

# BOARD OF MANAGEMENT

## Human Resources and Development Committee



Thursday 6 May 2021 at 5.00pm  
Microsoft Teams

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### AGENDA

1. **WELCOME**
2. **APOLOGIES**
3. **DECLARATIONS OF INTEREST**
4. **MINUTE OF THE PREVIOUS MEETING –**  
18 February 2021 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. **STRATEGIC UPDATE – WORKFORCE PLANNING** Presentation AM/ST/KB
8. **VP PEOPLE AND PERFORMANCE REPORT** Paper C for information ST
9. **NATIONAL BARGAINING UPDATE** Verbal update ST
10. **STRATEGIC RISK REGISTER** Paper D for approval ST
11. **HR METRICS** Paper E for information ST
12. **MEETING MINUTES/UPDATES** Paper F for noting
  - Joint Consultation & Negotiation Forum
13. **DATE OF NEXT MEETING – Thursday 16 September 2021**



**Human Resources and Development Committee**

**Thursday 6 May 2021**

**PAPER A**

**Minute of the Previous Meeting –  
Thursday 18 February 2021**

# BOARD OF MANAGEMENT



## Human Resources and Development Committee Thursday 18 February 2021

Draft confirmed by Chair

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Minute of the Human Resources and Development Committee meeting held on Thursday 18 February 2021 at 5.00pm via Teams.

**PRESENT:**

P Milne	D Fordyce
D Mackenzie	K Keay
T Pirie	B Carmichael
S Stirling	S Hewitt
A Wilson	

**IN ATTENDANCE:**

S Taylor (Vice Principal)	J Grace (Vice Principal)
M Sanderson (Executive Secretary)	A Mawhirt (Head of People & OD)
B Grace (Head of Estates)	

### 1. WELCOME

P Milne welcomed members to the meeting and welcomed Angela Wilson to her first meeting.

### 2. APOLOGIES

No apologies were recorded.

### 3. DECLARATIONS OF INTEREST

There were no declarations of interest.

### 4. MINUTE OF THE PREVIOUS MEETING – 12 November 2020

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

### 5. MATTERS ARISING

The matters arising were reviewed and closed.

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

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

B Grace noted that visits to campuses were very limited and were only for students who need to collect IT equipment and maintenance and similar essential staff. There was a bookable system, and everyone must book before arriving on campus, for test and protect purposes.

The Senior Leadership Team were working with Trade Unions regarding health and safety

mitigations with returning to campus and departmental risk assessments all being reviewed.

B Grace noted the Estates team were working hard to ensure all safety measures were in place before students return to campus, ensuring that all signage and one-way systems etc were all still in place.

B Grace highlighted project work was taking place with the Kingsway redevelopment.

A Mawhrt provided an update to the Committee with matters relating to Staff and wellbeing.

A Mawhrt noted that video updates were being planned to keep staff them updated with the ongoing situation. The Wellbeing group had also created CPD events for staff, such as cooking classes to promote wellbeing.

P Milne asked if the Executive Team were planning different scenarios for a return to campus. S Hewitt confirmed the team were looking at solutions and working with external agencies due to complications with deferrals again this year. S Hewitt noted the team were preparing for the possibility of significant deferrals and on-going blended learning next academic year.

S Taylor noted there were a large number of students in practical areas missing out on learning and noted that the senior team were looking at possible options to support increased delivery, including the possible extension of courses into the summer holidays.

J Grace added that some academic staff have already offered to teach during the summer break, for a few weeks to help students achieve their courses.

P Milne asked if any practical teaching was taking place. J Grace noted a very limited number of students had attended campus, either for induction or practical 'closed book' assessments.

T Pirie noted the need for caution when overspilling into the summer break, and the need to ensure staff still had a break. S Taylor noted that this was recognised and that any arrangements would still ensure that staff had a reasonable break.

P Milne noted thanks for the update and for the hard work that staff were undertaking to continue to support students and each other.

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

S Taylor summarised the report.

S Taylor noted the report included information on the number of COVID 19 cases within the College and highlighted the numbers were low.

S Taylor provided an update on National Bargaining and noted the support unions were progressing with a pay offer for 2020/2021. An industrial action ballot was open for Academic Staff and discussions were taking place at a national level in respect of this. It was confirmed that this was a sector wide ballot, but there were hopes for a settlement.

S Taylor summarised arrangements and numbers in respect of the furlough scheme and noted the College desire to utilise furlough income to support additional delivery as and when this was possible.

A Mawhrt noted the College have been promoting Cyber Security to staff over the last month, marking one year since the Cyber-attack. A Mawhrt noted there is a new staff benefits portal page for staff and encouraging staff to view this.

P Milne asked if the College had a planning in place if the furlough scheme ended before staff could return to work. S Taylor noted the team were looking at this and noted that it would depend upon the length of any gap and the financial circumstances of the College. S Taylor noted the Voluntary Severance scheme would be opening soon.

B Carmichael noted the hard work of the team in successfully gaining the GTCS revalidation.

S Taylor noted this was P Milne's last committee meeting and thanked her for all her support for the People team and himself over the years. This was echoed by the Committee.

## **8. NATIONAL BARGAINING UPDATE**

S Taylor noted the update in the VP report.

## **9. STRATEGIC RISK REGISTER**

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

D Fordyce asked if EU transition should be noted within the Risk Register. S Taylor noted that this was included in the full risk register and was reported to the Audit & Risk Committee. S Taylor confirmed that the College had supported supporting staff who required settled status. It was noted that the College did not undertake international recruitment of staff.

