



BOARD OF MANAGEMENT

HUMAN RESOURCES AND DEVELOPMENT COMMITTEE

Thursday 20 September 2018 at 5.00pm
Room A214, Kingsway Campus

AGENDA

1. WELCOME
2. APOLOGIES
3. DECLARATIONS OF INTEREST
4. MINUTE OF THE PREVIOUS MEETING Paper A for approval
5. MATTERS ARISING
 Workforce Planning
6. VP PEOPLE AND PERFORMANCE REPORT Paper B for information ST
7. STAFF SURVEY PROPOSALS Paper C for discussion AM/ST
8. NATIONAL BARGAINING UPDATE Verbal update GR/ST
9. HEALTH & SAFETY ANNUAL REPORT Paper D for discussion BG
10. HR METRICS Paper E for information ST
11. MEETING MINUTES/UPDATES
 - Joint Consultation & Negotiation Forum Paper F for noting ST
 - Equality & Diversity Strategy Group Paper G for noting ST
12. DATE OF NEXT MEETING – Thursday 15 November 2018, 5.00pm Kingsway Campus



Human Resources and Development Committee

Thursday 20 September 2018

PAPER A

Minute of Previous Meeting



**BOARD OF MANAGEMENT
HUMAN RESOURCES AND DEVELOPMENT COMMITTEE MEETING**

Minute of the Human Resources and Development Committee meeting held on Thursday
10 May 2018 at 5.00pm in Room A214, Kingsway Campus.

PRESENT:

P Milne	A O'Neill
T Pirie	L Addison
D Fordyce	G Ritchie

IN ATTENDANCE:

S Taylor (Vice Principal)	C Blake (Vice Principal)
A Mawhirt (Head of People)	S Hewitt (Vice Principal)

1. WELCOME

P Milne welcomed members.

2. APOLOGIES

Apologies were received from M Galloway and B Grace.

3. DECLARATIONS OF INTEREST

A declaration of interest from G Bisset was noted and he did not attend the meeting.

4. MINUTE OF PREVIOUS MEETING

The minute of the meeting held on 22 February 2018 was approved as an accurate record.

5. MATTERS ARISING

All matters arising were complete or included in the agenda.

6. STRATEGIC SAVINGS PLANS

G Ritchie summarised the final savings proposals paper and noted that, as previously, this had been followed up with a series of staff briefing meetings.

G Ritchie advised that the planned savings would achieve almost all of the £1 million savings required from the 2018/19 budget. This included implementation of the changes to Gardyne Theatre Ltd.

G Ritchie stated that there had been some changes made to the initial plans, particularly in respect of International and Enterprise activities. It was confirmed that these changes had arisen from the consultation feedback.

G Ritchie stated that the savings outlined in the paper would make a significant impact on the future financial projections of the College. These savings, and the impact of this, would be discussed at the next Finance and Property Committee.

P Milne asked how future salary increases would impact on the savings noted. It was confirmed that funding had been received to cover most of the costs of national bargaining, but that “cost of living” increases were not covered.

G Ritchie stated that there were still some voluntary severance applications to be progressed and noted that there would be some gaps to be filled by new ways of working as a result of staff leaving.

D Fordyce asked if the role left by V Lynch would be replaced. G Ritchie confirmed that it would.

Reference to the potential reduction in mileage rates was discussed and T Pirie asked if the College had investigated any potential for a preferential rate from local fuel stations. It was agreed that this would be investigated. **A Mawhirt to progress.**

The potential to develop sponsorship for the Incubator unit was also discussed and would be considered further. **G Ritchie to progress.**

The impact of funding across the sector was discussed and G Ritchie highlighted a number of issues that had arisen for colleges as a result.

The current position in respect of salary negotiations was summarised and it was noted that (for academic staff) an impasse had been reached. G Ritchie advised that an offer had been made that incorporated the increases already noted alongside a mix of consolidated and non-consolidated awards worth c£3,500 over a 3-year period (2017, 2018 and 2019). It was noted that the counter position from the unions was a demand for a c£9,000 award (£6,000 of which was consolidated) over the same period.

The impact of the savings plan on staff morale was discussed, and G Ritchie noted that this had had an impact, but that it was hoped that this would settle now that outcomes were known.

7. WORKFORCE PLANNING

A Mawhirt outlined the final draft workforce planning document highlighting changes made since the original draft and noting that the document was designed to support planning in respect of a range of other strategies and priorities, including the financial strategy, digital strategy and Good to Great plans.

D Fordyce stated that this was a good document and welcomed the updates made. T Pirie stated that she liked the format and was pleased to see reference to the need to manage overall staff turnover.

P Milne noted the comparative figures around academic and support staffing and asked if there was anything underpinning the relative difference between these over time. S Taylor noted that project funded staffing for the Energy Skills Partnership and DYW groups were underpinning the increase in staffing. It was agreed that the wording be updated to explain this. **A Mawhirt to progress.**

P Milne stated that the document gave a good sense of the direction being followed by the College and asked if it was to be submitted to the Scottish Funding Council. S Taylor noted that it was not, but that it would underpin work being undertaken by Audit Scotland and would be reviewed as a part of an internal audit on workforce development planned for later in the year.

The workforce plan was approved.

8. VP PEOPLE AND PERFORMANCE REPORT

S Taylor summarised his report, confirming the outcomes of the national adjudication exercise on the matching of promoted posts to the new national salary scales.

Changes to the structure of the People Team were noted, alongside implementation of the new union contribution deduction arrangements (DOCAS) under the terms of the Trade Union Act 2016.

A Mawhirt summarised developments around the on-line exit interview process and work progressing to develop the June Learning Festival and launch of the new Digital Strategy.

G Ritchie noted developments in respect of the D&A Attributes programme and a short update of progress of the Good to Great strategy was given. It was confirmed that an update on this would be provided at the Board meeting in June.

9. NATIONAL BARGAINING UPDATE

G Ritchie stated that most of the update had been provided under the savings paper item.

S Taylor noted that an intensive “away day” negotiation session had been held with the support unions, with further discussions and work still to progress.

10. HR METRICS

S Taylor summarised the metrics produced, highlighting that the FTE figures now reflected a monthly figure compared with the equivalent month the previous year.

Other metrics were noted and the current gender pay gap (6.3%) was discussed.

11. MEETING MINUTES/UPDATES

The minutes of the Joint Consultation Forum, People @ D&A (People Strategy Group), and the Health, Safety and Wellbeing Committee, were noted with interest.

S Taylor highlighted that the College HMI, (Peter Connolly) had attended the People@D&A meeting as a part of his regular scrutiny of College activities.

12. DATE OF NEXT MEETING

The next Human Resources and Development Committee meeting will take place on Thursday 30 August 2018.

<u>Action Point Summary</u>		
Action	Responsibility	Date
Potential for preferential fuel costs arrangement to be investigated	A Mawhirt	30 August 2018
Potential sponsorship for Incubator unit to be considered	G Ritchie	30 August 2018
Final Workforce Planning document to be updated	A Mawhirt/S Taylor	31 May 2018



Human Resources and Development Committee

Thursday 20 September 2018

PAPER B

VP People & Performance Report

1. Voluntary Severance Scheme

The Voluntary Severance scheme linked to the College savings plan closed in May 2018. This scheme attracted 30 applications (in addition to the 32 applications to the January scheme) (11 academic staff and 19 support staff). Six applications were approved (two academic and 4 support/management). In total VS costs were £85k with full year salary savings of £210k.

This brings the total costs and salary savings from VS during session 2017/18 to 774k.

It is planned that Voluntary Severance will relaunch later in the current calendar year alongside proposals for changes to the core academic structure. A paper in respect of this will be brought to the September 2018 Board meeting.

2. National Bargaining

An update in national bargaining is included as an agenda item, with a detailed update planned for the September Board meeting.

3. Trade Union Consultation

Following discussions with our trade unions in June 2018 around the People Team Strategy and the Workforce Plan we have made some joint changes to the way in which we seek to work together.

In practical terms these include organising occasional 'no agenda' Joint Consultation Forum (JCF) meetings where we can openly share views on how we want to communicate and work together and pick up on any issues or approaches that are impacting on this.

