

BOARD OF MANAGEMENT

Human Resources and Development Committee



Thursday 18 February 2021 at 5.00pm
Microsoft Teams

AGENDA

1. **WELCOME**
2. **APOLOGIES**
3. **DECLARATIONS OF INTEREST**
4. **MINUTE OF THE PREVIOUS MEETING – 12 November 2020** Paper A for approval
5. **MATTERS ARISING** Paper B for noting
6. **COVID 19 UPDATE ON HEALTH & SAFETY, LEADERSHIP, WAYS OF WORKING & COMMUNICATION** Verbal update BG/AM
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 & Negotiation Forum
 - Health, Safety & Wellbeing Committee
12. **DATE OF NEXT MEETING – Thursday 6 May 2021**



Human Resources and Development Committee

Thursday 18 February 2021

PAPER A

**Minute of the Previous Meeting – Thursday 12
November 2020**

BOARD OF MANAGEMENT



Human Resources and Development Committee Thursday 12 November 2020

Draft confirmed by Chair

Minute of the Human Resources and Development Committee meeting held on Thursday 12 November 2020 at 5.00pm via Teams.

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

1. WELCOME

P Milne welcomed members to the meeting.

2. APOLOGIES

Apologies received from G Bissett.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. MINUTE OF THE PREVIOUS MEETING – 17 September 2020

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

5. MATTERS ARISING

The matters arising were reviewed and closed.

COVID 19 UPDATE ON HEALTH & SAFETY, LEADERSHIP, WAYS OF WORKING & COMMUNICATION

J Carnegie provided the Committee with an update on COVID 19 guidance and arrangements that the College was following.

J Carnegie noted that messages were being continuously reinforced for staff and students, reminding them to follow guidelines, including wearing face coverings in communal areas on campus, regular hand washing, 2 metre distance etc.

J Carnegie stated that there were regular queries that arose, including reminding students and staff advising that of the self-isolation guidance and they do not need to isolate if a member of their household is isolating – they should isolate only where they have been in contact with a positive case.

J Carnegie noted that the Health and Safety Executive would be carrying out an inspection of COVID 19 adaptations and other arrangements in the Hair and Beauty department at the end of the month. This area had been selected by HSE due to the close contact nature of courses.

J Carnegie noted that there was significant government concern around students returning home for Christmas and stated that this was mainly an issue for the university sector. J Carnegie stated that the College had only around 90 students that had a home address outwith the local area. Given this small number, the College was working in partnership with the University of Dundee and Abertay University won testing and related support for these students.

P Milne noted the hard work of the team and thanked everyone involved for their efforts.

6. STAFF PULSE SURVEY

A Mawhrt summarised the pulse survey outcomes.

A Mawhrt noted that the Senior Leadership Team were happy with the responses from staff, with 340 staff members completing and 140 staff members providing further comments to the survey. It was noted that the overall survey responses were very positive, but that it was recognised that there remained some significant issues and pressures for staff.

A Mawhrt highlighted the survey asked staff for feedback on health and safety practices and if they were comfortable with the COVID 19 procedures in their department.

A Mawhrt noted a high number of staff reported that they miss the social interaction of being on campus and seeing colleagues every day; some felt that home working was isolating. It was noted that this was having an impact on wellbeing in some cases, and managers were being reminded and encouraged to schedule 1-1 meetings with their staff to touch base. Staff were also being encouraged to think about the social side of work, and to plan in coffee breaks and other less formal interactions.

P Milne noted it was pleasing to see the positive responses to the survey.

S Hewitt highlighted that the Senior Leadership Team are discussing the best way to face challenges staff are experiencing and were looking at how they could focus more staff resource towards teaching and support teams to help to reduce some of the pressures staff were facing.

S Hewitt stated that he was scheduling Principal 'meet and greets' with teams over the next few months.

S Taylor noted that a detailed update had been given to the Learning, Teaching and Quality Committee on remote learning and ways staff are adapting to this.

The survey responses received, and actions being taken were welcomed by the Committee.

7. VP PEOPLE AND PERFORMANCE REPORT

S Taylor highlighted that national discussions on pay were continuing, with an offer to Academic staff being accepted. It was noted that an offer for support staff had been rejected and that it was likely that an improved offer would be made soon.

S Taylor noted that Furlough scheme had been extended until March 2021 and that College plans for the end of the scheme on 31 October had been reviewed. Options to continue with some staff on furlough were being considered.

S Taylor noted that discussions were progressing in terms of future workforce planning for the short and long term. It was noted that it was likely now that the current working from home restrictions would be in place until the end of the academic year and the College needed to plan on this basis. S Taylor stated that there were also changes that would be longer term in nature as ways of working had changed and were unlikely to go back to how they were pre COVID. It was noted that this would impact disproportionately on some roles and that the College needed to be planning for changes in roles and different skillsets going forward.

S Taylor stated that a part of this was likely to include utilisation of a Voluntary Severance Scheme, and that this would be discussed at the Board meeting in December 2020.

D Mackenzie asked if the impact of working from home would reduce the need for office space. S Taylor confirmed this would be something the team will look at in the future and that overall space needs, and the balance between office, teaching and specialist space would need to be part of the consideration of the redevelopment of the Kingsway Campus.

S Hewitt noted it was vital to keep the campuses open in the future for students.

P Milne asked if Students or Staff, who tested positive for coronavirus have been linked. S Taylor confirmed no cases have been linked and the College had not had any outbreak (2 or more cases)

The update was noted by the Committee.

8. NATIONAL BARGAINING UPDATE

S Taylor noted the update in the VP report and College is monitoring how the situation develops at a national level.

9. STRATEGIC RISK REGISTER

S Taylor summarised the Risk Register and was approved by the Committee. No overall change to the risk register.

D Fordyce asked if 3.11 needed to stay on the Register. S Taylor confirmed that this was in place currently as a 'one year on' survey on structural changes had not yet taken place due to COVID 19. This could, however, be reviewed at the next Audit and Risk Committee.

D Fordyce expressed concern under 3.12 that shared vending machines were only being cleaned twice a day. J Carnegie noted that there was additional cleaning in place and that students would also take responsibility to clean machines after every use - cleaning products were available to do this. S Taylor added the College were following all of the Scottish Government standards with regards to cleaning schedules. This reassurance was welcomed.

10. HR METRICS

HR Metrics were noted by the Committee.

11. MEETING MINUTES / UPDATES

The minutes of the JCF and Health, Safety and Wellbeing meetings were noted.

12. DATE OF NEXT MEETING

The next Human Resources and Development Committee will take place on Thursday 18 February 2021, via Microsoft Teams.

Action Point Summary

Action	Responsibility	Date
No specific actions noted		



Human Resources and Development Committee

Thursday 18 February 2021

PAPER B

Matters Arising

BOARD OF MANAGEMENT

Human Resource and Development Committee

Thursday 18 February 2021

Matters Arising



Paper for information

The following actions were noted from the Thursday 12 November 2020 HR&D Committee.

Agenda Item No	Action	Current status	Open / Closed
5.	HR&D Metrics to be updated to include completion of mandatory safeguarding training	A Mawhirt to action.	Open

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



Human Resources and Development Committee

Thursday 18 February 2021

PAPER C

VP PEOPLE AND PERFORMANCE REPORT

BOARD OF MANAGEMENT

Human Resources and Development Committee Thursday 18 February 2020



VP People and Performance Report

Paper for information

1. Business Continuity – COVID-19

The COVID-19 Business continuity piece continues to be the major focus for the College, with significant ongoing efforts going into the Health & Safety and Communications / Ways of Working elements of this response.

