Board of Management
HUMAN RESOURCES COMMITTEE
Meeting of 17 March 2015
NOTICE OF MEETING
There will be a meeting of the Human Resources Committee on Tuesday 17 March 2015, 1030-1130 hours in Room G10 at Aberdeen City Campus.

MEMBERS OF THE BOARD OF MANAGEMENT
Ms. S Brimmer
Mr. B Dunn
Mr. I Gossip
Ms. K Gravells
Mr. J Henderson
Ms. C Inglis (Chair)
Mr. K Milroy
Ms. A Simpson
Mr. A Smith
Mr. S Smith
Mr. R Wallen

IN ATTENDANCE
Ms. E Hart, Vice Principal Human Resources
Ms. P May, Secretary to the Board of Management
Ms. P Kesson, Minute Secretary
17 MARCH 2015

AGENDA

1. Apologies for Absence

2. Minute of Previous Meeting
   2.1 Minute of 20 January 2015 (paper enclosed)

3. Matters Arising from Previous Meeting
   3.1 To be raised at meeting

4. Report to Committee by the Principal (paper enclosed)

5. Matters for Discussion
   5.1 HR Priorities and Strategy Implementation (paper enclosed)

6. Matters for Information
   6.1 HR Policies (paper enclosed)
   6.2 Update on Human Resources and Health & Safety (paper enclosed)
   6.3 Equality and Diversity (paper enclosed)
   6.4 Staff Development and Organisational Development Activity (paper enclosed)

7. Summation of Business and Date and Time of Next Meeting

8. Reserved Items of Business for Discussion
   8.1 The Living Wage
   8.2 National Collective Bargaining
   8.3 Update on Voluntary Severance Scheme
   8.4 Staffing Levels
Draft Minute of Meeting of 20 January 2015

The meeting commenced at 1030 hours.

PRESENT: B Dunn, I Gossip, K Gravells, J Henderson, C Inglis (Chair), K Milroy, A Simpson, A Smith, R Wallen, S Willox
IN ATTENDANCE: E Hart, P May, P Kesson

1. Apologies for Absence
Apologies were received from S Smith.

2. Minute of previous Meeting
The Minute of Meeting held on 18 November 2014 was approved.

3. Matters arising from previous Meeting
3.1 National Collective Bargaining
Mr Wallen provided an update on recent National Collective Bargaining discussions and developments. Members were informed that a draft Recognition and Procedures Agreement (RPA) had been finalised and it was hoped that it would now be considered and agreed by each of the 13 regions by the end of March 2015.

4. Report by the Principal
The Committee noted a report by the Principal providing information on the HR Team; Vision and Values; Investors in People (IIP); and English for Speakers of Other Languages (ESOL) qualifications.

Members were informed that the SMT Vision and Values Workshop scheduled for the previous day had been postponed but that it would be rescheduled as soon as possible. Mr Wallen added that a series of staff sessions on the College’s Vision and Values was being planned.

In response to a question regarding the post of Head of HR, Ms Hart said that two sets of interviews had been held but that no suitable candidate had been identified. Ms Hart confirmed that the post would be re-advertised shortly.

5. Matters for Discussion
5.1 HR Priorities and Strategy Implementation
The Committee considered a paper providing information on progress regarding the key HR priorities, and on implementation of the HR Strategy which was approved at the previous meeting of the Committee.

In response to a question from Mr Henderson on succession planning and identifying key posts over the next five years, Mr Wallen said that the College has in the past endeavoured to recruit from within the organisation. It was noted that key roles will become available in the near future and that the College would also look to fill these from within existing staff.

Ms Hart advised that the Occupational Health contract was working well across all campuses and informed Members that she would start work on the new contract in the near future.

Mr Gossip requested that the priorities progress table be amended to show start and planned completion dates for each priority.

The Committee noted the contents of the report.
5.2 Report on the Usage of Protocol National Staff and their Professional Training
The Committee considered a report providing information on the usage of the contract for temporary lecturing staff within the College and also the training undertaken by these staff.

Information was provided on the numbers, utilisation, and teaching qualifications of Protocol staff.

Mr Dunn provided additional information on the wider quality arrangements for Protocol National (PN) staff and on his own positive experiences with using and supporting PN staff.

The Committee noted the contents of the report.

5.3 Professional Development Targets
The Committee considered a paper on professional development targets and actions to achieve them.