## **10. HR METRICS**

HR Metrics were noted by the Committee.

S Taylor noted that staff absences were down to 1.87% which are low for this time of year. This was attributed to the wider effects of lockdown and working from home.

## **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 6 May 2021, via Microsoft Teams.

Committee members thanked P Milne for her hard work and input as Chair of the Committee over many years and wished her all the best for the future.

### **Action Point Summary**

<b>Action</b>	<b>Responsibility</b>	<b>Date</b>
No specific actions noted		



**Human Resources and Development Committee**

**Thursday 6 May 2021**

**PAPER B**

**Matters Arising**

# BOARD OF MANAGEMENT

## Human Resource and Development Committee

Thursday 6 May 2021

### Matters Arising



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#### *Paper for information*

There are no Actions outstanding from the Thursday 18 February 2021 HR&D Committee.

Agenda Item No	Action	Current status	Open / Closed
	There were no matters arising		

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



**Human Resources and Development Committee**

**Thursday 6 May 2021**

**PAPER C**

**VP PEOPLE AND PERFORMANCE REPORT**



# BOARD OF MANAGEMENT

## Human Resources and Development Committee Thursday 6 May 2021



### VP People and Performance Report

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#### *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.

Recent arrangements and activities have focused particularly around the return to campus of students and staff. This has seen a small number of students and staff return from mid-March (up to 5%) followed by increasing numbers from 19 and then 26 April 2021. In each case there has been extensive work undertaken to ensure that all required COVID mitigations are in place. This included the updating of risk assessments and the refreshing of health & safety training and guidance materials for those returning to campus. Work has also been undertaken to review ventilation arrangements and to issue reminders around the importance of good ventilation.

Following confirmation of eligibility and arrangements, lateral flow testing is currently being rolled out to all students and staff who are expecting to be on-campus. This is a major exercise, with the first tests issued and testing commencing from the start of May 2021.

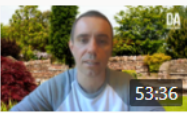
#### **Leadership, Communication and Ways of Working**

With 2021's lockdown extended beyond the first quarter of the year, attentions have turned to staff morale and wellbeing. Our internal comms programme has therefore trialed new medium and a targeted approach to positive stories.

#### **Simon's Live Updates**

A new approach to staff updates has been adopted, with Simon delivering live updates which are recorded for staff to view at any point. Staff are encouraged to submit questions in advance by replying to the Portal post advertising the session, emailing the consultation mailbox, or submitting them during the live session. Each session then has a presentation / update from Simon at the start and finishes with a Q&S.


Around 300 staff are engaging with each message, between live viewers and follow up views of the recording. Feedback from staff around the format has been positive and these updates will continue for at least this academic session. The next live update is due to take place w/b 10<sup>th</sup> May.




### 20210301 Simon's Update

190 0 0 02/03/2021

Simon provides an overview of the College's short, medium and long term priorities and the opportunities coming up for D&A.



## Today - Link for Live Update from Simon - 12.15pm



Simon Hewitt





Principal

As I mentioned in my [most recent video update](#), I will do a live update next Monday, 29th March at 12.15pm. This session will be recorded and made available to on the Portal soon after if you aren't able to join live.


To ensure I cover the things you want to know about, please submit any questions you have in advance. You can reply in the comments on this post, email [consultation@dundeeandangus.ac.uk](mailto:consultation@dundeeandangus.ac.uk) or ask a question via the Q&A function in the live session.

You can access the live session via this link: [Join Simon's Live Update](#)

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 Like
  2 Comments
  671 Views
  Save for later

#### 2 Comments



Add a comment. Type @ to mention someone



Post



Linda Archibald

31 days ago

Which areas are more likely to be affected by these changes?

 Reply
  Like

## Positive News Stories

Since the start of 2021, we've been mindful of sharing news and updates in a positive light. The SLT have purposefully taken an optimistic viewpoint on news and updates and looked for opportunities to highlight successes and developments alongside the steady and important stream of operational, H&S and COVID related messages.

This has been well received, with significant engagement with stories about the Kingsway Development, digital investment, and stories from around campus as our phased return has taken place.

Within the Leadership Development Forum (LDF) Microsoft Team, there is a channel for sharing good news which can then be shared in both internal and external communications, as well as helping our busy and dedicated leaders recognize the impact their work and that of their teams is having.

Some positive news stories examples:

[D&A's Digital Investment and Journey](#) – explaining our investment in technologies that help us achieve our Digital Strategy goals, and to make the work of staff simpler and effective  
[Staff Awards reminder](#) - we've received nearly 60 nominations this year across the 5 values categories

[Spring COVID-19 Reporting Update](#) – reassuring staff of the very low rates and excellent on campus / College related data

[FM Statement on Campus Reopening – Good News!](#) – we have made a concerted effort to update staff and students as quickly as possible when guidance is updated and changes announced, ensuring they have clarity over D&A's plans

[Successful First Week Back on Campus](#) – to reassure staff around campus being safe and welcoming, we shared good news stories from the first staff and students back on campus

Page 2 of 5

[Kingsway Campus – A Great News Update!](#) – this post has had over 700 views, demonstrating staff interest and engagement in ‘business as usual’ developments around D&A

## **2. Voluntary Severance**

Following approval by the Board in December 2020 for the re-opening on the voluntary severance scheme, nineteen applications have been received (12 academic and 7 support). All applications are currently being assessed with decisions expected to be confirmed by end May 2021. As workforce planning and post-COVID impacts progress it is anticipated that the scheme will reopen for further applications prior to the end of session.

