BOARD OF MANAGEMENT

Human Resources and Development Committee

Thursday 17 September 2020 at 5.00pm via Teams

AGENDA

1. **WELCOME**

2. **APOLOGIES**

3. **DECLARATIONS OF INTEREST**

4. **MINUTE OF THE PREVIOUS MEETING** – 7 May 2020   Paper A for approval

5. **MATTERS ARISING**   Paper B for information

6. **COVID 19 ARRANGEMENTS FOR HEALTH & SAFETY, INFRASTRUCTURE, LEADERSHIP, WAYS OF WORKING & COMMUNICATION**   Presentation   AM/BG

7. **VP PEOPLE AND PERFORMANCE REPORT**   Paper C for information   ST

8. **NATIONAL BARGAINING UPDATE**   Verbal update   ST

9. **STRATEGIC RISK REGISTER**   Paper D for approval   ST

10. **HR METRICS**   Paper E for information   ST

11. **MEETING MINUTES/UPDATES**   Paper F for noting

    - Joint Consultation Forum
    - Health, Safety and Wellbeing Committee

12. **DATE OF NEXT MEETING** – Thursday 12 November 2020

Human Resources and Development Committee

Thursday 17 September 2020

PAPER A

Minute of the Previous Meeting – 7 May 2020

BOARD OF MANAGEMENT

Human Resources and Development Committee
Thursday 7 May 2020

Draft confirmed by Chair

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Minute of the Human Resources and Development Committee meeting held on Thursday 7 May 2020 at 5.00pm via Teams.

PRESENT:	K Keay D Mackenzie T Pirie S Stirling	D Fordyce G Ritchie B Carmichael
IN ATTENDANCE:	S Taylor (Vice Principal) M Sanderson (Executive Secretary)	B Grace (Head of Estates) A Mawhirt (Head of People & OD)

1. **WELCOME**

   K Keay volunteered to chair the meeting in the absence of the Chair and Vice Chair. K Keay welcomed members to the meeting.

2. **APOLOGIES**

   Apologies received from P Milne, G Bissett, S Hewitt and J Carnegie.

3. **DECLARATIONS OF INTEREST**

   There were no declarations of interest. D Mackenzie noted his employment with Michelin PLC.

4. **MINUTE OF THE PREVIOUS MEETING – 14 November 2019**

   Minute of the previous meeting was approved as an accurate record.

5. **MATTERS ARISING**

   Staff Absence – S Taylor noted that the national comparator metrics had not been updated yet.

   It was noted that staff absence was being recorded differently due to COVID 19 situation and staff who are absent due to COVID 19 are not being recorded as a sickness absence to avoid possible triggers within the absence management and payroll systems.

6. **COVID 19 IMPACTS AND ARRANGEMENTS FOR STAFF**

   G Ritchie noted that there had been a major impact on the College with regards to COVID 19, but that the College had adapted really quickly and had set up remote working systems for both students and staff, with online courses and training.

   G Ritchie stated that, ironically, the Cyber Attack had put the College in a positive place with regards to dealing with incidents, using the Business Continuity Plan and adapting ways of working.

G Ritchie highlighted that the College, and Gail Graham (Quality Manager) in particular had taken the lead in negotiations and discussions with SQA with regards to progressing student outcomes. The complexity of this work was noted, including the different approaches adopted by each awarding body.

G Ritchie highlighted the significant loss to income to the College through commercial and other services.

Initial thoughts around arrangements for the start of session 2020/21 were discussed and G Ritchie stated that the College was considering a later start date and were planning ahead to implement additional social distancing and health and safety measures.

D Mackenzie asked if this has had an impact on student numbers and the likely need for staff reductions. G Ritchie stated that the Scottish Funding Council (SFC) had been clear that 2020/21 funding would be released as planned and noted that SFC were being flexible around credit targets and student numbers. It was noted that there were no plans to cut staffing and that arrangements would be progressed to ensure that staff were utilised fully to support the return to face-to-face teaching alongside increased remote delivery.

S Taylor highlighted that revised SFC guidance had meant that Colleges and Universities could access the furlough scheme to cover staffing costs in certain areas. This had been progressed rapidly over the past 2 week period and 303 roles within the College had been furloughed. It was noted that the one-to-one conversations with these staff had been positive. S Taylor advised that the College was seeking to recover c £240k per calendar month in wage costs through this.

S Taylor summarised the approach taken to furlough and stressed the importance of highlighting that this was not a reflection on the role or value of those staff, but reflected that they were those staff that were more clearly eligible for furlough.

K Keay asked if unions had been supportive in the decision to furlough staff. S Taylor confirmed they had, and stated that the College was paying 100% of staff wages and pension contributions. S Taylor stated that the unions had agreed a joint statement on furlough arrangements which had supported a positive video message from the Principal to explain the situation.

7. **VP PEOPLE AND PERFORMANCE REPORT**

S Taylor provided a summary of the report to the Committee. This was welcomed.

8. **NATIONAL BARGAINING UPDATE**

G Ritchie provided an update to the Committee regarding National Bargaining. G Ritchie noted that the pay deal with Academic Unions is in place until September and that a new pay demand had been received from EIS-FELA. G Ritchie highlighted that the national Job Evaluation process was still ongoing with support unions, however the COVID-19 situation had had an impact on this. S Taylor noted that work was progressing slowly, however there was no timeframe as to when this would be completed.

K Keay asked how Colleges received National Bargaining updates and if this would change with the departure of G Ritchie. G Ritchie confirmed that the Employers Association group send regular updates and that S Taylor and (going forward) S Hewitt were members of the Employers Association group.

The update was welcomed.

9. **STRATEGIC RISK REGISTER**

S Taylor summarised the risk register and highlighted additional areas within the register relating to COVID-19. It was noted that these areas were also being picked up through a detailed recovery report to go to the full Board meeting in June. K Keay stated that it was good to see the work undertaken and the division between the two risk registers.

K Keay asked if working from home guidelines were covered by the risk register. S Taylor noted the remote working hub for staff, and confirmed that risk assessment guidance was in place for staff in respect of work space and DSE regulations as well as good practice support and guidance on home working.

S Taylor noted that a short 'pulse' survey was due to go out to staff to see how they feel about working remotely.

T Pirie noted that the risk register was impressively thorough.

The revised Strategic Risk Register was approved.

10. **HR METRICS**

This paper was noted for information. K Keay thanked S Taylor and the team for pulling this information together given the COVID-19 and cyber incident disruptions.

11. **MEETING MINUTES / UPDATES**

The minutes of the JCF meetings were noted. G Ritchie highlighted that a good relationship had been developed with the unions and noted that the minutes sometimes didn't capture the positive nature of the discussions held. K Keay welcomed this update.

12. **DATE OF NEXT MEETING**

The next Human Resources and Development Committee will take place on Thursday 17 September 2020, room A214, Kingsway Campus.

Action Point Summary

Action	Responsibility	Date
There were no actions arising		

Human Resources and Development Committee

Thursday 17 September 2020

PAPER B

Matters Arising

BOARD OF MANAGEMENT

Human Resource and Development Committee

Thursday 17 September 2020

Matters Arising

Paper for information

The following actions were noted from the Tuesday 7 May HR&D Committee.

Agenda Item No	Action	Current status	Open / Closed
	No actions		

The following actions were noted from the Thursday 14 November 2019 HR&D Committee Meeting.

Agenda Item No	Action	Current status	Open / Closed
6	Completion of Development Reviews to be reported in September each year as an HR metric	Incorporated within HR Metrics	Open
12	Staff absence comparative rates to be updated as appropriate.	Updated comparators reviewed but no changes made	Closed

The following action was passed to the HR&D Committee from the 26 November 2019 Audit & Risk Committee Meeting.

Agenda Item No	Action	Current status	Open / Closed
8.3	Need for Duty of Care/ Safeguarding Reporting to HR&D Committee meeting	To be discussed at meeting	Open

Author & Executive Sponsor: Steven Taylor, Vice Principal – People and Performance

Human Resources and Development Committee

Thursday 17 September 2020

PAPER C

VP People and Performance Report

BOARD OF MANAGEMENT

Human Resources and Development Committee Thursday 17 September 2020

VP People and Performance Report

Paper for information

1. Business Continuity – COVID 19

As Committee members would expect, there has been significant input required across the People team and other services to support the Business Continuity activities in response to the COVID 19 pandemic. An update on this work will be provided at the meeting, alongside an opportunity for Board members to ask questions and seek assurances around HR&D related arrangements as required.

Key Arrangements and Activities in respect of Human Resources and Development include the following.

Health & Safety

Extensive work has been undertaken to create our COVID Adapted Campus. The work undertaken and approaches adopted for this have been discussed at the Finance and Property Committee.

In addition to the physical adaption of Campuses, work has been completed to provide a COVID Campus Risk Assessment detailing requirements for all staff and students. All Departmental Risk Assessments have been reviewed, updated and shared with staff to identify COVID 19 Risks and mitigations. All staff are required to confirm that they have read these and complete an Individual Risk Assessment prior to coming on campus.

We have produced the enclosed learning package for staff to summarise and pull together the range of health and safety information that every member of staff needs.

https://rise.articulate.com/share/Ni4zn5guV3VciiVB8CyZKa_n1hERjzHV#/

The content was developed alongside our trade unions and completion of this learning is mandatory for all staff prior to physical attendance on campus.

Very clear expectations have been set with staff in terms of their health and safety responsibilities. Helpfully, these have been endorsed in a joint statement issued by the College, unions and students' association as follows.

COVID 19 REOPENING PLANS

Joint College Union Statement on Health and Safety

21 August 2020

As staff and students begin to return to our campuses and we resume face to face teaching and services, good health and safety practice must be the key priority of all of us.

A wide range of COVID 19 health and safety adaptions and mitigations have been put in place to ensure our safety, and as College, union and student representatives we are working together closely to ensure that these arrangements are as clear and effective as they can be.

We all have legal responsibilities to ensure that we provide, understand and follow the health and safety arrangements that have been developed.