The first of these sessions was held on 24 August 2018 and proved to be very positive and productive. From this discussion it was agreed that a short joint guidance note would be developed outlining preferred approaches such as:

- Early communication and sharing of information, changes or concerns
- Recognising the importance of face-to-face communication and the role of informal and early discussion on possible issues.
- Promoting the importance of the visibility of managers (senior and middle).
- The importance of developing shared partnership approaches to build trust and avoid 'blame'.
- The importance of financial awareness – a separate detailed financial briefing is to be scheduled.

Work on this will progress over the coming weeks alongside more frequent meeting of the JCF.

4. Trade Union Regulation Changes

As a result of changes arising through the Trade Union Act 2016 the College has signed agreements to support the continued deduction of contributions at source (DOCAS/Checkoff). These include provision for the College to make a small charge for provision of this service.

Following changes made in the Trade Union (Facility Time Publication) Regulations 2017 recognised unions are required to record the time spent on trade union duties and activities where paid time is provided by the employer. The College is required to report on this time, and the associated costs, within our annual accounts.

Following from these regulations, it is estimated that our recognised unions spend the following time per annum on duties/activities:

GMB	281 hours
Unison	290 hours
EIS	1,100 hours

Exact details and costs will be incorporated into the annual accounts to be approved by the full Board at its December 2018 meeting.

This will include a recommended statement from the Scottish government outlining the benefits of trade union recognition and the value that this brings to organisational arrangements.

5. Occupational Health Services

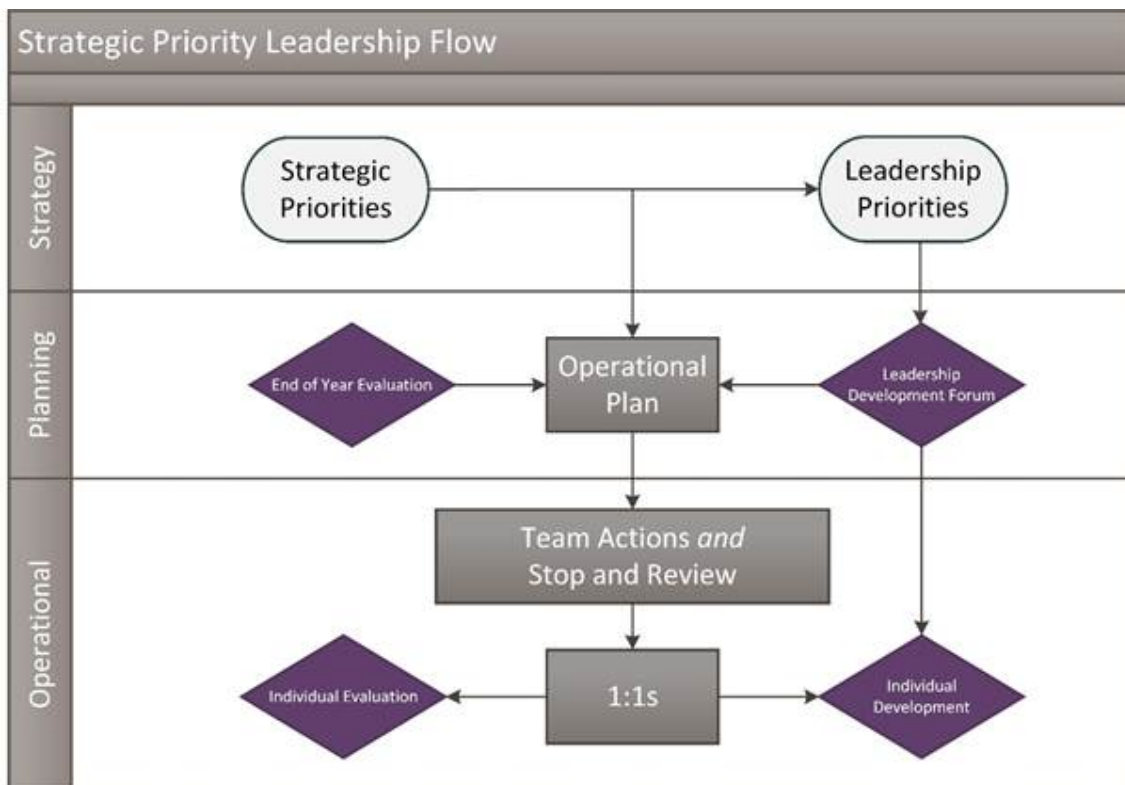
Following a framework procurement processes the College has appointed People Asset Management Ltd as the providers of Occupational Health services for 3 years with the option of renewing for a further 2 years thereafter. This is a new supplier for the College following the withdrawal from this market by the University of Dundee.

6. Leadership Development Arrangements

Following a review of College meetings structures and development arrangements for core management group members, revised arrangements have been adopted for session 2018/19.

This includes removing the separate Senior Leadership Team meetings, changes to the Leadership Development Forum and supporting greater involvement of managers within the cycle of Executive Team meetings, with managers invited to attend and contribute to the full Executive Team meeting.

The Leadership Development Forum (c30 managers) will now meet twice per term, with one meeting focused on strategic and significant operational developments, and the other focused on collective leadership and management development. These changes are designed to support better communication and create clearer linkages between key strategic/operational needs and the underpinning leadership priorities and practices.



The Leadership Excellence Framework has been revised for this year to include this overview of strategy into operational for teams:

The college strategic priority is **more successful students**. Our leadership priorities are:

- **Do 1:1s** (Building Trust and Relationships - People)
- **Work Collaboratively** (Cross-Department Working – Solution Focused)
- **Be Accountable for Outcomes** (Personal Leadership Responsibility - Effectiveness)

7. Wellbeing Project

Jane Cooper is leading the staff element of the College’s Good to Great Wellbeing Project, alongside Sarah Ramminger who is leading the student side of the project.

This work has gained significant support and engagement from staff across the College following successful launch events in June 2018 followed by highly successful input to the whole staff event in August 2018. Using the hashtag #DAwellbeing, the project aims to develop awareness of positive wellbeing practices across all staff and students and provide access to a broad range of support materials, information and practical guidance on wellbeing and resilience.

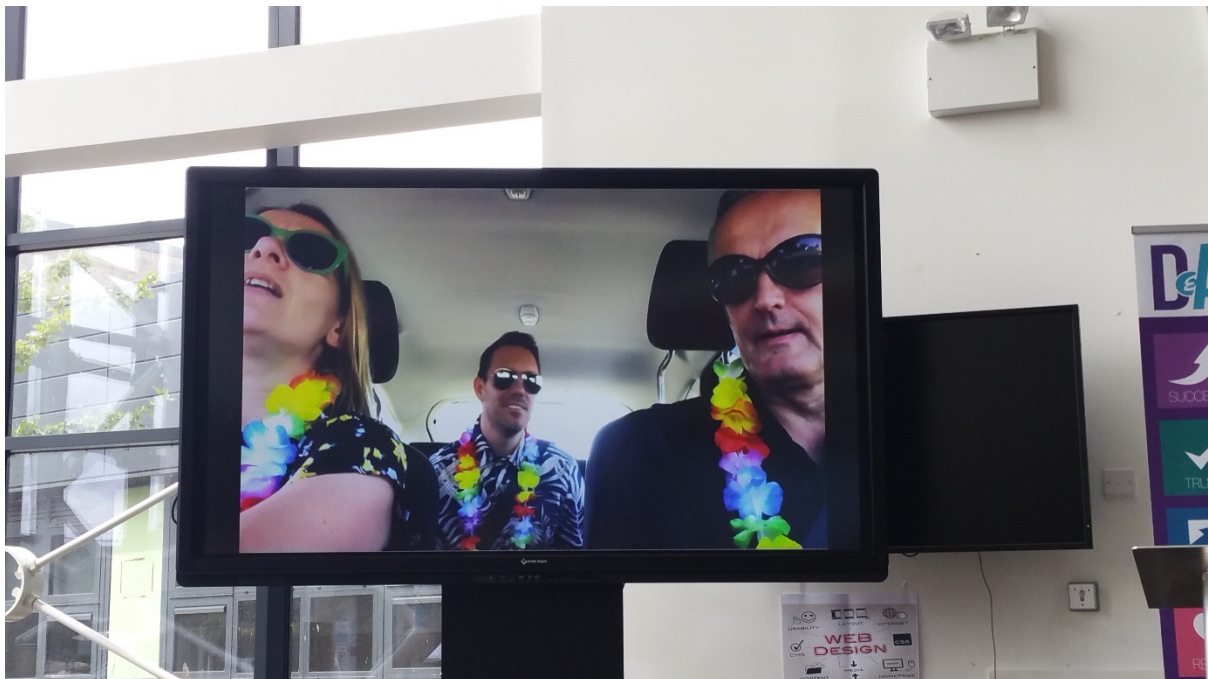
As a part of this work a number of staff have attended train the trainer sessions in Wellbeing and Resilience Action Planning (WRAP) approaches, with WRAP training to be rolled out across the College.