## **3. National Bargaining**

Arrangements in respect of the national support staff Job Evaluation exercise continue to progress slowly, with no significant update on progress or outcomes at this time. Details of work being undertaken is available on the NJNC website: <https://njncscotlandscolleges.ac.uk/job-eval-latest-news/>

Discussions in respect of the support staff salary and conditions negotiations have been completed and the agreement (£750 or 2% (whichever is the greater)) will be implemented from the May 2021 pay run (backdated to September 2020).

The national dispute with academic staff in respect on instructor/assessor roles has resulted in five days of strike action since March 2021. A resolution to the dispute has now been confirmed and further strike action averted.

## **4. Local Union Arrangements**

The College is 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.

Discussions have also been progressing on joint ways of working to support approaches, behaviours and expectations between the College and unions for the benefit of staff and students.

## **5. 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 reduced again over the past month as increasing numbers of students and staff have been able to return to campus.

The financial impact and benefit of the furlough scheme is difficult to over-estimate, with c£1.5m drawn down through the scheme arrangements since March 2020.


Given the on-going restrictions and COVID mitigations and the impact of these on College operations it is anticipated that furlough arrangements (particularly flexible furlough) will continue to be utilised over the coming months.

There has been increasing discussion nationally in respect of the management of the end of furlough for individuals and their managed return into work. Whilst this is anticipated to be a lesser issue for College staff (given the on/off rather than continuous furlough arrangements in most cases) this will form part of the return to work discussions with staff and line managers.


## 6. Wellbeing

We are currently compiling 'tales from campus' to collate into an update for staff, highlighting the safe, valuable, and impactful activity that is gently increasing across our campuses. This will be shared with staff so they can see and understand how things are working on campus, reassuring that when they do return to campus it will be a safe and worthwhile experience. We are particularly mindful that for some staff, they may not have been on campus for a significant period of time, therefore this gentle introduction to what's happening on campus and what it would be like to return is really important.

In addition, we've reminded staff still working from home that we can support them in a range of ways and that they should be assessing their workstation comfort and suitability ([Working from Home Support and Resources](#)).






### Working From Home Support and Resources

 Karen Buchan  
Human Resources Manager

For those continuing to work from home, please be aware there are a range of resources and support options available to you:

- The Wellbeing Hub covers a range of advice and support: <https://dundeeandangus.sharepoint.com/sites/Wellbeing>
- You can complete a home [Display Screen Equipment \(DSE\)](#) and [Home Workstation Assessment](#)
- You can ask for furniture, like an office chair or desk, via H&S: [healthandsafety@dundeeandangus.ac.uk](mailto:healthandsafety@dundeeandangus.ac.uk)
- You can request ICT support or equipment via ICT: [icthelp@dundeeandangus.ac.uk](mailto:icthelp@dundeeandangus.ac.uk)
- You can contact your line manager, the [People Team](#) or [H&S](#) for support or advice

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## 7. Mandatory Training

Good progress continues in terms of the move to a provider for our mandatory training modules, with good uptake of the courses across the Board. Staff are 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.

## 8. Remembering Kevin Murphy

Following on from the staff donations received, Kevin's family have looked at how they want to remember him, and we will take forward the following arrangements over the coming weeks and months.

The staff donations totaled just over £1,900 and the family want to use part of this fund to create an annual 'Kevin Murphy student award in Essential Skills' to be awarded at prizegiving. Arrangements for this are being worked up with a view to the first award being made this summer.

Kevin was well known for his love of pigeon racing and his family will also use some of the funds to provide award cups for the two racing clubs that Kevin was a member of. These will also bear his name. The remaining funds will be passed on to Julie for donation to charity, including the stroke unit at Ninewells.

As part of our College remembrance, we will create a named garden space on the Arbroath campus and use this to site a 'Breathing Space' bench. The work for the garden space will be taken forward by the Horticulture team and students, hopefully in time for next academic year. The space will house a Breathing Space bench similar to the one on the Gardyne Campus.

Julie McDonald is doing as well as can be expected, with good family and friend support around her. She is very grateful for everything that the College and Kevin's colleagues have done, including the very many cards and messages she has received. She noted that Kevin's dad can't believe how supportive we have been as a College community and the family are humbled at the thought that there will be an ongoing award bearing his name.

## **9. 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 6 May 2021**

**PAPER D**

**STRATEGIC RISK REGISTER**

# BOARD OF MANAGEMENT

## Human Resource & Development Committee

Thursday 6 May 2021



### Strategic Risk Register Update

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#### *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 May 2021 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. Approval**

