulating and innovative learning environment that is sensitive and responsive to the needs of the individual, business, and the wider community. This will be achieved through ensuring equality of opportunity, promoting respect for and between individuals, and providing an environment in which staff, students and the wider community are supported, valued, and empowered to fulfil their maximum potential.

Ayrshire College not only accepts the legal duties of care as set out in the Health and Safety at Work etc., Act 1974 and all other relevant legislation, but also our moral and ethical obligations and to the continuous improvement in the management of the health and safety risks to all stakeholders i.e., staff, students, contractors, and visitors. To enable us to meet our objectives in ensuring that all risks are addressed and controlled effectively, the College will provide the necessary resources with which to fulfil our commitment.

1.1   Statement of Health and Safety Philosophy

The Board of Management will ensure the strategic direction of the health and safety issues relative to our operations through the accountabilities of the Senior Leadership Team and through effective risk management policies and practices to identify and manage such risks. The continuity of business and effective contingency planning is also a key element of our mission.

1.2   Corporate Direction

All stakeholders are charged to give due care and consideration in their work to health and safety issues and our corporate vision. As part of their duties, they must also take all reasonable care for themselves and others, use safe and healthy practices, report hazards and unsafe practices according to College procedures. Further, they are also required to assist in the development of and take a full and active part in any health and safety initiatives to meet the health and safety aims of the College. It is vital that health and safety implications must be considered when reaching decisions about other priorities e.g., procurement of new equipment. Health and safety must, therefore, be considered not as an add-on but, as an essential core factor in everything we do.

1.3   Specific Requirements

1   Suitably competent and trained staff will be appointed and supported by adequate training.

2   Control of health and safety risks will be achieved through the risk assessment process and the provision of information, regular communication, consultation, and the cooperation of staff at all levels in the organisation to maintain safe and healthy working conditions, equipment, and safe systems of work.

3   Procedures will be established following the risk assessment process and reviewed and revised to ensure that plant and equipment provided is maintained and safe for use by staff, students, and others.

4   Accidents, incidents, and near misses will be recorded, investigated and the appropriate action taken to reduce the likelihood of their recurrence.

5   Regular monitoring will be carried out to measure our performance against the College's set objectives.

6   The Corporate Health, Safety, and Wellbeing Committee will oversee the functioning of the policy and reporting to the Board of Management.

7   The policy will be kept up to date and the way in which it has operated will be reviewed each year.

1.4   Objectives for Health, Safety and Wellbeing Performance

1   HSW Policy - Review and revise HSW Policy. This is the cornerstone document for Health, Safety & Wellbeing (HSW) Management with objectives set for continued improvements to enhance the HSW culture. The policy will be available for all staff to access via the College intranet portal.

2   H&S Management Support Software – Continue to maintain and develop the Ayrshire College Safety Hub to support the management of all HSW requirements across the campuses.

3   H&S Training – Deliver specific H&S training to College Managers and staff.

4   Occupational Health - Ensure continued and, where necessary, enhanced provision of Occupational Health support to staff for the purpose of statutory health surveillance, health monitoring, counselling, and wellbeing support.

5   Support to staff and students - HSW Team continue to provide support, training and advice to all staff and students to enhance the H&S culture. Maintain the Intranet portal content for all staff H&S materials including procedures, responsible persons, forms, and information.

6   Staff and student wellbeing – develop and lead a wellbeing action plan to support staff and student wellbeing. Explore and achieve appropriate accreditation in the area of health and wellbeing. Deliver appropriate health and wellbeing events across the campuses.

7   Monitoring and Review – Monitor all aspects of the H&S Management system of the College via proactive and reactive approaches including accident/incident reporting and investigation and inspections, surveys and audits. The allocation of responsibilities for health and safety matters and the particular arrangements in place with which to carry out the policy are set out in the sections which follow.

Principal	Signature:	Date:
Chair of BoM	Signature:	Date:

Section 2 - Organisation and Responsibilities

2   Organisation

The College has adopted the Occupational Health and Safety Management System approach suggested by the Health and Safety Executive (HSE) in their publication - 'Managing for Health and Safety' (HSG65).

This provides the College with a framework for the promotion of a positive occupational health and safety culture and drive for continual improvement. All levels of staff have clear roles in contributing to the successful management of occupational health and safety.

The College's system is based on the Plan, Do, Check, Act quality framework components approach, as summarised below, and achieved by a combined effort through communication, co-operation, competence, and control.

Plan – Setting policy, roles, responsibilities, and strategy for managing safety and identifying what, who and how things are done. Planning how risks are to be assessed and controlled and how this is prioritised and disseminated throughout and external to the College. The allocation of resources supported by the provision of training for all levels of staff, measuring performance against the objectives set and how these are linked to the management of other areas of the College.

Do - Profiling the organisation's health and safety risks, involving staff, communication, consultation and the provision of adequate resources and competent advice. Implementing the plan, selecting, and introducing risk control measures; providing and maintaining tools and equipment; and ensuring everyone is competent to carry out their tasks.
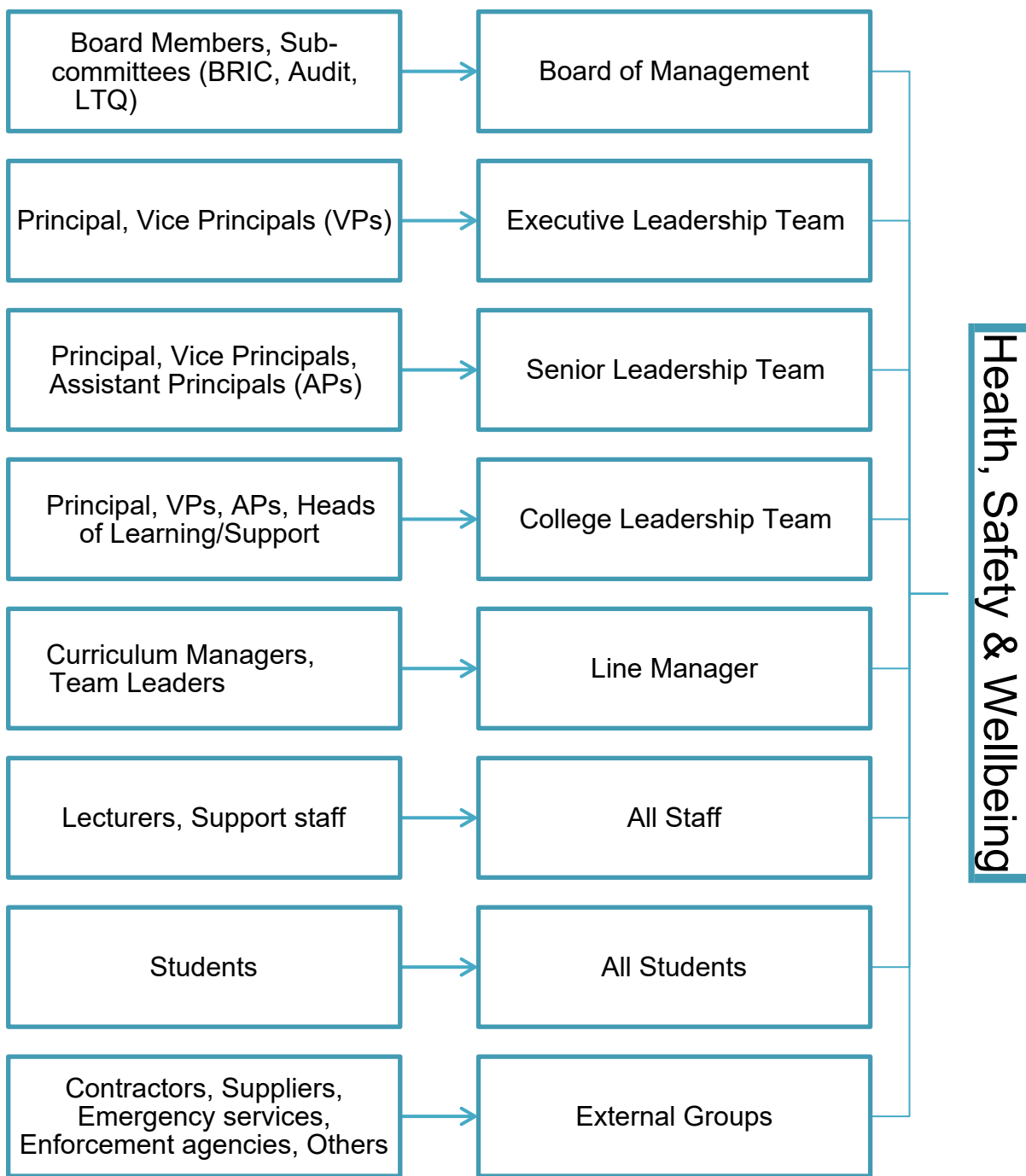
Check - Measuring performance through pro-active and reactive approaches, safety system checks and audits, investigating accidents, incidents and near misses.

Act - Reviewing performance to learn from accidents, errors, and experiences and to revisit plans, policies and risk assessments and controls to update where necessary.

2.1   General HSW Organisational Structure

Ayrshire College recognises the importance of participation, commitment and involvement in health and safety activities at all levels, as shown in the organisational chart below. The Corporate Health, Safety and Wellbeing Committee will oversee the strategic issues that affect staff, students, and others as well as specific groups within. This will be further supported by the three Campus Health, Safety and Wellbeing Groups which focus primarily on campus health and safety matters at a local level. The effectiveness and efficiency for managing health and safety will be reinforced with specific persons appointed accordingly to carry out key functions. Where necessary, external sources will be utilised as and when needs arise to further our pursuit of a safe and healthful workplace for all.

The General H&S Organisational Structure for managing risk is set out on the next page.

Board Members, Sub-committees (BRIC, Audit, LTQ)	→ Board of Management
Principal, Vice Principals (VPs)	→ Executive Leadership Team
Principal, Vice Principals, Assistant Principals (APs)	→ Senior Leadership Team
Principal, VPs, APs, Heads of Learning/Support	→ College Leadership Team
Curriculum Managers, Team Leaders	→ Line Manager
Lecturers, Support staff	→ All Staff
Students	→ All Students
Contractors, Suppliers, Emergency services, Enforcement agencies, Others	→ External Groups

Health, Safety & Wellbeing

2.2   Overview

Board of Management has overall responsibility for the corporate governance of the College business and, in particular, the health, safety and welfare of the staff, students and other stakeholders.