As a part of this work Jane and Sarah have produced an introductory video outlining the project and some of the underpinning information around wellbeing and related issues. A link to this video is [here](#). NB this will need you to be logged into your College account.

8. Learning Festival

The June Learning festival delivered over 60 sessions for staff on topics from managing individual wellbeing, learning and teaching CPD on flipped learning, active learning and questioning techniques to health and safety and policy updates. We have maintained similar spend and activity on CPD through 2018-19 as in 2017-18, which has been a welcome challenge in the current fiscal climate.

An integral part of the Festival was the Staff Awards, where staff and College achievements over the last academic session were recognised by students, colleagues and the Executive.



9. Welcome Back Event

On 14th August, Gardyne played host to over 400 staff returning from summer vacation to hear project and systems updates for the year ahead. The event was well attended and received by staff, with the Wellbeing Project slot getting a lot of positive press.

In addition, updates were provided on Administration and Student Services support, including information on the new Help Points, as well as important strategic updates and even a joke filled update on GDPR.



10. Further Information

Further information in respect of HR&OD matters is available for Board members by contacting Steve Taylor, Vice Principal People & Performance, s.taylor@dundeeandangus.ac.uk.



Human Resources and Development Committee

Thursday 20 September 2018

PAPER C

Staff Survey Proposals



HUMAN RESOURCE AND DEVELOPMENT COMMITTEE SEPTEMBER 2018

STAFF ENGAGEMENT SURVEY PROPOSALS

1. Introduction

The following paper summarises proposals for the organisation, content and reporting on the staff engagement survey.

2. Survey Proposals

Following a break of two years, it is planned that the College's staff engagement survey will open in October 2018.

The format of the survey is as previously, a Peachy Mondays anonymous questionnaire, comprising Likert statements relating to college life, including rating how well we demonstrate our values. This year it is planned that additional specific wellbeing questions are included. These questions follow on from an initial wellbeing index benchmarking pilot undertaken in April 2018 as a part of the Good to Great wellbeing project.

To maintain consistency and comparability with previous surveys the survey questions are:

- I have good relationships at work.
- I feel I can be myself at work.
- I believe I am trusted to do my job effectively.
- My work is important, and has clear purpose and meaning
- I am appreciated for the work I do.
- Mostly, it is up to me to decide how to do my work.
- I believe my opinion at work matters.
- I am satisfied with my learning and development opportunities.
- In general, I receive feedback that helps me do my job better.
- I have an effective relationship with my manager.
- My manager encourages my development.
- My manager shows genuine interest in my wellbeing
- In general, I feel happy when I am at work.
- I rarely feel stressed, tense or worried
- I believe Dundee and Angus College cares about my wellbeing.
- Overall, I am satisfied with my work-life balance.
- In general, I feel my wellbeing is good
- In general, I am aware of how to manage my wellbeing
- I am proud to tell others I work for Dundee and Angus College.
- I feel a strong personal attachment to Dundee and Angus College.
- I would recommend Dundee and Angus College as a great place to work.

These questions will be supported by a Free Text Question:

“Please use this space for anything else you want to add. This could be something you would like to see changed or implemented.”

A further question seeking a rating on the how well the college reflects our values (a Values Rating) will also be asked as follows – considering the College value and description, rated on a Likert Scale (1-5, Strongly Disagree to Strongly Agree) regarding how well we fit that description:

1. **Inspiration:** We impact others in a positive way.
2. **Innovation:** We lead rather than follow.
3. **Trust:** We act in the best interests of one another and the College.
4. **Respect:** We demonstrate mutual respect through our words and actions.
5. **Success:** We work hard and aim high.

As with previous years, the survey will be open for a three-week period; expected to run from Monday 22nd October to Sunday 11th November.

3. Survey Reporting

The Peachy Mondays system allows significant flexibility in reporting with survey responses able to be broken down to individual team (where >12 responses are available) level and also by campus, sector, staff type etc.

Team results are shared with the relevant managers and the People Team will advise and support on follow up work as appropriate at individual team level.

Overall results will be shared with the Board of Management and will inform Leadership Development Forum Priorities and CPD activities.

Whole College use will be made of outcomes to inform leadership and management priorities and approaches.

4. Further Information

Further information in respect of HR&OD matters is available for Board members by contacting Steve Taylor, Vice Principal People & Performance, s.taylor@dundeeandangus.ac.uk.



Human Resources and Development Committee

Thursday 20 September 2018

PAPER D

Health & Safety Annual Report



HEALTH AND SAFETY REPORT

August 2017 – July 2018

Aug 2018

Health and Safety Team

Contents

1. Introduction
2. Executive Summary
3. Advice and Support
4. Health and Safety Training
5. Workplace Inspections
6. Fire Arrangements and Emergency Evacuation
7. Accidents and Incidents
8. Stress Risk Assessments

1. Introduction

The annual Health and Safety report has been constructed to identify and document the College's Health and Safety team's performance and progress for the academic year 2017/18. This report augments the regular notes of the Health, Safety and Well-Being Committee.

Last year's report highlighted the deficiency, at all levels, of any significant improvement with induction and mandatory training. Actions have been taken to progress the induction process however some aspects of mandatory training have not improved. As mentioned in last year's report this needs to improve in order to fulfil our legal duty, meet the Colleges firm commitment to the Health, Safety and Well-being Policy and improve the safety culture of our organisation.

2. Executive Summary

The Health and Safety Team have been actively involved with a number of activities during the period under review. For example:

- 22% increase with assisting in the health and safety elements of relevant curriculum programmes.
- 15 Working Safely @ Dundee and Angus College days for staff were arranged. 13 dates were cancelled due to no or lack of uptake. 7 staff completed the course which is a significant shortfall on last year. 5 IOSH Managing Safely courses were also delivered. Participants were all from external organisations. Only one College manager applied but didn't complete the course. 11 IOSH Working Safely courses were delivered to external clients. 102.5 contact hours were attained in supporting the lecturers by delivering curriculum units. A slight increase from last year.
- The online Workrite training is ongoing. There are currently 826 members of staff on the online training database although some staff still require to complete their training.
- There were no fire incidents of note or emergency evacuations. Drills were successfully completed at all campuses. 34 PEEPs were carried out for learners.
- 4 accidents were reported to RIDDOR within this report period, none of which would have merited an enforcement visit by the Health and Safety Executive. A detailed report of incidents can be found within section 7 of this report.
- Some safety tours were carried out this year along with a workplace inspection in conjunction with a EIS Safety Representative.
- Fire Risk assessments have raised the issue that there is still some out of date portal appliance test (PATs) cross campus. The consideration of fire detection in the Clova Building, Glebe, E Block Kingsway and the Outreach Centres is another prominent action.

3. Advice and Support

The Health and Safety Team provide advice and assistance to all staff on various issues working towards fostering and maintaining a safe working environment. On average, there has been Health and Safety support at each campus 3 times a week and Outreach centre visits are conducted at least twice a year.