This response has been heightened again by the increased prevalence of COVID 19 in the region, the arrival of new variants, and the new restrictions and Scottish Government. An update on this work will be provided at the meeting, alongside an opportunity for Board members to ask questions and seek assurances around Health & Safety, HR&D related arrangements as required.

Outbreak Management arrangements are being operated on an 8.00 to 8.00 basis 7 days a week, (including throughout the Christmas holiday period) to pick up on potential and actual COVID cases, including requirements to self-isolate and quarantine in line with Scottish Government guidance. The incidence of confirmed COVID cases has (thankfully) remained low, despite the concerns around increased transmissibility of the new variants.

The College is pleased to be able to confirm again that there is no evidence of any in-College contact and to date, and that the College has not had to declare an outbreak (which would arise from only two or more related cases).

In line with university arrangements, colleges are required to provide a weekly update to the Scottish Government on COVID related numbers. The numbers were reset at the start of January and the total up to Thursday 11 February 2021 is noted below.

Total number of students and staff who have tested positive since the beginning of term					Current number of students and staff self-isolating, excluding individuals who have tested positive themselves (if known)		
Students	- of which in college maintained halls	- of which in PBSA halls	- of which outwith college and PBSA halls	Staff	Number self-isolating (excl. positive cases)	- of which students	- of which staff
20	0	0	20	3	3	2	1

The equivalent numbers for the period August – December 2020 were as follows.

63 students testing positive and 5 members of staff. Of the 63 students testing positive, 17 had been on campus in the preceding 2 weeks and far fewer in the preceding 48 hours.

Of the 5 staff testing positive, 3 had been on campus in the preceding 2 weeks and fewer in the preceding 48 hours. Again, there was no evidence of in-College contact and the College did not need to declare any outbreak during this time.

Leadership, Communication and Ways of Working

Since Christmas, briefings have continued to be held with our Leadership Development Forum to provide practical information and answer any questions. For academic managers, there has been a focus on timetable changes due to COVID restrictions and managing assessments and course completions for various scenarios. For support managers the focus has been on delivering services to support learning, and our most vulnerable students despite the current restrictions.

The SLT has been looking at College-wide communication and taking opportunities to promote good news stories to staff to ensure they get a regular input of positive news and future highlights. It is recognised that 2021 has delivered additional challenges for staff and students alike, and we are very mindful that the passing of Kevin Murphy in January has cast a shadow for College staff at what can already be a difficult time of year post-Christmas.

Support has been offered and regularly signposted for staff in terms of bereavement and general wellbeing, and the calendar of wellbeing opportunities continually refreshed with feedback from staff. In addition, the SLT are reviewing further ways to support staff wellbeing and morale, and have been considering future events and plans which point to the great opportunities coming up for the College, such as eSports, M.S.I.P. and Tay Cities.

2. National Bargaining

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.

Discussions in respect of the support staff salary and conditions negotiations are on-going. An offer of £750 or 2% (whichever is the greater) has been proposed to the unions and will go forward to ballot (without recommendation from the union).

The national dispute with academic staff in respect on instructor/assessor roles is on-going with an industrial action ballot opening on 5 February 2021. Feedback nationally is, however, that discussions around a resolution to this dispute are well advanced.

3. Local Union Arrangements

Following the recent annual meeting there has been some change in local union representation with the EIS. This has resulted in two long-standing representatives stepping down (Alan O'Neill and Gregor McGillivray) with Alan and Gregor being replaced by Bill Brown (part-time lecturer in Essential Skills) and Tracey Bain (Lecturer in Computing).

The College is also currently working through a local dispute that has been raised in respect of the application of arrangements around the Transfer to Permanency conditions. This dispute relates to the hours of work and the FTE calculation used for these roles. Discussions on this are ongoing with input from the local full-time area official.

4. Furlough / Job Support Scheme Arrangements

As reported at previous meetings, arrangements around the use of the Government Job Retention 'furlough' scheme have progressed well and in accordance with a joint 'memorandum of understanding' with our unions.

The numbers benefitting from the furlough scheme have shifted over the past months, depending upon the various changes in restrictions and the impact of these on College operations.

Since the decision of the College on 6 January 2021 to close all campuses and return to remote / online delivery of all but a minimum number of essential services, the use of the scheme has ramped up again. To put this in context, the numbers of staff on furlough have developed over the period of the pandemic as follows:

May 2020	231 Staff
November 2020	65 Staff
January 2021	284 Staff

In a change from arrangements in the first stages of the pandemic, a small number of teaching staff have also now been furloughed. These are staff that deliver very practically based content, or staff that deliver solely within workplaces that are currently closed.

It is anticipated that utilisation of the scheme will continue at a similar level whilst the current period of lockdown continues. This utilisation will make a significant difference to financial sustainability in 2020/21.

The College is also planning that optimal utilisation of the furlough scheme at this point will facilitate the release of additional funds later in the academic year to increase practical delivery to our students as and when COVID restrictions allow.

5. General Teaching Council of Scotland Revalidation

The General Teaching Council of Scotland (GTCS) recently undertook a 5 year Revalidation Professional Update Review of the College and confirmed revalidation with no conditions.

The Professional Update validation is a quality mark overseen by GTCS. It is awarded to colleges and employers following successful validation of their Professional Review and Development and Professional Updating processes. The review benchmarks college PRD policies and systems against the national criteria for Professional Update for Colleges.

This validation process offers assurance to lecturers and the education system in Scotland that D&A meet the national requirements to support lecturers and college staff to:

- effectively engage in ongoing career-long professional learning;
- self-evaluate using the Professional Standards for Lecturers in Scotland's Colleges;
- consider the impact their professional learning has had on their thinking and professional practice.

Professional Update revalidation will usually take place every five years as part of GTC Scotland quality assurance procedures.

We are delighted to retain this status with GTCS and particularly pleased that this was revalidated with no conditions – indeed, the Review Panel from GTCS said they were really struggling to come up with any recommendations at all! The focus of validation / revalidation is on professional learning and development, however their feedback commended our whole-College student focus, values-driven approach and resilience as an organisation. Congratulations are due to Christine Calder, Professional Development Lead, for her hard work and planning of the revalidation process.

6. General Teaching Council of Scotland Lecturer Registration Pilot

Alongside the revalidation process, D&A is nearing the end of the GTCS registration of college lecturers pilot, along with Glasgow Kelvin and Forth Valley colleges. This pilot has been part of the national work to move to a model of registration of lecturers, with 55%+ of D&A eligible lecturers now GTCS registered.

The pilot has sought to identify any issues with the registration process, frequently asked questions, and scope the number of lecturers in colleges who are not currently eligible to register (due to their current qualifications / experience) with a view to implementing broader routes to registration. This will allow for adaptations to be made for a national roll out of registration, due to begin in August 2021.

D&A has worked closely with GTCS for over 6 years and has been able to influence development of the registration project as a result of involvement in the national Steering Group. Simon Hewitt will be featured in the next issue of the GTCS lecturer ezine speaking about D&A's engagement with GTCS and the lecturer registration pilot.