Senior Leadership Team will provide effective and demonstrable leadership in occupational health and safety and ensure managers at all levels fulfil their responsibilities in managing health and safety at local level.

College Leadership Team, Curriculum Managers, and Team Leaders have responsibilities for their particular areas to ensure that all members of staff and students

(where applicable) under their control are fully aware of their responsibilities and adhere to the health and safety arrangements established under this policy.

Lecturers/Tutors have responsibilities to ensure that students under their control are fully instructed and supervised in all activities and follow H&S procedures as set, in particular, those specific to their areas of operation and, follow all emergency evacuation and other general procedures.

All Staff have responsibilities to take reasonable care of themselves and for the safety of others who may be affected by what they do or do not do, so as not to cause harm to themselves or others.

Students and others have responsibilities to take reasonable care of themselves and for others who may be affected by what they do or do not do, so as not to cause harm to themselves or others.

Contractors selected to carry out work activities in and around the College property have responsibilities to themselves and to all persons who may be affected by their acts or omissions. In respect of this, all contractors will be required to work in accordance with the health and safety requirements of Ayrshire College in order to maintain its standard of care to staff, students and others. Full co-operation and coordination between all parties is necessary and for the control of risks associated with the work activities.

2.3   The Board of Management

Ayrshire College Board of Management has overall responsibility for the corporate governance of the College's business and the health, safety and welfare of the staff, students, and other stakeholders.

- Members of the College Board of Management have obligations under health and safety legislation as 'members of the body corporate' and are, therefore, bound by the requirements as contained in Section 37 of The Health and Safety at Work etc., Act 1974 (HASAWA 1974).

- In order to meet the vision, aims and objectives and, to promote a positive health and safety culture, members of the Board must:

  a) Have an awareness of the general requirements of the Health and Safety at Work etc. Act 1974 and other associated statutory instruments applicable to the College.

  b) Direct, monitor, measure and oversee the effectiveness of the health and safety management system of the College in line with strategic and health and safety priorities.

c) Promote a culture of health and safety awareness and continuous improvement through the commitment and co-operation of all stakeholders and others involved with the College to ensure that H&S is regarded as an integral aspect of the corporate risk management of the College.

d) Ensure, in so far as is reasonably practicable, effective mechanisms are established for the provision of adequate information and training and, for the communication and consultation with staff and their representatives on health and safety matters.

e) Ensure, in so far as is reasonably practicable, adequate personnel and financial resources are allocated for the effective management of the risks associated with the College.

f) Promote Corporate Social Responsibility and be a good neighbour.

g) Undertake training as necessary to enable them to better understand and appreciate the responsibilities placed upon them.

2.4   Principal and Chief Executive

The Principal is ultimately responsible for the health, safety and welfare of all staff, students and other stakeholders who use or visit the premises or are affected by the activities undertaken. In respect of this, the Principal will:

a) Have an awareness of the general requirements of The Health and Safety at Work etc., Act 1974 and all other associated statutory instruments applicable to the College.

b) Ensure, in so far as is reasonably practicable, minimum standards are achieved for all applicable health and safety legislative obligations.

c) Agree the H&S communication and consultation mechanisms with staff and their representatives.

d) Promote a culture of continuous improvement through the allocation of financial and human resources, adequate levels of control, co-operation, communication, and use of competent persons which motivates and involves all stakeholders and others involved with the College to ensure that H&S is regarded as an integral aspect of the corporate risk management of the College.

e) Monitor the effectiveness of the health and safety management system in place.

f) Undertake training as necessary to enable understanding of and appreciate the health and safety responsibilities placed upon them.

g) Ensure, in so far as is reasonably practicable, all delegated functions are carried out properly by persons competent to perform the function.

All levels of management, staff and others have been assigned roles and responsibilities appropriate to their level of operation/relationship with the College as set out below.

2.5   Vice Principal

The Vice Principals have responsibility to ensure that all staff under their control fulfil the health and safety responsibilities relevant to their role. All Vice Principals must:

a) Ensure, in so far as is reasonably practicable, that adequate personnel and financial resources are allocated to address the health and safety risks for their areas of control.

b) Secure the commitment and co-operation of all College staff and stakeholders.

c) Arrange for the provision of relevant information, instruction, training, and suitable levels of supervision to all levels of staff.

d) Provide information on health and safety matters relevant to their areas of control to the Principal and Board of Management as required.

e) Ensure, in so far as is reasonably practicable, adequate means of communication and consultation are in place as appropriate to all levels of staff and others.

f) Monitor and measure H&S management performance of Assistant Principals and Heads of Learning/Support, at least annually.

g) Undertake training as necessary to support their H&S role.

2.6   Assistant Principal, Human Resources and Organisational Development (HROD)

The Assistant Principal, HROD has delegated responsibilities to assume the role of 'Responsible Person' of the College and for directing and overseeing the College's health, safety, and fire management arrangements. They will also report on health, safety and wellbeing matters to the Principal and to the Board of Management via the Business, Resources, and Infrastructure Committee on a regular basis.

a) Have an awareness of the general requirements of The Health and Safety at Work etc., Act 1974 and all other associated statutory instruments applicable to the College.

b) Oversee the College's health and safety management arrangements to ensure, in so far as is reasonably practicable, that, at least, the minimum standards of compliance have been achieved with all applicable statutory legislation.

c) Support managers under their control to meet the H&S arrangements relevant to their areas of control and in line with the College HS&W Policy and objectives.

d) Assist in the annual preparation of the operational objectives for health and safety.

e) Assist in the preparation of H&S objectives and monitor and review performance.

f) Ensure, in so far as is reasonably practicable, that personnel and financial resources allocated are appropriate for the effective management of college H&S.

g) Arrange for regular consultation and communication with managers and other staff as necessary on any H&S matter.

h) Ensure, in so far as is reasonably practicable, relevant and up to date information - Legislation, Approved Codes of Practice, Standards, Guidance or other as appropriate to H&S matters - is available for managers.

i) Support the Head of Health, Safety, and Wellbeing and be a key driver in the health and safety agenda throughout all College business and activities.

j) Provide regular updates to the SLT for Health, Safety and Wellbeing of the College.

k) Undertake training as necessary to support their H&S role.

l) Establish and monitor the effectiveness of the staff consultation process and arrange for regular updates to the Principal and Business, Resource, and Infrastructure Committee.

m) Provide annual reports on H&S Performance to the Principal and Board of Management.

2.7   Assistant Principal (APs) and Heads of Department

Are expected to manage their area and deal with the people, plant, equipment, materials, processes and health and safety budgets etc. APs and Heads should ensure that all members of staff and students under their control are fully aware of their responsibilities under this policy. APs and Heads must also have in place measures to manage effectively, with identified persons having specific roles to play in respect of health and safety for their areas of control.

a) Have an awareness of the general requirements of The Health and Safety at Work etc., Act 1974 and all other associated statutory instruments applicable to the College.

b) Understand and implement College policy.

c) Ensure, in so far as is reasonably practicable, minimum standards are achieved for all applicable health and safety legislative obligations in their areas of control through implementing, reviewing, revising, and monitoring the health and safety arrangements for their area(s) of control.

d) Establish annual H&S operational objectives in line with strategic objectives for the areas of control.

e) Arrange for 'suitable and sufficient' risk assessments for all significant hazards to be carried out, recorded, and communicated to all persons likely to be affected within their control and for the review and revision at least annually or sooner if changes occur.

f) Ensure, in so far as is reasonably practicable, that safe systems of work produced from the risk assessment process are in place for staff and students under their control and that the systems are monitored regularly for suitability and effectiveness.

g) Allocate necessary personnel and financial resources within their control, to maintain high standards of health and safety.

h) Ensure, in so far as is reasonably practicable, adequate information on all health and safety matters is provided/made available to the staff and others under their control.

i) Consult regularly with staff on health and safety matters. NB: Health, safety and wellbeing should feature as a standing agenda item on all departmental and team meetings.

j) Encourage staff to participate in the activities of safety committees and health and safety initiatives.

k) Approve training requirements to enable all staff to work safely within their specific areas.

l) Liaise with external bodies, as appropriate, in relation to the health and safety provisions in place for their areas of control.

m) Ensure, in so far as is reasonably practicable, that accidents and incidents are recorded, reported, and investigated in accordance with procedures as set out in the Arrangements section of this policy.

n) Report any failings of contractors working within their areas of control to the Head of Estates and Sustainability and/or Head of Health, Safety and Wellbeing.

o) Arrange for regular inspections of their areas of responsibility and undertake audits annually, providing reports for the attention of the Health, Safety and Wellbeing Committee.

p) Maintain relevant documentation for areas of control.

q) Undertake training as necessary to support their H&S role.

r) Provide regular updates to senior management for the purpose of health and safety monitoring.

2.8   Head of Health, Safety, and Wellbeing

The Head of Health, Safety, and Wellbeing advises the Principal & Chief Executive, Board of Management and all other staff on policy and compliance issues; and on all other matters affecting health and safety at work. They also lead to improve the health and a safety culture of the College and to achieve the aims and objectives with which to fulfil the mission and values of the policy.

a)   Advise the Principal and Board of Management on policy and compliance issues as per Regulation 7 of the Management of Health & Safety at Work Regulations 1999; and all other relevant legislation on all matters affecting health and safety at work.

b)   Advise the Senior and College Leadership Teams on the implementation of college policy and all health and safety matters.

c)   Support and advise managers, H&S representatives, and all staff in maintaining the maximum degree of control of health and safety hazards at the workplace and identifying suitable training for all levels of staff.

d)   Review and revise the College's health, safety, and wellbeing policy every two years, or sooner as required.

e)   Establish and maintain procedures for reporting, investigating, recording, and analysing accidents and incidents ensuring all reportable events are completed in accordance with the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013.

f)   Conduct joint investigation of accidents with line management/employee representatives as appropriate.

g)   Review and monitor adequacy of training provision.

h)   Provide competent advice and assistance to the health and safety committee and health and safety campus groups.

i)   Review new legislation, Approved Codes of Practice (ACOPs), Guidance Notes or Standards and other information relevant to the College and advise senior management and other staff as to their impact.

j)   Liaise with and maintain contact with relevant enforcement bodies or other external bodies as necessary on any health and safety matter.

k)   Establish and maintain procedures, monitoring, reviews, revisions, and audits on the entire H&S Management systems in place.

l)   Oversee and review risk assessments and assist managers and others in the risk assessment process.

m) Oversee health and safety inspections of all work areas, equipment and health and safety control measures independently and in conjunction with Senior Management, H&S Representatives, and others, as necessary.

n) Prepare and present reports to Senior Management and the Board of Management.

o) Manage and support the Health, Safety and Wellbeing Advisers.