The team's core work involves:

- The provision of advice and support
- Assessing new and proposed Health and Safety legislation and its impact on the college
- Accident investigation
- Health and Safety Training; inductions
- Supporting curriculum delivery
- Workplace Inspections
- Fire Risk Assessment
- Consulting and producing policy, systems, guidance and procedures
- Attending relevant meetings. Internally and externally
- Provision of statistics and appropriate reports for relevant meetings
- Administration of first aid requirements
- Administration of occupation health surveillance
- Control of Asbestos

4. Health and Safety Training

The primary courses delivered by the Health and Safety team are now:

- NEBOSH General Certificate (External)
- Working Safely at Dundee and Angus College (Staff)
- IOSH Managing Safely (External and Line Management Staff)
- IOSH Working Safely (External)
- Fire (on-line) (Staff)
- DSE (on-line) (Staff)
- COSHH (on-line) (Staff)
- H & S Course (Cleaning Staff)

There has been a small increase in the number of IOSH Working Safely courses being delivered from the previous report. This course is only for external clients and generates income. The increase is as follows; 4 during 2014/2015, 9 during 2015/2016, 10 during 2016/17 and 11 for 2017/18

Below is a table that illustrates the number of “in house” Working Safely courses arranged and the attendance figures for this report period. A large number were cancelled due to no or lack of uptake. Only 2 courses ran out of the 15 planned with a total of only 7 staff in attendance.

Working Safely at Dundee and Angus College

Dates	16/8/17	24/8/17	19/9/17	20/10/17	10/11/17	19/12/17	19/1/18	15/2/18
Attendance	n/a	n/a	n/a	n/a	n/a	n/a	n/a	4

Working Safely at Dundee and Angus College (cont.)

								Total
Dates	20/3/18	17/5/18	12/6/18	13/6/18	20/6/18	21/6/18	26/6/18	15
Attendance	n/a	n/a	n/a	n/a	3	n/a	n/a	7

IOSH Managing Safely

5 courses were delivered by the Health and Safety Team generating income. Only 1 College manager attended the first day of training but did not complete the course.

IOSH Working Safely

The Health and Safety Team deliver these courses for external clients. 11 courses were delivered during this review period generating income.

Curriculum Based

The Health and Safety Team have supported a number of department lecturers across all campuses in the delivery of Health and Safety units that are within the learner's course. During this report period, 102.5 contact hours were delivered. This is a 22% increase from last year. The work on the LOCHER Project continues to gain momentum with other departments embracing this initiative along with a local High School. These achievements were recognised at a Scottish Parliament event in March 2018 and at the staff awards for innovation.

Online Training

There are currently 826 members of staff on the online training database. The figures run for the purposes of this report, on 4th July 2018, were not conducive to this training being mandatory. Only just over 50% of academic staff have completed their online training, with Support staff at 70%. Another deadline, endorsed by the Executive, for completion should be announced shortly after the beginning of academic year 2018-19.

The H & S training for the Kingsway cleaning staff was successfully completed.

5. Workplace Inspections

The Health and Safety team carried out periodic safety tours of areas. Any unsafe practices were discussed with the appropriate line manager.

A specific workplace inspection was carried out alongside the EIS union safety representative based on concerns raised by staff. Some actions raised from this are still to be instigated. The Health and Safety team are liaising with all parties to ensure that these concerns are addressed.

6. Fire Arrangements and Emergency Evacuation

Fire drills continued to be carried out at least twice a year at each Campus building and Outreach Centre. The drills take place a few weeks after the beginning of each semester, weather permitting. There were no major issues with the majority of evacuations apart from during the malicious activation at Gardyne in March, which resulted in some staff refused to leave the building due to inclement weather. The individual's line managers addressed this matter. The tables below details the dates and evacuation times of these drills & false alarms for the main campuses

Arbroath

	ESK	ISLA	CALC	CLOVA & CSW	Nursery
17/10/17	3m 25sec	4m 21sec	3m 45sec	4m 10sec	55sec
27/10/17				malicious	

23/1/18				False alarm	
31/1/18	2m 56sec	2m 36sec	3m 25sec		1m 10sec

Kingsway

	TOWER	SPACE	ANNEX	CONSTRUCTION	E BLOCK
23/1/17			3m 12sec		
30/10/17		2m 45sec		2m 44sec	3m 10sec
3/11/17	4m 43sec				
12/9/17			False Alarm		
14/2/18		2m 37sec		2m 52sec	3m 08sec

Gardyne

	MAIN BUILDING	ANNEX
28/9/17	Malicious	
18/10/17	8m 40sec	2m 11sec
1/2/18	8m 10sec	2m 20sec
30/3/18		Malicious

The majority of fire risk assessments were carried out during the summer break. Each room in each campus and outreach centre is assessed and the findings recorded and stored electronically. The Building and Estates and/or College department are notified of any remedial requirements. Out of date portal appliance test (PATs) has seen a slight improvement. The consideration of fire detection in the Clova Building, Glebe, E Block Kingsway and the Outreach Centres is another prominent action.

34 Personal Emergency Evacuation Plans (PEEPs) were carried out with learners who may have difficulty in evacuating a building compared to 45 last year. The aim should be to continue to provide ground floor classrooms for the learners, which would allow them to exit the building rather than use one of the designated refuge points.

7. Accidents and Incidents

First aid rotas are working well at Gardyne and Kingsway, however we have had a significant number of staff step down at Arbroath and a recruitment drive will take place via the Portal at the start of the academic year. To lessen the burden on the rota, we have trained first aiders within the higher risk areas and they will be the designated people for their departments. We have also reached out to newer technicians during induction to see if they will take on this role. It is becoming increasingly more difficult to sustain the rota system so we may need to look for an alternative arrangement

4 accidents were reported to RIDDOR during the academic term. Two were for students being sent to hospital directly from College for treatment. The other 2 were as a result of visitors falling in the communal areas, namely car parks. One due to a trip caused by their own footing and the other due to inclement weather conditions during the Christmas break. There were 6 recorded incidents of a near miss.

Figure 1 below shows the breakdown in percentage of the 38-recorded accidents from all 3 campuses between August 2017 and July 2018. Figure 2 represents the number of recorded accidents since merger. It is important to note that the period 2013-2014 figures are only represented from November to July.

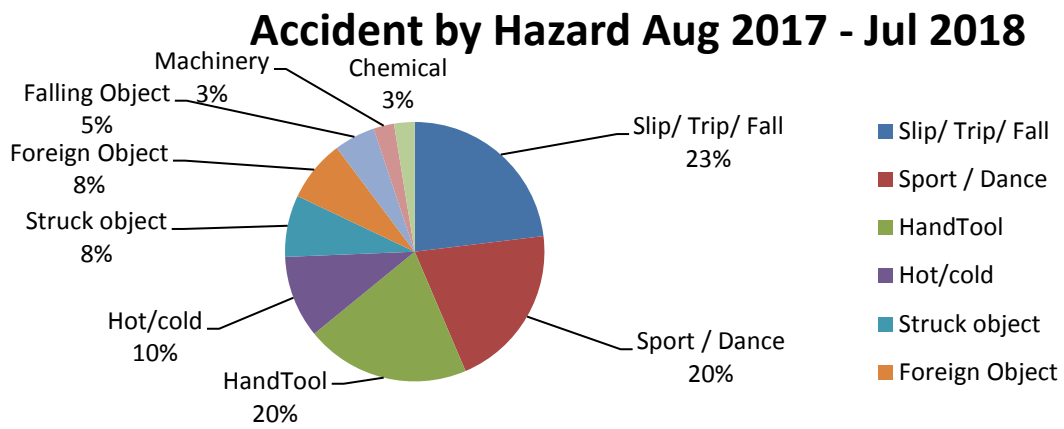


Figure 1

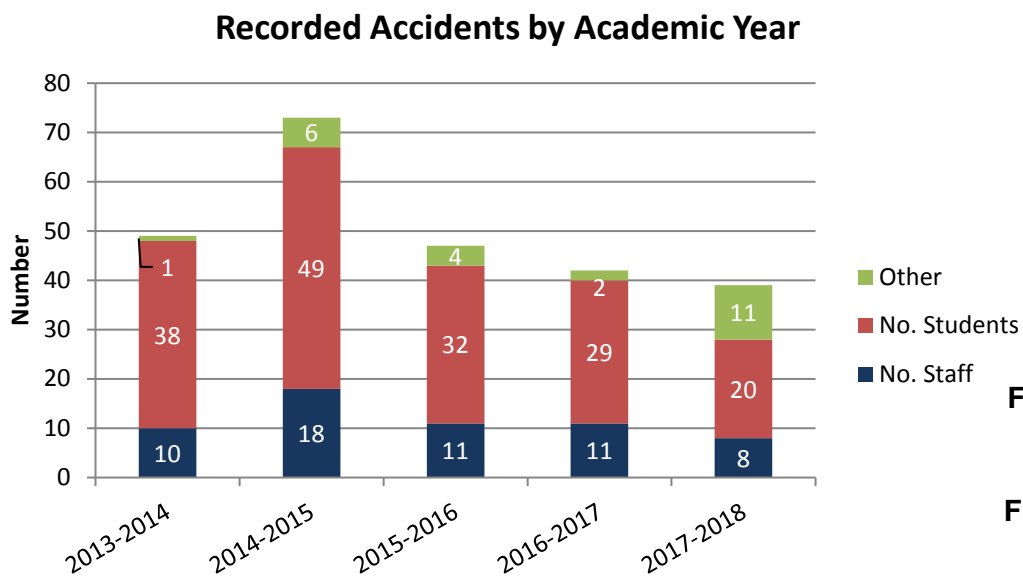


Figure 2

Figure 2

8. Stress Risk Assessment

During session 2017/18, the focus was on the Administration Department. Meetings were held with the teams then their line managers across the 3 campuses. Action plans have been created and discussed with the Head of Administrative Operations. A meeting with the Supported Education staff was planned but then cancelled by the Head of Learning due to operational issues.