Ms Hart informed Members that the targets had been considered by the SMT and confirmed that it had been agreed that they are achievable. Ms Hart also advised that performance against targets will be monitored.

The Committee noted the professional development targets for the three year period 2014 to 2017.

6. Matters for Information
6.1 HR Policies
The Committee noted a paper providing an update on the development of Human Resources policies.

Members noted that the policies on Discipline; Grievance; Capability; Flexible Working; Leave in Special Circumstances; and Time Off in Lieu (TOIL) have all been finalised and issued.

Members noted the ongoing work in accordance with the policy schedule. Ms Hart was requested to include an additional column in the schedule showing the start dates for each policy.

Mr Smith informed Ms Hart that ASET had an established Anti-Corruption and Bribery Policy. It was agreed that the College’s Anti-Corruption and Bribery Policy be cross referenced with ASET’s Policy.

Mr Wallen summarised discussions related to policies which the Unions have highlighted as those which should be determined through national collective bargaining processes.

Mr Wallen said he would report back to the next meeting of the Committee on the possible future requirement for colleges to develop policies related to the Government’s Prevent Strategy.

6.2 Health and Safety Performance Indicators
The Committee noted a paper providing information on key performance indicators relating to the Health and Safety function and an update on health and safety activities and strategy.

Information was provided on accident statistics; workplace dust monitoring; and kitchen inspections. In relation to two accidents involving the use of safety glasses Mr Wallen said he would follow up on the outcome of a review of the type of glasses required.
Members were informed that a combination of issues had led to problems in the kitchens at Fraserburgh Campus, and that a review of the catering contract across all campuses will shortly be undertaken by an external contractor.

The Committee noted its thanks to the Health & Safety Team for the rigorous procedures in place.

7. Summation of Business and date of next meeting
The Secretary gave a summation of the business conducted. The next meeting of the Human Resources Committee is scheduled to take place on Tuesday 17 March 2015.

Mr Dunn and Ms Gravells left the meeting at this time.

8. Reserved Items of Business for Discussion
   8.1 Update on Harmonisation
   8.2 Voluntary Severance

9. Reserved Item of Business for Information
   9.1 Affordable Housing for Staff

The meeting concluded at 1125 hours.
Report to the Committee by the Principal

1. Introduction
   1.1 The purpose of this paper is to provide information on significant matters relevant to the Committee.

2. Vision and Values
   2.1 An SMT Workshop on ‘Implementing the Vision and Values’ took place on 19 January 2015. Workshops for Managers have also commenced. These have been positively received.

   2.2 Recommendations will be forthcoming from these workshops and a further SMT meeting is planned at the end of March to consider the feedback and plan the next steps.

   2.3 Further information will be provided to the Committee at the next meeting.

3. Healthy Working Lives
   3.1 The College has retained its Healthy Working Lives Gold Award, now covering all campuses.

4. Harmonisation
   4.1 All updated contracts have been issued to support staff.

   4.2 At the time of writing this report all former Banff & Buchan College lecturers who TUPE’d to Aberdeen College (now North East Scotland College) had received individual offers to move to NESCol terms and conditions of employment. We are awaiting final figures for acceptance and return.

   4.3 The final stage of the process is to issue former Aberdeen College lecturers with updated contracts.

5. Recommendation
   5.1 It is recommended that the Committee note the contents of this report.

Rob Wallen
Principal
HR Priorities and Strategy Implementation

1. Introduction
   1.1 The purpose of this paper is to update the Committee on progress regarding the key HR Priorities and the implementation of the HR Strategy approved at the meeting of 18 November 2014.

2. The HR Priorities
   2.1 The HR Priorities have been updated to reflect the current status and progress to date – please see Appendix 1.

3. The HR Strategy
   3.1 The HR Management Team have completed the HR Implementation Plan.

   3.2 This Plan identifies immediate, medium and longer term priorities and will form the basis of performance management targets for the Team.

   3.3 This report keeps the Committee updated as to progress against the Plan and a full report on progress on delivering the HR Strategy will be presented to the July meeting of the HR Committee.

4. Recommendation
   4.1 It is recommended that the Committee:

       4.1.2 considers the HR Priorities contained in this paper; and
       4.1.3 note the contents of this report.