2.9   Health, Safety, and Wellbeing Advisors

To assist the Head of Health, Safety, and Wellbeing with the implementation of the College's Health and Safety policies and procedures, ensuring the College meets its obligations in complying with all relevant health and safety legislation and good practice.

Key activities:

a) Assist in the development and implementation of all health and safety policies, procedures and guidance and monitor their application to ensure compliance with current legislation and contribute to a positive health and safety culture throughout the College.

b) Assist in the preparation of health and safety statistics for SLT and Health and Safety Committee.

c) Provision of both formal and informal reports to the Head of Health, Safety, and Wellbeing on the key performance indicators relevant to the HS&W team, e.g. workplace inspections and monitoring of campus arrangements.

d) Advise managers and staff on health and safety matters within limits of their knowledge and competence.

e) Assist in the implementation of Fire Safety procedures and First Aid provision to ensure that College procedures are well communicated and understood.

f) Assist in carrying out accident/incident investigations, as required.

g) Support the co-ordination of risk assessments to ensure that they are completed and updated as required.

h) Assist in the design and delivery of health and safety related training and ensure competencies are maintained to meet operational requirements, legislation, and best practice.

i) Create wellbeing and health promotion campaigns and training sessions.

j) Undertake training as necessary to support their H&S role.

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2.10   <u>Head of Estates and Sustainability</u>

a)   Ensure adherence to all aspects of the Policy and its associated procedures, in particular that the necessary resources for implementation are available.

b)   Plan, organise, control, monitor and review the arrangements for safety including the arrangements for any visitors and contractors.

c)   Ensure that general risk assessments and specific risk assessments within areas of responsibility are completed as required by legislation.

d)   Ensure that all work processes and systems within areas of responsibility are safe and do not present risk to health.

e)   Ensure that relevant training and appropriate guidance has been provided to all staff within the Estates and Sustainability team.

f)   Inform the Health, Safety and Wellbeing Team before any significant hazards are introduced or when significant hazards are identified.

g)   Report immediately to the Health, Safety and Wellbeing Team, any serious or potentially serious accidents, incidents, or fires and assist in any necessary investigations.

h)   Ensure that Health and Safety provisions are extended to all buildings owned or leased by the College.

i)   Take the lead role in ensuring that the asbestos policy and actions which arise from this are implemented fully including the maintenance of the asbestos register.

j)   Ensure that contractors are managed in accordance with College procedures and relevant legislation.

k)   Raise issues that may affect the wider College community with the Vice Principal, Finance, Student Funding and Estates.

2.11   <u>Estates and Sustainability Team Leaders</u>

a)   Ensure that all equipment is serviced and maintained as required, in accordance with relevant legislation.

b)   Comply with the requirements of the Health, Safety and Wellbeing, Asbestos and Contractors Policies.

c)   Ensure compliance with relevant legislation within areas of responsibility.

d)   Ensure that the Health, Safety and Wellbeing of all students, staff, visitors, and others is controlled in relation to contractors on the site. This will include gathering

and holding information, managing permits to work and monitoring compliance with Health and Safety legislation, while work is carried out.

e)   Ensure that a planned and prioritised approach to risk assessment is being carried out within areas of responsibility and that this is included in local operating plans.

f)   Undertake accident investigations, when necessary, with assistance from relevant members of staff and the Health, Safety and Wellbeing Team, liaising with trade union representatives as appropriate.

g)   When alerted to it, ensure that unsafe equipment is adequately isolated and clearly identified as unsafe and not for use. Ensure that all obsolete equipment is removed from work areas.

h)   Ensure that all work areas are maintained in a safe, clean, tidy, and environmentally friendly condition.

i)   Ensure that all staff within areas of responsibility are provided with adequate information, guidance, training, and supervision in relation to their work activities.

2.12   Human Resources and Organisational Development

a)   The HR team will co-ordinate and manage the occupational health provision within the College.

b)   HR will collate, report, and analyse reasons for sickness absence or reasons for leaving College employment and highlight any trends related to Health, Safety and Wellbeing and the relevant line manager.

c)   The Staff Learning and Development Team will organise training as identified by the Principal, Vice Principals, Assistant Principals, Heads of Learning and Skills/Support and Managers through the Professional and Personal Development Review (PPDR) process.

2.13   Curriculum Manager

Curriculum Managers have line management responsibilities over permanent and non-permanent, full, and part-time members of the teaching staff. In assigning teaching staff members with learners and classrooms/workshops or laboratories, they have the responsibility to ensure that the area provided is safe and suitable for the tasks to be carried out in the environment.   Any machinery/equipment/tools/materials/waste production and disposal means must be suitable. Training needs should be identified and forwarded to the Head of Learning and Skills.

a)   Have an awareness of the general requirements of The Health and Safety at Work etc., Act 1974 and all other associated statutory instruments applicable to the College.

b)   Understand and implement College policy.

c) Identify suitably competent persons to prepare, review and revise as necessary, risk assessments and systems of work that are safe for all activities within their areas of control.

d) Ensure, in so far as is reasonably practicable, that all equipment used within their areas of responsibility is suitable for the purpose and maintained in a safe condition.

e) Assist with others as required in the carrying out regular inspections of the areas of control.

f) Liaise with the Health, Safety and Wellbeing team on any H&S matters relevant to their area(s) of control.

g) Ensure that suitable arrangements are in place for the use of; all machines, equipment and processes and that safe operating procedures are displayed close to each piece of machinery/ equipment, as necessary.

h) Ensure, in so far as is reasonably practicable, that all necessary risk assessment control measures are in place and being used correctly by all persons using the equipment.

i) Report to the Head of Learning and Skills any situations that are not in compliance with college policy and procedures or could give rise to serious or imminent danger.

j) Ensure, in so far as is reasonably practicable, all staff are suitably trained, instructed and informed to perform functions appropriate to their areas of operation.

k) Identify any induction, refresher, or new training for the staff under their direct control and informing the Head of Learning and Skills as to immediacy of the training.

l) Assist in the investigation of accidents and incidents as required and in accordance with procedures set out in the Arrangements section of this policy.

m) Liaise with the Estates Team Leader in respect of compulsory examination, testing and maintenance of machinery and equipment.

n) Ensure, in so far as is reasonably practicable, procedures are in place to identify and prevent the use of defective machinery/equipment for areas of control.

o) Undertake training as necessary to support their H&S role.

2.14　　　　　　Team Leaders

Team Leaders have line management responsibilities for the staff under their control and should endeavour to manage effectively within their area of responsibility, ensuring that staff are properly trained and utilising all controls provided. They are expected to identify the main hazards and risks within their areas and either deal with them immediately or notify a more senior manager where he or she considers that controls are not effective or that new hazards/ risks are identified. Team Leaders are required to:

a) Understand and implement College policy.

b) Ensure, in so far as is reasonably practicable, that all equipment used within their areas of responsibility is suitable for the purpose and maintained in a safe condition.

c) Arrange for all statutory external and internal inspections / examinations or testing requirements to be met and inform staff under their control as to the arrangements.

d) Liaise with the Health, Safety and Wellbeing team on any matters relevant to their area(s) of control and assist in any risk assessment procedures.

e) Ensure, in so far as is reasonably practicable, that health and safety arrangements are in place for all processes, activities, machines, equipment and substances and safe operating procedures as appropriate, are displayed close to each piece of machinery/equipment, process area where appropriate.

f) Do not use or allow the use of any defective equipment and ensure defective equipment is taken out of use and clearly labelled.

g) Report defective equipment to Line Manager and Estates and Sustainability.

h) Identify any refresher or new training requirements for the staff under their direct control and inform their manager as to the immediacy of the training.

i) Provide induction training to staff and identify any refresher and new training as required.

j) Report and record accidents, incidents and near misses and assist in the investigation of any such occurrences as required.

k) Inform staff as to their responsibilities and allocate work according to level of training and competency.

l) Assist in carrying- out regular inspections of their areas of control.

m) Undertake training as necessary to support their H&S role.

2.15   Lecturers

Are closest to the student and are, therefore, in the best position to ensure that all relevant controls for health and safety are being employed by themselves and students at all times. Lecturers should also be consulted and involved in any risk assessments and preparation of safe systems of work undertaken within their areas. Lecturers are required to:

a) Understand and implement College policy.

b) Liaise with the Health, Safety and Wellbeing team on any matters relevant to their area(s) of control.

c) Assist in the development of and take a full and active part in any health and safety initiatives, including risk assessments and safe systems of work.

d) Report and record all accidents/incidents/near misses within their area of control.

e) Co-operate with any provision made by the College for achieving policy objectives, compliance with statutory duties and use any control measures provided to reduce or eliminate risks to health and safety and undertake training, as necessary.

f) Provide adequate levels of supervision, induction, refresher, and new training to students and ensure that they apply all health and safety requirements at all times.

g) Use all work equipment, materials, processes, hazardous substances, personal protective equipment, control measures and safe systems of work in accordance with training received.

h) Do not use or allow the use of any defective tools or equipment and ensuring defective equipment is taken out of use and clearly labelled.

i) Report defective equipment and any situation which could give rise to serious or imminent danger, to Curriculum Manager / Head of Learning / Estates and Sustainability / Health, Safety and Wellbeing.

j) Take the necessary action if they observe inappropriate behaviour or unsafe/ unhealthy situation and report immediately to Curriculum Manager / Head of Learning / Health, Safety and Wellbeing.

k) Assist in regular inspections of the areas of control.