Through this joint statement we are outlining the clear expectation that we will all, managers, unions, and individual staff, ensure that the following key steps are undertaken. **These are NOT optional, and we all MUST comply.**

1. All staff must complete an Individual Risk Assessment prior to coming onto Campus. Individuals and managers must discuss any concerns arising from these in a confidential and sensitive manner – advice and support is available from the People Team as required.

2. All Staff must read the College COVID Risk Assessment, follow any actions required, and seek advice/guidance from their manager, Health & Safety, or union safety representative if there are any areas within this that they don't understand.

3. All Departmental Risk Assessments must be updated by managers to incorporate any COVID 19 risks and mitigations. These must be shared with team members and actions reviewed/updated where necessary. Support and guidance on this is available through Health and Safety.

Above all else, we all have a personal legal responsibility to follow and enforce the key COVID 19 requirements. **To reduce the spread of COVID 19, support each other, protect lives, and avoid the potential; closure of College campuses WE all MUST**

- Take reasonable care of your own health and safety and not to put other people at risk by what you do or don't do in the course of your work

- Clean hands and surfaces regularly

- Stay at least 2m away from other people

- Self-isolate and book a test if you have COVID-19 symptoms

Keep safe,

Simon Hewitt	Yvonne Cargill	Jennifer Dick	Nick Steff	Cher Meldrum
Principal	EIS-FELA	Unison	GMB	Students Association

Support has been provided to teams where required to assist them with the completion of risk assessments and to consider and implement adaptions as required. This includes specialist input from the Health and Safety team as well as leadership and management support from the People Team.

Daily catch up sessions are being held with Senior Leadership Team, union, students association and academic management staff. These provide an opportunity to feedback on how arrangements are operating 'on the ground' and to pick up on any concerns or issues before these escalate. These discussions have proven invaluable, with a wide range of issues shared and dealt with in a rapid and solution focussed way.

Arrangements are in place to ensure that staff and student attendance is captured (through designated rota, timetabled class or mandatory booking) for any on site working.

An Outbreak Management Plan and Process has been developed, including the creation of a single reporting point for any suspected cases. A log is being maintained of suspected and actual cases and steps taken as a result.

Links are well established with the Tayside NHS Health Protection Team who would support (and direct) steps to be taken in the event of an outbreak.

Monitoring of compliance with arrangements is on-going and additional information in respect of the possible implications of non-compliance has been provided for managers, unions and staff.

Leadership, Communication and Ways of Working

a) Introduction

Since the initial stages of lockdown, a variety of support and guidance has been offered under the Leadership, Communications and Ways of Working worksteam. This builds on initial resources and support made available, which included LDF briefings and the Remote Working Hub, with wellbeing, ergonomics for home working and other information.

b) Leadership

b.1. General

The Senior Leadership Team meetings weekly, utilising a focused agenda to cover both COVID-19 related work and ongoing 'business as usual'. In addition, the COVID-19 Business Continuity Team and the five Workstreams meet as required, all utilising Microsoft Teams to communicate effectively and stay connected.
The five workstreams are:
- Delivery of Learning and Teaching
- Student Engagement and Service Delivery
- Leadership, Communications and Ways of Working
- Estates and Infrastructure
- Finance and Governance

b.2. Leadership Development Forum

Since the beginning of lockdown, regular communication has taken place with Leadership Development Forum via Microsoft Teams (LDF team) and regular briefings. Seven briefings have taken place from the end of April to this week, with the Executive and Senior Leadership Teams sharing responsibility for updating the group on information and more importantly the role we need LDF to execute in terms of leadership.
Presentations have been recorded to ensure that all LDF members have access to the information, and key presentation messages are reiterated through the Teams channel *(see image over)*:

Abi Mawhirt 8/19 12:40 PM Edited
IMPORTANT!
Today's LDF Recording + Test & Protect Campus Booking Link
Leadership Development Forum
- Today's session was recorded and you can view it here
- The presentation is here as per Jaki's post

Key Message
You must:

- **College COVID-19 Adapted Risk Assessment**
- **Departmental COVID-19 adapted Risk Assessment**
- **Individual Risk Assessments**

Attendance at the LDF Briefings has been excellent, with 90-100% live attendance, demonstrating the buy in of this group to learning and developing together. In the LDF Microsoft Team, all (48) users are active, with the downtimes accounted for by weekends and summer break:
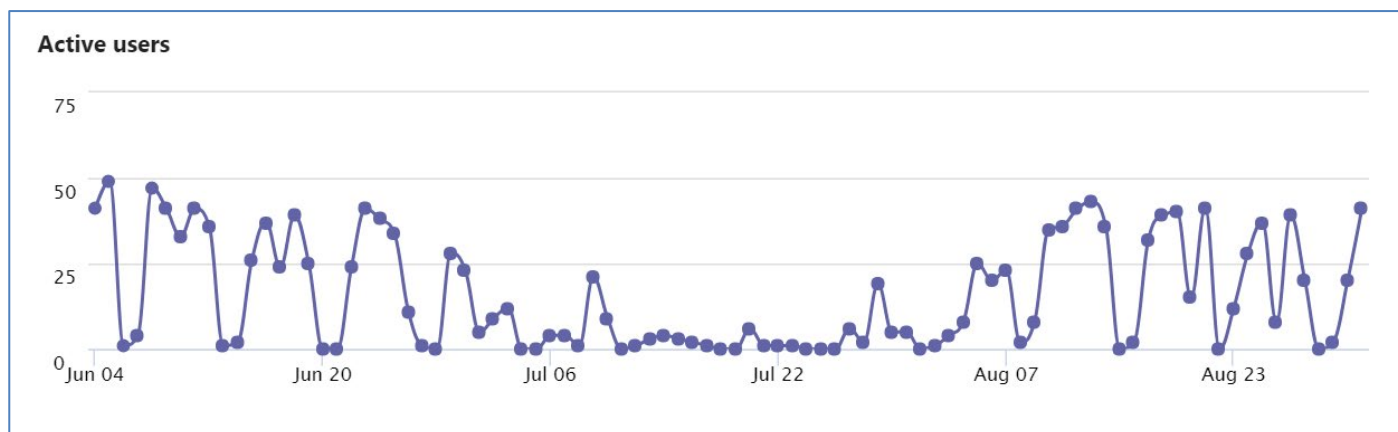
b.3. People Team Support and Manager Development

Supporting this strong engagement, the People Team have been active in working with managers one to one, ensuring that they are understanding and applying guidance provided comprehensively and consistently. Guidance has been provided to managers on:
- Having furlough conversations with staff
- Discussing and agreeing approaches around childcare and other commitments (pre-schools returning)
- Having conversations about Individual Risk Assessments
- Appropriate action/s to be taken following Individual Risk Assessments
- Disciplinary policy / process and COVID-19 behaviours

In terms of other leadership development support, the new Online Learning site provides a toolkit for managers, which complements the Remote Leadership training undertaken with Priority Management *(see image over)*:

Leadership Development

Abi Mawhirt
Head of People and Organisational Development

Leadership Development

Welcome to the **Leadership Development** online learning page. At D&A, we are all leaders, whether you're leading projects, resources, people, teams or yourself. The College's five values underpin all leadership development content: inspiration, innovation, trust, respect and success. A key document you will need to continually refer to as a D&A Leader is the D&A Leadership Way.

We use Insights at D&A to help leaders with their self-awareness, and to help us all communicate better. If you'd like more information on Insights, or help with any of the content in the courses here, contact peopleteam@dundeeandangus.ac.uk.

D&A Way Line Management Essentials

D&A Mental Health for Line Managers

D&A Way: GROWing Into Coaching

D&A's line management 101 course to learn about the practicalities of line management

This course will help you understand how to support your staff and talk about mental health
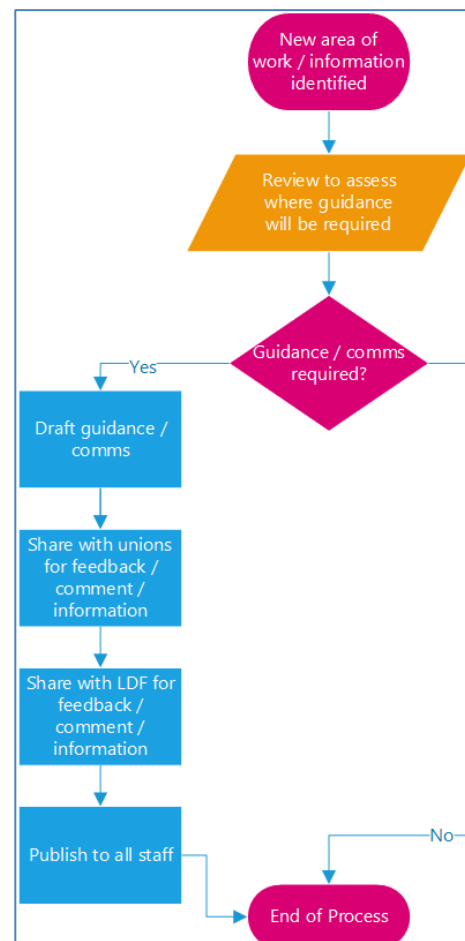
This course will help you understanding the basics of coaching, which can open up conversations

c) Communications

In addition to the specific leadership development communications, a clear process has been followed to ensure that key internal stakeholders understand and can support development of clear communications.
Following this workflow *(see right)* ensures good communication between trade unions and the various leadership teams, ensuring managers and TU reps are ready to support the staff population in terms of any guidance.
The regular meetings structure (Executive, SLT, LDF, Joint Consultation (unions) and the workstreams) ensures that even whilst working remotely, team working is effective and communication flows between groups. This is supported by a weekly Workstream Leads meeting, where the workstream leaders review current priorities and any items to be picked up at the SLT meeting the following day.

c.1. All Staff Communications

Regular communication has been issued to staff using all staff emails and the Staff Portal (intranet). Since the cyber attack, work has been ongoing to build up features of the new Staff Portal, with the homepage and facility for College News announcements to be published available prior to lockdown.