Human Resources and Development Committee

Thursday 20 September 2018

PAPER E

HR Metrics

1. Introduction

The HR&D Committee have agreed a series of standardised HR&OD metrics that are made available to Committee members at each meeting. The template for these metrics is designed to give Board members an easy to read picture of the College's core human resource information.

Some of the information is presented as an annual figure and will detail comparisons with previous years. This is of particular importance in identifying trends and changes over time.

Other data is presented on a quarterly basis and taken as a snapshot of the status at that point in time.

A full annual report will be presented to each November Committee with quarterly updates reported to the remaining three Committees meetings.

2. HR Metrics

Headcount		% Split	July 17	FTE		% Split	July 17
Teaching	489	45.3%	490	Teaching	262.3	42.4%	266.0
Other	591	54.7%	621	Other	355.9	57.6%	381.4
Total	1080		1111	Total	618.2		647.4

Staff FTE: Credit Ratios 2018/2017*					
	2017/18	2016/17		2017/18	2016/17
Total Staff FTE: Credits	1:178*	1:176	Teaching Staff FTE: Credits	1:420*	1:435

* Provisional figures pending credit audit and ASR figures

Female & Male Headcount		% Split	July 17	Temporary & Permanent FTE		% Split	July 17
Female	694	64.3%	62.9%	Temporary	73.4	11.9%	19.6%
Male	386	35.7%	37.1%	Permanent	544.8	88.1%	80.4%
Other	0	0	0%				
Total	1080		1111	Total	618.2		

Diversity Data Held	%
Ethnicity/Race	49.4%
Disability	100%
Gender Pay Gap	6.3%
Diversity Data Gaps	22%

Staff Absence Data (rolling 12 months)

This data has been updated to reflect that discussed at each Health, Safety and Wellbeing Committee.

	Staff Absence Rolling 12 months to 31/07/18	Previous period
Average working days lost per headcount	5.37	5.3
Working time lost	2.06%	2.0%
Comparison with sector/national rates		
UK All Sector rate (CIPD 2016)		3.3%
UK Public Sector rate (Unison 2016)		3.4%

Absence Analysis	Rolling year to 31 July 2018	Previous Period
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Long Term Absences (4 weeks or more)	69	67
Short Term Absences	790	860
Stress Related Absences – Work related	20	12
Stress Related Absences – Non-work related	54	53

Other HR Metrics

	2017/18 to date	2016/17
Staff Turnover Rate (non-forced)	1.2%	2.4%
Employee Hearings		
Discipline	6	4
Grievance	2	2
Tribunal Actions	1	0
Recruitment Exercises	82	112
Current Vacancies	7	-

3. OD Metrics

	2017/18 to date	2016/17
Engagement with Leading Learning Academy (per team)	100%	100%
Number of internal CPD events delivered and external events supported	634	1086
Number of attendances at internal and external CPD events per employee headcount	3993 3.6	3493 3.4
Organisational Development budget per employee headcount	£137	£137
Engagement survey ratings (annual/periodic)	Survey to run in late 2018	Happiness Index: 68 Engagement Index: 68
Employees participating in College-wide strategy and working groups % of employee headcount	12%	13%
Employees with health and safety certification (this is in addition to mandatory obligations - all new employees have H&S briefing)	See H&S Annual Report	See H&S Annual Report
Employee benefits take up rates	All staff registered	All staff registered

Induction

Induction 2017/18 to Date	Not Started	In progress: On Track	In progress: Behind	Total
Academic	3	12		15
Support	2	13		15

4. Information

Further information in respect of HR&OD matters is available for Board members by contacting Steve Taylor, Vice Principal People & Performance, s.taylor@dundeeandangus.ac.uk.



Human Resources and Development Committee

Thursday 20 September 2018

PAPER F

Meeting Minutes / Updates

Joint Consultation Forum

-27 April 2018

-14 June 2018

-24 August 2018



JOINT CONSULTATION FORUM

**Friday 27 April 2018 at 2:00pm
Arbroath Campus**

PRESENT:

G Ritchie	A O'Neill
C Blake	S Taylor
N Steff	J Dick
S Hewitt	G McGillivray
A Mawhirt	D Deans
G McAteer	Y Cargill
J Oliver	

1.	<p>Apologies</p> <p>Apologies were received from Alex Williamson and Celeste Mackie.</p>	Action
2.	<p>Minute of Last Meeting – 16 March 2018</p> <p>The minute of the meeting held on 16 March 2018 was approved as an accurate record; actions completed and or / confirmed.</p> <p>Noted that not all confirmations of VS decisions have the reasons included. This will be actioned by the People Team.</p>	AM
3.	<p>Matters Arising</p> <p>3.1 Promoted Post Matching Exercise</p> <p>National adjudication committee has made decision, CL matched to Level 1 and HoL Level 2. Official notification has been received and decision communicated. Updated salary scales will be published including a reminder on changes to the transitional scale for other staff.</p> <p>3.2 £100 payment</p> <p>This has been agreed nationally and will be paid (pro rata for part-time staff) to those in post as at 31 march 2016. This will be paid in May wages.</p>	ST payroll
4.	<p>College Finance</p> <p>4.1 Financial Strategy Update</p> <p>C Blake confirmed the strategy was approved by the Board in late March. 2018-19 budget build process is being worked on, with the strategy providing the framework for this. Final allocations from the Funding Council are due on 4th May), therefore any adjustments required will be known then.</p>	