2.16   Evening Duty Supervisor

The Evening Duty Supervisor has responsibility for all evening staff, learners, stakeholders, and activities delivered. The Evening Duty Supervisor is responsible for the health, safety, and fire provisions relevant to their specific campus. Liaison with Estates and Sustainability Staff and maintaining a visible presence throughout the campus is core to this role. Signing-in/out sheets will be in operation and all staff and visitors must complete the sign-in/out process in order to maintain a register of personnel in the buildings during the provision. Students registered in classes are not required to sign-in/out as they are recorded on the class registers. This is a requirement of the Fire (Scotland) Act 2005 and Fire Safety (Scotland) Regulations 2006.

The specific duties are to:

a) Understand and implement College policy.

b) Complete Evening Duty Supervisor training and familiarise themselves with the Evening Duty Supervisor H&S Guidance provided.

c) Be present at the main reception desk.

d) Ensure, in so far as is reasonably practicable, the signing-in/out register is available and is completed by all persons required to sign-in/out (staff, contractors, visitors and students working without supervision). Note: students under the control of a class lecturer are not required to sign-in as they are recorded in the class registers and under supervision.

e) Liaise with duty Estates staff to ensure the security of the buildings at the end of the night.

f) Arrange for any emergency first-aid and contact with emergency services as required.

g) Report and record all accidents/incidents/near misses in line with the College reporting procedures.

h) Ensure check sheets are completed following an emergency evacuation of the campus and incident reported to Health, Safety and Wellbeing team.

i) Liaise with Fire and Rescue Service as necessary and take instructions from them with regards re-entering the premises.

j) Inform SLT of any serious situation or condition immediately.

2.17   <u>All Staff</u>

All members of staff are responsible for highlighting hazards or conditions that may adversely affect the health and safety of any person lawfully within the College. It is the duty of college staff to take all reasonable care to work safely and not to endanger themselves or anyone else during their work activities and to:

a) Work in accordance with college procedures.

b) Act responsibly to ensure their own health and safety and that of others and assist the College in meeting its health and safety responsibilities.

c) Use all work equipment, materials, processes, hazardous substances, personal protective equipment, and safe systems of work in accordance with procedures, training and instruction received.

d) Report defective equipment through the College's reporting procedures and ensure that it is not available for use. Update line manager, as necessary.

e) Report dangerous situations and any other situation which could give rise to serious or imminent danger to their Line Manager.

f) Switch-off/ de-pressurise/lock-off any powered machinery, equipment or other at the end of use or end of the day and leave in a safe state as trained to do so.

g) Assist in the development of and take a full and active part in any health and safety initiatives including training, as necessary.

h) Report all accidents, near misses and dangerous occurrences in line with the College reporting procedures and update line manager.

i) Notify any shortcomings in either the health and safety training of other staff or the arrangements for health and safety to their Line Manager or College Health, Safety and Wellbeing Manager.

j) Comply with the health and safety procedures of any other organisation while on their premises.

k) Report, and do not use, any defective equipment while using external premises.

l) Seek approval from Line Manager and Estates Team Leader for any personal electrical equipment e.g., laptop, kettle, radio etc., to be used in College buildings. Any approval would also be subject to PAT testing, where appropriate.

m) Refrain from eating and drinking in classrooms, laboratories, workshops, stores, chemical / waste storage areas and library or any similar other area.

n) Use all waste receptacles according to waste type. Ensure all personal medications are kept secured in locked drawer/locker and not left on desks and, any hypodermic needles used for administering e.g., insulin, should be disposed of in a sharps bin.

o) Undertake training as necessary to support their H&S responsibilities.

2.18   All Students

All students have the following responsibilities:

a) Work in accordance with college policy and procedures.

b) Act responsibly to ensure their own health and safety and that of others and assist the College in meeting its health and safety responsibilities.

c) Use all work equipment, materials, processes, hazardous substances, personal protective equipment, controls, and safe systems of work in accordance with procedures, training and instruction/teaching received.

d) Report defective equipment to their lecturer or other member of staff as appropriate and do not use.

e) Use equipment appropriately and only for its intended purpose.

f)   Always behave in a responsible manner and do not engage in horseplay or practical jokes.

g)   Report defective equipment, or any situation to their lecturer or other member of staff as appropriate, which could give rise to serious or imminent danger.

h)   Assist in the development and take a full and active part in health and safety initiatives.

i)   Report all accidents, near misses and dangerous occurrences to their Lecturer or another member of staff as appropriate.

j)   Ensure, in so far as is reasonably practicable, all health and safety requirements are followed when participating in work placement activities.

k)   Students who become pregnant have a duty to inform the College, through their lecturer, to enable the College to manage any resultant risk.

l)   Be aware that health and safety plays a fundamental part in learning and teaching, students who are found to be in breach of this policy will be subject to College disciplinary procedures.

m) Refrain from eating and drinking in classrooms, laboratories, workshops, stores, chemical/ waste storage areas and library or any similar other area.

n)   Use all waste receptacles according to waste type.

o)   Ensure, in so far as is reasonably practicable, all personal medications are kept secured in locker and any hypodermic needles used for administering e.g., insulin, should be disposed of in the sharps bin available in the campus first aid room.

2.19   Student President

The Student President role can involve arranging student events inside and outside of the College. In respect of this, the holder of the position has the following health and safety responsibilities:

a)   Understand and implement college policy and specific campus arrangements for preventative and protective measures in relation to events being organised.

b)   To undertake all necessary health and safety training appropriate to their position.

c)   Ensure, in so far as is reasonably practicable, that 'suitable and sufficient' risk assessments for all significant hazards are carried out, recorded, and communicated to all persons likely to be affected within their control. Risk assessments must include the occupational health risks associated with all activities.

d)   Ensure, in so far as is reasonably practicable, that safe systems of work are in place for students under their supervision and that the systems are monitored regularly for suitability and effectiveness.

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e) Allocate necessary resources within their control.

f) Provide information on all health and safety matters to students and to Senior Management for the purpose of health and safety monitoring.

g) Consult with all relevant campus staff on health and safety matters relative to events including the Head of Estates and Sustainability/Estates Team Leader and Head of Health, Safety, and Wellbeing/Adviser.

h) Participate in the activities of safety committees and health and safety initiatives across the College.

i) Identify and assess training requirements to enable all participating students to work safely during events.

j) Liaise with external bodies in relation to the health and safety preventative and protective measures required for event activities. This includes requesting risk assessments from external organisations providing services relative to the event.

k) Ensure, in so far as is reasonably practicable, that appropriate accident/incident recording procedures, as set out in this policy, are followed.

l) Carry out regular inspections of their areas of responsibility.

m) Maintain relevant documentation for areas of control.

2.20   <u>Trade Union Health and Safety Representatives</u>

Ayrshire College recognises trade unions and their elected health and safety representatives in accordance with The Health and Safety at Work etc., Act Section 2 (4), The Safety Representatives and Safety Committees Regulations 1977 (SRSCR), and the Management of Health and Safety at Work Regulations 1999 and, will be provided with appropriate facilities to allow them to function appropriately. Health and safety representatives will have the following functions:

a) Participate in consultation with the college on all health, safety, and wellbeing matters.

b) Carry out periodic inspections - normally every three months or sooner if accidents/disease reported or significant changes have taken place.

c) Inspect any new plant/equipment/processes/documents and assist in the risk assessment process.

d) Investigate potential hazards, dangerous occurrences and causes of accidents at the workplace.

e) Investigate complaints made by the members they represent in partnership with College management and also independently.

f) Receive information from inspectors (HSE & Local Authority) in accordance with Section 28(8) of the Health and Safety at Work Act 1974.

g) Receive statutory information on all health and safety matters from the College.

h) Participate in consultation with the college on the arrangements for training, introducing new technologies or any measure which may substantially affect health and safety.

i) Attend health, safety, and wellbeing committee meetings in the capacity of safety representative.

j) Investigate any complaints presented by their members and from non-members where the matter affects their members.

k) Make reports to senior management on health and safety matters.

l) Advise college management of any concerns in relation to unsafe conditions or working practices which come to their attention.

2.21   Visitors and Others

All visitors must comply with all statutory health and safety requirements and College safe working practices and procedures whilst in or on the College campuses. They must also take reasonable care for themselves and for others who may be affected by their actions or in actions.

All visitors and others must:

a) Report to the main reception desk and complete the sign in procedure.

b) Refrain from interfering with or misusing anything provided in the interests of health, safety, fire, or welfare.

c) Ensure safe practice using work items and personal protective equipment provided in accordance with information, instruction, and training.

d) Co-operate fully with the policies and procedures in place in respect of fire and emergency evacuation.

2.22   Corporate Health, Safety and Wellbeing Committee

Ayrshire College recognises trade unions and the need to establish a Health and Safety Committee as specified in accordance with The Health and Safety at Work Act 1974 Section 2(7) and The Safety Representatives and Safety Committees Regulations 1977. Members of the Committee will consist of representatives from, SLT, CLT, and line management, Trade Union and non-union health and safety representatives, and

student association. On occasions, external specialists or others may be asked to attend specific meetings.

The function of the Committee is to:

a) Examine the results of investigations into accidents, incidents, occupational illnesses, and dangerous occurrences.

b) Action the introduction of measures to rectify situations as identified in inspections and audits.

c) Consider remedies introduced in response to a) and b) above.

d) Consider and review aggregated occupational health and wellbeing absence statistics and the reasons for such absences.

e) Assist in the review and development of health and safety policies, risk assessment procedures, documentation, safety rules, safe systems of work and monitoring documentation.

f) Communicate decisions to Senior Management and ensure all other staff are informed.

g) Provide a link with the appropriate Inspectorates of the enforcing authority.

h) Oversee the functioning of the policy and that the objectives as set are being addressed accordingly.

i) Monitor health and safety training.

2.23   Health, Safety and Wellbeing Campus Groups

Members of the HSW Campus Groups will consist of representatives from SLT, CLT, line management, Trade Union, staff, and student association.

These meetings shall take place at least two weeks prior to the Corporate Health and Safety Committee meetings with minutes available for the Corporate Health and Safety Committee at least one week prior to meeting.