7. Strategic Project Responsibilities

Following the sad loss of Kevin Murphy, the College had had the inevitable task of reallocating responsibilities and moving forward with tasks and arrangements. This is always challenging in circumstances such as these, but there are several very major strategic projects that will ramp up in terms of activity over the next few months.

Given the national significance of these projects we are pleased that Project Management support will be provided for these through the national Energy Skills Partnership (ESP).

Jim Brown, the Director of ESP, will support the College (up to 0.5FTE per week) to bring the plans, activities and structures required for the Michelin Scotland Innovation Parc (MSIP) and the Tay Cities Deal into fruition. Jim has been involved in the MSIP development since the outset and brings a great deal of knowledge and project management experience to this and the Tay Cities projects, including D&A leadership of the Tay Cities Engineering Partnership (TCEP) project, at this important stage in their development.

Other responsibilities, including Board membership of the Angus Shared Apprenticeship Scheme and responsibility for our regional STEM strategy have passed on to Stephen McGregor, Head of Sector.

8. Development Reviews

The People Team have completed their initial round of People Team check ins with academic teams and will shortly embark on the support team check ins. Progress around Development Reviews has been steady, with many teams scheduling and undertaking their meetings in semester 2. Ongoing support is available to all staff in terms of the Development Review process via the People Team and dedicated Staff Portal pages.

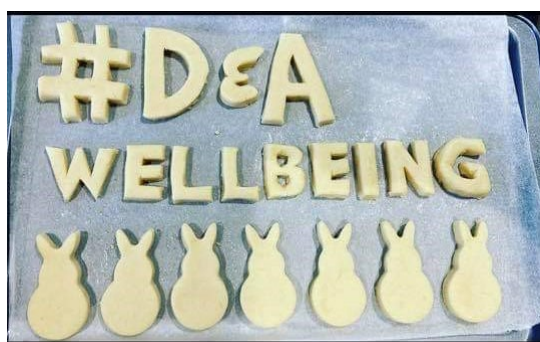
9. Mandatory Training

Progress continues in terms of the move to a provider for our mandatory training modules, with good uptake of the courses across the Board. A new Cyber Security module was launched in late 2020 and completion rates have been good following promotion around the 1 year anniversary of the cyber attack. Staff will be asked and supported to complete all modules on the new platform by the end of this academic year. In August 2021, we will move into themed years, where 2 or 3 of the suite of courses will be completed each year on a three year rolling basis.

10. Health and Wellbeing

Since the end of 2020, there have been **over 70 staff** attended various wellbeing CPD / activities. This includes:

- Menopause Cafés
- Catch your Breath/Winter Wellbeing Blethers
- Triggers and Toolkits (wellness action planning)
- Christmas in the Kitchen with Sophy
- Virtual Book Club
- Staff Carer Focus Group
- Strengthening your Personal Resilience



Feedback has been positive in general, and the 'Christmas in the Kitchen with Sophy' sessions were particularly well attended, with c.40 staff (and their children – Simon Hewitt's included). The most popular sessions have been offered again throughout January and February, along with some new sessions which have been yoga and exercise focused.

A monthly wellbeing calendar is available with booking links on the [Wellbeing Hub](#), as well as the 'Wellbeing Matters' newsletter going out to all staff.

We recently launched our new [Staff Benefits Hub](#) on the Staff Portal, which has a wide range of discounts and benefits.

11. Cherries HR Awards

We are delighted to confirm that the College has been shortlisted again as a finalist in the Cherries HR Awards. Our finalist place this year is in the Exemplary Employer of Choice category and the submission centred around the resilience and culture shown by staff in bouncing back from the cyber-attack and COVID pandemic.



The awards are being hosted virtually this year, with the winners announced at [the event on 4 March 2021](#)

12. Thanks to the Chair

This meeting will be the final one with Pam Milne as the Chair (prior to her stepping down from the Board in March 2021) and I would like to take the opportunity to thank her for her input, support and guidance over the years.

Pam has provided excellent service to the College, Board and HRD Committee at former Dundee College, through the Merger Partnership Board, and for Dundee and Angus College. Her experience, HR knowledge and focus on what is genuinely important has proven to be a great asset throughout this time. This has provided a consistency and rigour to the Committee that has been of great support to myself and the People Team service.

Thank you Pam, and best wishes for the future.

13. 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 18 February 2021

PAPER D

STRATEGIC RISK REGISTER

BOARD OF MANAGEMENT

Human Resource & Development Committee

Thursday 18 February 2021



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 October 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 & 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 Learning, Teaching and Quality Committee, with revised scoring and additional elements in respect of mitigation and monitoring highlighted for each. No changes have been made to these risks since the last meeting.

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)

3.12 Significant or catastrophic Covid 19 outbreak/infection rate impacts on ability to deliver learning, teaching or other core services.

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 March 2021

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

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	<ul style="list-style-type: none">Robust strategic planningEffective environmental scanningStrong partnershipsClear links between strategy and practiceConcerted demands for increased activity levels	4	1	4	<ul style="list-style-type: none">Robust monitoring via ROAClear performance metricsAmendment of strategic direction/ plansRolling curriculum review	Prin & Chair
1.2 Board	College may be disadvantaged by changes to either UK or Scottish Government policies	4	3	12	<ul style="list-style-type: none">Effective environmental scanningNegotiation/influence at national level	4	2	8	<ul style="list-style-type: none">Review of changes and amendment of strategic direction/plansFinancial strategy sensitivities	Prin & Chair
1.3 Board	College disadvantaged by changes arising from UK leaving European Union	5	4	20	<ul style="list-style-type: none">Negotiation/influence at national levelReview of activities/ projectsResponsiveness to new opportunities	5	3	15	<ul style="list-style-type: none">Review of changes and amendment of strategic direction/plans/ curriculumFinancial strategy ESF sensitivityWorkforce planningInternational strategy & planningBrexit 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	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
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	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
1	Strategic and Structural									
1.4 Board	Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on: <ul style="list-style-type: none">Ability of the College to meet key regional strategies/objectivesFinancial loss or unmanageable financial riskReputational loss	4	3	12	<ul style="list-style-type: none">Effective project/activity management in placeClear governance structuresProject/initiative finances clearly incorporated within College financial strategy and plansEnd of project and exit/contingency planning	3	2	6	<ul style="list-style-type: none">Regular project updates at Executive/Board levelMonitoring of project activities, plans and outcomesBudget reporting and management	Principal, 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	Responsibility
2 Financial										
2.1 F&P	Change in SFC Funding Methodology and Allocation – Reduction in Funding	3	3	9	<ul style="list-style-type: none"> Negotiation/influence at national level Contingency plans for reduced funding 	2	3	6	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Influence within Employers Association Management of staffing expenditures 	4	3	12	<ul style="list-style-type: none"> Expenditure modelling On-going discussions with staff Financial strategy sensitivities Workforce planning 	VPP&P, VPCS

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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
2	Financial (cont)									
2.4 A&R	Financial Fraud	4	3	12	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> On-going dialogue with Foundation Trustees Appropriate bid arrangements in place 	3	2	6	<ul style="list-style-type: none"> Monitor and advise Board of Management 	Prin & VPCS
2.6 F&P	Demands of capital developments / maintenance impacts on financial sustainability or delivery of learning and/or services	3	2	6	<ul style="list-style-type: none"> Multi-year estates strategy and capital planning Lobbying of SFC on capital and backlog maintenance funding Planning for D&A Foundation bids 	2	2	4	<ul style="list-style-type: none"> Monitoring of capital plans and expenditures Regular review of capital plans/timescales relative to funds 	VPCS

