

BOARD OF MANAGEMENT



Human Resources and Development Committee Thursday 19 September 2019

Draft confirmed by Chair

Minute of the Human Resources and Development Committee meeting held on Thursday
19 September 2019 at 5.00pm in Room A214, Kingsway Campus.

PRESENT: G Bisset K Keay
D McKenzie G Ritchie
P Milne

IN ATTENDANCE: S Taylor (Vice Principal) B Grace (Head of Estates)
Megan Sanderson (Executive Secretary)

1. WELCOME

P Milne welcomed members to the meeting.

2. APOLOGIES

Apologies received from D Fordyce, T Pirie, B Carmichael, S Hewitt, J Carnegie, and A Mawhirt.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. ESRC RESEARCH PROJECT – INFORMED CONSENT

Board Members and those in attendance at meetings have completed the ESRC Consent Forms.

Filming for the ESRC Project will be limited to BOM Meeting with the videos being used for the purpose of research then destroyed. The videos will not be made public.

5. MINUTE OF PREVIOUS MEETING

The minute of the meeting held on 9 May 2019 was approved as an accurate record.

6. MATTERS ARISING

S Taylor noted that the equalities summary would be produced once appointment to all of the restructure roles had been completed. It was agreed that (rather than wait for a meeting) this would be circulated to the Committee when available. **S Taylor to progress.**

7. POST RESTRUCTURE CPD AND SUPPORT PLANS

S Taylor provided a summary of the paper to the Committee, highlighting the post restructure CPD plans in place to support the development needs of newly appointed staff.

S Taylor noted that an initial development session took place in June, to identify the needs of new post holders and develop the 'D&A way'. It was noted that elements of the CPD plan would be mandatory for different staff in different roles.

S Taylor noted that the staff group had been involved in developing the range of activity for CPD and outlined plans for the delivery of this through a mixture of information, online learning, development sessions etc. S Taylor highlighted that a further development session for Managers had been arranged for October. S Taylor confirmed that the development plan included College decided elements plus staff elements.

S Taylor noted that it was likely that the CPD plans would run over an 18 month period, with the opportunity for any staff across the College to be involved in development (not just newly appointed or promoted staff).

G Ritchie noted that a benefit of the restructure was that line managers now had more manageable sized teams and would be able to conduct more regular one to one meetings with staff. The importance of regular development reviews was discussed and it was confirmed that these were a core part of the role of all line managers.

G Bisset asked if the restructure had affected employee relationships. G Ritchie noted that some staff were unhappy with the changes and with the outcome of applications for roles, but stated that others were happy with the changes and appointments made. G Ritchie noted that, as expected with a major change of this type, there were still areas of upset and challenge but that there were also positive relationships with unions and there was a positive response from the all staff event in August.

D McKenzie asked how newly appointed staff would be mentored. G Ritchie confirmed there is an internal mentoring system with S Taylor noting that the Head of Sector postholders were all experienced managers and were providing support to new managers. It was noted that each Head of Sector had also assumed responsibility to support a cross-college element of activity.

P Milne asked what information the Committee would like as arrangements progressed. G Bissett stated that a regular verbal update would be welcomed. This was agreed. K Keay asked that the completion rate for development reviews be included as one of the HR Metrics. This would be investigated and incorporated. **A Mawhirt to progress.**

P Milne welcomed the paper provided to the Committee and the developments taking place.

8. VP PEOPLE AND PERFORMANCE REPORT

S Taylor summarised the report for discussion, highlighting the outcomes of the recent VS scheme. G Bissett asked if the VS scheme would remain open. S Taylor confirmed that this was likely, however they can only accept applications where staff are not to be replaced. S Taylor noted that the current scheme was approved through to 31 December and that it was likely that the College would seek an extension on the scheme from SFC.

S Taylor noted that with the Good to Great project ending in December, the College have been working over the summer how to sustain the Wellbeing Project, with key proposals included in the report.

G Bisset asked if the plan to pay four years of conserved pay up front had been agreed. S Taylor noted that the unions did not agree with the proposal and as a result the offer was not possible.

Developments in national job evaluation were discussed and K Keay asked if more resources had been made available nationally given the extension to timescales. S Taylor confirmed that no more resources had been made available.

P Milne asked how new or updated posts were being evaluated now, given the national Job Evaluation process. S Taylor confirmed that the College were still using the Northgate system for this. K Keay asked if risks around job evaluation were included on the Risk Register, S Taylor confirmed that these were covered by the national bargaining risks.

P Milne noted the Committee welcomed the report and recognised that a huge amount of credit should go to the team for their hard work.

9. NATIONAL BARGAINING UPDATE

G Ritchie provided an update on National Bargaining, confirming discussions were progressing around the Transfer to Permanency arrangements. It was noted that these were complex and that initial offers had been progressed, with further discussions to be held with the local unions.