The function of the Group is to:

a) Examine the results of investigations into accidents and dangerous occurrences.

b) Communicate decisions to the Corporate Health and Safety Committee.

c) Action the introduction of measures to rectify situations as identified in inspections and audits, following approval from the Corporate Health and Safety Committee

d) Monitor remedies introduced in response to above points.

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e) Assist in the review and development of health and safety policies, risk assessment procedures, documentation, safety rules, safe systems of work and monitoring documentation.

f) Oversee the functioning of the policy and that the objectives as set and the local health and safety arrangements are suitable and being addressed accordingly.

g) Monitor campus health and safety training.

h) Provide a link with the appropriate inspectorates of the enforcing authority.

i) The constitution of the Group is contained within the arrangements section of this policy and will be reviewed and revised, as necessary.

2.24   <u>Contractors</u>

Ayrshire College will ensure, in so far as is reasonably practicable, the health and safety of persons not in their employment (the Health and Safety at Work etc., Act 1974, s (3.1)). Those intending to carry out work on the College's behalf will be provided with comprehensible information and appropriate instructions regarding any reasonably foreseeable risks to health and safety for that contractor or any of their employees that may exist in or on the premises. The College will ensure that such information and instruction is made available to all contractors and their employees as to the risks, control measures in place and the identification of the competent person within the College nominated to manage emergency evacuation procedures as required under The Management of Health and Safety at Work Regulations 1999, Regulation 12.

The College will endeavour to ensure that all such contractors are selected on the basis of their competences and past performance records in respect of both the quality of work and health and safety. All potential contractors will be vetted for suitability in accordance with the College's procurement procedures.

All contractors selected to carry out work activities in and around the College property have responsibilities to:

a) Take reasonable care of themselves and all persons who may be affected by their acts or omissions to act, in the work that they are involved.

b) Work in accordance with and satisfy the health and safety requirements of Ayrshire College in order to maintain its standards of care to staff, students and others in line with this policy and the management systems in place including permits to work.

c) Fully co-operate with identified College staff and ensure co-ordination between all parties as necessary for the control of risks associated with the work activities.

d) Liaise with the College Head of Estates and Sustainability, Estates and Sustainability Team Leaders, Campus Assistants, Health, Safety and Wellbeing Manager or Health, Safety and Wellbeing Advisors as required and inform

immediately of any changes in the risks and/or shortcomings with the controls in place.

e) Consult with the Head of Estates and Sustainability and Head of Health, Safety, and Wellbeing and others as appropriate, where health and safety measures are deemed to be unacceptable and to ascertain why and to ensure matters are rectified accordingly.

f) Stop work if health and safety performance is not brought up to requirements Note: College management retain the right to stop the contractor/sub-contractor working on the job until requirements are met.

g) Ensure that effective procedures through the use of the appraisal documentation used by the contractor are in place for appraising the competence of any subcontractor hired to carry out work.

h) Inform relevant College staff (Head of Estates and Sustainability or other as directed) before appointment and indication as to their suitability.

i) Co-operate fully with the policies and procedure in place in respect of fire and emergency evacuation.

j) Ensure that all plant and equipment introduced for use on college premises is in a safe and efficient state and supported by any relevant testing and inspection certification.

k) Ensure that materials are used, handled and stored safely and all waste materials are removed to appropriate waste removal containers.

l) Ensure that all energy sources are identified and isolated where necessary and in accordance with method statements and risk assessments before work commences and left in a safe state at the end of each use.

Section 3 - Related Procedures for Policy Implementation

3.1   <u>Communication</u>

3.1.1   Assistant Principals and Heads of Learning and Skills/Service are responsible for ensuring that the Health, Safety and Wellbeing Policy and Procedures are communicated to staff and students at all levels.

3.2   <u>Local Management of Health, Safety and Wellbeing</u>

3.2.1   Assistant Principals and Heads of Learning and Skills/Service are responsible for ensuring that local organisational arrangements are put in place.

3.2.2   Local arrangements must include:

- risk assessments,
- local health and safety procedures (include induction)
- campus safety group representation
- health and safety training records

3.3   <u>Individual Procedures</u>

3.3.1   The Policy is supported by a range of specialist Procedures that relate to specific hazards and activities:

- Accident and Incident Reporting and Investigation
- Risk Assessment
- Work Placement
- First Aid
- Control of Substances Hazardous to Health (CoSHH)
- Display Screen Equipment
- Manual Handling
- Management of Noise
- Off Campus Excursions
- Control of Vibration at Work
- Lone Working
- Safe Use and Disposal of Sharps
- Infectious and Reportable Diseases
- Driving for College Business
- Legislation Tracker
- Management of Radioactive Sources
- Health Surveillance
- Internal Audit and Inspections
- Smoke Free Campus
- Asbestos Management
- Provision and Use of Work Equipment
- Lifting Operations and Lifting Equipment
- Permit to Work
- Water Management

3.3.2   Full details of the Procedures are available from the undernoted website:
https://intranet.ayrshire.ac.uk/portals/Intranet/HROW/Wellbeing/SitePages/Home.aspx

Section 4 - Measuring, Monitoring and Reviewing the Policy

4.1 Audit

4.1.1   The implementation of this Policy by curriculum and service areas will be audited by the Health, Safety and Wellbeing team, on an annual basis.

4.1.2   Audits will be undertaken in accordance with the HSG65 Model for Successful Health, Safety and Wellbeing Management, and will cover a representative range of management and hazard specific activities. This will include but not limited to the following:

- Health, Safety and Wellbeing Management
- Accident reporting
- Health & Safety Inspection
- Competency Training

4.2 Monitoring

4.2.1   The effectiveness of this policy will be monitored by a programme of monitoring undertaken by the Health, Safety and Wellbeing team.

Senior Leadership Team Policy Approval Checklist

To be retained within the meeting records

The approving committee has made the following checks prior to approval of the policy

Policy	Health, Safety and Wellbeing Policy

The standardised template for presentation has been used	YES / NO
Appropriate consultation has taken place	YES / NO
Impact on other college policies and procedures has been considered and consulted upon where appropriate	YES / NO
Equality Impact Assessment has been consulted on and carried out	YES / NO
Agree the date for review	YES / NO

The Senior Leadership Team endorses the above policy and associated procedure(s)

| Assistant Principal | Signature: | Date:

DD MM 2022 |
|---|---|---|

(Responsible Person)

Business, Resources & Infrastructure Committee, 6 September 2022 (Paper 7 – Appendix 2)

EQUALITY IMPACT ASSESSMENT (EqIA)

EQUALITY IMPACT ASSESSMENT

Section 1:

Decision, Policy or Practice	Health, Safety & Wellbeing
Lead Manager	Martin Hammond, Head of Health, Safety and Wellbeing
Purpose of the Decision, Policy or Practice	Bi-annual review of the Policy
Who is affected by the Decision, Policy or Practice?	Ayrshire College Staff and those affected by our activities e.g. students, contractors, visitors and members of the public.
Consultation and evidence **What involvement and consultation has been done in relation to this decision, policy and practice?**	Corporate Health, Safety & Wellbeing Committee June 2022 Senior Leadership Team (SLT) meeting August 2022.

Section 2:

Does, or could, the decision, policy or practice have an adverse effect on people sharing the following protected characteristics? (Please tick relevant box)			
Protected Characteristic	**Yes**	**No**	**Unknown**
Age		X	
Disability		X	
Gender Reassignment		X	
Marriage or Civil Partnership		X	
Pregnancy and Maternity		X	
Race		X	
Religion or Belief		X	
Sex		X	
Sexual Orientation		X	
Additional considerations: Care-experienced, Carers, Veterans, and Estranged Students		X	

Details of the adverse effect and how this will be mitigated:

No adverse impacts have been identified.

Everyone at the College has a role in ensuring that we work and study in a safe and healthy environment:

The Board of Management is responsible for establishing a policy for Health, Safety and Wellbeing and maintaining an oversight of its effectiveness.

2

The Senior Leadership Team is responsible for implementing the policy and ensuring accountability for the management of Health, Safety and Wellbeing at all levels across the College.

Line managers at all levels across the College are responsible for managing the health, safety, and wellbeing of staff and, where relevant, that of students, visitors, contractors, or members of the public who may be affected by activities.

Staff have a responsibility for their own health, safety, and wellbeing, and to liaise and cooperate with their line manager regarding health, safety, and wellbeing.

Students similarly have a responsibility for their own health, safety, and wellbeing, and to cooperate with curriculum and support staff regarding health, safety, and wellbeing.

3

Does, or could, the decision, policy or practice promote or advance equality of opportunity for people sharing the following protected characteristics? (Please tick relevant box)			
Protected Characteristic	**Yes**	**No**	**Unknown**
Age	X		
Disability	X		
Gender Reassignment	X		
Marriage or Civil Partnership	X		
Pregnancy or Maternity	X		
Race	X		
Religion or Belief	X		
Sex	X		
Sexual Orientation	X		
Additional considerations: Care-experienced, Carers, Veterans, and Estranged Students	X		

Details of the positive effect:

The College is committed to providing a safe and healthy environment in which our students and staff can study and work. As such, we have positioned our statutory Health, Safety and Wellbeing responsibilities within a wider approach to staff and student wellbeing that goes beyond achieving minimum legal compliance.

The policy ensures that everyone who uses the College campuses can do so safely and with regard to maintaining their own and everyone's health and wellbeing.

In what way does, or could, the decision, policy or practice foster good relations between people who share a protected characteristic and those who do not?

Provide a safe and healthy environment, for staff, students, visitors, contractors and members of the public and enable them to realise their full potential and take a proactive approach to Health, Safety and Wellbeing.

Provide the highest standards of Health, Safety and Wellbeing for our staff, students, visitors, contractors or members of the public which would be expected of a world class college.

4

Section 3:

Following assessment, should the policy, practice or decision be taken?	Yes
If yes, outline key/priority action(s) being taken to mitigate impact(s)	
To mitigate impact(s), the following key/priority actions have or will be taken: Once approved, the Policy will be communicated to all staff and made available on the Staff Intranet.	