Rob Wallen    Elaine Hart
Principal    Vice Principal - Human Resources
<table>
<thead>
<tr>
<th>Priority</th>
<th>Priority</th>
<th>Commentary</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
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<tbody>
<tr>
<td>Implementation Programme for Vision and Values</td>
<td>Workshops commenced</td>
<td>31 December 2015</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Complete the issuing of updated contracts and confirmation letters to support staff</td>
<td>Final updated contracts to be sent out to former AbCol lecturers and CQMs</td>
<td>March 2015</td>
<td>April 2015</td>
<td></td>
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<tr>
<td>Develop and implement Recruitment Strategy</td>
<td>Review of recruitment processes underway - linked to the implementation of e-recruitment</td>
<td>November 2014</td>
<td>July 2015</td>
<td></td>
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<tr>
<td>Develop and implement suite of integrated HR Policies and Procedures</td>
<td>See separate paper</td>
<td>April 2014</td>
<td>August 2015</td>
<td></td>
</tr>
<tr>
<td>Succession Planning</td>
<td>Develop Succession Planning framework for teaching and support staff to implement in new academic year</td>
<td>March 2015</td>
<td>September 2015</td>
<td></td>
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<tr>
<td>Ensure full and effective utilisation of existing HR System</td>
<td>Project ongoing and consultancy underway to ensure full automation of HR business processes including e-recruitment and utilisation of system</td>
<td>November 2014</td>
<td>December 2015</td>
<td></td>
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<tr>
<td>Performance Management</td>
<td>An interim performance management system has been implemented for this academic year. This will be reviewed for the Academic Year 2015-16</td>
<td>September 2014</td>
<td>September 2015</td>
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<tr>
<td>Priority</td>
<td>Priority</td>
<td>Commentary</td>
<td>Start Date</td>
<td>End Date</td>
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<tr>
<td>Achieve IiP Gold Status for NESC</td>
<td></td>
<td>Work underway to produce Development Plan. Due to meet Assessor in March 2015</td>
<td>December 2014</td>
<td>December 2015</td>
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<tr>
<td>Develop and implement HR Plan to deliver the Strategy</td>
<td></td>
<td></td>
<td></td>
<td>February 2015</td>
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<tr>
<td>Issue letters and contracts to former B&amp;B lecturers to effect harmonisation</td>
<td></td>
<td></td>
<td></td>
<td>February 2015</td>
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</table>

**KEY**
- High Priority
- Medium Term Priority
- Longer Term Priority
- Complete
HR Policies

1. Introduction
   1.1 The purpose of this paper is to provide the Committee with an update on the development of HR Policies for North East Scotland College.

2. Update
   2.1 Work is ongoing in accordance with the policy schedule.

3. Recommendation
   3.1 It is recommended that the Committee note the contents of this paper.

Rob Wallen  
Principal

Elaine Hart  
Vice Principal - Human Resources
## HR POLICIES MARCH 2015

<table>
<thead>
<tr>
<th>Policy</th>
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<th>End Date</th>
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<td>March 2015</td>
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<td>Secondment</td>
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<td>April 2015</td>
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<td>Acting Positions</td>
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<td>March 2015</td>
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<td>Draft</td>
<td>January 2015</td>
<td>March 2015</td>
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<tr>
<td>Secondment</td>
<td>Draft</td>
<td>January 2015</td>
<td>March 2015</td>
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<td>Acting Positions</td>
<td>Draft</td>
<td>January 2015</td>
<td>March 2015</td>
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<tr>
<td>Maternity</td>
<td>Draft</td>
<td>January 2015</td>
<td>March 2015</td>
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<td>March 2015</td>
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<td>March 2015</td>
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<td>April 2015</td>
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<td>April 2015</td>
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<td>March 2015</td>
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<td>June 2015</td>
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### KEY
- **High Priority**
- **Medium Term Priority**
- **Longer Term Priority**
- **Complete**
Update on Human Resources and Health & Safety

1. **Introduction**
   1.1 The purpose of this paper is to update the Committee on Human Resources and Health & Safety matters.

2. **The HR Team**
   2.1 At the time of writing this paper, interviews are about to be held for the Head of HR post. The Interim Head of HR is still in place and is committed to staying until the permanent position is filled.

   2.2 Following the HR restructure implemented in September 2014, the HR Team (based at Aberdeen) has experienced a complete turnover of staff. This is positive as the Team now in place is committed to the new culture and direction.