New area of work / information identified

Review to assess where guidance will be required

Guidance / comms required?

Yes

Draft guidance / comms

Share with unions for feedback / comment / information

Share with LDF for feedback / comment / information

Publish to all staff

No

End of Process

Over the summer period, the strategic decision was taken to manage communications whilst the vast majority of staff were on leave (at least for some of the late June to mid-August period). A communications timeline was developed, build around Scottish Government announcements to group communications together. This was considered particularly important due to the speed with which changes occurred, and resulted in 3 summer updates being published, clearly titled and numbered:

These updates were posted on the dedicated Project 2020-21 Staff Portal site, which pulls together all documents and announcements relating to the re-opening of campuses for the 2020-21 academic session.
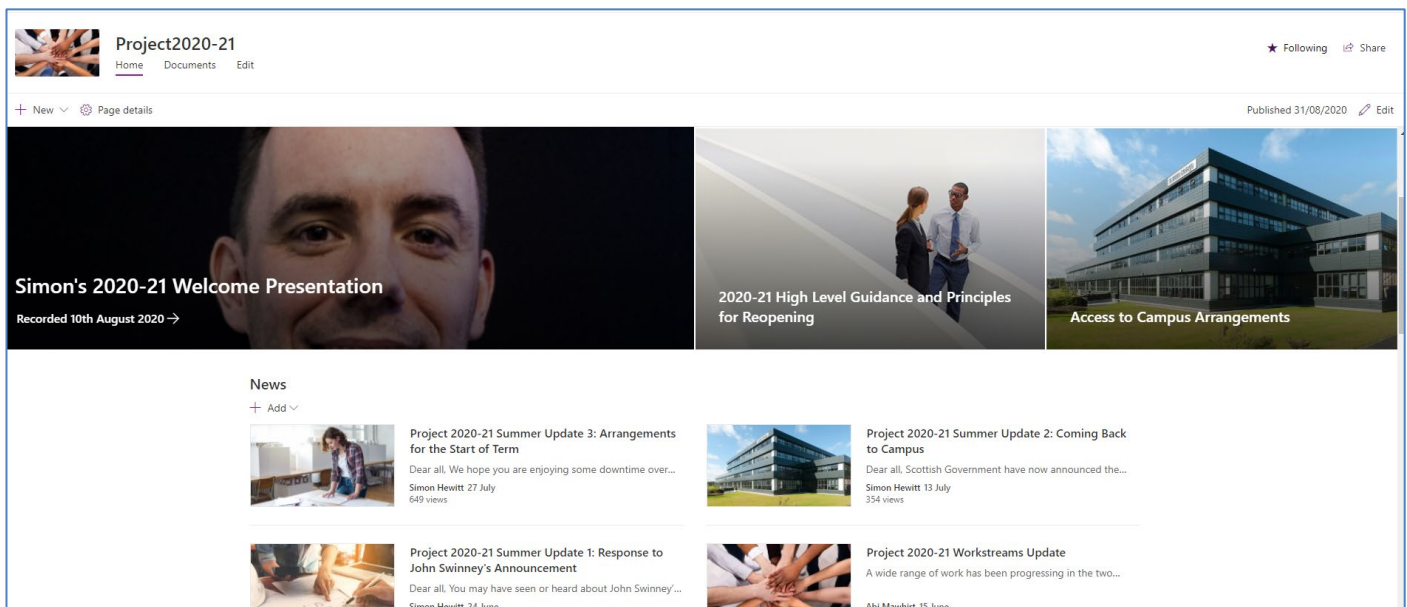
c.2. Staff Welcome

Simon delivered a live welcome session to 350 staff on Monday 10th August, which was also recorded and has since been viewed over 100 times (bringing numbers in line with an in-person event at the start of session). All pertinent information for staff, including H&S information, checklists and priorities for the start of term, along with video content on team services has been pulled together in a One Stop Shop page to make finding information simple.
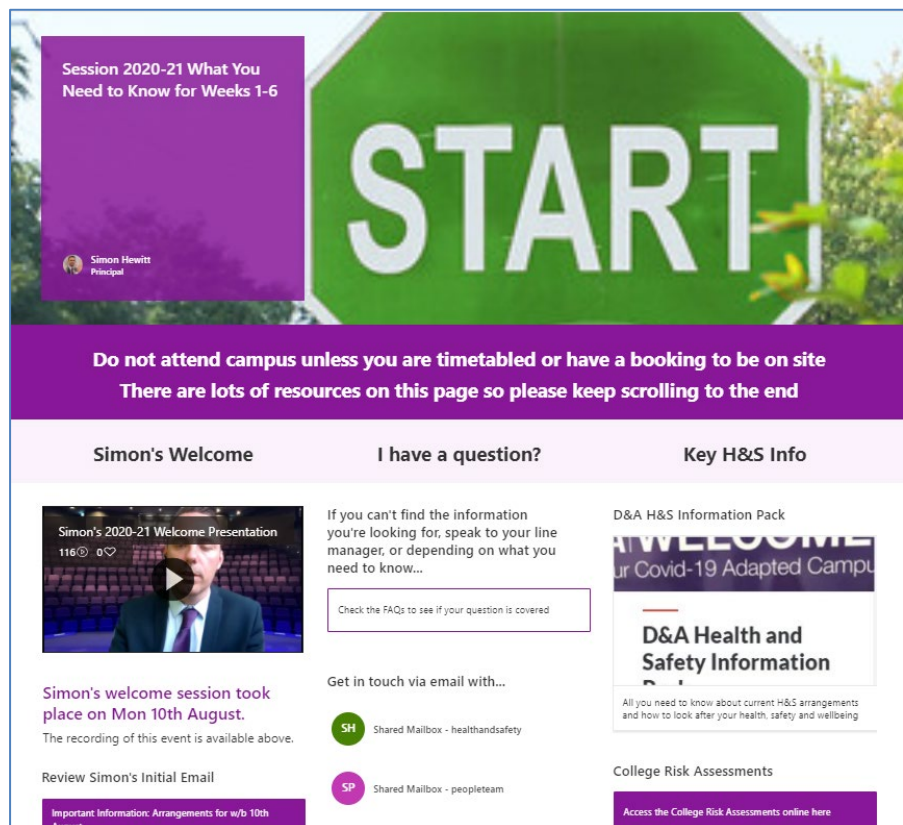
c.3. Feedback Mechanisms

Ensuring we are listening to feedback is as important to getting communication out, therefore a range of mechanisms for asking questions and providing feedback have been provided:
- Use of the dedicated consultation@dundeeandangus.ac.uk mailbox
- Promoting use of the H&S and People Team shared mailboxes to highlight concerns
- Daily Check In meetings with key internal stakeholders
- Staff Q&A Sessions
- Peachy Mondays Pulse Surveys (first one in May, second due next week)

c.3.1. Daily Check Ins

From the 10th of August until at least the October break (12th October) a daily, 4pm check in session takes place with:
- The Senior Leadership Team (all members wherever possible)
- Trade Union representatives
- Heads of academic sectors
- Students' Association

These sessions have been invaluable for troubleshooting any issues promptly and for getting feedback on processes and guidance as they become operationalised by staff. The open forum is a space to raise concerns, share experiences and ideas and has allowed D&A to respond swiftly where improvements can be made. Inclusion of the Students' Association has been particularly valuable to understand our planned approaches from students' perspectives.

d) Ways of Working

In many ways, January's cyber attack unexpectedly prepared us for the most rapid and significant change in ways of working ever experienced. The early adoption of Microsoft Teams allowed staff to continue working effectively through the pre-summer months, and this was quickly supported by training for the Learning and Digital Resources (LDR) team. Prior to summer, over 500 attendances were recorded at LDR training, and from 10th to 31st August, a further 900 attendances have been recorded.

This has been supported by work that was already ongoing regarding D&A's 'activity based working' approach. ICT, Organisational Development and Estates had been looking at the practicalities involved in staff working more flexibly on and off campus, and this quickly developed into the D&A agile way.

To support the transition to remote working and the anticipated changes to on campus working, a comprehensive Ways of Working document was published to all staff via the Staff Portal in early June.

Three work types were identified to support allocation of resources, and managers asked to identify work types for the roles within their teams. The majority of roles are assigned to the Blended work type (c.60%) with the remaining 40% spread almost equally between the Remote and Campus work types.

The following information explains more about the D&A Agile Way and the Work Types.

The D&A Agile Way: What's it all about?

Being agile is key to providing flexible services that can adapt to an ever-changing landscape, ensuring the best possible experience for our students and staff.

Thinking AGILE helps everyone understand how we should work to achieve this, and what we can expect from others:

A	**A**vailable to support your team and the D&A community
G	**G**et task focused and realistic about goals
I	**I**nterests of students and colleagues are a priority
L	**L**et others know if you need support or help
E	**E**mbrace technology and new ways of working

To achieve agility in our work at D&A, remote and blended working will become part of the longer term norm. This means that D&A roles are allocated a work type to help inform likely workspace and ICT requirements.

Work Types

Staff roles are designated a work type, which informs ICT resource allocation and workspace requirements for staff in those roles.

Line managers will review the work of their teams and discuss the below parameters with their staff, finalising their work type with them. This should take place on an ongoing basis as changes may occur.

Remote Work	Blended Work	Campus Work
Can work almost entirely remotely • All stakeholders are able to engage remotely, therefore engagement and productivity can continue • There are no special requirements i.e. all relevant resources / hardware / software are available remotely • Remote workers will come on campus as required	**Can sometimes work remotely** • Will require to be on campus (possibly on a rota) due to delivery of frontline services **and / or** • Access to stakeholders, resources / hardware / software only available on campus	**Can never work remotely** • Nature of work is entirely on campus (i.e. Dine@ staff, cleaners, gardeners etc.) and cannot be completed remotely

Remote Work Resource Allocation	Blended Work Resource Allocation	Campus Work Resource Allocation
• Resources allocated to home set up; i.e. laptop / monitor with no set desk / ICT equipment allocated on campus as laptop can be used on campus • Home workstation self-assessment completed and Display Screen Equipment (DSE) Support provided	• Resources allocated based on movement between home and campus, i.e. laptop to allow working in either location • Depending on role, further hardware may be available for use at home should this be requested, depending on availability	• Resources allocated are existing on campus resources. • ICT access rules on campus apply for safety (during COVID-19 pandemic).