Section 4:

Monitoring and review **Set out the arrangements for reviewing the impact of the policy, practice or decision once it has been implemented**
This policy has been developed in line with best practice and legislative requirements and will be reviewed every two years or as deemed necessary. Health, Safety and Wellbeing matters are discussed at local HSW campus and corporate HSW meetings. Departments have HSW as a standing agenda item for team meetings.

Signed: EqIA Owner	*Martin Hammond* Martin Hammond Head of Health, Safety & Wellbeing	12 August 2022
Signed: Approved by	David Davidson Director of HR and OD	15 August 2022
Equality and Inclusion Advisor (received)	Sara Turkington Equality and Inclusion Advisor	

5

Business, Resources and Infrastructure Committee

6 September 2022

Subject:	Human Resources and Staff Learning and Development Report
Purpose:	To provide members with an update for the reporting period May to July 2022.
Recommendation:	That members note and take account of the reporting and monitoring information provided.

1 Human Resources Update

1.1 Recruitment and Selection

A total of three internal and five external adverts were placed during the reporting period.

Eight internal candidates were appointed to new roles within the College, with three promoted to more senior roles. Four new members of staff commenced employment with the College across a range of posts.

1.2 Sickness Absence

Sickness absence levels for the reporting period are as follows:

Term	May 2022	June 2022	July 2022
Long Term	2.77%	2.15%	2.30%
Short Term	1.42%	1.10%	0.85%
Total absence	4.19%	3.25%	3.15%

In comparison, the College sickness absence levels for the same period in 2020-21 were as follows:

Term	May 2021	June 2021	July 2021
Long Term	0.52%	1.44%	1.99%
Short Term	0.42%	1.01%	0.67%
Total absence	0.94%	2.45%	2.66%

1.2.1 Sickness Absence Reasons

Absence Reason	May 2022		June 2022		July 2022	
	Days Lost	Staff Affected	Days Lost	Staff Affected	Days Lost	Staff Affected
Depression/Anxiety/ Psychological	107	9	74	8	82	5
Stress non-work related	83	7	22	1	24	2
Back pain/sprain/ strain/ musculoskeletal	77	8	47	4	60	3
Cancer/malignancy	66	4	66	4	48	4
Stress work related	66	3	47	3	63	3
Post Operative Recovery	39	3	48	4	95	6

The overall absence rate for the College decreased during the reporting period, however, the trend continues to remain above the corresponding period in 2020/2021. It is of note that absence levels had increased to 4.19% at the start of the reporting period in May, before decreasing by 0.94% to 3.25% in June. A further small decrease of 0.10% was observed in July, which is traditionally a peak holiday period.

As previously reported, one of the reasons for the sustained higher levels of absence is the continuing level of long-term absence, which has remained consistently above 2% during the reporting period and was at its highest in May at 2.77%. This continues to reflect staff experiencing long term health conditions including mental health concerns such as stress, depression and anxiety, as well as musculoskeletal concerns and cancer diagnoses. It is also of note that the number of staff on long term absence linked to surgical interventions has increased during the reporting period, following a period where procedures were delayed or cancelled during the Covid-19 pandemic. A small number of staff on long term sick leave are being supported to explore ill health retirement options through occupational health, linked to their circumstances and pension options.

In contrast, short term absence levels decreased during the reporting period, from 1.42% in May to 0.85% in July. This trend is more representative of the normal pattern, leading into the peak holiday period.

Across the three month period, there were 176 working days lost to work related stress, which arose from four members of staff being absent from work, one of whom has since returned, following appropriate support mechanisms. Absences of this nature continue to be monitored closely by the HR Team.

1.2.2 Covid-19 Reporting Information

During the period May to July 2022, the College recorded the following data relating to the covid-19 pandemic:

Covid-19 Recording Category	May 2022	June 2022	July 2022
Positive Cases	3	32	7

1.3   Maternity, Paternity and Adoption Leave

During the reporting period May to July 2022, four members of staff were on maternity leave, one of whom returned to work in July 2022.

1.4   Employment Relations

In the period May to July 2022, there were two disciplinary investigations ongoing and one disciplinary hearing scheduled. One of the staff members was suspended from work pending investigation.

There was also one stage one capability process linked to performance, during the period.

1.5   Flexible Working Requests

During the reporting period, twelve members of staff submitted flexible working requests. The reasons for the requests are as follows:

Flexible Working Request Reason	Number of Requests	Approved/Not Approved
Childcare Responsibilities	3	Approved
Lecturer Phased Retirement	2	Approved
Work life Balance	3	Approved
Financial Concerns	1	Approved
Health and wellbeing	2	Approved
Sabbatical	1	Not Approved

2   Staff Learning and Development Update

2.1   May to June 2022 CPD Events

During May and June, the Staff Learning and Development team offered a series of Excel/Data Analytic workshops, sourced through the Flexible Workforce Development Fund. These sessions included:

- o   Visualising Data with Excel
- o   Microsoft Excel Pivot Tables
- o   Data Analytics for Beginners

2.2   LinkedIn Learning

In the reporting period, May to July 2022, 556 courses and 2096 videos were viewed, with 58 courses and 1773 videos completed by staff. The most popular content during this period related to computer security and internet safety, with 'Cybersecurity at Work' being the most viewed course. This can be attributed to the mandatory training course 'Understanding Cybersecurity at Ayrshire College', which consists of LinkedIn Learning content. Other popular content related to Communicating with Confidence and Leadership Foundations.

2.3   GTCS – College Lecturer Registration

The national rollout of GTCS registration has continued to be a priority area for the College during the reporting period. One of the main requirements of the GTCS process is for the registration fee to be deducted at source (DAS) via the College payroll. The College made the necessary arrangements to conclude the DAS process for 2022-2023 in August, which in future years will be deducted in April.

During the reporting period, the Staff Learning and Development team has continued to support staff and managers to engage and complete the registration process. This engagement will continue in the new academic year, to ensure all eligible staff have GTCS registration.

Future phases of GTCS registration for those staff who do not meet the existing eligibility criteria are currently being considered by GTCS. The outcomes from this work will be communicated to colleges, as necessary.

2.4   Aspire Growing Leaders Programme

The application process for the Aspire Programme closed at the end of June 2022. The response to the opportunity was significant, with a total of 45 applications received (28 from support staff and 17 from curriculum staff).

The Aspire Programme officially launched on 17 August with an event for all Aspire stakeholders. The first cohort of 10 candidates will graduate from the programme in March 2023.

2.5   Professional Teaching Qualifications

In June 2022, 10 lecturing staff successfully completed their PDA Teaching Practice, while 16 lecturing staff were awarded the Teaching Qualification in Further Education (TQFE) from the University of Stirling.

In the academic year 2022/23, 15 lecturing staff will be supported by the College to undertake their TQFE, with a further 12 staff being considered for the PDA qualification.

David Davidson
Assistant Principal HR and Organisational Development
6 September 2022

(Gillian Brown, Head of HR)

Business, Resources and Infrastructure Committee

6 September 2022

Subject:	Health, Safety and Wellbeing and Equality and Inclusion Report
Purpose:	To provide members with an update for the reporting period May to July 2022.
Recommendation:	That members note and take account of the reporting and monitoring information provided.

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1   Health, Safety and Wellbeing Update

1.1   Mandatory and Online Training

Mandatory training completions during the reporting period:

Course	Completions
Introduction to Working Safely	172
Fire Detection & Response	222

A number of first aiders received naloxone administration training provided by NHS Ayrshire and Arran. Ten staff with line management responsibilities completed the IOSH Managing Safely programme in the reporting period, and 51 completed the course in total over academic year 2021-2022.

1.2   Accidents and Incidents

There were twenty-one incidents recorded during the reporting period, detailed as follows:

Campus	Riddor	>3 days <7 days	Minor Injury	No Injury	Near Miss	Ill Health	Total
Ayr	0	0	3	0	1	0	4
Kilmarnock	0	0	5	3	2	1	11
Kilwinning	0	0	2	2	2	0	6
Dean Park	0	0	0	0	0	0	0
Irvine	0	0	0	0	0	0	0
Nethermains	0	0	0	0	0	0	0
Total	0	0	10	5	5	0	21

Notable Incidents

Kilmarnock Campus	June 2022	Atrium area / external	Verbal abuse / challenging behaviour
The Evening Duty Supervisor challenged two youths who entered the Kilmarnock Campus. One of the youths advised that they were a student and required to retrieve items from a locker. The youth was accompanied by a member of the Estates team to obtain these items. The other youth was asked to leave and in doing so, brandished a			

firearm (BB gun) and waved it around. Police Scotland were called, however, they did not attend the campus until sometime later.

Follow-up meetings with the Police have occurred and they will undertake additional drive-by patrols. The incident will be discussed at the next Business Continuity Steering Group meeting.

Kilmarnock Campus	July 2022	Refectory Kitchen	Damage to property / equipment

During the cleaning of one of the deep fat fryers (fryer 1), a steel wire brush mounted on plastic fell into the other fryer (fryer 2), which was off at the time. It was reported that the lid would have been on fryer 1, however, due to the closing mechanism, it is possible that the lid could have moved to the side, allowing the brush to fall in.

Fryer 2 was used the following day and the food was contaminated with plastic. The basket was raised further and more plastic was observed on the bottom of the basket.

No food was served from the contaminated fryer, which was turned off and drained.

Several corrective actions were identified, including the fryer being serviced before being put back in use and a review of the procedure for cleaning the fryers, including the appropriate tools to use, and the method.

1.3   Fire Safety

Fire Evacuations (included as near miss in incident statistics)

Date	Campus	Details
01/05/2022	Kilwinning	Fire alarm activated out of hours due to a faulty detector in one of the outbuildings. The detector has been replaced. Scottish Fire & Rescue and Bellrock FM attended.
16/06/2022	Kilmarnock	Malicious activation of the fire alarm in the ground floor toilet. Scottish Fire & Rescue attended, and the campus evacuated safely.
19/06/2022	Kilwinning	The fire alarm activated out of hours due to a faulty detector head. The detector has been replaced. Scottish Fire & Rescue and Bellrock FM attended.

1.4   Claims

The College currently has one outstanding liability claim.