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

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									
3.1 LT&Q	Failure to reach aspirational standards in learning, teaching and service delivery	4	3	12	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Adherence to legislative and good practice requirements• Positive Union relations and staff communication• Effective management development programmes	3	2	6	<ul style="list-style-type: none">• 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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	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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Marketing strategy Reputation plan Positive marketing approaches 	4	2	8	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Influence within Employers Association Management of bargaining outcomes and implementation 	4	3	12	<ul style="list-style-type: none"> Positive union relations and staff communication On-going discussions with staff Innovation in approaches 	VPP&P, VPC&A

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	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	<ul style="list-style-type: none"> Adherence to legislative and good practice requirements Positive Union relations and staff communication Effective management development programmes Industrial action continuity planning 	4	3	12	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Effective management of GDPR compliance Mandatory staff CPD and awareness raising on data protection (relative to role) 	4	2	8	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Prevent training Staff awareness and contingency planning Engagement/practice sharing with local agencies 	5	1	5	<ul style="list-style-type: none"> Business Continuity Plan including scenario testing Information sharing with local agencies 	VPC&A, VPP&P

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	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
3	People and Performance (cont.)									
3.10 HRD	College arrangements do not minimise risk associated with Modern Slavery	4	3	12	<ul style="list-style-type: none"> Clear and compliant procurement arrangements and procedures Staff identity checking arrangements and use of PVG. 	4	1	4	<ul style="list-style-type: none"> Annual procurement monitoring/reporting Regular employee engagement monitoring Open communication with staff 	VPC&A, VPP&P

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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring
4 Infrastructure									

4.1 A&R	Disasters – eg Fire, MIS Failure, Failure of Emergency Procedures	5	4	20	<ul style="list-style-type: none"> Sound systems of administration Clear fire and disaster recovery arrangements Staff CPD 	5	1	5	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Planning, careful phasing of changes to processes and systems Effective management of ICT arrangements Clear investment plan 	4	2	8	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Effective management of ICT arrangements Active ICT/data security monitoring and cyber security policy 	4	2	8	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Effective infrastructure and systems design and implementation Effective management of ICT arrangements and GDPR compliance 	4	2	8	<ul style="list-style-type: none"> 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 March 2021

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT			POST MITIGATION EVALUATION			Lead Responsibility
	Risks	Impact	Likelihood	Score	Additional COVID 19 Mitigation Actions	Impact	Likelihood	Score	Additional COVID 19 Monitoring	
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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> Ability of the College to meet key regional strategies/objectives Financial loss or unmanageable financial risk Reputational loss 	4	3	12	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	POTENTIAL CONTRIBUTING FACTORS			TREATMENT		POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
2	Financial									
2.2 F&P	Failure to achieve institutional sustainability	5	4	20	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Continuous review of financial controls and revised arrangements 	VPCS

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	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 Likelihood Increased	4	3	12	<ul style="list-style-type: none"> 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	4	12	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Effective internal monitoring/review/verification arrangements Engagement with revised quality arrangements and contingency plans Outcome monitoring/recording 	VPP&P, VPC&A

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	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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 Likelihood Increased	4	3	12	<ul style="list-style-type: none"> Marketing strategy Reputation plan Positive marketing approaches Outbreak management communications plan 	4	3	12	<ul style="list-style-type: none"> Positive marketing plan Regular stakeholder engagement Social media engagement and monitoring arrangements 	Prin DirC&A

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	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	<ul style="list-style-type: none"> Adherence to legislative and good practice requirements Positive Union relations and staff communication Effective management engagement and support 	4	2	8	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Active data protection awareness raising Effective information and data security policies in operation Regular data security monitoring/testing Staff CPD 	VPC&A, HoICT
3.12 HRD	Significant or catastrophic Covid 19 outbreak/infection rate impacts on ability to deliver learning, teaching or other core services	4	3	12	<ul style="list-style-type: none"> Clear scenario and contingency planning COVID 19 H&S mitigations in place, monitored and adapted where required All appropriate government guidance followed 	4	2	8	<ul style="list-style-type: none"> Monitoring of COVID 19 cases and absences Outbreak management arrangements Amendment to support prioritised services 	Prin VPC&A

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	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
4	Infrastructure									
4.3 A&R	Breach of ICT/Cyber security	4	3	12	<ul style="list-style-type: none">Effective management of ICT arrangementsActive ICT/data security monitoring and cyber security policyAdditional awareness raising of WFH risks and COVID related ‘scams’	4	2	8	<ul style="list-style-type: none">Staff awareness raising/CPD on cyber security issuesRegular security monitoring/testingCyber resilience plan	VPC&A, HoICT
4.6 LT&Q	ICT/Cyber failure significantly disrupt learning, teaching or other core services	4	3	12	<ul style="list-style-type: none">‘Cloud first’ strategy implementation for major services/systemsClear and robust management of ICT systems	3	1	3	<ul style="list-style-type: none">Systems monitoringOn-going cyber resilience and systems development	HoICT



Human Resources and Development Committee

Thursday 19 February 2021

PAPER E

HR METRICS

BOARD OF MANAGEMENT

Human Resources and Development Committee Thursday 18 February 2021



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 November Committee with quarterly updates reported to the remaining three Committees meetings.

2. HR Metrics

Headcount to Date		% Split	2019/20	2020/21 FTE		% Split	2019/20
Teaching	366	44.4%	418	Teaching	308.8	50.2%	298.3
Other	459	55.6%	478	Other	306.8	49.8%	341.8
Total	825		896	Total	615.6		640.1

Staff FTE: Credit Ratios 2019/20					
	2019/20	2018/19		2019/20	2018/19
Total Credits: Staff FTE	169:1	183:1	Total Credits: Teaching Staff FTE:	363:1	388:1

Female & Male Headcount		% Split	2019/20	Temporary & Permanent FTE		% Split	2019/20
Female	517	62.7%	63.2%	Temporary	96.2	15.6%	13.5%
Male	308	37.3%	36.8%	Permanent	519.4	84.4%	86.5%
Other							
Total	825			Total	615.6		

Diversity Data Held	%
Ethnicity/Race	43%
Disability	32%
Gender Pay Gap	7.2%
Diversity Data Gaps	60%

Staff Absence Data

	Staff Absence Rolling Year to 31/01/21	Staff Absence Rolling Year to 31/10/20
Average working days lost per headcount	4.34 days	5.67 days
Working time lost	1.67%	2.18%
Comparison with sector/national rates		
UK All Sector rate (CIPD 2016)		3.3%
UK Public Sector rate (Unison 2016)		3.4%

Absence Analysis (Incidents)	Rolling Year to 31/01/21	Rolling Year to 31/10/20
Long Term Absences (4 weeks or more)	76	118
Short Term Absences	328	484
Stress Related Absences – Work related	7	17
Stress Related Absences – Non-work related	49	56

Other HR Metrics

	2020/21	2019/20 Full Year
Staff Turnover Rate (non-forced)	2.59%	6.19%
Employee Hearings		
Discipline	0	2
Grievance	1	4
Tribunal Actions	1	0
Recruitment Exercises	60	105
Current Vacancies	6	