In addition to this general work and approach to ways of working, significant time and effort has gone into training and support for remote learning. The Remote Learning Toolkit is a key resource for staff, supported by the sector-leading Remote Pedagogy training (developed by Christine Calder (Academic Development Lead) and her team of Learning and Teaching mentors) and the ongoing programme of support available from the Learning and Digital Resources and Academic Development teams.
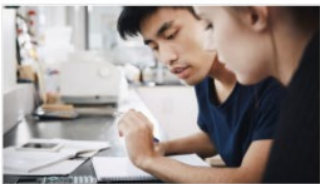
e) Workstream Ongoing Outputs

The Leadership, Communications and Ways of Working workstream is continually engaged in the dissemination of internal and external communications, working across teams, departments and groups to deliver outcomes.

Planning has begun regarding leadership development for 2020-21 and the focused support that will be required for leaders working in this challenging environment – the VUCA (volatile, uncertain, complex, ambiguous) moniker never more true than now and over the coming academic year.

Support and development for staff will remain a key area of work, with feedback being gathered through a variety of tools to ensure the offering continues to be fit for purpose.

2. Business Continuity – Cyber-Attack

As Committee members will be aware, the COVID 19 pandemic is the second major business continuity issue that has impacted on the College this year. The cyber-attack of 31 January also resulted to significant disruption to College activities and ways of working.

Work has progressed over recent months to ensure that College systems are as robust as practicable and to enact the recommendations arising from the cyber-attack report.

This has included the closure and deletion of legacy e-mail accounts for staff. A wide range of changes to ICT policy and approaches have been progressed, and updated policies and processes shared with our unions through the Policy Review Group for final consultation. The changes cover the following areas.

- Information Security Strategy – new strategy that outlines our approach to Information Security
- IT01 – ICT Acceptable Use Policy
  - changes so the policy encompasses Cloud Services delivered via a 3rd party
  - makes it clear that personal use cannot include commercial, personal use
  - Privacy, data protection and copyright removed as it is already covered in the Record Management policy
- IT02 – Record Management and Data Retention
  - Requirement for Data Protection Impact Assessments to be completed
  - Require Data Sharing Agreements to be in place
- IT03 – Laptop Bank / Locker Process/Procedure
  - Change from a policy to a procedure
  - Inclusion of details around use of laptop lockers
  - Removal of details of specific provision of laptops as this constantly changes
- IT05 - Student Electronic Communication Policy
  - Previously this was the email communication policy renamed to encompass all forms of electronic communication eg Teams messaging
  - Changes to include generic electronic communication
- IT07 – Information Security Policy
  - No content changes. Just updated look and feel
- ITxx – Bring Your Own Device Policy
  - New policy to cover staff using their own personal devices to access data.
  - Covers the expectation of staff when using their device eg security measures
- ITxx – Client Device Policy
  - Covers the selection, purchase, deployment and disposal of desktop computers, laptop computers, and all mobile devices by the College on behalf of its staff and students

- ITxx – Cryptography Policy
    - This policy sets out the principles and rules relating to when and how College assets should be encrypted
    - Additionally, covers use of multi factor authentication
- ITxx – Third Party Access Policy
    - Covers the processes involved in providing access to third parties to the ict network
- PTSP09 – Mobile Devices Process-Procedure
    - Changes around the devices that will be available to staff
    - Removal of upgrade request policy

3. National Bargaining

As reported at previous meetings, arrangements are progressing to implement the 'Transfer to Permanency' arrangements that move temporary staff with two years' service onto a permanent guaranteed hour's contract. These arrangements have progressed during lockdown and the College has progressed contract arrangements for those achieving two years service in April 2020.

Work has also progressed to transfer a large group of staff that previously had permanent variable hours contracts to provide a guaranteed level of working hours per year.

Although progressed, these arrangements have been challenging and discussions are on-going around some aspects of these arrangements and in terms of further groups of staff that may be covered.

Arrangements in respect of the national support staff Job Evaluation exercise are progressing slowly, with no significant update on progress or outcomes at this time. As the output from the job evaluation project will be back dated to September 2018, initial work is being developed to look at posts created or amended since then that will fall into the scope of job evaluation.

Discussions around salary settlements from 1 September 2020 have opened, with salary claims being lodged by both academic and support staff representatives. These discussions are at an early stage.

A range of national disputes remain under discussion as follows. In addition, discussions are on-going over the provision of national facilities time for union representatives.

Support staff – dispute over application of 2019/20 salary award. The previous dispute over annual leave has been resolved

Academic staff - dispute over use of trainers/assessors.

4. Furlough Arrangements

As reported at the Board of Management, arrangements were progressed to make use of the Government Job Retention 'furlough' scheme. As a result 295 staff were furloughed in April/May. Utilisation of the furlough scheme has had a positive impact on College financial sustainability, with c.£720k claimed up to 31 July 2020 and further claims to be submitted for August, September and October.

As the reopening arrangements have progressed, a range of staff have returned from furlough, with the College making use of the flexible/part-time furlough arrangements to support reopening activities whilst maximising the income that the scheme can provide. Currently 186 staff originally on furlough have returned to work on a full or partial basis.

The People Team have worked closely with managers to support the arrangements around furlough and to ensure that managers and (most importantly) those staff that have been furloughed are properly supported and that communication arrangements are managed clearly and sensitively. These arrangements have worked well and feedback from managers and staff involved has been positive.

Arrangements are now progressing to support those staff coming to the end of furlough.

5. Wellbeing Hub

Following on from the success of the Remote Working Hub and social wellbeing community on the Yammer platform, the start of term saw the launch of the staff Wellbeing Hub. This site has a wealth of resources, training, advice and signposts services on the four key areas of wellbeing: mental, physical, financial and social and emotional.
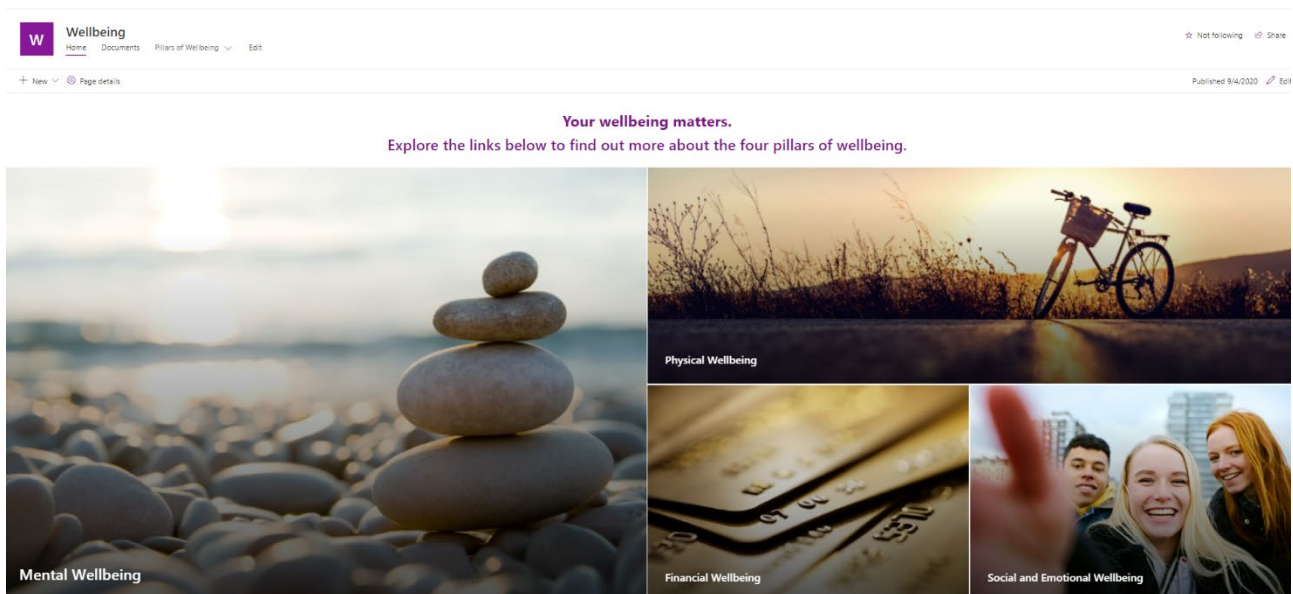
The site also highlights upcoming wellbeing related events, and signposts internal contacts in the People Team.