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

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





# STRATEGIC RISK REGISTER

**2020 - 2021**

As at May 2021

<b>Post Holders</b>	ELT	Executive Leadership Team	Prin	Principal	<b>Score</b>	<b>Impact</b>	<b>Likelihood</b>
	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"><li>Robust strategic planning</li><li>Effective environmental scanning</li><li>Strong partnerships</li><li>Clear links between strategy and practice</li><li>Concerted demands for increased activity levels</li></ul>	4	1	4	<ul style="list-style-type: none"><li>Robust monitoring via ROA</li><li>Clear performance metrics</li><li>Amendment of strategic direction/ plans</li><li>Rolling curriculum review</li></ul>	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"><li>Effective environmental scanning</li><li>Negotiation/influence at national level</li></ul>	4	2	8	<ul style="list-style-type: none"><li>Review of changes and amendment of strategic direction/plans</li><li>Financial strategy sensitivities</li></ul>	Prin & Chair
1.3 Board	College disadvantaged by changes arising from UK leaving European Union	5	4	20	<ul style="list-style-type: none"><li>Negotiation/influence at national level</li><li>Review of activities/ projects</li><li>Responsiveness to new opportunities</li></ul>	5	3	15	<ul style="list-style-type: none"><li>Review of changes and amendment of strategic direction/plans/ curriculum</li><li>Financial strategy ESF sensitivity</li><li>Workforce planning</li><li>International strategy &amp; planning</li><li>Brexit planning</li></ul>	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

<b>Post Holders</b>	ELT	Executive Leadership Team	Prin	Principal	<b>Score</b>	<b>Impact</b>	<b>Likelihood</b>
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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
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"><li>Ability of the College to meet key regional strategies/objectives</li><li>Financial loss or unmanageable financial risk</li><li>Reputational loss</li></ul>	4	3	12	<ul style="list-style-type: none"><li>Effective project/activity management in place</li><li>Clear governance structures</li><li>Project/initiative finances clearly incorporated within College financial strategy and plans</li><li>End of project and exit/contingency planning</li></ul>	3	2	6	<ul style="list-style-type: none"><li>Regular project updates at Executive/Board level</li><li>Monitoring of project activities, plans and outcomes</li><li>Budget reporting and management</li></ul>	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
<b>2</b>	<b>Financial</b>									
<b>2.1</b> <b>F&amp;P</b>	Change in SFC Funding Methodology and Allocation – Reduction in Funding	3	3	9	<ul style="list-style-type: none"> <li>Negotiation/influence at national level</li> <li>Contingency plans for reduced funding</li> </ul>	2	3	6	<ul style="list-style-type: none"> <li>Advance modelling of new funding methodologies and allocations</li> <li>Monitoring impact of changes</li> <li>Amendment of strategic or operational direction/plans</li> <li>Financial strategy sensitivities</li> </ul>	VPCS
<b>2.2</b> <b>F&amp;P</b>	Failure to achieve institutional sustainability	5	4	20	<ul style="list-style-type: none"> <li>Protection of funding through dialogue with SFC</li> <li>Robust annual budget-setting and multi-year financial strategic planning</li> <li>Effective budgetary control</li> <li>Where required, swift action to implement savings</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Monthly monitoring of budgets</li> <li>Regular review of financial strategy and non-core income sensitivity</li> <li>Detailed monitoring of savings programmes</li> </ul>	VPCS
<b>2.3</b> <b>F&amp;P</b>	National outcomes on salaries and conditions of service outstrip ability to pay	4	4	16	<ul style="list-style-type: none"> <li>Influence within Employers Association</li> <li>Management of staffing expenditures</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Expenditure modelling</li> <li>On-going discussions with staff</li> <li>Financial strategy sensitivities</li> <li>Workforce planning</li> </ul>	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
<b>2</b>	<b>Financial (cont)</b>									

<b>2.4</b> <b>A&amp;R</b>	Financial Fraud	4	3	12	<ul style="list-style-type: none"> <li>Strong financial controls: segregation of duties and review of transactions.</li> <li>Review of impact of any changes in structure or duties</li> <li>Whistleblowing arrangements</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Continuous review of financial controls</li> <li>Internal Audit programme</li> </ul>	VPCS
<b>2.5</b> <b>F&amp;P</b>	D&A Foundation refuses/withholds funding for key College priorities	5	3	15	<ul style="list-style-type: none"> <li>On-going dialogue with Foundation Trustees</li> <li>Appropriate bid arrangements in place</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Monitor and advise Board of Management</li> </ul>	Prin & VPCS
<b>2.6</b> <b>F&amp;P</b>	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"> <li>Multi-year estates strategy and capital planning</li> <li>Lobbying of SFC on capital and backlog maintenance funding</li> <li>Planning for D&amp;A Foundation bids</li> </ul>	2	2	4	<ul style="list-style-type: none"> <li>Monitoring of capital plans and expenditures</li> <li>Regular review of capital plans/timescales relative to funds</li> </ul>	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