3. OD Metrics

	2020/21	2019/20 Full Year
Engagement with Leading Learning Academy (per team)	100%	100%
Number of internal CPD events delivered and external events supported	170	422
Number of attendances at internal and external CPD events per employee headcount	905	2349 2.34
Organisational Development budget per employee headcount	-	£110
Engagement survey ratings (Pulse Surveys)	82%	83%
Employees participating in College-wide strategy and working groups % of employee headcount	-	14%
Employees with health and safety certification	See H&S Annual	See H&S Annual

(this is in addition to mandatory obligations - all new employees have H&S briefing)	Report	Report
Employee benefits take up rates	All staff registered	All staff registered

Induction

Induction 2020/21	New Starts	Not Started	In progress: On Track	In progress: Behind	Completed	Total
Academic	33	0	27	0	6	6
Support	32	0	20	0	12	12

Training & Development Completion Rates

Activity	2020/21 Completion Rate to date
Development Reviews	35%
Mandatory Training	
Safeguarding	70%
Health & Safety	58%
Fire Safety	61%
GDPR	62%
Equalities	63%
Display Screen Equipment	58%
Cyber Security	37%

The above figures represent completion rates since the introduction of the new mandatory online training matrices in August 2020. As we have transitioned to a new training provider, we have set A/Y 2020-21 as the 'roll-over' year in which all staff must complete all modules. From 2021-22, we will follow themed years, in which all staff complete 2 or 3 set courses (i.e. H&S related) per academic session, completing all courses over a 3 year rolling basis.

Safeguarding is a new addition to the mandatory list and was previously undertaken on an in-team basis. Cyber Security has recently been added and uptake has been swift following promotion around the importance of this course, along with the importance of completing the other modules.

The other mandatory training elements had 100% completion over the previous 3-year cycle, which was administered in the previous supplier system.

Development Review completion for 2019-20 was c.50% as we launched and monitored initial pilot groups.

4. 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: Farema Naga, HR Advisor / Colin Lynagh, Business Intelligence Officer
Executive Sponsor: Steve Taylor, Vice Principal People and Performance



Human Resources and Development Committee

Thursday 18 November 2021

PAPER F

MEETING MINUTES / UPDATES



JOINT CONSULTATION FORUM

Friday the 22 January 2021 at 2pm ViaTeams

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

1. **Apologies** **Action**

Apologies from D Deans

2. **Minute of Last Meeting**

The minute of the previous meeting was agreed.

3. **Matters Arising/Actions**

An up to date list to be provided for the unions of staff furloughed in December and January.

KB

Policy Review Group are still reviewing the recruitment policy and report which they hope to sign off soon, further meeting to be arranged.

Organisational change guidance, a further meeting to be arranged following receipt of updates from unions.

SDA statement to be revisited, meeting to be arranged in Feb.

JC

Timetabling meeting is arranged end of Jan to discuss and agree process.

4. **COVID-19 Update & Impact / Planning.**

SH noted we need to consider how we transition back onto site and consider what next year will look like for our staff and students. SH confirmed that the guidance does allow staff and students back on site in limited numbers and circumstances, but this was not currently in place and work would be done to do this in a safe and planned way.

JG explained the College plan to use the work streams again and concentrate on student attainment. The next stage was how we can safely get students and staff back onsite particularly in practical areas. Risk assessments will also be updated for departments where required.

Mandatory work placements were able to continue as planned.

In February there would be a small number of onsite activities for time critical assessments that could not be rescheduled or delivered remotely.

Teams were being asked to look at how they will prioritise students returning as guidance allowed and produce an indication of timelines for people returning. It was noted that all of this was in the early stages and will likely change as guidance changes.

DT asked if it was clear that no onsite teaching was taking place until the end of January. This was confirmed and it was noted that it was anticipated that there would be a slow return (from mid-February at the earliest) depending upon guidance.

JG confirmed it was difficult to provide an exact date for any return and that this would fit with in line with guidance, however students that have critical exams or need to renew their qualifications will take place onsite only for these critical areas.

ST reiterated it would be only a small number of students who need to come onto site over the coming weeks. Student Services were looking at those vulnerable students who may need to attend campus.

GMcA noted the College had done remarkably well with Health and Safety compared to others.

GM asked if we need to reduce hours would PTV staff continue to be paid. ST noted that they should continue to claim based on what they would have worked had the College been open.

SH noted that the ability to 'ramp up' delivery once a return to campus was possible would be dependent upon additional funding being made available.

JC commented that the furlough scheme would support us to bring back staff for additional hours when needed to support students.

NS noted it is key that all risk assessments were updated before people were being brought back. Making sure appropriate and well-ventilated rooms were used and identified for staff and students. ST agreed these all need to be assessed and whatever mitigations were needed should be identified and enacted.

ST noted the need for staff to use everything in their toolkit to support students to be successful, including anticipated further adaptations from SQA and other awarding bodies. ST noted that we did not want to be in a position where we were deferring students unless this was essential and noted that it was likely that there would be a number of adaptation options to help to support assessment.

DT highlighted that assessments need to be creative and flexible and noted concern that without national agreement decisions could get clouded.

ST confirmed there would be a process in place nationally to underpin standardisation / consistency. ST noted that all involved needed to encourage and support creativity and share good practice to assist students to be successful in the current circumstances.

In response to a query from AO, JC clarified how the furlough scheme assisted the College by increasing income.

Furlough Scheme Update

No further update, scheme is still being utilised and options explored. An up to date list would be provided to the unions.

KB

YC asked if academic staff had been furloughed. KB confirmed that discussions have taken place, and agreement to furlough a small number of academic staff had been progressed where practical delivery was not possible and other class options were not available.

Union COVID Items

Campus opening times

NS confirmed campus opening times have now been confirmed.

Essential Roles

NS asked for confirmation on which roles were classed as essential roles. It was noted that this had been discussed (and related to essential Estates/Maintenance, ICT and Animal Care staff) plus ad hoc attendance on an individual booked basis. It was agreed that an update on this would be provided as changes were made on an ongoing basis.

KB

JC noted that there was a list provided on the Portal of essential roles in an earlier announcement. Further announcements can be shared and updated when needed, but won't be updated before the 1st of Feb.

Risk Assessment Updates

NS asked will all the department risk assessments be updated and added to the Portal. AM confirmed that more than 50% have been updated and they will be published on the Portal and identifiable by date.

NS noted that it is important to consult with staff over the content of risk assessments. This was agreed.

5. Group Feedback and Update

AO provided an update on the group tutor group; a small survey was carried out prior to Christmas, feedback contained a lot of compliments about students getting the support they needed. The group are planning a service design event (currently held back due to COVID).

SH noted the week span group had met and were looking at immediate actions and planning for next year for both students and staff.

GM noted that the College were planning to teach next gen HN computing and other colleges taught this over 36 weeks and asked if we should consider extending the semester for this subject. SH noted that there are courses that run over 36 weeks and that this could be considered and discussed with the Head of Sector. JG also confirmed she would like to meet with GM and discuss the needs / options around the teaching semester for this subject.

6. Union Items

AO noted that feedback on the use of Teams and other online approaches / good practice should be a standing agenda within team meetings. JG confirmed this was a good idea and noted that the group tutor group was a good example of sharing practice amongst the practitioners. The need for an overarching Teams site supporting good practice sharing like this was noted and would be picked up.

