

# BOARD OF MANAGEMENT



## Human Resources and Development Committee Thursday 6 May 2021

Draft confirmed by Chair

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Minute of the Human Resources and Development Committee meeting held on Thursday 6 May 2021 at 5.00pm via Teams.

**PRESENT:**

D Mackenzie	D Fordyce
A Wilson	K Keay
S Hewitt	B Carmichael
S Stirling	

**IN ATTENDANCE:**

S Taylor (Vice Principal)	J Grace (Vice Principal)
J Carnegie (Vice Principal)	A Mawhirt (Head of People & OD)
B Grace (Head of Estates)	

### 1. WELCOME

D Mackenzie welcomed members to the meeting. Committee members also welcomed him to his first meeting as the new Committee chair.

### 2. APOLOGIES

Apologies were noted from T Pirie and G Bissett.

### 3. DECLARATIONS OF INTEREST

There were no declarations of interest.

### 4. MINUTE OF THE PREVIOUS MEETING – 18 February 2021

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

### 5. MATTERS ARISING

There were no matters arising.

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

S Hewitt summarised progress being made in returning increased numbers of learners to campus as restrictions have eased and noted the extensive work put into the health & safety and planning arrangements for this.

S Hewitt noted that return arrangements and planning had been helped by the work of the government taskforce and the allocation of additional funds and flexibilities for the current academic year and into the 2021/2022.

S Hewitt stated that discussions were progressing and work beginning to plan for 2021/22 with an expectation that there would still be some restrictions and COVID mitigations in place.

B Grace provided the Committee with an update on COVID 19 guidance and arrangements that the College was following, and the extensive work undertaken to support the safe return of learners and staff from March 2021 onwards. This had included updating the information available to learners and staff, and an increased emphasis on good ventilation. It was noted that all learners and staff had received updated communications on the COVID arrangements and requirements when returning to campus.

B Grace stated that all learners had also received a health & safety briefing when returning to campus and had been required to sign an agreement in respect of following the rules and mitigations. It was noted that compliance had been very good, with only a small number of minor infringements picked up.

A Mawhirt summarised the support being provided for returning staff through the people team and highlighted support for those now returning from Furlough as activities increased. Significant work had been put into refreshing staff information and communication to ensure that this remained fully up to date.

A Mawhirt stated that alongside this work, there had also been a focus on positive news stories and ensuring that staff were more aware of the wide range of opportunities and developments that the College was focusing on.

Committee members noted the extensive work being undertaken and the thorough approach taken to this.

## **7. STRATEGIC UPDATE - WORKFORCE PLANNING**

S Taylor and A Mawhirt provided an update on work developing to support workforce planning over the forthcoming 3 year period (slides below). It was noted that this work would replace the previous workforce plan, with significant changes having taken place and influencing this.

A Mawhirt summarised thinking and the direction of travel around digital developments and the impact of this on ways of working. S Taylor summarised other key impacts, including the 2025 strategy and major project developments such as Tay Cities and MSIP.

The anticipated post COVID environment and its impacts on economic and social recovery, mental health and ways of working were noted

The cumulative effect of the different elements impacting on future workforce needs were noted and the anticipated needs in terms of skills, professional learning, ways of working and areas of growth/decline highlighted.

The updated was welcomed and A Wilson asked about the anticipated mental health and wellbeing impacts for staff and learners, and how this would be supported. S Taylor summarised the additional support being provided for learners and noted that this was planned to continue at least for 2021/22. The increased wellbeing and other support for staff was noted, and A Mawhirt noted that this support was 'scalable' where needed to meet demand.

D Fordyce welcomed the update and noted that it was positive to see the focus on future needs/developments alongside the current COVID crisis response.

## **8. VP PEOPLE AND PERFORMANCE REPORT**

S Taylor summarised the report highlighting updated figures (28) in terms of voluntary severance applications and noting that there were being reviewed in line with the financial savings and the direction of travel summarised in the workforce planning presentation. It was noted that current applications would be responded to around end of May and that the scheme could reopen as future recruitment and other developments become clearer.

S Taylor noted work being discussed with the unions locally around how they wanted to work together and noted that nationally the dispute with EIS/FELA had been resolved and future strike action suspended.

A Mawhirt noted the work being undertaken on communication and ways of working.

B Carmichael noted the work progressing to install 'Breathing Space' benches on the Arbroath and Kingsway campuses.

K Keay asked if there had been any update on the inclusion of union members onto College boards. S Taylor noted that this had been raised but that the arrangements and regulations for this were still being worked on by the Scottish government. S Taylor stated that this seemed to have been impacted by COVID.

## **9. NATIONAL BARGAINING UPDATE**

S Taylor noted the update on this within the VP report.

## **10. STRATEGIC RISK REGISTER**

S Taylor summarised the Risk Register and this was approved by the Committee. No overall change to the risk register in respect of the risks delegated to the Committee.

## **11. HR METRICS**

HR Metrics were noted by the Committee.

S Taylor noted that staff absences were down again, from 1.87% to 1.19% which were lower than had ever been seen before. This was attributed to the wider effects of lockdown and working from home.

Increases in uptake of mandatory training were welcomed.

## **12. MEETING MINUTES / UPDATES**

The minutes of the JCF meeting was noted. In response to a query it was noted that the March meeting had been postponed to after the easter break.

## **13. DATE OF NEXT MEETING**

The next Human Resources and Development Committee will take place on Thursday 16 September 2021.

## Action Point Summary

Action	Responsibility	Date
No specific actions noted		

## Workforce Planning May 2021

Steve Taylor  
Abi Mawhirt

## High Level Summary

### Workforce Plan 2018 - 2021

Initial plan discussed with Board and underpinning Good to Great strategy and related changes

### Major Change 2020-2021

Since the original plan was developed we have been through a major restructure; Cyber Attack; COVID Pandemic; and Brexit

### 2025 Strategy

Increased focus on Partnership Working; Future Focus; Thriving Communities; SFC Review

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## Key Issues & Enablers

### Digital Transformation & Ways of Working

Focus on 'Digital First' and continuing remote and on-line delivery of learning, teaching and services, impacts on physical estate and ICT needs

### Economic Recovery & Social Regeneration

New initiatives, needs and partnerships; clear opportunities – Tay Cities, MSIP; Climate Emergency

### COVID and other Impacts

Mental Health & Wellbeing; Numbers on campus; impact of Brexit; further change

### Professional Standards & Registration

Changes to roles & expectations

## College Skills Needs

### Digital Skills

Updated digital strategy, Staff Baseline; Professional Learning (PL)

### Pedagogy

Move from delivering 'how we have to', to 'how we want to'

### Resilience & Wellbeing

Mental health timebomb; social and economic regeneration; staff wellbeing

### Change & Transformation Management

Working in & promoting partnership; 'agile' and responsive ways of working

### New Curriculum

Updating skillsets; new skills/sectors; new ways of working

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## Workforce Planning Steps

### Staff Awareness & Engagement

Linked to 2025 Strategy and New Opportunities

### Professional Learning

Updated PL offer, arrangements and expectations

### Refocus of Senior Leadership

Review of roles and key areas of activity to reflect strategy & priorities

### Resource Planning

Focus resource to new opportunities & areas of growth and proactively mitigate/manage areas of decline

## Feedback and Questions

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