   2.3 It needs to be noted that the HR Team’s restructure was one of the last to take place and therefore the completely new Team is still in a transitional and learning phase.

   2.4 HR processes are already being streamlined and staff and managers are experiencing a more proactive and customer driven service than previously. Positive feedback is being received about the changes.

3. **HR System and Payroll Project**
   3.1 Prior to merger a decision was taken to retain the Aberdeen College HR and Payroll system (Team Spirit) rather than the system used by Banff & Buchan College (Chris).

   3.2 There has been an ongoing project to integrate and automate Payroll and HR systems and processes.

   3.3 There have been significant challenges with the project due to the historic lack of automation of Team Spirit, changes in personnel and therefore loss of knowledge and the need to re-define the correct segregation of duties between HR and Payroll. In addition, there are currently two separate databases which to date it has not been possible to merge for the reasons stated below.

   3.4 There are a unique and complex set of circumstances for this year only due to the merger and the harmonisation of terms and conditions of employment. This has meant that there are large numbers of backdated pay awards, together with the 2% pay increase to be implemented all at the same time before the end of the financial year.

   3.5 Team Spirit was historically used by Aberdeen College in a very manual way and this has meant that it lacks the automation that would normally be expected of a payroll system. This lack of automation has meant that it has taken much longer than expected to process these backdates and the pay increase which in turn has had a knock-on effect on the timing of the project.

   3.6 An HR Project Officer has now been appointed who has an in depth knowledge of Team Spirit and payroll processes. The Project Officer will lead on the development of the system and associated processes.

   3.7 The project should be back on track in March 2015 following the implementation of the backdated pay.
4  **HR Performance Indicators (PIs)**
   4.1  For the reasons stated above, it is currently not possible to produce accurate and up-to-date HR PIs.

   4.2  Currently with the two databases running the data is inaccurate and must be cleansed following the integration which will take place in April 2015.

   4.3  It needs to be understood that the historical data cannot be relied upon as an accurate source of benchmarking but with the merger of the databases we will have a platform to build accurate data going forward.

   4.4  HR PIs will be presented to the next meeting of the Committee.

5.  **Job Evaluation**
    5.1  Relevant members of the HR Team have been trained as role analysts and HR have now taken full control of the FEDRA Job Evaluation system.

6.  **Health & Safety Performance Indicators (PIs)**
    6.1  As the PIs presented at the last meeting of the Committee have not changed there are no Health & Safety PIs to be presented at this meeting.

7.  **Recommendation**
    7.1  It is recommended that the Committee note the contents of this report.
Equality and Diversity

1. Introduction
   1.1 The purpose of this paper is to inform the Committee of the current developments in relation to equality and diversity.

2. Background
   2.1 At the HR Committee meeting on 18 November 2014 a report was presented giving an update on the first meeting of the Equality and Diversity Strategy Group (EDSG) on 07 October 2014.

   2.2 In order to meet our Equality Duties it is necessary to produce Equality Outcomes and Mainstreaming Reports by April 2015.

   2.3 A further meeting of the EDSG was held on 11 February 2015.

3. Equality and Diversity Strategy Group
   3.1 The current main focus of the Group is to ensure that the College meets its Equalities Duties and to that end a combined Equalities Outcomes report has been produced from the two separate documents of the former Colleges. This has been circulated to enable those responsible to report on the actions in the Equality Outcomes Report. Once the responses are collated a report on progress made to meet the Equality Outcomes and Mainstreaming will be published on the College’s website.

   3.2 Following this a new single set of Equality Outcomes for the College will be compiled and consulted on with staff, students and other key stakeholders.

   3.3 The EDSG also discussed the need to set up the correct fora to ensure that relevant key stakeholders can support the implementation of the equalities agenda whilst making best use of existing equalities groups. Currently equality, diversity and inclusion is discussed as a standing item at all Academic Boards and at the Quality Improvement and Assurance Committee. It is proposed therefore that that equality, diversity and inclusion activities will dovetail with those of the Academic Board’s Inclusiveness and Guidance Committee (which membership includes the Students’ Association). To avoid duplication existing groups will work with a new staff group to be set up to include key stakeholders including Trade Union, support and lecturing staff representatives. All groups will have a core membership which will provide the links across the groups. This way it is intended that equality, diversity and inclusion will gain a more meaningful and higher profile in the organisation. The following structure summarised the links across the groups:
3.4 The Equalities Challenge Unit attended the College on 03 March 2015 to meet key members of the EDSG plus the Students’ Association. The purpose of the meeting was to gain support with key equalities initiatives.