**JG/
AM**

AO noted concern that a decision had been taken that affects staff (the transition away from MyLearning onto Teams) which had not been discussed beforehand with the people that were most affected. JG confirmed rationale of this change and noted that discussions around this were at a very early stage with SALT. It was noted that the transition would be scheduled over around an 18 month period and that Heads of Sector would discuss this with their teams and there would be test sites.

AO noted that the paper had been written by a member of support staff not an academic member of staff and asked if it just was a cost saving exercise? JG confirmed there were operational and student feedback issues and noted that complaints and feedback from students were common around having to come out of Teams and go back into My Learning. This was not a great experience for students, and it was noted that staff had challenges with the range of different platforms, and we may need to consider a new approach. SH noted that staff would be involved in the development of new arrangements and approaches as these progressed.

7. Finance Update

JC noted we are looking at an updated forecast which will be provided to the Board Finance & Property Committee in March. There will be some elements of improvement (like furlough income) however, Flexible Workforce Development Fund activity / income and funds from SDS and other managing agents were at risk. Other areas of expenditure had declined due to lockdown, such as fuel costs.

8. National Bargaining Update

No further update from the last meeting. It was understood that an offer had been made to the support unions and some aspects of this were being explored before being shared.

Job evaluation has been progressing and the second round of scoring had commenced. KB confirmed that an information request on new / amended posts since September 2018 had been received and would be progressed.

The national dispute around assessors and instructors was ongoing.

9. Brexit

ST noted the SFC paper copied to the group would be updated by SFC on an ongoing basis as arrangements became clearer. It was noted that the changes in funding rules for EU students because of Brexit would impact on student recruitment from 2021/22 onwards, but the exact extent of this was not yet known.

ST highlighted the current ESF funded activity (c.4,000 credits) would also be impacted and noted that the shared prosperity fund to replace ESF at a UK level would be managed by the UK government and not the Scottish Government. As a result, there was uncertainty around any plans / arrangements to replace this funding and activity.

It was noted that Brexit should remain as an agenda item going forward.

ST

10. Policy Review Group

AM noted that the probationary paperwork has been reviewed, the process had not changed, the updated paperwork has been supplied to the group for comment.

AM confirmed Quality has asked that the People Team review some links for policies and a time will be scheduled for this in the coming months.

11. AOCB

GMcG provided some feedback from CQLs that feel they had not had a significant amount of development. Some new staff stated they have been appointed and had had very little training.

AM highlighted the conversations that have been ongoing and CQ Forum looked at and developed training for CQLs. There were some aspects being worked on currently. JG confirmed we were focusing on leading learning, the sessions run should be relevant to all CQLs and noted concern if people had not found the training relevant.

GMcG confirmed that the issue related to there only being two CQL sessions since Nov and noted some CQLs had lost their Wednesday protected quality time as this was being scheduled as teaching. JG confirmed that this would be looked at.

JG

DT highlighted an issue regarding the possible furlough of staff with children at home who were finding it difficult to teach their College timetable as a result. KB noted that the People Team had had conversations with staff who had raised concerns of this type and had managed to come to good, workable solutions for those individuals. KB urged that anyone with concerns should contact their line manager or the People Team.

YC noted we were looking at an extended period of home schooling and confirmed she welcomed good conversations with staff about flexibility, and stated we need to be compassionate and flexible.

SH confirmed that we will continue to have conversations and be flexible and encourage staff to talk to their line manager. ST agreed that flexibility was key for all of us and that we needed to work together to try and support people.

12. Date of Next Meeting

Friday 19 February 2021



JOINT CONSULTATION FORUM

Friday the 4th of December 2020 at 1.30pm Via Teams

PRESENT:

S Hewitt
S Taylor
N Steff
A O'Neill
G McGillivray
G McAteer
Y Cargill

J Grace
J Carnegie
K Buchan
D Travis
D Deans
J Dick

1. **Apologies** **Action**

Apologies were received from Abi Mawhirt and Alex Williamson
2. **Minute of Last Meeting**

The Minute of the previous meeting was approved.
3. **Matters Arising/Actions**

Further discussion would be held on the Organisational Change document. **ST**

A meeting of the timetabling group had been organised. **SH**
4. **4.1 COVID 19 Update**

SH noted that guidance has been produced and updated with the new regulations around face coverings in level 3 and 4. The focus would now be on the Christmas break and new term, arrangements were being developed for universities, whilst colleges would not need a staggered start, but all other H&S considerations would apply and asymptomatic testing before the Christmas break was being rolled out.

JC highlighted there were some initial issues around testing due to the very high demand. No issues had identified from D&A students in relation to this.

JG noted that teams were working on plans if either council area were to move to Leven 4 and noted that risk assessments had been reviewed and updates made where necessary. Plans around assessment arrangements with SQA and other awarding bodies were being discussed at a national level.

YC highlighted concerns raised by some lecturers where they were delivering senior phase provision within schools, highlighting that the school guidance was not being followed. JG stated that she was aware of some early concerns of this type, but none recently. JG stated that any concerns should be raised with the school health and safety contact initially, but thereafter with the relevant HCQ and Academic Partnerships Team.

YC noted that some staff had asked about delivering senior phase provision 100% remotely. JG stated that this was not in line with the agreements reached with local authorities, or with the Scottish Government schools' guidance.

SH commented that retention and attainment continued to be priorities. Early sight of student responses to the survey was really positive and showed that staff were supporting students well despite all the challenges.

ST noted that many students appeared to be worried about their learning and outcomes and noted that there was a risk that withdrawals could increase post-Christmas. It was noted that work would be done to reassure students about outcomes and to reassure that their qualification would be as valuable as they would be in any other year.

NS noted that students who have all their learning online are struggling with isolation, missing the contact with lecturers and other students, and asked with the holiday how are we planning to keep people engaged and address their wellbeing.

SH confirmed that LDR and ICT were looking for an informal space for students to meet virtually, and that information would also be circulated on the support we can offer them around mental health and wellbeing, including referrals and support available through other partners and agencies.

JC noted that the Tayside Resilience Team were meeting and one of the agenda points is how we can support students, they were looking at the support we need to put in place for college and university students and would share plans in due course.

YC highlighted that staff also needed reassurance they were doing their best for the students. SH stated that he was looking at this.

NS noted that some staff may wish to work additional hours over the Christmas period and that this needed to be agreed in advance.

SH confirmed all these points would be discussed and arrangements agreed.

4.2 COVID Case Studies

JC shared the latest student and staff case data for the College, summarising the background information behind the positive cases and outlining why it could be noted with some certainty that there had not been evidence of on-campus transmission.

ST noted that the cases reported usually had very clear information on transmission routes which made it easy for the College and NHS Health Protection to identify the source

NS asked if a report on cases would be published, JC confirmed this would be published before Christmas.

JC

4.3 Furlough Scheme

ST updated the group on the likely removal of the 'bonus' payment from the furlough scheme and stated that the payment originally forecast was now not expected to be received. This would result in a loss of £180,000 in income during 2020/21.

ST stated that conversations were ongoing to seek to mitigate the effect of this and to also as a result of the significant reduction in income within the canteen service due to the COVID 19 mitigations and the lower number of students and staff on campus. It was noted that this was likely to result in reduced service and opening times (possibly 11.00 – 1300).