<b>Post Holders</b>	ELT	Executive Leadership Team	Prin	Principal	<b>Score</b>	<b>Impact</b>	<b>Likelihood</b>
	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
<b>3</b>	<b>People and Performance</b>									
<b>3.1</b> <b>LT&amp;Q</b>	Failure to reach aspirational standards in learning, teaching and service delivery	4	3	12	<ul style="list-style-type: none"> <li>Clear quality arrangements and priority actions</li> <li>Continuous self-evaluation and action planning</li> <li>Rigorous CPD arrangements in place</li> <li>Regular classroom observation and learner feedback arrangements</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Comprehensive monitoring of key PIs and student/staff feedback</li> <li>Regular Stop and Review events</li> <li>External review and validation findings</li> </ul>	VPC&A, VPP&P, DirC&A
<b>3.2</b> <b>LT&amp;Q</b>	Failure to achieve/maintain compliance arrangements, e.g. contracts; awarding bodies; audit.	4	3	12	<ul style="list-style-type: none"> <li>Robust strategic planning and monitoring</li> <li>Effective environmental scanning</li> <li>Strong partnerships</li> <li>Clear links between strategy and practice</li> <li>Concerted demands for increased activity levels</li> </ul>	2	2	4	<ul style="list-style-type: none"> <li>Effective internal monitoring/review/verification arrangements</li> <li>External review findings</li> </ul>	VPP&P, VPC&A
<b>3.3</b> <b>A&amp;R</b>	Legal actions; serious accident; incident or civil/criminal breach	4	5	20	<ul style="list-style-type: none"> <li>Adherence to legislative and good practice requirements</li> <li>Positive Union relations and staff communication</li> <li>Effective management development programmes</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Monitoring and reporting in key areas – eg H&amp;S, equalities, employee engagement</li> <li>Continuous professional development</li> <li>Internal audit programme</li> <li>Staff surveys</li> </ul>	Prin, VPP&P, VPCS, HoE

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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
<b>3</b>	<b>People and Performance (cont.)</b>									
<b>3.4</b> <b>HR&amp;D</b>	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"> <li>Clear and proactive approaches to managing and promoting health, safety and wellbeing</li> <li>Continuous self-evaluation and action planning</li> <li>Rigorous CPD arrangements in place</li> <li>Regular staff and learner feedback arrangements</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Regular employee engagement monitoring</li> <li>Open communication with staff</li> <li>Comprehensive monitoring of key PIs and student/staff feedback</li> <li>Regular union/management dialogue</li> </ul>	VPP&P, VPCS
<b>3.5</b> <b>Board</b>	Reputational Risk – Loss of reputation with key stakeholders	4	3	12	<ul style="list-style-type: none"> <li>Marketing strategy</li> <li>Reputation plan</li> <li>Positive marketing approaches</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Stakeholder engagement</li> <li>Social media monitoring arrangements</li> </ul>	VPC&A, DirC&A
<b>3.6</b> <b>HRD</b>	National bargaining outcomes impact adversely on College operations, activity and flexibility	4	4	16	<ul style="list-style-type: none"> <li>Influence within Employers Association</li> <li>Management of bargaining outcomes and implementation</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Positive union relations and staff communication</li> <li>On-going discussions with staff</li> <li>Innovation in approaches</li> </ul>	VPP&P, VPC&A

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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT		POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
<b>3</b>	<b>People and Performance (cont.)</b>									
<b>3.7</b> <b>HRD</b>	Industrial Relations Problems (including industrial action)	4	5	20	<ul style="list-style-type: none"> <li>Adherence to legislative and good practice requirements</li> <li>Positive Union relations and staff communication</li> <li>Effective management development programmes</li> <li>Industrial action continuity planning</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Regular union/management dialogue</li> <li>Regular employee engagement monitoring</li> <li>Open communication with staff</li> <li>Industrial action continuity planning</li> </ul>	VPP&P
<b>3.8</b> <b>A&amp;R</b>	Breach of data security / data protection	5	4	20	<ul style="list-style-type: none"> <li>Effective management of GDPR compliance</li> <li>Mandatory staff CPD and awareness raising on data protection (relative to role)</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Active data protection monitoring and auditing</li> <li>Effective information and data security policies in operation</li> <li>Regular data security monitoring/testing</li> <li>GDPR Action Plan</li> <li>Staff CPD</li> </ul>	VPC&A, HoICT
<b>3.9</b> <b>HRD</b>	Failure to meet Prevent and related obligations	5	3	15	<ul style="list-style-type: none"> <li>Prevent training</li> <li>Staff awareness and contingency planning</li> <li>Engagement/practice sharing with local agencies</li> </ul>	5	1	5	<ul style="list-style-type: none"> <li>Business Continuity Plan including scenario testing</li> <li>Information sharing with local agencies</li> </ul>	VPC&A, VPP&P

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

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	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					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
4	Infrastructure									

<b>4.1</b> <b>A&amp;R</b>	Disasters – eg Fire, MIS Failure, Failure of Emergency Procedures	5	4	20	<ul style="list-style-type: none"> <li>Sound systems of administration</li> <li>Clear fire and disaster recovery arrangements</li> <li>Staff CPD</li> </ul>	5	1	5	<ul style="list-style-type: none"> <li>Business Continuity Plan including scenario testing</li> </ul>	Prin & VPCS
<b>4.2</b> <b>F&amp;P</b>	Failure to achieve ambitions of ICT strategy; strategy and development is ineffective	4	3	12	<ul style="list-style-type: none"> <li>Planning, careful phasing of changes to processes and systems</li> <li>Effective management of ICT arrangements</li> <li>Clear investment plan</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Regular review/reporting on milestones, systems effectiveness etc</li> <li>Regular CPD</li> </ul>	VPC&A, HoICT
<b>4.3</b> <b>A&amp;R</b>	Breach of ICT/Cyber security	4	3	12	<ul style="list-style-type: none"> <li>Effective management of ICT arrangements</li> <li>Active ICT/data security monitoring and cyber security policy</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Staff CPD on cyber security issues</li> <li>Regular security monitoring/testing</li> <li>Cyber resilience plan</li> </ul>	VPC&A, HoICT
<b>4.4</b> <b>A&amp;R</b>	ICT infrastructure fails to support effective data security / data protection	5	3	15	<ul style="list-style-type: none"> <li>Effective infrastructure and systems design and implementation</li> <li>Effective management of ICT arrangements and GDPR compliance</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Active data protection monitoring and auditing</li> <li>Effective information and data security policies in operation</li> <li>Regular data security monitoring/testing</li> </ul>	VPC&A, HoICT