1.5   Risk Assessment

A planned routine inspection of the materials containing asbestos within the Dam Park building, Ayr Campus was undertaken in July 2022. This highlighted one area of the building, a restricted plant room, where removal works are required. Arrangements for this work are currently being made.

1.6 Audits and Inspections

Ten audits have been completed in the following areas: Aeronautical (Ayr), Catering (Ayr), Estates (Ayr), Hair, beauty, complementary therapy, and make-up artistry (Ayr and Kilmarnock), Hospitality (Kilmarnock), Joinery (Ayr), Motor Vehicles (Kilmarnock), and Science (Kilmarnock and Kilwinning).

Audit Type	No. Completed	No. of Actions	Completed Actions	Actions in Progress
Department	10	108	24	84

1.7 Health Surveillance

Staff health surveillance was arranged in May and June and was undertaken by an external provider. The checks undertaken include respiratory, audiometry, skin, and hand arm vibration (HAVs). Staff may receive one or more checks, dependent on the nature of the work that they undertake.

Date	30/5	31/5	1/6	6/6	9/6	10/6	16/6	22/6	Totals	%
Scheduled	31	11	20	20	39	26	23	19	**189**	-
Attended	24	10	19	17	35	25	22	15	**167**	**88%**
Absent	7	1	1	3	4	1	1	4	**22**	**12%**

A total of 189 appointments were scheduled, with 167 being attended and 12% of the appointments rescheduled for August 2022.

1.8 COVID-19

The Health, Safety and Wellbeing team continue to support the Covid Recovery Group.

Excess stocks of Lateral Flow Device (LFD) testing kits have been returned to NHS Scotland. The College has retained a small stock of LFD kits in the event of a future outbreak.

The College continues to promote the guidance messaging on distance aware and covid sense to staff and students. Updated covid sense posters are displayed around the campuses.

1.9 Health and Wellbeing

A range of health and wellbeing themes were promoted during the review period, including:

- National Walking month in May.
- A number of staff and students represented the College in the Kilmarnock 'Roon the Toon' 10K run. The College were one of the top 3 teams in the Education Category winning £300, which was donated towards the Student Feel Good Festival.

- Staff Feel Good Festival scheduled from 16 to 26 August. This included sessions from external speakers, led walks, activities for staff to carry out in their own time, and on each main campus, a street food festival.
- The findings from the Kilwinning campus travel survey helped shape the application which was submitted to the Cycling Friendly Campus Award to improve the cycle storage facilities at the Kilwinning Campus. The College will receive the outcome of the application in September 2022.
- Initial meeting with Streets-UK who are working on a project with South Ayrshire Council. The College is invited to be a member of the Stakeholder Group.
- The HSW team continue to promote wellbeing activities organised by external organisations to staff and students, e.g. Active Travel Hub.

1.10 Legislative Update

There were no legislative updates within the reporting period.

2 Equality and Inclusion Update

2.1 Mainstreaming Equality and Equality Outcomes 2021-2025 Progress Report

To support increased awareness and engagement with the College's Mainstreaming Equality and Equality Outcomes 2021-2025 progress report, a three part Equality Matters Rockpool podcast was recorded and released in June. These episodes featured Police Liaison Officer, Claire Bysouth speaking about the progress made in the College to promote awareness of hate crime and Curriculum Administrator, Devlin McCloskey speaking about his life living with Asperger's Syndrome; the support given to him by the College and his key message to staff with a disability or long-term health condition. Devlin is a key member of the College group Positive about Disability and he also features in the #WeAreAyrshireCollege campaign.

These episodes are available on Spotify:
Rockpool Podcasts' Flowpage (flowcode.com)

2.2 Tackling Student Gender Imbalances

To support the achievement of Equality Outcome 2, focused on student gender imbalances, a full day stakeholder event, including all Curriculum Heads and nominated staff members, took place at Kilmarnock Campus on Tuesday 23 August. The event was facilitated by Service Design Academy and was supported by a number of relevant case studies, gathered by the College, from parents/carers/guardians, current and past students and others with a vested interest in tackling gender imbalances. The purpose of the event was to help re-focus the College's work on gender imbalances with a defined output being refined Curriculum team gender action plans.

2.3 LGBT Youth Scotland Charter

Following student feedback, received by the Student Association, the College began the process of working towards the LGBT Youth Charter Mark Foundation accreditation. To support this, a working group, co-chaired by the Equality and Diversity Lead and Student President, has been established and an action plan has been developed for the period April 2022 - June 2023. A key requirement of the Charter Mark is that staff complete training provided by LGBT Youth Scotland.

Currently, 59 staff members and the Student Association have been nominated to complete this training in September.

2.4   TransEdu Community of Practice Event

The College's Equality and Diversity Lead, as co-Chair of the Sector TransEdu Community of Practice, supported an event for higher and further education colleagues to learn, share good practice and network, in relation to trans and gender diverse students and staff experiences. The event was held at City of Glasgow College in June with 41 attendees from across the Sector.

2.5   Hate Crime Conference

Working with colleagues in the Ayrshire Equalities Partnership, the College will host and lead a conference on "Empowering communities to end hate crime in Ayrshire," on 5 October 2022 at Kilmarnock campus. The event aims to increase knowledge and understanding of hate crime and will be facilitated by Dave Scott, Campaign Director of 'Nil by Mouth'. The event will be open to students and staff to attend alongside professionals living and working in Ayrshire.

David Davidson
Assistant Principal HR & Organisational Development
6 September 2022

(Martin Hammond, Head of Health, Safety and Wellbeing)

Complaints Report 2021/2022 Quarter 3 (February - April 2022)

Ayrshire College

Complaint Volumes

	COMPLAINTS HANDLING PROCEDURE INDICATORS	Q3 2021/2022		Q3 2020/2021		YTD 2021/2022		YTD 2020/2021	
1.0	Total number of complaints received & complaints received per 100 population								
1.1	Number of complaints Received	21		41		88		119	
1.2/1a	College Population and Number of Complaints received per 100 population	9386	0.2	8381	0.5	9644	0.9	8381	1.4
2.0	Number of complaints closed at each stage and as a % of all complaints closed								
2.1/2a	Number of complaints closed at Stage 1 and % of total closed	11	52.4%	26	63.4%	60	68.2%	83	69.7%
2.2/2b	Number of complaints closed at Stage 2 and % of total closed	7	33.3%	6	14.6%	23	26.1%	15	12.6%
2.3/2c	Number of complaints closed after Escalation and % of total closed	3	14.3%	9	22.0%	5	5.7%	21	17.6%
2.4	Open	0	0.0%	0	0.0%	0	0.0%	0	0.0%
3.0	Number of complaints upheld, partially upheld and not upheld at each stage and as a % of complaints closed at that stage								
3.0	Stage 1								
3.1/3a	Number and % of complaints upheld at Stage 1	3	27.3%	7	26.9%	13	21.7%	38	45.8%
3.3/3b	Number and % of complaints not upheld at Stage 1	3	27.3%	19	73.1%	20	33.3%	45	54.2%
3.5/3c	Number and % of complaints resolved at Stage 1	5	45.5%	0	0.0%	27	45.0%	0	0.0%
3.0	Stage 2								
3.4/3d	Number and % of complaints upheld at Stage 2	5	71.4%	4	66.7%	15	65.2%	9	60.0%
3.6/34	Number and % of complaints not upheld at Stage 2	2	28.6%	2	33.3%	8	34.8%	6	40.0%
3.8/3f	Number and % of complaints resolved at Stage 2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
3.0	Escalated								
3.7/3g	Number and % of complaints upheld after Escalation	0	0.0%	9	100.0%	1	20.0%	13	61.9%
3.9/3h	Number and % of complaints not upheld after Escalation	3	100.0%	0	0.0%	4	80.0%	8	38.1%
3.11/3i	Number and % of complaints resolved after Escalation	0	0.0%	0	0.0%	0	0.0%	0	0.0%
4.0	Total working days and average time in working days to close complaints at each stage								
4.1/4a	Total working days and average time in working days to close complaints at Stage 1	61	5.5	139	5.3	266	4.4	420	5.1
4.2	Total working days and average time in working days to close complaints at Stage 2	178	25.4	134	22.3	684	29.7	338	22.5
4b	Escalation	48	16.0	60	6.7	88	17.6	413	19.7
5.0	Number and % of complaints closed within set timecales (S1=5 workings days; S2=20 working days ; Escalated = 20 working days)								
5.1/5a	Number and % of Stage 1 complaints closed within 5 working days	7	63.6%	20	76.9%	45	75.0%	62	74.7%
5.2/5b	Number and % of Stage 1 complaints not closed with 5 working days	4	36.4%	6	23.1%	15	25.0%	21	25.3%
5.3/5c	Number and % of Stage 2 complaints closed within 20 working days	4	57.1%	5	83.3%	13	56.5%	12	80.0%
5.4/5d	Number and % of Stage 2 complaints not closed within 20 working days	3	42.9%	1	16.7%	10	43.5%	3	20.0%
5.5/5e	Number and % of Escalated complaints closed within 20 working days	3	100.0%	9	100.0%	5	100.0%	19	90.5%
5.6/5f	Number and % of Escalated complaints not closed within 20 working days	0	0.0%	0	0.0%	0	0.0%	2	9.5%
6.0	Number and % of complaints closed at each stage where extensions have been								
6.1/6a	Number and % of Stage 1 complaints closed within 10 working days (extension)	4	100.0%	5	83.3%	15	100.0%	18	85.7%
6.2/6b	Number and % of Stage 1 complaints not closed within 10 working days (extension)	0	0.0%	1	16.7%	0	0.0%	3	14.3%
6.3/6c	Number and % of Stage 2 complaints closed within 40 working days (extension)	3	100.0%	1	100.0%	9	90.0%	3	100.0%
6.4/6d	Number and % of Stage 2 complaints not closed within 40 working days (extension)	0	0.0%	0	0.0%	1	10.0%	0	0.0%
6.5/6e	Number and % of Escalated complaints closed within 40 working days (extension)	0	0.0%	0	0.0%	0	0.0%	0	0.0%
6.6/6f	Number and % of Escalated complaints not closed within 40 working days (extension)	0	0.0%	0	0.0%	0	0.0%	2	100.0%

> 21 complaints received, a decrease of 49% from Q3 2020/2021.