It was noted that the people team would also look at where others may be eligible to access the scheme.

JD asked if unions could be provided with an updated list of staff that have been furloughed. ST confirmed this could be provided.

KB

5. Group Feedback/Progress

Progress being made with the group Tutor group were noted.

6. Union Items

6.1 Additional Support Paper

NS noted the additional support paper was useful and welcomed. He asked for clarity on the Kickstart Scheme in terms of timescales and areas that it would operate in.

JC stated she would share a presentation with the group about the Kickstart Scheme which showed how the scheme worked and how placements were selected. JC advised that ICT, Learning & Digital Resources, Learner Engagement and the Service Design Academy had all been identified as areas who would want to take placements.

ST noted there would be some additional funds for wellbeing and mental health coming to colleges (as per the Scottish Government announcement) but that further details were not yet known.

SH highlighted we are looking to access the additional funding available through Modern Apprenticeships.

7. Workforce Planning/Voluntary Severance Scheme

ST summarised the paper provided to the group, highlighting that this was a paper for discussion at the Board of Management. ST stated that consideration needed to be given to longer term impacts to areas of the curriculum and changes to the way we work as a result of both COVID 19 and Brexit.

It was noted that the College would look to utilise the different funds available as part of the economic recovery.

ST noted that a large proportion of current activity was funded through ESF funding and noted that this funding was due to come to an end in two years therefore the College needs to contingency plan for a reduction in credits and related funding of around 3,500.

With all of this work being progressed, the Board were being asked to approve the opening of the VSS at the early part of 2021 as an option alongside the retraining and redeployment of staff.

8. Finance Update

JC confirmed we are anticipating a break-even budget, board approved the budget last September, a significant drop in capital and maintenance money because of recharging to last year's accounts.

Commented the need to engage with employers to utilise the WFDF fund and there is an anticipated drop this year. The fund from furlough will no longer be available, and it was predicted the canteen income would be greater which has had to be reduced. Long term considerations need to be given around student engagement and credits as a result.

9. National Bargaining

ST confirmed that a revised offer had been put forward for consideration for support staff, unions were seeking some further information.

The national job evaluation process was progressing, with April 2021 set as a timescale for completing the first stage.

10. 2021/22 Term dates

ST confirmed the dates enclosed in the paper were those discussed last year and commented that further review of these may be needed depending on changing COVID 19 circumstances and impacts.

YC asked if there is any consideration given for students who are struggling, and lecturers need to continue teaching to support. ST noted that this was on-going and that work on this would continue as we progress through the semester.

JG stated that we would hope to have an indication of any students who may need to be deferred before the end of the semester, which would allow us to put in early intervention throughout the remainder of the year (where mitigations allowed).

11. Policy Review Group

YC confirmed no further policies had been reviewed by the group since the last meeting. YC apologised for the delay in confirming the report drafted by JC and noted that she would speak to JC and provide feedback.

YC noted that there was interest in having union members 'shadow' groups like the PRG and asked if this would be acceptable. ST noted that this would be welcomed.

12. AOCB

ST noted plans to run a last hour staff charity appeal and stated that more information would be communicated the following week.

DT asked if there had been given consideration given to closing on the 18th of December in line with some other colleges.

SH confirmed that attainment and student support was a priority and noted that staff and student feedback was that students were concerned about finishing their qualifications, therefore it was felt that the College should not close early. SH stated that teams could, however, look at this relative to their student groups and where managers felt this may be possible, they could look at a move to remote delivery for the final days of the term.

Date of Next Meeting – Friday the 15th of January 2021 at 1.30pm

Draft

Health, Safety & Wellbeing Committee Meeting

Note of Last Meeting Monday 18 January 2021



Minute of the Health, Safety and Wellbeing Committee meeting held on Monday 18 January 2021 via Microsoft Teams.

PRESENT:	J Carnegie (Chair)	S Rennie
	J Beresford	K Robinson
	B Grace	C Strachan
	S Thom	C Ditchburn
	M Swan	J Dick
	P Duke	K Buchan
	G McGillivray	T Zorina
	J Grant	J Cooper
	C Parker	

APOLOGIES: W Duke, A Cathro, S McGregor, G McAteer and S Swinley

1. WELCOME AND HOUSEKEEPING

J Carnegie welcomed the group and started by reflecting on the very sad news of the passing of our friend and colleague Kevin Murphy.

2. NOTE OF LAST MEETING

Notes of last meeting were agreed as an accurate reflection.

3. MATTERS ARISING

All closed off from last meeting

4. COVID Update

J Carnegie updated the group on the latest Scottish Government guidance – specifically highlighting on campus activity. J Carnegie confirmed no immediate return to on campus activity, but that the college would have to consider the impact on vulnerable students who need support from Student Services, and also students who may need access to study zones where remote access to IT equipment is not possible. Any return to campus activity would be in line with Scottish Government guidance.

B Grace advised the group that all of the COVID workstreams were being reviewed/revisited following the latest guidance. B Grace advised that the Estates and Infrastructure Workstream which he previously led was now being led by Andy Ross (Head of IT) as the

main focus would be on increasing access to IT equipment/connectivity for students.

B Grace also advised the group that all departmental Risk Assessments were being reviewed and updated to reflect the most up to date Scottish Government guidance. B Grace advised that the review was to be completed by Friday 22 January 2021. All RAs would be posted on the staff portal.

5. Staff

K Buchan provided an update on the sickness absence figures and highlighted that there was only 1 work related stress incident that had been recorded over recent months. J Carnegie reflected that homeworking was perhaps a contributory factor generally in the lower than usual sickness absences along with enhanced line management support. K Buchan highlighted a reduction in referrals for Occupational Health and agreed that staff appear to be feeling more supported and have greater flexibility around work. K Buchan added that the quality of conversations between managers and staff was very good and that managers have greater awareness around sensing their staff's moods which has assisted with supporting them more effectively.

J Cooper also confirmed that staff appear to be speaking more about how they are feeling, and that mental health awareness has been raised during lockdown.

J Cooper briefed the group on the range of mental health support initiatives that are in place and highlighted particularly the success and impact of Sophy Mitchell online cookery courses. J Cooper advised that while attendance at winter well-being chats had been low, they were still proving to be worthwhile. J Cooper informed the group that she had reached the stage when it would be good to gather feedback regarding the wellbeing offer and that she would be looking for volunteers to support well-being initiatives on an individual and team basis. J Carnegie commented that staff felt reassured that well-being support is available even though they don't necessarily participate due to perhaps being nervous about being part of an online event where they maybe do not know the other participants. J Carnegie asked that it would be helpful to know the data-analytics of the hits on the various pages of the Wellbeing Hub. S Thom added that inter-team well-being support events in addition to formal events have proved very beneficial.

Actions J Cooper to seek volunteers to participate in wellbeing events.