	<p>4.2 Draft Savings Paper</p> <p>Final version of the savings paper was circulated for this meeting. Consultation responses have all been considered and responded to and relevant changes included within the paper.</p> <p>G Ritchie noted there have been changes in the view on International, retaining 1 FTE International Project Leader post and the 1 FTE International Accountant role in Finance, pending a more detailed review.</p> <p>G Ritchie also noted that it is the College's wish to review the current mileage rate of 0.45p per mile, noting that calculations have been done to assess impact. J Oliver suggested a more transparent system for booking cars would encourage better use. C Blake confirmed there are plans for a car sharing app and a calendar is being tested to show when Kingsway's electric vehicle is available for use. It was also noted that certain rooms will be specifically set up for Skype / video meeting use to encourage other options.</p> <p>G Ritchie suggested the mileage rate is reviewed as part of an overall travel plan. It was agreed that the existing Travel and Expenses Policy should be reviewed along with clearer enforcement of current rules, as well as considering further developments if required.</p> <p>Further discussion covered a wide range of issues and concerns in respect of the proposed change and it was agreed that a small joint negotiating group be established to further discuss. This group would comprise one representative from each union along with management representatives. Names to be provide to S Taylor by 8 May 2018.</p> <p>The People Team office move was discussed given concern noted over confidentiality following a reasonable adjustment change. It was agreed that confidentiality requirements would be reinforced for staff within neighbouring offices.</p> <p>The changes in the People Team covered in the paper were queried and it was confirmed a reduction in FTE through VS delivers a saving.</p> <p>N Steff raised a query around the plans for printers, particularly with a reduction in printers at Gardyne library. This was noted</p> <p>It was confirmed that merging streams would not take place across campuses, but that a greater focus on this was required for session 2018/19 with an expectation that streams should be merged at the earliest possible instance where numbers permitted.</p> <p>J Oliver sought clarification on the mentor arrangements detailed in the paper. A Mawhirt confirmed arrangements for next year include OD support and confirmed that (whilst changes to approaches would be required) this would not impact adversely on teacher training or induction activities.</p> <p>J Dick queried whether those affected by post removal would automatically get a VS approval, however it was confirmed that these are still subject to the same financial requirements. The complications in respect of pensions strain costs were noted.</p>	<p>All</p> <p>ST</p> <p>CB</p> <p>SH</p>
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	<p>N Steff noted concern that services and teams could be reorganised without the unions being advised that changes were taking place and asked that advance warning be given of any major change plans so that unions could consult properly with their members. This was agreed.</p> <p>The paper will be published early next week for final consultation, closing 11th May.</p> <p>4.3 Voluntary Severance (VS) Scheme</p> <p>S Taylor noted there are some applications awaiting a final decision and the predominant reason for this is pending confirmation of pension strain costs, confirmations from teams / managers in others. All who have applied have been notified of any delay.</p>	
5.	<p>Good to Great Strategy Update</p> <p>G Ritchie noted there is a great deal of G2G work taking place to change and improve processes, though much of it may be behind the scenes. G Ritchie outlined improvements to data dashboards and analysis which were supporting Good to Great and College operations. Progress on applications for 2018-19 under the G2G Recruitment theme was reported as very positive.</p> <p>Next meeting to include overview of data dashboards.</p> <p>The themes of the G2G project were outlined as Digital, Learning and Teaching, Recruitment, Retention and Customer Experience. Curriculum review changes were noted, with significant progress through service design. The procurement process for a new website has been successful with 70+ bids already.</p> <p>Digital Strategy is launching in May, with CPD available and self-assessment tools available. The focus is on understanding the digital skills baseline and giving all staff the opportunity to upskill, whilst keeping it simple and accessible. N Steff queried the links to systems that are not currently performing to maximum efficiency and it was noted that work was progressing through the Systems Development team to prioritise projects and communicate progress.</p> <p>The G2G Wellbeing project will be addressing mental health issues and student wellbeing and resilience. S Ramminger, S Thom and K Baxter are involved in this project which will provide a toolkit for support. J Cooper is leading on the staff side.</p> <p>Approx. 12 Student G2G Ambassadors have been identified to support the project and will also be part of service design developments. The Ambassadors will also feed their ideas into the project.</p> <p>J Dick noted reference to a food services project and noted that this had not been discussed with the catering managers. G Ritchie advised that some projects were simply outline ideas and that discussions would be held with relevant staff before these progressed into any actual plans.</p>	SH

6.	<p>Policy Review Group (PRG)</p> <p>A Mawhirt noted there had not been a Policy Review Group meeting since the last JCF, however the Timetabling guidance had been circulated to the PRG.</p> <p>It was noted that further discussion may be required with members of the Timetabling Group to finalise documents for PRG sign off. This would be taken forward</p> <p>Next PRG meeting will be scheduled to take place prior to the next JCF.</p>	<p>SH</p> <p>AM</p>
7.	<p>National Bargaining</p> <p>Cost of living increase for academic staff has not yet been agreed. Support unions had an away day NJNC with some progress made and further meetings to be held.</p> <p>7.1 Academic Annual Leave / Term Dates</p> <p>S Taylor noted the change in leave entitlement for academic staff which has an effect on the academic calendar. Agreement was confirmed on starting the summer break one day earlier in session 2018, however further discussion will take place on future arrangements. It was agreed that thoughts would be fed back to S Taylor by end May 2018.</p> <p>This has an impact on PTV holiday pay, which has been implemented.</p> <p>7.2 Deduction of Contributions at Source</p> <p>S Taylor noted there are changes of arrangements to DoCaS which means employers must have an agreement in place with unions using these services. A small charge must be made to the relevant union for this service.</p> <p>Template agreement available to be discussed and signed; the College will invoice annually.</p>	<p>All</p> <p>ST</p>
8.	<p>Union Items</p> <p>8.1 Email Accounts</p> <p>N Steff noted that access to work email accounts has taken place during absence etc and it was proposed that a protocol should be created to support this. It was noted that such access was very rare and only for defined reasons and it was agreed that a protocol on this would be a useful step. Draft protocol to be developed.</p> <p>8.2 Modern Apprentices (MA)</p> <p>N Steff noted this is being discussed nationally, therefore is withdrawn from the agenda. College discussions on the creation of a MA policy to inform approaches were noted.</p>	<p>CB</p>
9.	<p>AOCB</p> <p>Y Cargill raised the student survey link recently sent out and highlighted concern that the initial version included the names of two members of staff. S Taylor noted apologies and the processes in place to ensure this is an isolated incident.</p>	

	<p>Y Cargill noted the delay in issuing April payslips. C Blake confirmed that payslips had been issued in line with statutory guidance, but that a system issue caused a one day delay in issuing and apologised for any inconvenience.</p> <p>J Dick queried whether there was any movement on access to annual salary figures through payslips. C Blake noted that work will progress through the Systems team, however it has been delayed by I Wilson's departure.</p> <p>G McGillivray noted there was an educational supplement in the Courier that day and the College had not been mentioned. His would be noted to marketing.</p>	GR
10.	<p>Date of Next Meeting</p> <p>NB the original planned date of 15 June 2018 clashes with the staff awards and a suitable alternative date will be sought.</p>	



JOINT CONSULTATION FORUM

**Thursday 14 June 2018 at 2:00pm
Arbroath Campus**

PRESENT:

G Ritchie	A O'Neill
C Blake	S Taylor
N Steff	J Oliver
G McAteer	G McGillivray
A Mawhirt	Y Cargill

1.	Apologies	Action
	<p>Apologies were received from Simon Hewitt, Jennifer Dick and Dougie Deans</p> <p>GR noted recent discussions within the PRG and suggested that it would be beneficial to all for the JCF to meet on an agenda free basis from time to time to discuss how they wanted to work together and improve communication between members of the JCF.</p> <p>The potential to increase the number of JCF sessions, and the need to better time agenda and minute circulation was agreed.</p>	
2.	<p>Minute of Last Meeting – 16 March 2018</p> <p>The minute of the meeting held on 16 March 2018 was approved as an accurate record following update to item 4.2 as requested by N Steff.</p>	
3.	<p>Matters Arising/Actions</p> <p>3.1 Travel Expenses</p> <p>Discussions around travel policy and the mileage rate would be set up in the new academic year. Unions to advise S Taylor of a representative to be involved.</p> <p>3.2 £100 payment</p> <p>This has been agreed nationally and paid (pro rata for part-time staff) to those in post as at 31 March 2016 in the May wages.</p> <p>The item on data dashboards would be carried over to the next meeting and all other actions had been progressed.</p>	All

	<p>3.3 E-Mail Access Protocol</p> <p>A Mawhirt advised that a draft protocol to cover access to staff e-mail accounts in their absence had been developed. It was agreed that this would be considered by the policy review group.</p>	AM
4.	<p>College Finances</p> <p>4.1 2018/19 Budget</p> <p>C Blake gave a summary of the 2018/2019 College Budget paper and said that the assumptions were consistent with the multi-year strategy that was presented to JCF in March 2018. She said that £570K cashback surplus needed to be generated to meet the annual loan repayment.</p> <p>C Blake stated the savings plan had been a major contributor in being able to achieve this figure and halt further losses of cash.</p> <p>C Blake, referring to clause 19 and 20 in her budget paper, said that as of 31 July 2018 we should have cash balance of £210K, compared to the financial strategy forecast of £471K.</p> <p>C Blake noted that had we not achieved the savings target that there was a significant risk of running out of cash and cautioned that we still needed to look for savings opportunities. She said that the budget risk schedule showed nearly all downside risks – not upside risks – and if one or two of these were to materialise we would go into a negative balance.</p> <p>G McGillivray asked how we compare to other colleges financially.</p> <p>G Ritchie said that there are a couple of colleges who have a very small surplus but most colleges are in the same or worse position as Dundee & Angus College. He said that some colleges had to go to the government for a Section 22 report and seek further financial support.</p> <p>G Ritchie compared the financial situation pre-merger with our current situation and explained that the College had at least two months of funds in the bank but now we have about £200K, less than 10% of one month's payroll.</p> <p>C Blake continued saying that we do not receive additional funding to cover cost of living awards and we are expected to find this funding through efficiency improvements, with no indication that this will change.</p> <p>The need to identify and take action before issues arise in order to stay ahead of the situation was noted.</p> <p>Y Cargill asked about the availability of additional activity as it was known that some colleges would not meet their targets.</p> <p>S Taylor noted that Edinburgh College had temporarily given up 2000 credits and that they were likely to have these returned.</p> <p>J Oliver noted that on the back of these settlements that we still need to invest in improvements to resources such as ICT and asked if there were any plans in place which would prevent further degradation.</p>	