4. Recommendation
   4.1 It is recommended that the Committee note the contents of this report.

Rob Wallen
Principal

Elaine Hart
Vice Principal – Human Resources
Agenda Item 6.4

Staff Development and Organisational Development Activity

1. Introduction
   1.1 The purpose of this report is to provide the Committee with information on activity relating to Staff Development and Organisational Development during block 1 of AY2014-15.

2. Teaching Qualification in Further Education (TQFE) – Lecturers
   2.1 Seven lecturers who commenced TQFE in January 2014 were due to complete TQFE in December. The Exam Board for TQFE does not meet until Summer but it is anticipated that all of these lecturers will be awarded their TQFE at the end of this academic year.

   2.2 In addition a further 17 members of staff commenced TQFE in August 2014. Two of these staff are leaving the College. It is hoped that the remaining 15 will complete the course which runs until May 2015.

   2.3 Nine lecturers who do not currently hold TQFE are undertaking qualifications that will provide them with the academic entry level for TQFE.

3. Assessment and Verification Qualifications
   3.1 Sixteen members of staff and two Protocol National lecturers commenced working on an assessor award in block 1.

   3.2 Ten members of staff commenced a verifier award in block 1.

   3.3 In block 2 an additional seven staff commenced an assessor award and 5 staff a verifier award.

4. Teaching in Colleges Today
   4.1 Fifteen staff have been enrolled to take the above College Development Network Award. Of these, ten staff who commenced at the beginning of the academic year have now passed the award.

   4.2 In addition, nine Protocol National lecturers have recently commenced this award.

5. Training Activity
   5.1 Using the figures passed to Organisational Development from Human Resources, seventy staff have either joined the College or changed jobs during the period August 2014 to 13 February 2015. The breakdown is indicated on the following table:

<table>
<thead>
<tr>
<th>New Starts</th>
<th>New from Protocol National</th>
<th>New from Agency</th>
<th>Internal Promotions</th>
</tr>
</thead>
<tbody>
<tr>
<td>41</td>
<td>11</td>
<td>2</td>
<td>16</td>
</tr>
</tbody>
</table>

Fifty six of these staff have undergone some form of induction managed by Organisational Development.

   5.2 Twenty one training events make up the Induction Programme. Some of these are face to face and some are completed online. These have all been running on an ongoing basis throughout the period August 2014 to February 2015. Induction training includes both compliance training (for example safeguarding/health and safety) as well as events to welcome new staff to the College and prepare them for their roles.
5.3 In addition during the same period 31 face-to-face training courses have been provided covering a range of topics. Nineteen of the events were run by internal presenters covering topics such as “Bring Your Own Device” and “Starboard Training” and the remainder including “FEDRA Job Evaluation Training” and “IOSH Managing Safely” were run by external presenters. There were 770 attendances across these 31 courses.

5.4 On the morning of 17 February 2015 an extensive programme of courses and drop in sessions ran across the Aberdeen, Altens and Fraserburgh Campuses. Nineteen events were arranged by Organisational Development facilitated by a mix of internal and external presenters. Some attendance sheets are due to be returned so final figures still have to be confirmed but current information indicates that over 230 staff attended one of the events organised by Organisational Development. Other staff will have attended events organised within their teaching teams. Evaluations are still coming in and a full report will be provided for the next meeting of the Committee but at the moment the majority of the events seem to have been favourably received.

5.5 Ninety members of staff have received approval to attend externally run training events taking place between August and 13 February 2015.

6. **Sessions on Vision and Values**

6.1 Sessions relating to the Vision and Values, facilitated by an external consultant, commenced on 12 February 2015. The members of the SMT who will be remaining at the College had a session to discuss the implications of the Vision and Values for the College and the Team. Further sessions have been organised for other staff in management roles in the College.

6.2 Feedback received on the sessions run so far has been extremely positive. Comments indicate that the opportunity for discussion was well received and that staff attending found the event useful in being able to clarify what the Vision and Values meant to them and identify how these could be embedded in the area managed by them.

7. **Recommendation**

7.1 It is recommended that the Committee note the contents of this report.

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Rob Wallen
Principal

Elaine Hart
Vice Principal – Human Resources