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# STRATEGIC RISK REGISTER COVID 19 SPECIFIC MITIGATIONS

2020 - 2021

As at May 2021

<b>Post Holders</b>	ELT	Executive Leadership Team	Prin	Principal	<b>Score</b>	<b>Impact</b>	<b>Likelihood</b>
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	HoICT	Head of ICT	2	Minor	Unlikely
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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	
<b>1</b>	<b>Strategic and Structural</b>									
<b>1.1 LT&amp;Q</b>	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"> <li>Regular strategic analysis and assessment of need for change</li> <li>Strong engagement with government and key partners – influencing national priorities</li> <li>Clear prioritisation of activities</li> <li>Focus on core business</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Regular monitoring of recruitment, retention, ROA Outcomes and key strategic needs by SLT and reporting to Chairs</li> <li>Amendment of strategic direction/ plans</li> <li>Rolling curriculum, activity and priority review and implementation of new approaches/services where needed</li> <li>Engagement with government and other partners</li> </ul>	Prin & Chair
<b>1.4 Board</b>	Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on: <ul style="list-style-type: none"> <li>Ability of the College to meet key regional strategies/objectives</li> <li>Financial loss or unmanageable financial risk</li> <li>Reputational loss</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Clear prioritisation of activities</li> <li>Effective project/activity management in place</li> <li>Strong engagement with partners/funders</li> <li>Clear governance structures</li> <li>Project/initiative finances clearly understood and reviewed regularly</li> <li>Project cessation, pausing or contingency planning in place</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Regular project updates at Executive/Board level</li> <li>Monitoring of project activities, plans and outcomes</li> <li>Budget reporting and management</li> </ul>	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
<b>2</b>	<b>Financial</b>									
<b>2.2</b> <b>F&amp;P</b>	Failure to achieve institutional sustainability	5	4	20	<ul style="list-style-type: none"> <li>Protection of funding through dialogue with government, SFC and other funders</li> <li>Robust and effective budgetary control</li> <li>Where required, swift action to implement savings</li> <li>Increased focus on cash position</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Monthly monitoring of budgets</li> <li>Engagement with government and other partners</li> <li>Detailed monitoring of income optimisation and savings programmes</li> </ul>	VPCS
<b>2.4</b> <b>A&amp;R</b>	Financial Fraud	4	3	12	<ul style="list-style-type: none"> <li>Revised financial controls: segregation of duties and review of transactions.</li> <li>Review of impact of changes in ways of working, authorisation arrangements</li> <li>Whistleblowing arrangements</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Continuous review of financial controls and revised arrangements</li> </ul>	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	4	3	12	<ul style="list-style-type: none"><li>• Clear input and engagement with revised quality arrangements and priority actions</li><li>• Rigorous CPD arrangements in place to support new ways of working</li><li>• Regular learner feedback and engagement arrangements</li></ul>	3	4	12	<ul style="list-style-type: none"><li>• Comprehensive monitoring of engagement of learners in learning (where possible)</li><li>• Engagement with revised quality arrangements</li><li>• Outcome monitoring</li></ul>	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"><li>• Engagement and communication strategy with compliance bodies</li><li>• Clear input and engagement with revised quality arrangements and priority actions</li><li>• Prioritisation of activities/outcomes</li></ul>	3	2	6	<ul style="list-style-type: none"><li>• Effective internal monitoring/review/verification arrangements</li><li>• Engagement with revised quality arrangements and contingency plans</li><li>• Outcome monitoring/recording</li></ul>	VPP&P, VPC&A

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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS				TREATMENT	POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
3	People and Performance (cont.)									
3.4 HR&D	Failure to meet the aspirational standards in respect of the health, safety, wellbeing and development of staff and students	3	4	12	<ul style="list-style-type: none"><li>• Clear and proactive approaches to supporting and promoting health, safety and wellbeing when WFH and/or on-site</li><li>• Project 2020 developments and mitigations</li><li>• Outbreak management plan</li><li>• Enhanced awareness of challenges/support needs</li><li>• Extensive CPD arrangements in place – Home Working Hub</li><li>• Regular staff and learner feedback arrangements</li></ul>	3	3	9	<ul style="list-style-type: none"><li>• Regular employee engagement monitoring</li><li>• Maintaining and reporting on physical distancing measures</li><li>• Open communication with staff</li><li>• Monitoring of formal and informal feedback – student and staff feedback</li><li>• Regular union/management dialogue</li></ul>	VPP&P, VPCS
3.5 Board	Reputational Risk – Loss of reputation with key stakeholders	4	3	12	<ul style="list-style-type: none"><li>• Marketing strategy</li><li>• Reputation plan</li><li>• Positive marketing approaches</li><li>• Outbreak management communications plan</li></ul>	4	3	12	<ul style="list-style-type: none"><li>• Positive marketing plan</li><li>• Regular stakeholder engagement</li><li>• Social media engagement and monitoring arrangements</li></ul>	Prin DirC&A