	<p>This point was recognised.</p> <p>G Ritchie explained that the College does still has approximately £40M per year to deliver the services that we offer. We have managed to reduce the costs by £1M through VS etc, but we have not reviewed all of the services that we offer and may have to make further decisions regarding either reducing or removing activities on a planned basis.</p> <p>G Ritchie noted approaches in some areas and used the example of some colleges partnering with other public services to provide wellbeing counsellors in the region.</p> <p>N Steff asked how much money we still had left in the ALF. C Blake said there was approximately £4.5m available.</p> <p>There was a further discussion around what was included in staff related costs and C Blake explained that this would include early retirement, travel costs, pension payments to pensioners that we currently still have obligations to directly through the College funds (which costs £400K/Annum), etc.</p> <p>It was agreed that it would be valuable to resurrect the annual budget discussion sessions between union representatives and the College to explain in detail how the budget was developed and what was covered within the various headings.</p> <p>Savings Plan</p> <p>G Ritchie summarised the discussion and said that we needed to continue looking for savings but it has been very helpful to have had the £1M savings from recent plan and thanked everyone for their help and support during this time.</p> <p>Voluntary Severance Scheme</p> <p>S Taylor confirmed that there were 30 applications (11 academic and 19 support/management) submitted for the last VS scheme and decisions had been reached on 29 of these with 1 application to be considered. He noted that there were 3 support staff and 2 academic staff who have been accepted which resulted in £175K savings from this group of applicants, c90k of which was over and above the savings included in the recent plan. He said that the key date was the end of July but some staff have chosen to leave earlier.</p> <p>C Blake said that she would be updating the establishment list following the VS and other staffing changes and departmental restructures over the last few months and could circulate this once complete.</p>	<p>CB</p> <p>CB</p>
<p>5.</p>	<p>Pay Claim Manager</p> <p>S Taylor reported that the College are in the process of making changes to Pay Claim Manager in terms of the new 23 hour class contact time. He referred to the Paper previously circulated for Pay Claim Manager – Validation Rules and noted that this highlights what the new provisions will be.</p> <p>S Taylor said there will be a review at the end of each semester to ensure that payments were accurate.</p>	

	<p>A O'Neill led a discussion regarding how any fractional class contact hours would be rounded. It was agreed that worked examples would be developed and circulated for clarification and discussion (as required) outwith the meeting.</p>	ST/SH
<p>6.</p>	<p>Good to Great Report to Board of Management</p> <p>G Ritchie referred to the Interim Report June 2018 – Good to Great Transformation Project and said that there are major pieces of work that are being driven by the two year G2G project. The document identifies 4 key areas for change:</p> <ul style="list-style-type: none"> • Curriculum Planning • Curriculum Delivery • Commercial Focus • Support <p>and there are 5 key themes which make up the overall strategy</p> <ul style="list-style-type: none"> • Recruitment • Retention • Digital • Learning & Teaching • Customer Experience <p>G Ritchie said that the College has a budget of £850K to deliver the G2G initiatives. He reported that we are making significant changes in tackling health and wellbeing initiatives and discussed progress being made to changes in the curriculum as well as the addition of the Help Desk. He said that without this fund we would struggle to achieve what needed to be done.</p> <p>G Ritchie said that the G2G project is providing us with better focus in the areas that we need to improve and this will impact our ability to improve planning.</p> <p>G Ritchie said that the Metrics Tables in the Interim Report provide the Board with a benchmark in progress and how the funds are being used. He said that we have to date not spent a great deal of the budget but now that we are starting to work on the website and we will begin to use more of the funding.</p> <p>G Ritchie thanked everyone for their work and effort around the G2G project.</p> <p>J Oliver asked if this website was a replacement for the College website.</p> <p>G Ritchie confirmed that this was a total revamp of the current website.</p> <p>Y Cargill asked if the College would be replacing the G2G Project Manager. G Ritchie reported that we would be recruiting for a part-time internal secondment for the Project Manager. It was noted that there were 4 applications for this role.</p> <p>N Steff said that he did not believe that there was sufficient review following projects and noted the value of having robust post-project evaluation that included those involved in delivering and organising the project. The value, in the interests of transparency, in having a summary of the evaluation/review available to staff was noted. This was recognised.</p>	

	<p>A general discussion took place regarding evaluation of projects and the example of the Learn 2 Learn project was noted.</p> <p>K Murphy said that there would need to be a further review for Learn 2 Learn in August as there are some things that need to be amended.</p>	
7.	<p>D&A College Digital Strategy</p> <p>This will be deferred until next session as Simon Hewitt is unavailable.</p>	
8.	<p>Policy Review Group</p> <p>A Mawhirt reported that there have been new documents published as follows:</p> <ul style="list-style-type: none"> • Probationary Policy • Support Staff Annual Leave Guidance • Professional Learning Policy <p>A Mawhirt said that briefing sessions on these new policies/guidelines have been run by the People Team Advisors in each campus. These will be run again and we encourage all to attend.</p> <p>A Mawhirt said that the next documents to be reviewed by the PRG will be Modern Apprenticeship Policy, Armed Forces Covenant and Assistance Dogs.</p> <p>G McAteer stated that he had suggested a Violence in the Workplace policy and noted information on that that he had sent to the People Team. It was agreed that this would be looked at.</p> <p>C Blake said that the new Travel Policy was still in draft form and it would be helpful to identify who needed to be involved in the discussions around this and will submit the draft for the next meeting.</p>	CM/AM
9.	<p>National Bargaining</p> <p>G Ritchie reported that there was no new information available regarding cost of living but conversations are still ongoing with the EA for 17/18 and 18/19 and asked if anyone had any further information regarding agreements and G McAteer reported that in an effort to eliminate unnecessary rumours that discussions were being held in confidence by the national bargaining committee.</p> <p>S Taylor commented that agreement of the protocol on how information was submitted to the press had been jointly agreed and that is what both sides are working to.</p> <p>Academic Annual Leave Term Dates</p> <p>S Taylor led the discussion regarding annual leave and term-dates and noted that there had been no single preferred approach to accommodate the additional annual leave.</p> <p>It was agreed that the proposed change be implemented for session 2018/19 and that discussion on a permanent arrangement continue.</p>	ST

	N Steff asked if support staff would be getting the extra two days, and S Taylor confirmed that the arrangements for Term Time support staff would remain the same.	
10.	<p>Union Items</p> <p>Timetabling</p> <p>It was agreed that the further discussion would be held through the timetabling group.</p> <p>K Murphy said that new reports to support timetable arrangements and audit had been developed.</p> <p>Student Register Arrangements for the Next Academic Session</p> <p>J Oliver asked if the link between bursary payments and attendance was to be removed and wanted to clarify how the NC level students would be marked for bursaries and attendance.</p> <p>G Ritchie noted that the link was not being removed, but that there were changes in national policy. Arrangements for recording attendance would remain in place.</p> <p>Any Other Business</p> <p>Y Cargill noted an issue where the Social Science students who were involved in a cross college project regarding the end of WWI and Susan Gregory tried to get marketing to do press release. Susan was told that the Marketing team did not have time to do this. She said that there were other events and positive publicity that had been ignored by marketing. G Ritchie stated that this would be noted and picked up with the team.</p> <p>A O'Neill noted recent concerns raised with regard to data security in using Yammer in Glow. This was noted, but it was not felt that this impacted on the College</p> <p>A O'Neill stated that he believed that when a full time member of staff were being recruited, that a Director was required to be on the interview panel. This was discussed and it was agreed that S Taylor would review and confirm arrangements outwith the meeting.</p> <p>A O'Neill noted concern at issues with the IV planning system. S Taylor explained the current issues around the verification system and the need for further work to be completed to address these. He said that the work on this is ongoing and that further information/guidance would be issued as required.</p>	<p>GR</p> <p>ST</p>
11 .	<p>Date of Next Meeting</p> <p>TBC</p>	



JOINT CONSULTATION FORUM

Friday 24 August 2018 at 2:30pm
Seminar Room 3, Arbroath Campus

PRESENT:

G Ritchie	A O'Neill
C Blake	S Taylor
N Steff	J Oliver
G McAteer	G McGillivray
A Mawhirt	Y Cargill
J Dick	S Hewitt

1. Apologies **Action**

Apologies were received from C Mackie, D Deans and A Williamson.