6. Staff Induction Resources

With the move to the new Staff Portal, a range of important areas are being built up in the new environment. A key part of this has been the Staff Induction Hub, which is a welcoming site with all the information new starts need to help them settle in. The Academic and Support induction pathways clearly outline everything that's expected of new D&A staff in the first six months, and beyond.
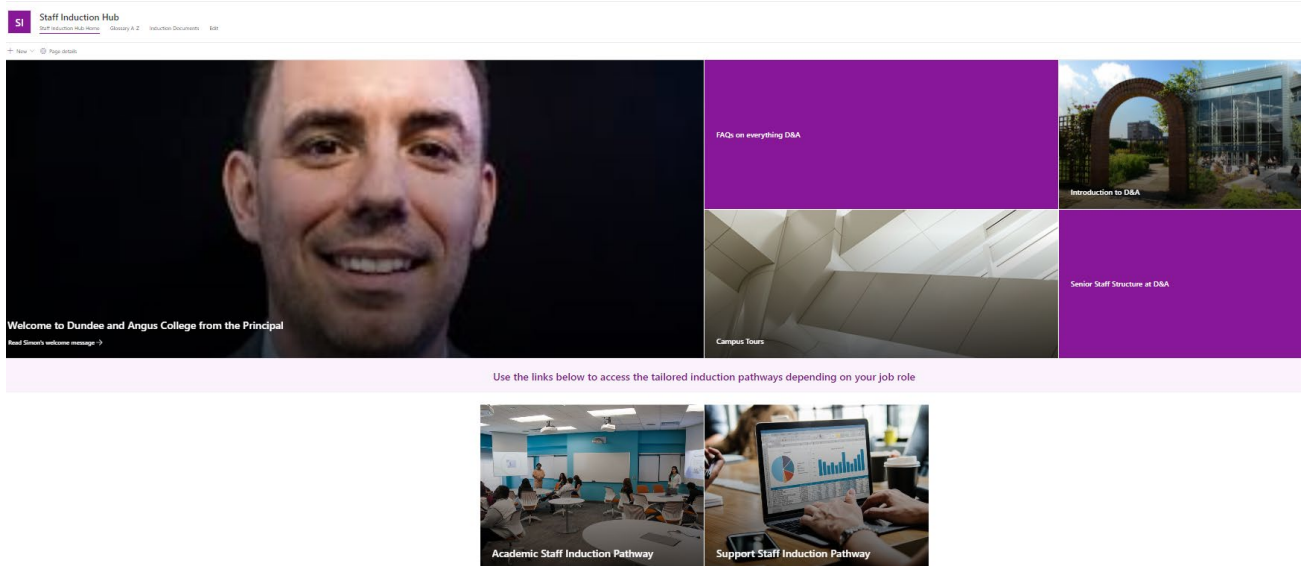
LDF managers' input has helped shape the content, with the Glossary re-launching as part of this site. Initial feedback from managers welcoming new starts has been very positive.

7. iTrent HR-Payroll Project

The iTrent project continues apace, with employee self-service launched. This is both a major milestone of the project and a welcome development in terms of ensuring our support for any Test and Protect / contact tracing support, as staff have been asked to check and update their contact details as part of the roll out.
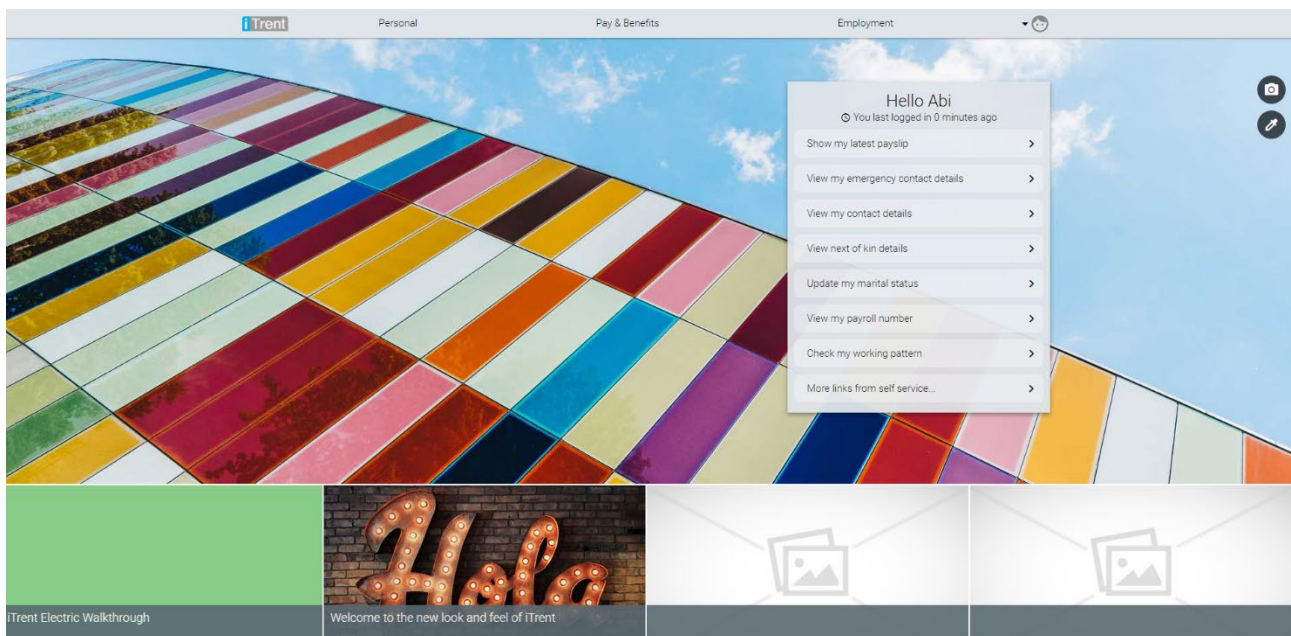
The project is now in the final stages of the first and very significant phase which sees iTrent now fully operable as the single HR system. The Systems team are supporting this work and the next significant phase which will move further functionality (such as absence reporting) away from legacy systems and in iTrent and self-service.

8. Link to Strategic Risk Register

Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of a range of risks identified within the Strategic Risk Register namely;

    2.2 – failure to achieve institutional sustainability
    3.1 – failure to reach aspirational standards in learning, teaching and service delivery
    3.3 – Legal actions; serious accident; incident or civil/criminal breach
    3.4 – failure to meet aspirational standards in respect of the health, safety, wellbeing and
          development of staff and students
    3.9 – failure to meet PREVENT and related obligations

Authors: Steve Taylor, Vice Principal People and Performance &
Abi Mawhirt, Head of People and Organisational Development
Executive Sponsor: Steve Taylor, Vice Principal People and Performance

Human Resources and Development Committee

Thursday 17 September 2020

PAPER D

Strategic Risk Register

BOARD OF MANAGEMENT

Human Resource and Development Committee

Thursday 17 September 2020

Strategic Risk Register Update

Paper for approval

1. **Allocation of Risks to Board Committees**
   Following discussion at the Audit and Risk Committee in May 2019, the Board of Management agreed at its meeting in September 2019 that key strategic risks be allocated to each Board Committee for regular review and consideration.

   The Strategic Risk Register now highlights the allocation of risk areas across the range of Board Committees.

   In identifying these delegated risks, it has been agreed that each Committee consider (and amend/update as appropriate) the key risk areas within their responsibility as a standing item at each future meeting.

   Proposed changes arising from this consideration will be brought back to the next appropriate meeting of the Audit & Risk Committee for final approval.

   In making these changes, it is important to reinforce that the overall responsibility for risk management will remain with the Board of Management, with delegated authority for the implementation and review of this to the Audit & Risk Committee. The further allocation of areas of risk oversight to Board Committees is intended to improve the awareness, oversight and consideration of risk, rather than amend the terms of the Board of Management scheme of delegation.

2. **Consideration of Risks to Board Committees**
   In making these changes, each Committee has also been asked to consider how it is informed around the areas of key risk and assure itself that the regular reporting and information, updates and opportunities for scrutiny within the operation of the Committee are reasonable and sufficient in respect of this.

3. **Review of Risks Allocated to the Committee within the Strategic Risk Register**

   The Draft September 2020 Strategic Risk Register is enclosed. It should be noted that no changes have been made to this in respect of the risks allocated to the Human Resource and Development Committee.

Given the current COVID 19 pandemic, an additional temporary COVID 19 Strategic Risk Register has been developed to record the additional risk associated with identified areas of College operation at the current time.

This Risk Register includes the following risk areas fall within the remit of the Human Resource and Development Committee, with revised scoring and additional elements in respect of mitigation and monitoring highlighted for each.

3.4   Failure to meet the aspirational standards in respect of the health, safety, wellbeing and development of staff and students

3.7   Industrial Relations Problems (including industrial action)

No changes have been made to these risks since last considered.

4. Approvals
In respect of the above information approval is sought on the Strategic Risk Register as it relates to the operation of the Committee.

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

Author and Executive Sponsor: Steve Taylor, Vice Principal People and Performance

STRATEGIC RISK REGISTER

2020 - 2021

As at September 2020

Post Holders					Score	Impact	Likelihood
	ELT	Executive Leadership Team	Prin	Principal	1	Routine	Remote
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	2	Minor	Unlikely
	Board	Board of Management	HoICT	Head of ICT	3	Significant	Possible
	VPP&P	Vice Principal People & Performance	HoE	Head of Estates	4	Major	Probable
	VPCS	Vice Principal Corporate Services	Chair	Chair of the Board of Management	5	Critical	Very Likely
	VPCA	Vice Principal Curriculum & Attainment					

Risk Number & Committee		POTENTIAL CONTRIBUTING FACTORS				TREATMENT				POST MITIGATION EVALUATION				
		Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring				Lead Responsibility
1	Strategic and Structural													
1.1 LT&Q		Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)	4	4	16	• Robust strategic planning • Effective environmental scanning • Strong partnerships • Clear links between strategy and practice • Concerted demands for increased activity levels	4	1	4	• Robust monitoring via ROA • Clear performance metrics • Amendment of strategic direction/ plans • Rolling curriculum review				Prin & Chair
1.2 Board		College may be disadvantaged by changes to either UK or Scottish Government policies	4	3	12	• Effective environmental scanning • Negotiation/influence at national level	4	2	8	• Review of changes and amendment of strategic direction/plans • Financial strategy sensitivities				Prin & Chair
1.3 Board		College disadvantaged by changes arising from UK leaving European Union	5	4	20	• Negotiation/influence at national level • Review of activities/ projects • Responsiveness to new opportunities	5	3	15	• Review of changes and amendment of strategic direction/plans/ curriculum • Financial strategy ESF sensitivity • Workforce planning • International strategy & planning				Prin

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

Post Holders								Score	Impact	Likelihood
	ELT	Executive Leadership Team		Prin	Principal			1	Routine	Remote
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Risk Number & Committee	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
	POTENTIAL CONTRIBUTING FACTORS				**TREATMENT**				**POST MITIGATION EVALUATION**	
1	**Strategic and Structural**									
1.4 Board	Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on: • Ability of the College to meet key regional strategies/objectives • Financial loss or unmanageable financial risk • Reputational loss	4	3	12	• Effective project/activity management in place • Clear governance structures • Project/initiative finances clearly incorporated within College financial strategy and plans • End of project and exit/contingency planning	3	2	6	• Regular project updates at Executive/Board level • Monitoring of project activities, plans and outcomes • Budget reporting and management	Principal, VPC&A