J Cooper to find out the data-analytics of the hits on the Wellbeing Hub

J Cooper presented a paper re Stress Management outlining what the college currently has in place to manage stress in the organization –

- Peachy Monday Surveys (bi-annual and pulse surveys)
- [Wellbeing Hub](#) (wellness actions plans, various CPD courses, HSE stress management competency indicator tool, HSE Stress Triggers Analysis, Working Smart online course etc)
- Development Reviews
- Regular one to ones with manager
- [Draft Individual Stress Risk Assessment](#)

The paper also presented some key considerations for taking the project forward -

- Do we wish to restart the group stress risk assessments or perhaps just have these available as a tool?
- Do we wish all staff to undertake an individual stress risk assessment, if so why, when and how, or again should these be a resource that is utilised as required?
- Do staff and/or managers require more support in managing and preventing stress?
- Important that a consistent approach is taken in these matters – recommend that College guidance/policy created to support this
- When is a good time?
- Creation of a stress management toolkit for staff and managers
- Explore and support all managers to undertake the [HSE stress management competency indicator tool](#).

Following discussion, it was agreed that a Short Life Working Group be developed to take the project forward. A number of the HS&WB Committee volunteered to be part of the group.

S Thom also suggested that stress management discussions could form part of the ongoing staff development review process.

Action J Cooper to create a Short Life Working Group to assist with developing the stress management strategy for the College.

6. Learner

S Rennie provided a comprehensive update with a presentation detailing the activities that have been taking place. These have been summarised below –

Cuppy & Chat:

The Students' Association informed the committee that they had been carrying out Cuppy & Chat sessions with students from across the College. The SA had been carrying out these sessions once a month prior to the Christmas break and they had proved popular with a number of students, therefore as a result of some of the feedback from the student survey it was suggested that the SA offer them out on a more regular basis. The SA have carried out 20 sessions in the past week with over 100 students in attendance across all sessions. These sessions will continue over the course of January and further should students still wish to attend them, there is also an addition of themed chats going forward once a week. The big standout point from these chats is that the students are preferring to attend the out of hour's sessions. The SA highlighted that they had strong relationships with the Student Services Team and were able to work collaboratively to ensure the correct support was provided to students who required it.

Social & Study Spaces:

As a result of Service Design Workshops with the students and reps from across the College the feedback provided highlighted the lack of social and communications spaces for the students to discuss their learner journey with the rest of their classmates. Upon discussing solutions with the Lead Representative it was clear that an online space for students to share study tips and tricks, helpful hints on studying from home and support each other during these difficult times. The creation of departmental Microsoft Teams pages was promoted and implemented in order to create these social and study spaces, which would also allow for fun interactions as well as peer to peer support. The benefit highlighted from these Teams pages is that students will be able to talk and gain understanding from others in progression courses, such as HND level, from students who have already completed that course. These are in the early stages, only having been launched on Friday 15th January 2021, however some of the pages have early signs of positive communications and partnerships.

Cosy Coat Appeal:

The SA launched the Cosy Coat Appeal where they ask for donations of cosy coats for the students who are less fortunate and cannot afford the luxury of a winter coat. The SA were overwhelmed by the generosity this year as the donations of coats exceeded over 400 winter jackets. From children to adults of all sizes. This has allowed the SA to help many students across the College, as well as a number of local school children and families in the local community. There are a number of jackets still in quarantine at the College, however, the SA are working on ways to allow us to provide them through January, February and March. The surplus will be stored safely until the following year.

Christmas Jumper Day:

On Friday 11th December 2020 the SA organised the Christmas jumper Day Walk alongside the People Team to engage as many students and staff to take part as possible. It was a very wet and windy day but many students and staff went out and completed either a 3k or 5k walk. Members of the SA Team walked (or was that swam) four laps of the Keptie Pond at the Arbroath Campus. With everyone taking part we raised £250 for Maggie's Dundee.

DASA Big Night In:

Due to the success of the DASA Summer Festival and a looming second lockdown it was decided that the SA would feature a whole day of activities, quizzes, events and live music. The event raised over £100 to go towards the DASA Pay It Forward Fund, a fantastic effort from all who took part in the live streams, videos and organisation of a brilliant event. The SA made special thanks to all of the staff who took part in the "Do They Know It's Christmas – D&A Style" video, the students and staff have returned very positive feedback from everyone's efforts. Cher and Sarah had a great deal of fun creating the video.

DASA Pay It Forward fund:

With the amazing success of the DASA Summer Festival and the DASA Big Night In the DASA the DASA Pay It Forward Fund is raring to go! The fund was set up to benefit the students' and staff of Dundee & Angus College. The DASA Pay It Forward Committee has now been established and consists of the SA Team, Sarah Thom (Student Services Manager) and 7 Lead Reps. The Fund has now been launched and a number of nominations have been submitted already, the hope is to beat the January Blues and spread as much kindness throughout the month of January. There is over £1,000 in the fund and the SA will continue to raise money for this very worthwhile fund.

Live Q&A's:

The SA have carried out a number of live Q&A's with a number of different teams from across the College, these have proved popular with the students and staff alike. The students have requested more of these sessions and the next one is to be held on 27th January 2021 with the College Executive Team. The SA have also held sessions with the LDR Team in collaboration with Sam Stirling to promote the student voice in their online learning platforms.

Lockdown Lounge 2.0:

With the success of the Lockdown Lounge during the summer months, SA launched the Lockdown Lounge 2.0. The SA over 18's page is making a return to give students the opportunity to engage in fun and interactive events online. The lounge offers live music, games shows, pub quizzes, puzzles and lots of banter. This is a less formal space for students, staff and their family and friends to come for a bit of fun.

What's On:

The SA have been busy planning activities, events and chat groups for students to take a little time away from the stress of learning through these difficult times. Here are a few examples of what is on:



J Carnegie commented on the hugely important role and the fantastic contribution made by Sarah, Cher and their team in supporting the student body's health and wellbeing during COVID. This was echoed by the group.

S Thom provided an update on Student Services activities highlighting that a significant number of well-being and wellness plans had been developed for students who have been struggling. This support has proved to be highly beneficial although it was highlighted that in some cases long term impacts were likely. S Thom also informed the group that additional funding had been secured from the Scottish Funding Council for additional staffing to assist the high number of students seeking support. S Thom also highlighted the successful

partnership working between the college Counselling team and their curriculum colleagues which has proved hugely beneficial for students needing support. J Carnegie thanked Sarah and her team for the valuable support they have provided the students. This was also acknowledged by the group.

J Grant provided a comprehensive update on the range of activities the Learner Engagement team has been involved in supporting the #WELLBEING of college students. These included-

- Sports and exercise including outward bound
- Healthy eating and weight management including food poverty
- Cultural engagement
- Sexual health, drugs and alcohol
- Online sessions
- Partnership working

J Carnegie and the group commented on the valuable contribution of the LE team and reflected on the fantastic support that is in place for the college students across the different student support functions.

7. AOCB

J Beresford raised the difficulties and challenges of getting staff to engage and participate in the health surveillance process. J Beresford also highlighted the importance and the legal requirements in relation to the health surveillance screening of staff. Following discussions it was agreed that perhaps some new managers were not fully aware of the need for health surveillance of staff and it was agreed that training be developed for managers to raise greater awareness and understanding.

Action J Cooper to develop Health Surveillance awareness training for managers.

C Ditchburn asked about new managers getting the opportunity to participate in the IOSH Managing Safely course. B Grace advised that it was planned for last year, however COVID impacted on it taking place. J Cooper informed the group that it had been discussed and that diary dates would be confirmed shortly.

Action J Cooper to confirm IOSH Managing Safely course dates

8. DATE OF NEXT MEETING

14 June 2021, unless there is a particular requirement for an earlier meeting.