G Ritchie noted that national progress in respect of Job Evaluation was slow and that the job scoring process could not progress until all Job Evaluation forms were complete. It was noted that nationally the completion rate was only around 50%. D&A had submitted virtually all of theirs, with fewer than 10 queries remaining.

The outcomes of the academic negotiations were discussed and it was noted that settlement had been reached for both academic and support staff through to September 2020. P Milne asked if there was any further industrial action on the horizon. S Taylor noted that thankfully there was not.

10. HEALTH AND SAFETY ANNUAL REPORT

B Grace outlined the key points of the report and noted that over 90% of staff had completed their online health and safety training as required. B Grace noted that the Modern Apprenticeship for Marketing had created an excellent online module for working safely courses.

B Grace noted that the LOCHER Project continued to develop and A Cathro had received positive feedback on this from both staff and students.

B Grace stated there had been a slight increase in the accident rate, but nothing that was a cause for concern. G Bissett asked about arrangements to minimise accidents and injuries to students at the start of their learning particularly in kitchens, construction workshops etc. B Grace explained that risk assessments for this were all in place and students had a thorough induction before they start. S Taylor noted that all practical units include a health and safety section in respect of relevant risks and requirements as an early part of the learning process.

P Milne asked if metrics were in place for managers to view performance targets for their staff to carry out their training. S Taylor noted that managers would be able to see if their staff had completed mandatory online training and would pick this up as appropriate.

K Keay asked about arrangements for recording incidents/near misses. B Grace confirmed that these were in place and it was agreed that near miss reporting be specifically included in future reports. **B Grace to progress.**

P Milne noted that it would be useful for the report to be shared with all Board members and discussed at a full Board of management meeting. S Taylor noted that some aspects of Health and Safety are shown in the Board of Management metrics. This was discussed and it was agreed to share the 2019 report with the Board for information and to include this report as a Board item in future years. **B Grace/S Taylor to progress.**

11. STRATEGIC RISK REGISTER & RISK DELEGATION TO BOARD COMMITTEES

P Milne highlighted the Risk Register paper with S Taylor noting that the changes were proposed to ensure that each Committee had better ownership and insight to Risks. G Bissett noted it was reasonable to have Committees look at own risks.

S Taylor noted that in accepting this role the Committee should consider whether the reports that it received over the year provided them with sufficient information to form a view on the risks and, correspondingly, whether or not additional information was needed.

It was noted that, to support these arrangements, the dates for future Audit and Risk Committee meetings should be updated so that these were the final meetings in the run up to the Board. This would be raised with the Chair of audit & Risk. **S Taylor to progress.**

K Keay welcomed the devolution of review and noted that she was also keen to know how the internal operational risk register operated and how this matched up to the Strategic Risk Register that the Board of Management saw. K Keay stated that she was also keen to understand how this worked and asked who updated the Strategic Risk Register and what training they had had. S Taylor noted that he updated the Register, which was then reviewed by the Senior Leadership Team in the run up to each Audit and Risk Committee. S Taylor summarised his training and experience around risk management and noted that others on the Senior Team would have a mixed range of expertise. G Ritchie added that training for new members of the Executive Team was something he would look at.

Individual risks were discussed, and P Milne noted that 1.1 on the Risk Register would include a significant element of staff input and development, but was not considered by the HR&D Committee. S Taylor noted that there were challenges with this in respect of all of the risks, as the register needed to be looked at holistically. It was noted that risk 1.1 could sit under the HRDC as well as the LTQC, but that duplication of oversight was trying to be avoided.

K Keay highlighted that the risk around the restructure was not included in the Risk Register. It was agreed that this be added. **S Taylor to progress.**

12. HR METRICS

S Taylor provided a summary of the metrics presented, highlighting that these were getting out of date as the 2018/19 data was nearing completion but was not yet available.

S Taylor highlighted that staff absence had increased but was still below the national average.

G Bissett highlighted that under the absence report, it should be displayed as 12 months instead of 12 years. This would be updated.

13. MEETING MINUTES/UPDATES

The minutes of the Joint Consultation Forum and Health, Safety and Wellbeing Committee were noted with interest.

14. DATE OF NEXT MEETING

The next Human Resources and Development Committee meeting will take place on Thursday 14 November 2019.

Action Point Summary

Action	Responsibility	Date
Equalities summary report on restructure changes to be updated and circulated before next meeting.	S Taylor	14 November 2019
Completion of Development Reviews to be considered as an HR metric	A Mawhirt	14 November 2019
Near Miss reporting to be included in annual Health, Safety and Wellbeing Annual report.	B Grace	September 2020
2019 Health and Safety annual report to be circulated to all Board members	S Taylor	30 September 2019
Health, Safety and Wellbeing Annual report to be presented and discussed at future Board meetings	S Taylor/B Grace	September 2020
Meeting dates for Audit & Risk Committee to be reviewed	S Taylor	26 November 2019