> 52% of complaints were handled at stage 1 in Q3 2021/2022, compared to 63% for the same period in 2020/2021.

> 67% of complaints were closed within the target timescale, compared to 83% in Q3 2020/2021.

> 100% of complaints were closed within the extended timescale in Q3 2021/2022, compared to 98% closed within the extended timescale in the same period in 2020/2021.
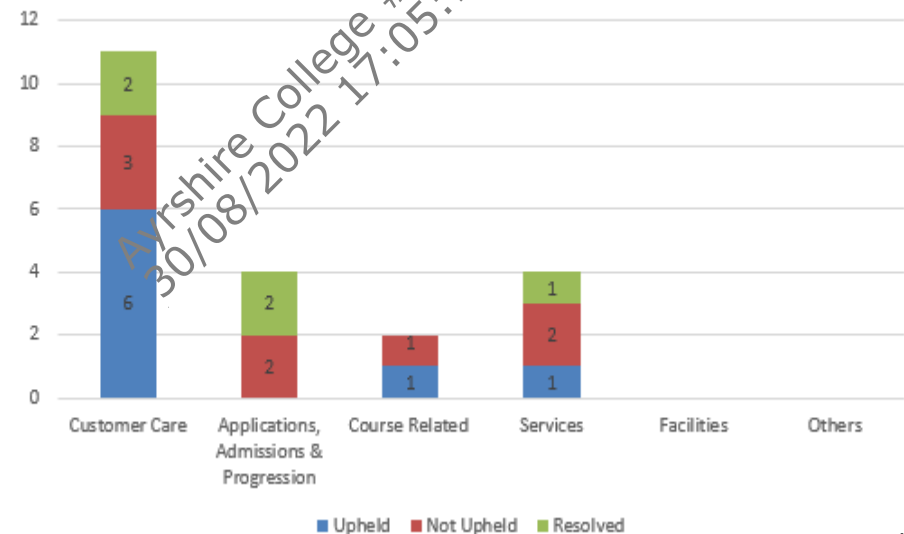
2

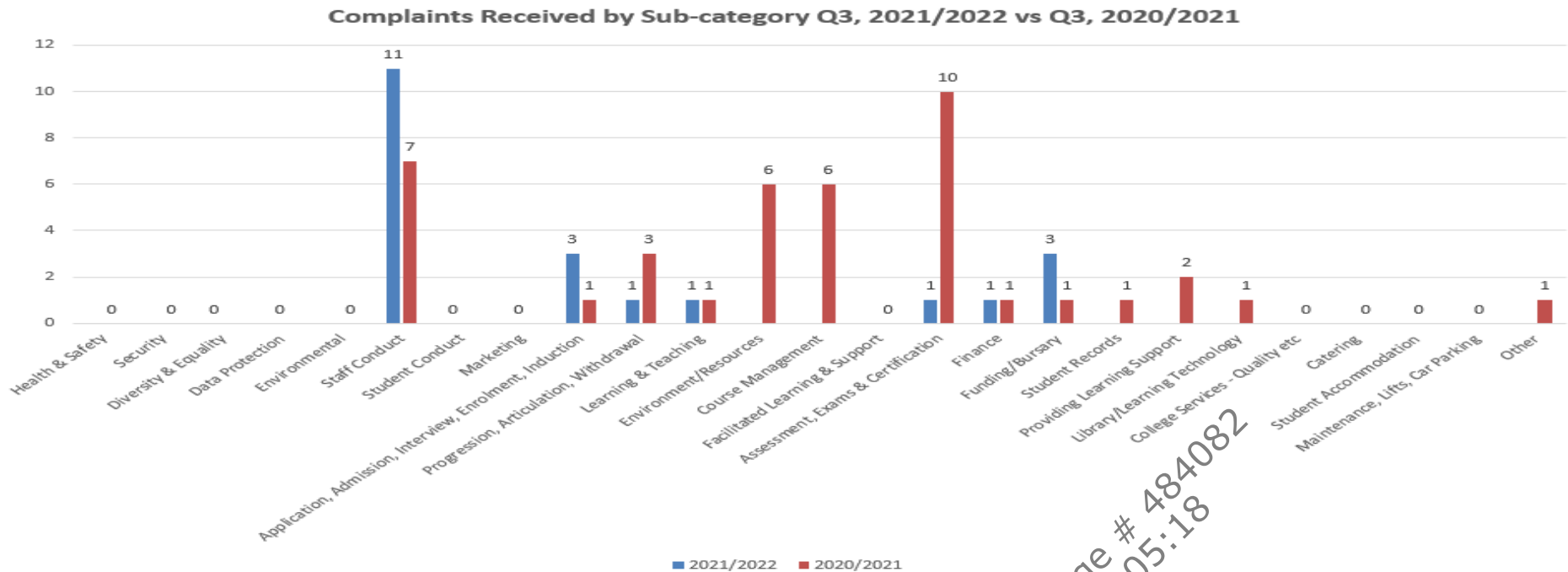# Complaints Categories

Complaints Received by Category

The chart on the left shows complaints received split by category. 11 out of 21 complaints received were in the Customer Care category. 4 complaints were received in both the Applications, Admissions & Progression and Services categories. 2 complaints were Course Related and there were no complaints in the Facilities and Others categories.
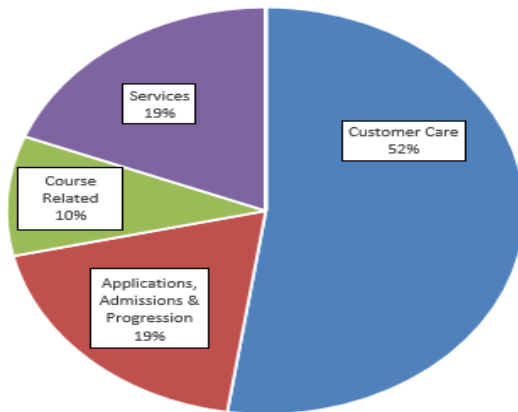
The chart on the right shows complaints received, split by category and outcome. 55% of complaints in the Customer Care category were upheld, with a further 18% resolved. 50% of complaints that were Course Related were upheld, with 0% resolved. 25% of complaints in the Services category were upheld and 25% were resolved. 0% of complaints in the Applications, Admissions & Progression category were upheld and 50% were resolved.

Complaints Sub Categories

Complaints Received by Sub-category Q3, 2021/2022 vs Q3, 2020/2021

> Decrease in complaints received in the assessment, exams & certification sub-category from 10 in Q3, 2020/2021 to 1 in the same period of 2021/2022. This is due to a decrease in complaints received about an assessment taking place for an evening class when national exams had been cancelled.

> Decrease in complaints received in the environment/resources sub-category from 6 in Q3, 2020/2021 to 0 in the same period of 2021/2022. Volumes in this area were lower due to a reduction in complaints about an HND course running at a different campus.

> Decrease in complaints received in the course management sub-category from 6 in Q3, 2020/2021 to 0 in Q3, 2021/2022. This is due to a decrease in complaints from students about adaptations/lack of practical work due to Covid-19 restrictions.

> Increase in complaints received in the staff conduct sub-category from 7 in Q3, 2020/2021 to 11 in Q3, 2021/2022. There is no specific reason for this increase.

> Complaints in the learning & teaching and finance sub-categories remain the same from Q3 2020/2021 to Q3 2021/2022.

Lessons Learned

Category – Customer Care		
Issue	Outcome	Actions
Anonymous complaint about the staff in one area having cliques and making it uncomfortable for students.	Upheld	Follow up actions with HR, feedback given to staff and staff training provided.
Students unhappy with comments made by a member of staff.	Upheld	Different staff member taught the class, for the wellbeing of students and the staff member. Supportive Improvement plan put in place for staff member.
Student unhappy with the way a member of staff made them feel after telling them to go home due to what they were wearing.	Resolved	Review the marketing leaflets for schools to ensure that we encourage all schools pupils to wear either school uniform or appropriate clothing for a practical based class. Discussions with all students about appropriate clothing in College.

Category – Applications, Admissions & Progression		
Issue	Outcome	Actions
Applicant unhappy they were unable to use ITA funding to purchase a kit for their course.	Not upheld	Review the requirements of the kit to see if we can be more specific in what is needed. Review the cost of the kit. Review adding the cost of the kit to the website.

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Lessons Learned

Category – Course Related		
Issue	Outcome	Actions
Student unhappy as feels they were not taught anything for first two months of the course and then changed lecturer, told there would be no prelim then told with one weeks notice there was a prelim, no revision or recap of work, only one assessment done throughout the year.	Partially upheld	Review the timing of the prelim for next year to ensure this does not need to change at short notice.

6

Customer Satisfaction

We email a customer satisfaction survey to complainants, regardless of the outcome of their complaint. This is issued shortly after their complaint has been closed, if we hold an email address. Surveys were sent to 18 complainants and we had a 22% response rate.

The survey asks the respondent to answer 11 questions on various aspects of the complaint handling process, the answers to which are noted in the graphs below.

I was aware of the complaints procedure before I needed to make a complaint

I found the complaints process easy to access

I found the complaints form easy to use

I was able to access information and assistance in making my complaint where this was required

I received a prompt acknowledgement of my complaint

I felt my complaint was taken seriously

I felt my complaint was thoroughly investigated

I received a fair and objective response to my complaint

I received a clear response to my complaint

I received a response to my complaint within an appropriate timescale

I was dealt with courteously at all times
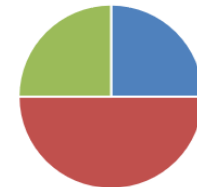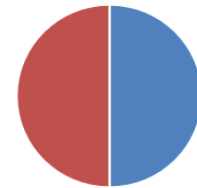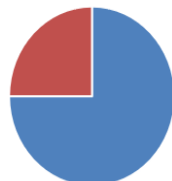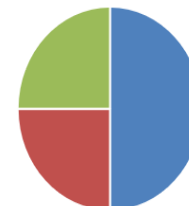
Strongly Agree/Agree   Strongly Disagree/Disagree   N/A

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