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		POTENTIAL CONTRIBUTING FACTORS				TREATMENT				POST MITIGATION EVALUATION		
Risk Number & Committee		Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring		Responsibility
2	Financial											
2.1 F&P		Change in SFC Funding Methodology and Allocation – Reduction in Funding	3	3	9	• Negotiation/influence at national level • Contingency plans for reduced funding	2	3	6	• Advance modelling of new funding methodologies and allocations • Monitoring impact of changes • Amendment of strategic or operational direction/plans • Financial strategy sensitivities		VPCS
2.2 F&P		Failure to achieve institutional sustainability	5	4	20	• Protection of funding through dialogue with SFC • Robust annual budget-setting and multi-year financial strategic planning • Effective budgetary control • Where required, swift action to implement savings	4	3	12	• Monthly monitoring of budgets • Regular review of financial strategy and non-core income sensitivity • Detailed monitoring of savings programmes		VPCS
2.3 F&P		National outcomes on salaries and conditions of service outstrip ability to pay	4	4	16	• Influence within Employers Association • Management of staffing expenditures	4	3	12	• Expenditure modelling • On-going discussions with staff • Financial strategy sensitivities • Workforce planning		VPP&P, VPCS

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Risk Number & Committee	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
	POTENTIAL CONTRIBUTING FACTORS				**TREATMENT**				**POST MITIGATION EVALUATION**	
2 Financial (cont)										
2.4 **A&R**	Financial Fraud	4	3	12	• Strong financial controls: segregation of duties and review of transactions. • Review of impact of any changes in structure or duties • Whistleblowing arrangements	3	2	6	• Continuous review of financial controls • Internal Audit programme	VPCS
2.5 **F&P**	D&A Foundation refuses/withholds funding for key College priorities	5	3	15	• On-going dialogue with Foundation Trustees • Appropriate bid arrangements in place	3	2	6	• Monitor and advise Board of Management	Prin & VPCS

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Risk Number & Committee	Risks	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION				Lead Responsibility
		Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	
3 **People and Performance**										
3.1 **LT&Q**	Failure to reach aspirational standards in learning, teaching and service delivery	4	3	12	• Clear quality arrangements and priority actions • Continuous self-evaluation and action planning • Rigorous CPD arrangements in place • Regular classroom observation and learner feedback arrangements	3	2	6	• Comprehensive monitoring of key PIs and student/staff feedback • Regular Stop and Review events • External review and validation findings	VPC&A, VPP&P, DirC&A
3.2 **LT&Q**	Failure to achieve/maintain compliance arrangements, e.g. contracts; awarding bodies; audit.	4	3	12	• Robust strategic planning and monitoring • Effective environmental scanning • Strong partnerships • Clear links between strategy and practice • Concerted demands for increased activity levels	2	2	4	• Effective internal monitoring/review/verification arrangements • External review findings	VPP&P, VPC&A
3.3 **A&R**	Legal actions; serious accident; incident or civil/criminal breach	4	5	20	• Adherence to legislative and good practice requirements • Positive Union relations and staff communication • Effective management development programmes	3	2	6	• Monitoring and reporting in key areas – eg H&S, equalities, employee engagement • Continuous professional development • Internal audit programme • Staff surveys	Prin, VPP&P, VPCS, HoE

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Risk Number & Committee	Risks			POTENTIAL CONTRIBUTING FACTORS		TREATMENT				POST MITIGATION EVALUATION		
		Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring			Lead Responsibility
3	**People and Performance (cont.)**											
3.4 **HR&D**	Failure to meet the aspirational standards in respect of the health, safety, wellbeing and development of staff and students	3	4	12	• Clear and proactive approaches to managing and promoting health, safety and wellbeing • Continuous self-evaluation and action planning • Rigorous CPD arrangements in place • Regular staff and learner feedback arrangements	3	2	6	• Regular employee engagement monitoring • Open communication with staff • Comprehensive monitoring of key PIs and student/staff feedback • Regular union/management dialogue			VPP&P, VPCS
3.5 **Board**	Reputational Risk – Loss of reputation with key stakeholders	4	3	12	• Marketing strategy • Reputation plan • Positive marketing approaches	4	2	8	• Stakeholder engagement • Social media monitoring arrangements			VPC&A, DirC&A
3.6 **HRD**	National bargaining outcomes impact adversely on College operations, activity and flexibility	4	4	16	• Influence within Employers Association • Management of bargaining outcomes and implementation	4	3	12	• Positive union relations and staff communication • On-going discussions with staff • Innovation in approaches			VPP&P, VPC&A

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Risk Number & Committee		**POTENTIAL CONTRIBUTING FACTORS**				**TREATMENT**				**POST MITIGATION EVALUATION**		
		Risks	Impact	Likelihood	Score	**Mitigation Actions**	Impact	Likelihood	Score	**Monitoring**		Lead Responsibility
3	**People and Performance (cont.)**											
3.7 HRD		Industrial Relations Problems (including industrial action)	4	5	20	• Adherence to legislative and good practice requirements • Positive Union relations and staff communication • Effective management development programmes • Industrial action continuity planning	4	3	12	• Regular union/management dialogue • Regular employee engagement monitoring • Open communication with staff • Industrial action continuity planning		VPP&P
3.8 A&R		Breach of data security / data protection	5	4	20	• Effective management of GDPR compliance • Mandatory staff CPD and awareness raising on data protection (relative to role)	4	2	8	• Active data protection monitoring and auditing • Effective information and data security policies in operation • Regular data security monitoring/testing • GDPR Action Plan • Staff CPD		VPC&A, HoICT
3.9 HRD		Failure to meet Prevent and related obligations	5	3	15	• Prevent training • Staff awareness and contingency planning • Engagement/practice sharing with local agencies	5	1	5	• Business Continuity Plan including scenario testing • Information sharing with local agencies		VPC&A, VPP&P

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Risk Number & Committee	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
	POTENTIAL CONTRIBUTING FACTORS				**TREATMENT**				**POST MITIGATION EVALUATION**	
3 **People and Performance (cont.)**										
3.10 **HRD**	College arrangements do not minimise risk associated with Modern Slavery	4	3	12	• Clear and compliant procurement arrangements and procedures • Staff identity checking arrangements and use of PVG.	4	1	4	• Annual procurement monitoring/reporting • Regular employee engagement monitoring • Open communication with staff	VPC&A, VPP&P
3.11 **HRD**	Difficulties with implementation of structural change leading to: • Loss of good, flexible and committed staff • Loss of critical staff during period of transition • ineffective post-restructure arrangements	4	3	15	• Effective planning and scheduling of change • Managed transitions/handovers • Implementation Plan • Contingency Planning • On-going focus on core business requirements	3	2	6	• Regular union/management dialogue • Monitoring of implementation plans • Performance measures/ reporting Open communication with staff	VPP&P VPC&A
3.12 **Board**	Unsuccessful or inappropriate recruitment to Principal role impacts negatively on College activities and /or outcomes	3	3	9	• Clear role requirement, expectations and specification • Effective recruitment and selection arrangements • Engagement of Board, Students, Staff and Stakeholders within the process	2	2	4	• Board and Board Chair reporting/oversight • Appropriate induction and development • Probationary arrangements • Performance measures	Board Chair

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Risk Number & Committee	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
	POTENTIAL CONTRIBUTING FACTORS				**TREATMENT**	**POST MITIGATION EVALUATION**				
4 Infrastructure										
4.1 **A&R**	Disasters – eg Fire, MIS Failure, Failure of Emergency Procedures	5	4	20	• Sound systems of administration • Clear fire and disaster recovery arrangements • Staff CPD	5	1	5	• Business Continuity Plan including scenario testing	Prin & VPCS
4.2 **F&P**	Failure to achieve ambitions of ICT strategy; strategy and development is ineffective	4	3	12	• Planning, careful phasing of changes to processes and systems • Effective management of ICT arrangements • Clear investment plan	4	2	8	• Regular review/reporting on milestones, systems effectiveness etc • Regular CPD	VPC&A, HoICT
4.3 **A&R**	Breach of ICT/Cyber security	4	3	12	• Effective management of ICT arrangements • Active ICT/data security monitoring and cyber security policy	4	2	8	• Staff CPD on cyber security issues • Regular security monitoring/testing • Cyber resilience plan	VPC&A, HoICT
4.4 **A&R**	ICT infrastructure fails to support effective data security / data protection	5	3	15	• Effective infrastructure and systems design and implementation • Effective management of ICT arrangements and GDPR compliance	4	2	8	• Active data protection monitoring and auditing • Effective information and data security policies in operation • Regular data security monitoring/testing	VPC&A, HoICT

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STRATEGIC RISK REGISTER
COVID 19 SPECIFIC MITIGATIONS

2020 - 2021
As at September 2020

Post Holders						Score	Impact	Likelihood
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	VPCA	Vice Principal Curriculum & Attainment						

Risk Number & Committee	Risks	Impact	Likelihood	Score	Additional COVID 19 Mitigation Actions	Impact	Likelihood	Score	Additional COVID 19 Monitoring	Lead Responsibility
	POTENTIAL CONTRIBUTING FACTORS				**TREATMENT**	**POST MITIGATION EVALUATION**				
1	**Strategic and Structural**									
1.1 **LT&Q**	Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)	4	4	16	• Regular strategic analysis and assessment of need for change • Strong engagement with government and key partners – influencing national priorities • Clear prioritisation of activities • Focus on core business	4	3	12	• Regular monitoring of recruitment, retention, ROA Outcomes and key strategic needs by SLT and reporting to Chairs • Amendment of strategic direction/ plans • Rolling curriculum, activity and priority review and implementation of new approaches/services where needed • Engagement with government and other partners	Prin & Chair
1.4 **Board**	Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on: • Ability of the College to meet key regional strategies/objectives • Financial loss or unmanageable financial risk • Reputational loss	4	3	12	• Clear prioritisation of activities • Effective project/activity management in place • Strong engagement with partners/funders • Clear governance structures • Project/initiative finances clearly understood and reviewed regularly • Project cessation, pausing or contingency planning in place	4	2	8	• Regular project updates at Executive/Board level • Monitoring of project activities, plans and outcomes • Budget reporting and management	Principal, VPC&A