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	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
<b>3</b>	<b>People and Performance (cont.)</b>									
<b>3.7</b> <b>HRD</b>	Industrial Relations Problems (including industrial action)	4	5	20	<ul style="list-style-type: none"> <li>Adherence to legislative and good practice requirements</li> <li>Positive Union relations and staff communication</li> <li>Effective management engagement and support</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Regular union/management dialogue</li> <li>Open communication with staff</li> <li>Effective management engagement and support</li> </ul>	VPP&P
<b>3.8</b> <b>A&amp;R</b>	Breach of data security / data protection	5	4	20	<ul style="list-style-type: none"> <li>Effective management of GDPR compliance</li> <li>Additional awareness raising of WFH risks</li> <li>Mandatory staff CPD and awareness raising on data protection (relative to role)</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Active data protection awareness raising</li> <li>Effective information and data security policies in operation</li> <li>Regular data security monitoring/testing</li> <li>Staff CPD</li> </ul>	VPC&A, HoICT
<b>3.12</b> <b>HRD</b>	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"> <li>Clear scenario and contingency planning</li> <li>COVID 19 H&amp;S mitigations in place, monitored and adapted where required</li> <li>All appropriate government guidance followed</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Monitoring of COVID 19 cases and absences</li> <li>Outbreak management arrangements</li> <li>Amendment to support prioritised services</li> </ul>	Prin VPC&A

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



<b>Post Holders</b>	ELT	Executive Leadership Team	Prin	Principal	<b>Score</b>	<b>Impact</b>	<b>Likelihood</b>
	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	Responsibility
4	Infrastructure									
4.3 A&R	Breach of ICT/Cyber security	4	3	12	<ul style="list-style-type: none"><li>Effective management of ICT arrangements</li><li>Active ICT/data security monitoring and cyber security policy</li><li>Additional awareness raising of WFH risks and COVID related ‘scams’</li></ul>	4	2	8	<ul style="list-style-type: none"><li>Staff awareness raising/CPD on cyber security issues</li><li>Regular security monitoring/testing</li><li>Cyber resilience plan</li></ul>	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"><li>‘Cloud first’ strategy implementation for major services/systems</li><li>Clear and robust management of ICT systems</li></ul>	3	1	3	<ul style="list-style-type: none"><li>Systems monitoring</li><li>On-going cyber resilience and systems development</li></ul>	HoICT



**Human Resources and Development Committee**

**Thursday 6 May 2021**

**PAPER E**

**HR METRICS**

# BOARD OF MANAGEMENT



## Human Resources and Development Committee Thursday 6 May 2021

### HR Metrics

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#### *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	437	52.8%	418	Teaching	371.4	54.0%	298.3
Other	390	47.2%	478	Other	316.2	46.0%	341.8
Total	827		896	Total	687.6		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	520	62.9%	63.2%	Temporary	201.5	23.3%	13.5%
Male	307	37.1%	36.8%	Permanent	486.1	76.7%	86.5%
Other							
Total	827			Total	687.6		

<b>Diversity Data Held</b>	<b>%</b>
<b>Ethnicity/Race</b>	52% (up from 43%)
<b>Disability</b>	46% (up from 32%)
<b>Gender Pay Gap</b>	7.2% (same as 2019/20)
<b>Diversity Data Gaps</b>	44% (down from 60%)

#### Staff Absence Data

	<b>Staff Absence Rolling Year to 26/04/21</b>	<b>Staff Absence Rolling Year to 31/01/21</b>
<b>Average working days lost per headcount</b>	<b>3.09 days</b>	<b>4.34 days</b>
<b>Working time lost</b>	<b>1.19%</b>	<b>1.67%</b>
<b>Comparison with sector/national rates</b>		
UK All Sector rate (CIPD 2016)		3.3%
UK Public Sector rate (Unison 2016)		3.4%

<b>Absence Analysis (Incidents)</b>	<b>Rolling Year to 26/04/21</b>	<b>Rolling Year to 31/01/21</b>
<b>Long Term Absences (4 weeks or more)</b>	<b>52</b>	<b>76</b>
<b>Short Term Absences</b>	<b>264</b>	<b>328</b>
<b>Stress Related Absences – Work related</b>	<b>4</b>	<b>7</b>
<b>Stress Related Absences – Non-work related</b>	<b>51</b>	<b>49</b>

#### Other HR Metrics

	<b>2020/21</b>	<b>2019/20 Full Year</b>
<b>Staff Turnover Rate (non-forced)</b>	<b>3.38%</b>	<b>6.19%</b>
<b>Employee Hearings</b>		
Discipline	0	2
Grievance	2	4
Tribunal Actions	0	0
<b>Recruitment Exercises</b>	<b>81</b>	<b>105</b>
<b>Current Vacancies</b>	<b>5</b>	

### 3. OD Metrics

	<b>2020/21</b>	<b>2019/20 Full Year</b>
<b>Engagement with Leading Learning Academy (per team)</b>	<b>100%</b>	<b>100%</b>
<b>Number of internal CPD events delivered and external events supported</b>	<b>231</b>	<b>422</b>
<b>Number of attendances at internal and external CPD events per employee headcount</b>	<b>1115</b>	<b>2349</b> 2.34
<b>Organisational Development budget per employee headcount</b>	<b>-</b>	<b>£110</b>
<b>Engagement survey ratings (annual/periodic)</b>	<b>-</b>	<b>83%</b>
<b>Employees participating in College-wide strategy and working groups % of employee headcount</b>	<b>-</b>	<b>14%</b>
<b>Employees with health and safety certification (this is in addition to mandatory obligations - all new employees have H&amp;S briefing)</b>	<b>See H&amp;S Annual Report</b>	<b>See H&amp;S Annual Report</b>

<b>Employee benefits take up rates</b>	<b>All staff registered</b>	All staff registered
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## Induction

Induction 2020/21	New Starts	Not Started	In progress: On Track	In progress: Behind	Completed	Total
Academic	42	0	34	0	8	8
Support	57	0	37	0	20	20

## Training & Development Completion Rates

Activity	2020/21 Completion Rate to date
Development Reviews	35%
<b>Mandatory Training</b>	
Safeguarding	76%
Health & Safety	66%
Fire Safety	68%
GDPR	69%
Equalities	69%
Display Screen Equipment	63%
Cyber Security	57%

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.