2. Welcome

G Ritchie noted no formal agenda was issued for this meeting and the focus was to discuss ways of working, communication and the year ahead.

3. Communication

G Ritchie pledged to plan communications / updates earlier so unions receive information promptly and with time for discussion and comment. The importance of informal and ad hoc conversations was noted, with the overall aim being to achieve a more natural, two-way flow of communication that recognised and respected respective views and positions.

Y Cargill noted there are three unions involved, therefore there are times where individual contact may be less appropriate and equally, formality is a necessary part of relations. This was recognised and S Taylor highlighted the importance of agreement among the group around what good and effective communication looked like. The group were in agreement that face to face communication is preferable and beneficial where possible and appropriate.

Visibility of senior and management staff around campuses and merge-time communications were noted as good practice, however changes to finances and staffing reductions had restricted this. Fika Time and Pizza with the Principals sessions (with students) were noted as positive, however some simple things like visibility, informal conversation and meeting senior and line managers face to face at all levels were recognised as important.

N Steff suggested that the goodwill of staff was diminishing because it is perceived there is less empathy for staff from senior leaders. Some of the examples provided suggested that the lead in time to initiatives and changes can be poor, meaning organisation and planning needs to improve. This also highlighted that union reps will see early warnings of issues which could be picked up and resolved as more minor matters provided good communication exists through JCF and informal channels.

J Oliver raised that some issues brought to union reps highlight there is a need for matters to be raised with a 'no blame' approach. S Taylor and C Blake agreed that informal communication and trust between unions and management would support the ability to tackle issues with this approach.

G McGillivray raised a change in the ethos around succeeding as a united college, and many experiences round the table echoed this shift. The importance of working on this collectively was agreed by the group.

From the discussion it was agreed that a short good practice guidance note be developed and agreed between the college and unions on how relationships and communication should work.

AM/ST

It was agreed that there was value in holding further future 'no agenda' meetings from time.

ST

4. College Finances

G Ritchie noted the audit document picked up recently in the press is in the public domain, to highlight it is based on older figures and was not representative of the current position.

D&A is actively managing the financial deficit, which is precarious but under control. A number of colleges with significant deficit issues are looking to SFC for funding which would be contingent on a robust 'recovery plan'.

C Blake noted a range of information can be supplied to the unions, either through JCF or separate meetings. It was agreed that a briefing on the College budget and budget reporting would be organised for union representatives.

CB

G Ritchie noted that the campus maintenance work taking place over summer was funded through ring-fenced 'backlog maintenance' funding of £2million from Scottish Government.

S Taylor confirmed that Board committee agendas, minutes and papers are available on the website usually a week after the meeting. This included budget monitoring reports. It was noted that content can be too out of context to be quickly understood / answer queries.

G Ritchie noted concerns around the future impact of unfunded cost of living increases, and the impact of this on already tight non-staffing budgets. It was noted that harmonisation costs were separate and covered by increased funding.

5. Academic Restructure

G Ritchie summarised some of the issues around roles and responsibilities that underpinned consideration of changes to the academic restructure. It was noted that D&A seemed to have higher promoted lecturing staff numbers than most other colleges.

Based on the new promoted post levels and feedback from staff, a first draft of the thinking behind an improved structure which tackles the issues with roles and responsibilities and links to other areas of the College (like administration and commercial) would be developed for late September and would be shared with the unions in advance.

It was confirmed the period of consultation is of importance, therefore the restructure would be complete within an academic session. Consultation, development and finalisation of the structure is expected to take place up until the end of 2018.

Y Cargill noted staff concerns around change of this type and asked that an early communication be issued to staff so that they were aware of the proposed timescales. This was agreed.

GR

6. Planning for 2018-19 Meetings

The next two meetings will go in as Fridays, and T D'All will send a Doodle poll to look at the best options for meetings beyond that.

ST

The location for meetings would remain as Arbroath, as this was the most convenient for the majority of those attending.

7. Date of Next Meeting

Friday 9 November 2018 at 2.00pm, Seminar Room 3, Arbroath Campus



Human Resources and Development Committee

Thursday 20 September 2018

PAPER G

Meeting Minutes / Updates

Equality & Diversity Strategy Group

-21 March 2018



EQUALITY AND DIVERSITY STRATEGY GROUP

Wednesday 21 March 2018 at 10.00am
A214, Kingsway Campus

PRESENT:	S Taylor A Mawhirt S Thom B Grace K McMonagle	B Scott J Beresford C Reid J Karas	
APOLOGIES	S Oliver C Lynagh N Steff	R Hamid K Mansi S Pickering	K Baxter

1. **Minute of Previous Meeting** – 6 December 2017 **Actions**

The minute of the Equality and Diversity Strategy Group meeting held on 16 December 2017 was approved as an accurate record following correction to the attendance list.
2. **Matters Arising**
 - 3.1 **E&D Portal Page**

C Lynagh will review content and update as appropriate. **ST / CL**
 - 3.2 **E&D Training**

Training had been rolled out with 300 staff completed to date and 150 completing the L&T unit. Further reminders will be issued. **AM**
 - 3.3 **Group Remit Challenges**

Some progress had been made, with the following items to be considered again at the next meeting as follows.

 - Group will do a walk around of their 'home' campus and / or other locations and note feedback to ST – consider at June meeting **All**
 - Share examples of good equalities work being undertaken – consider at June meeting **All**
 - Investigate potential G2G bid to support additional plasma screens – this was not being progressed, but discussion would be held with marketing to identify opportunities to include E&D themes on current screens
 - Identify calendar of awareness days/events to support equalities promotion – circulated to the group

- Invite a member of Learning and Digital Resources Team to join the group – completed.
- Develop visual equalities annual report from group – consider at June meeting.

All

3.4 Equality Leadership Group

A timeline for the key tasks of the Equalities Leadership Group was circulated and discussed. Progress in respect of the corporate parenting plan was discussed and issues impacting on retention and attainment noted. It was confirmed that the related Carers Policy had been agreed.

3.5 PI Analysis

ST

This was still to be shared with the Academic Leadership Group

3. ECU Consultancy Project

ST summarised work progressing on the ECU project to review the challenges around gender segregation in key subject areas. Work to progress the project was now being picked up by R Jack and H Coutts.

4. Update on E&D Activities / Work / Issues

- Student input to support the volunteer buddy project was noted with interest. Opportunities to further develop this work by promotion with staff and inclusion at Learn to Learn sessions was discussed and it was agreed that this be passed on to K Baxter to discuss as part of the project feedback/evaluation.
- The need to for improved signage and better promotion of STEM role models within the science block was noted and would be further reviewed.
- K McMonagle and J Karas outlined opportunities to enhance the use of YouTube as a marketing/information source for students. This work was welcomed and would be developed as a possible Good to Great student project.
- The international Global Goals for sustainable development project was discussed as a potential approach to underpin a range of sustainability and E&D developments. It was agreed that a short paper on signing up to this be produced for consideration by the Senior Leadership Team.
- Arrangements for the creation of a student mental health agreement had been progressed, with J Gregory in discussion with NUS in respect of this.
- Developments progressing in respect of the draft British Sign Language Plan were discussed.
- Plans for a student “Brave the Shave” event on 9 May were noted. This would be supported by staff where appropriate.

ST

BG

KM/JK

BG

5. Date of Next Meeting

13 June 2018, 10.00am Kingsway Campus