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Risk Number & Committee	Risks		Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
	POTENTIAL CONTRIBUTING FACTORS					**TREATMENT**	**POST MITIGATION EVALUATION**				
2 **Financial**											
2.2 **F&P**	Failure to achieve institutional sustainability		5	4	20	• Protection of funding through dialogue with government, SFC and other funders • Robust and effective budgetary control • Where required, swift action to implement savings • Increased focus on cash position	4	3	12	• Monthly monitoring of budgets • Engagement with government and other partners • Detailed monitoring of income optimisation and savings programmes	VPCS
2.4 **A&R**	Financial Fraud		4	3	12	• Revised financial controls: segregation of duties and review of transactions. • Review of impact of changes in ways of working, authorisation arrangements • Whistleblowing arrangements	3	2	6	• Continuous review of financial controls and revised arrangements	VPCS

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		POTENTIAL CONTRIBUTING FACTORS				TREATMENT				POST MITIGATION EVALUATION				
Risk Number & Committee	Risks		Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring				Lead Responsibility
3 People and Performance														
3.1 LT&Q	Failure to reach aspirational standards in learning, teaching and service delivery		4	3	12	• Clear input and engagement with revised quality arrangements and priority actions • Rigorous CPD arrangements in place to support new ways of working • Regular learner feedback and engagement arrangements	3	3	9	• Comprehensive monitoring of engagement of learners in learning (where possible) • Engagement with revised quality arrangements • Outcome monitoring				VPC&A, VPP&P, DirC&A
3.2 LT&Q	Failure to achieve/maintain compliance arrangements, e.g. contracts; awarding bodies; audit.		4	3	12	• Engagement and communication strategy with compliance bodies • Clear input and engagement with revised quality arrangements and priority actions • Prioritisation of activities/outcomes	3	2	6	• Effective internal monitoring/review/verification arrangements • Engagement with revised quality arrangements • Outcome monitoring/recording				VPP&P, VPC&A

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Risk Number & Committee		POTENTIAL CONTRIBUTING FACTORS				TREATMENT				POST MITIGATION EVALUATION			
	Risks		Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring			Lead Responsibility
3	People and Performance (cont.)												
3.4 HR&D	Failure to meet the aspirational standards in respect of the health, safety, wellbeing and development of staff and students		3	4	12	• Clear and proactive approaches to supporting and promoting health, safety and wellbeing when WFH and/or on-site • Project 2020 developments and mitigations • Outbreak management plan • Enhanced awareness of challenges/support needs • Extensive CPD arrangements in place – Home Working Hub • Regular staff and learner feedback arrangements	3	3	9	• Regular employee engagement monitoring • Maintaining and reporting on physical distancing measures • Open communication with staff • Monitoring of formal and informal feedback – student and staff feedback • Regular union/management dialogue			VPP&P, VPCS
3.5 Board	Reputational Risk – Loss of reputation with key stakeholders		4	3	12	• Marketing strategy • Reputation plan • Positive marketing approaches • Outbreak management communications plan	4	3	12	• Positive marketing plan • Regular stakeholder engagement • Social media engagement and monitoring arrangements			Prin DirC&A

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

Post Holders						Score	Impact	Likelihood
	ELT	Executive Leadership Team	Prin	Principal		1	Routine	Remote
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment		2	Minor	Unlikely
	Board	Board of Management	HoICT	Head of ICT		3	Significant	Possible
	VPP&P	Vice Principal People & Performance	HoE	Head of Estates		4	Major	Probable
	VPCS	Vice Principal Corporate Services	Chair	Chair of the Board of Management		5	Critical	Very Likely
	VPCA	Vice Principal Curriculum & Attainment						

Risk Number & Committee	Risks	POTENTIAL CONTRIBUTING FACTORS			TREATMENT				POST MITIGATION EVALUATION				Lead Responsibility
		Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring			
3	People and Performance (cont.)											
3.7 HRD	Industrial Relations Problems (including industrial action)	4	5	20	• Adherence to legislative and good practice requirements • Positive Union relations and staff communication • Effective management engagement and support	4	2	8	• Regular union/management dialogue • Open communication with staff • Effective management engagement and support			VPP&P
3.8 A&R	Breach of data security / data protection	5	4	20	• Effective management of GDPR compliance • Additional awareness raising of WFH risks • Mandatory staff CPD and awareness raising on data protection (relative to role)	4	2	8	• Active data protection awareness raising • Effective information and data security policies in operation • Regular data security monitoring/testing • Staff CPD			VPC&A, HoICT

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

Post Holders						Score	Impact	Likelihood
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	VPCA	Vice Principal Curriculum & Attainment						

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS				TREATMENT				POST MITIGATION EVALUATION		Responsibility
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring		
4 **Infrastructure**											
4.3 **A&R**	Breach of ICT/Cyber security	4	3	12	• Effective management of ICT arrangements • Active ICT/data security monitoring and cyber security policy • Additional awareness raising of WFH risks and COVID related 'scams'	4	2	8	• Staff awareness raising/CPD on cyber security issues • Regular security monitoring/testing • Cyber resilience plan		VPC&A, HoICT

Human Resources and Development Committee

Thursday 17 September 2020

PAPER E

HR Metrics

BOARD OF MANAGEMENT

Human Resources and Development Committee
Thursday 17 September 2020

HR Metrics

Paper for information

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 <u>November</u> Committee with quarterly updates reported to the remaining three Committees meetings.

2. HR Metrics (not updated since May 2020)

2018/19 Headcount	% Split	2017/18	2018/19 FTE		% Split	2017/18
Teaching	421	48.1%	413	Teaching	281.7	47.2%	279.03
Other	454	51.9%	482	Other	315.5	52.8%	324.98
Total	875		895	Total	597.2		604.01

Staff FTE: Credit Ratios 2018/19						
	2018/19	2017/18			2018/19	2017/18
Total Credits: Staff FTE	183:1	181:1	Total Credits: Teaching Staff FTE:		388:1	393:1

Female & Male Headcount		% Split	2017/18	Temporary & Permanent FTE		% Split	2017/18
Female	567	64.8%	64.3%	Temporary	89.8	15.0%	12.8%
Male	308	35.2%	35.7%	Permanent	507.4	85.0%	87.2%
Other							
Total	875			Total	597.2		

Diversity Data Held	%
Ethnicity/Race	100% *
Disability	100% *
Gender Pay Gap	6.3%
Diversity Data Gaps	0%

*Includes 'prefer not to say'

Staff Absence Data (year to 31/07/2020)

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

	12 months to 31/07/20	12 months to 31/07/19
Average working days lost per headcount	**6.45 days**	7.96 days
Working time lost	**2.48%**	3.06%
Comparison with sector/national rates		
UK All Sector rate (CIPD 2016)	3.3%	
UK Public Sector rate (Unison 2016)	3.4%	

Absence Analysis (Incidents)	12 months to 31/07/20	12 months to 31/07/19
Long Term Absences (4 weeks or more)	**138**	120
Short Term Absences	**579**	838
Stress Related Absences – Work related	**20**	16
Stress Related Absences – Non-work related	**52**	95

Other HR Metrics

	12 Months to 31/07/20	2018/19 Full Year
Staff Turnover Rate (non-forced)	**6.19%**	6.19%
Employee Hearings		
Discipline	**2**	3
Grievance	**4**	3
Tribunal Actions	**0**	0
Recruitment Exercises	**105**	119
Current Vacancies	**1**	20

3. **OD Metrics**

	2019/20 to Date	2018/19 Full Year
Engagement with Leading Learning Academy (per team)	**100%**	100%
Number of internal CPD events delivered and external events supported	**422**	730
Number of attendances at internal and external CPD events per employee headcount	**2349** **2.34**	1637 1.81
Organisational Development budget per employee headcount	**-**	£192
Engagement survey ratings (periodic)	**Survey to run 2020/21**	Engagement 80% Happiness 69%

Employees participating in College-wide strategy and working groups % of employee headcount	**12%**	12%
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 2019/20	New Starts	Not Started	In progress: On Track	In progress: Behind	Completed	Total
Academic	42	0	5	0	37	42
Support	34	0	10	0	24	34

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.

5. Link to Strategic Risk Register

Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of a range of risks identified within the Strategic Risk Register namely;

- 2.2 – failure to achieve institutional sustainability
- 3.1 – failure to reach aspirational standards in learning, teaching and service delivery
- 3.3 – Legal actions; serious accident; incident or civil/criminal breach
- 3.4 – failure to meet aspirational standards in respect of the health, safety, wellbeing and development of staff and students
- 3.9 – failure to meet PREVENT and related obligations

Author: Cheryl Hewitt, HR Advisor/Colin Lynagh, Business Intelligence Officer
Executive Sponsor: Steve Taylor, Vice Principal People and Performance

Human Resources and Development Committee

Thursday 17 September 2020

PAPER F

Meeting Minutes / Updates

JCF – 17 June 2020

Health, Safety and Wellbeing Committee – 24
August 2020

JOINT CONSULTATION FORUM

Wednesday 17 June 2020 at 1.30pm via Teams

PRESENT:	S Hewitt	Y Cargill
	S Taylor	J Carnegie
	N Steff	G McAteer
	A O'Neill	D Travis
	G McGillivray	D Deans
	J Dick	

		Action
1.	**Apologies**	

Apologies were received from K Buchan, A Mawhirt, G Ritchie and A Williamson.

2.   Minute of Previous Meeting

Minute from last meeting was agreed.

3.   Matters Arising/Actions

Payroll glossary action from last meeting to be progressed.   **AM**

Other actions had been completed, with a meeting on the organisational change document still to be arranged.   **ST**

4.   4.1 COVID-19 (Coronavirus) Update

ST summarised developments taking place nationally around COVID-19 and highlighted the welcome reduction in the number of new cases and hospital admissions in Scotland and Tayside in particular. It was noted that there were no hospital cases in Tayside currently. The potential for this reduction to continue was noted along with the positive impact this could have on services to students and staff.

Updates on the key activities of the 'Project 2020' reopening workstreams were provided and the positive engagement of union representatives within these workstreams was welcomed.

From discussions, the following points were noted.

The need to support a clean desk policy to enable required cleaning of desks and other surfaces was noted, and work on this would progress over the summer.

It was confirmed that storage space/boxes would be available to help with the storage of essential documentation etc but that a 'paper free' approach should be taken where possible.

JC noted that union support and explanation of the need for this policy would be a significant help for cleaners and other staff that would be at the frontline of maintaining high standards of hygiene.

Issues around digital access and digital poverty were discussed and local and national approaches and campaigns around this were noted. The need to identify and understand the digital access that new student groups would have was discussed and SH noted that this would be progressed as a part of the ongoing contact with new students but that a balance was required between understanding what support was needed, and being able to provide that support.

Approaches to learning and teaching were discussed and it was confirmed that course teams should use their professional expertise to consider and plan the most suitable learning and teaching approaches and mix of synchronous/asynchronous teaching to best suit the needs of their learners and subject area. This was welcomed.

The use of Rise was discussed and issues between the central management of Rise and devolved use were highlighted. It was agreed that this would be checked and the reasons for this reported back.   **SH**

4.2 Summer Plans/Communication

The need for ongoing input, activity and communication over the summer period was highlighted and ST noted that key communications would be bundled together and clearly highlighted so that staff did not need to routinely check for updates/emails whilst on leave. This approach was welcomed.

4.3 Furlough Scheme

ST summarised the UK Government changes to the job Retention scheme, including the reduction in government support provided and the introduction of the 'flexible' part-time furlough arrangements. It was noted that the College remained committed to paying 100% of normal pay despite the reduced proportion that would be met by government.

YC stated that there were concerns that a member of academic staff had been asked to undertake administrative tasks that would normally have been undertaken by a member of staff that was on furlough. It was noted that none of the current arrangements were 'normal' and that flexibility of staff around tasks and arrangements was essential. The need for reasonableness around this was also recognised.

5.   **Group Feedback / Progress**

1.1 Off Site Working
   To be picked up at the next meeting.

1.2 Organisational Change
   A further meeting was to be arranged.

1.3 Communication – Service Design
   To be picked up at the next meeting.

1.4 Transfer To Permanency
   ST confirmed that work is progressing and that offers would be progressed over the coming days. This progress was welcomed.

1.5 Group Tutor Support
Work was progressing

5.6 Teaching Weeks
SH summarised discussions held in respect of the timetabling policy given the phased route out of lockdown and the impact this had had on normal timetable arrangements and plans.

1.6 Post Re-structure Actions
The group held their first meeting (which had been very positive) and have further dates in the diary.

1.7 Recruitment and Selection Policy
To be picked up at the next meeting.

6. Union Items

6.1 PTV Staff (Start and End dates)

Concern was noted at the potential impact that a later start date for full-time courses would have on the earnings for staff on PTV contracts. ST noted that it was expected that a significant number of staff would be required in advance of full-time courses starting, to deliver on schools provision and also to support delivery and assessment for those students deferred under the holistic arrangements. ST noted that around 80 staff would also benefit from the transfer to permanency arrangements.

Arrangements to provide some support for individual hardship was discussed, and it was agreed that this would be further investigated. It was also agreed that the wording on the staff portal would be revised to highlight **ST** the above information.

6.2 Academic Calendar

It was noted that an updated academic calendar would be published and the revised list of start/end dates for courses circulated.

7. National Bargaining

ST noted that pay claims had now been received from both Academic and Support unions. Work on national job evaluation was progressing.

9. Policy Review Group

Work would progress on current policy developments.

10. AOCB

There was no AOCB

11. Date of Next Meeting: TBC

Health, Safety & Wellbeing Committee Meeting

Note of Last Meeting
Monday 24 August 2020

Minute of the Health, Safety and Wellbeing Committee meeting held on Monday 24 August 2020 via Microsoft Teams.

PRESENT:

J Carnegie (Chair)	G McAteer
K Murphy	S Swinley
B Grace	S Rennie
A Cathro	K Robinson
S Thom	C Strachan
C Parker	C Ditchburn
J Cooper	J Dick
S McGregor	G McGillivray
M Swan	T Zorina
J Beresford	

APOLOGIES:

G Gordon	A Williamson
P Yorston	G McMenemy
J Skivington	B Gray
A Mawhirt	C Nicoll

1. WELCOME AND HOUSEKEEPING

2. NOTE OF LAST MEETING

Notes of last meeting were agreed as an accurate reflection.

3. MATTERS ARISING

N/A

4. COVID-19 MITIGATION PLANNING

(a) Scottish Government guidance

J Carnegie updated the group:
- Advised that the college are waiting on further guidance from the Scottish Government with reference to face coverings.
- The unions are seeking clarity from Scottish Government in relation to what guidance, college or school, our senior phase pupils should be following.

A Cathro advised that it is mandatory to wear a face covering in libraries and that a few Scottish Colleges have already taken the decision that face coverings should be worn in communal areas.

(b) Estates & Infrastructure Workstream

B Grace highlighted the amount of work that's has taken place and thanked all involved.

J Carnegie noted that there are still a number of staff not adhering to the physical distancing rules and requested that senior staff remind others. Highlighting the 2 outbreaks within Tayside and that an outbreak is only 2 suspected cases.

covid@dundeeandangus.ac.uk has been set up and everyone will be encouraged to use this email to inform of any suspected or confirmed cases.

B Grace highlighted that Estates are listening and responding to staff feedback.

(c) Campus Reconfiguration

B Grace advised that there are a couple of gaps still to be completed, such as screens and PPE. This is due to a national shortage of materials but assures that all will be in place for the 21st September.

(d) Engagement

All attendees in agreement that there are sufficient opportunities for engagement with the process.

(e) Risk Assessment

J Carnegie noted a high number of Risk assessments uploaded in the previous week.

B Grace highlighted:
- the RA template, which is ensuring a more consistent approach.
- B Grace & A Cathro have been involved in a number of team meetings, allowing staff to ask questions.
- A paper pack has been created for cleaning and catering staff.

G McGillivray advised that he had been on Gardyne Campus and was shocked at the number of staff and students not adhering to physical distancing. G McGillivray enquired if a 2-meter ruler should be displayed to remind what the distance looks like. B Grace agreed that he had seen this approach elsewhere.

M Swan highlighted the issue of staff and students using the smoking shelter and not physical distancing.

- J Carnegie advised that all the information on physical distancing is out there and everyone has a personal responsibility to adhere to them. But acknowledges that there are some staff and students who will continue to disregard these rules. Advised that for repeat offenders there may be no other option but to use our disciplinary procedures but hopes that this would not have to be used.
- A Cathro advised that at an H&S CDN meeting all had agreed that a breach of H&S is classed as Gross Misconduct. Some colleges have already said that they will use their disciplinary procedures for repeat offenders.
- S McGregor – team meetings have been used to ensure that all staff members have been made aware of where to access H&S information and made aware of their personal responsibility.
- B Grace highlighted the work of the Unions in supporting the college with the joint statement.

M Swan advised of staff members seeing others on social media breaching physical

distancing rule but having to work with them. J Carnegie advised that while in college staff should be adhering to the 2-meter distancing so should not be at a higher risk and to also use "Mind the Gap"

5. STAFF HEALTH AND WELLBEING

J Cooper updated the group:
- No significant increase in absence due to mental health.
- The college has worked to ensure that the Mental Health resources are ready and are prepared for an increase in demand, should it be required.
- People Team involved with Support managers that have staff unable to access the portal.
- New staff survey, around the new way of working, to go out at the start of September.
- Asked if staff flu vaccines can still go ahead on campus. The attendees agreed that this is an important facility offered to staff and should continue.
- Gave a quick tour of the Wellbeing Hub on the staff portal. J Cooper looking at how to get staff engaged with this resource.

J Carnegie noted that staff can feel overwhelmed with the amount of information being produced. Could the People Team have recommendations?
- J Cooper / G McGillivray - thought maybe a topic of the month/week could be of interest
- B Grace - suggested People Team to get involved with Team meetings
- S McGregor – it should be highlighted that people need to take personal responsibility
- S Thom – using the Individual risk assessment process to highlight the resources
- J Cooper – asked if there is a need / want for an online café / fikka drop in chat facility
- K Murphy – suggested the possibility of Good News stories from lockdown and how people have adapted.

6. LEARNER HEALTH AND WELLBEING

S Rennie updated the group:
- A lot of online chats with students, allowing signposting to other teams for support.
- Students using the lockdown lounge. Sharing stories and helping each other.
- Live Q&A's with the Exec and Support managers, with requests for more of these.
- Summer Festival – Kindness and Pay it forward fund now has in excess of £1,000.
- Students happy with the information that they are receiving and the opportunities to get involved.

J Carnegie noted all the excellent work that went on during lockdown.

B Grace informed the group that empathy walks for students are being set up. S Rennie confirmed that these have been arranged for the 1st, 2nd & 3rd September.

S Thom updated the group:
- Continue to be busy with students still requiring extra help during these times.
- After initial use, students are starting to like the online meetings and other ways of communicating, such as WhatsApp.
- Students with additional needs struggling a bit with the uncertainty of things.
- A lot of students coming forward with issues that they didn't have prior to COVID-19, such as money issues or bereavement.
- Counselling has been provided via an online service with good feedback. The service had had funding extended for another year.

7.   **AOCB**

No other business.

8.   **DATE OF NEXT MEETING**

TBC date in early January, unless there is a particular requirement for an earlier meeting.