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 6 May 2021**

### **PAPER F**

### **MEETING MINUTES / UPDATES**

Joint Consultation & Negotiation Forum – 19 February 2021



## JOINT CONSULTATION FORUM

Friday the 19th of February 2021 at 1.30 pm ViaTeams

### PRESENT:

S Hewitt	J Grace
S Taylor	J Dick
N Steff	K Buchan
G McAteer	D Travis
Y Cargill	D Deans
B Brown	T Bain
A Mawhirt	

<b>In Attendance</b>	F O'Duibhinn	W Duke
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### 1. Apologies Action

Apologies were noted from J Carnegie

### 2. Welcome & Ways of Working

SH Welcomed new members to meeting.

### 3. Minute of Last Meeting

The minute of the previous meeting was approved.

### 4. Matters Arising/Actions

Essential role list to be reviewed within risk assessment include ICT and Admin staff.

**KB**

JG noted a report from the booking system would be more informative, rather than incorporating roles into the risk assessment. This approach was welcomed.

AM noted that it was important to understand the purpose of sharing data of this type before collecting or providing it. DT agreed it should be used to ensure the estates team know who is on campus, and the correct mitigations are taken. JG confirmed estates will know who is on campus and why even if we aren't aware, the booking system is there and being utilised.

ST confirmed the Organisational change document discussed with support unions was now completed and would progress to PRG for sign off.

Updated membership of the various working groups was discussed and TB would pick this up for the branch.

**TB**

## **5. COVID-19 Update & Impact/Planning for new 'lockdown' & Cabinet Update 19/01/22**

SH noted we are still unclear as to when we can bring larger numbers back onto campus, what has been confirmed is we can still have small groups to campus for essential reasons. It was noted that there are a number of areas where a return to study (and assessment) was very pressing and we needed need to plan out how we manage the process.

JG stated that the priorities were where the learning was critical and task focused, we were likely to have groups of apprentices on site for practical work, to commence their apprenticeships and for assessment. It was noted that, unfortunately, hair and beauty would not be able to come back due to close contact restrictions. We would have SVQ cookery classes where practical classes need assessed. Senior phase would not be included in this as guidance hadn't changed in that respect.

DT asked if the students would be added to the existing documented list that was shared. JG confirmed that the document would be updated and circulated.

SH noted that we wanted to have this discussion with the unions first before we updated and circulated the planned activity lists.

ST updated the impact for support, highlighting that (in line with national guidance) the Nursery would be open from 22 February. ST noted that the guidance for this had been updated, making reference to the need for rigorous physical distancing for adults, but not children. For other staff as and when people need to come back on campus, we would have conversations around what was required. The availability of canteen services (or otherwise) would be reviewed as part of the planning.

DT noted that the canteen service was raised as a point of concern previously and asked how we support students to ensure we provide a service for them. SH commented we would work with the staff and unions to identify the solutions after the numbers had been confirmed.

SH provided an overview of what was being discussed nationally, including expanding the semester or adding hours into the day. SH noted that he (with a small group of others) was working to help the government understand the different scenarios and what solutions were possible to ensure as many students as possible could complete this year and not have to be deferred.

A national Taskforce had been set up to review these scenarios. The Taskforce included college and union membership, along with all of the major sector agencies (SFC, SDS, SQA, SAAS etc). The first meeting of this group had been positive and Richard Lochhead said he would make a statement to reassure students and provide more detail.

YC noted it was disappointing that we seemed to have a have a minister for FE that doesn't understand what we do in FE. SH agreed that current arrangements were frustrating, however expressed we would rather try and provide solutions than have things imposed on us.

ST noted it was interesting the work the universities have carried out with dentistry students as an example and noted that it was important to note a similar situation for FE students - if apprenticeships can't complete this year and are deferred there is real probability of skills shortages in areas like engineering and construction.



SH noted he had arranged meetings with local MSP's to outline the impacts for their constituents.

YC commented that getting in touch with NUS and utilising them may be helpful.

ST Confirmed there was regular contact with NUS and the Students' Association. It was noted that they had been very focused on HE and had only recently started to understand the impact from an FE perspective.

SH noted that it was D&A who had driven this conversation and stated he was proud of the work being undertaken.

JG commented that she sits on the SQA HNVQ strategy group which is looking at adaptations to qualifications to support them and NUS has input around this as well.

### **5.1 Furlough Scheme**

ST confirmed that at the moment the arrangements were relatively settled, but would change as and when more people came back onto campus.

### **5.2 Union COVID Items**

GM asked if we could bring in lateral flow tests for colleges.

SH confirmed that this had been raised with government by both colleges and unions and had been informed that this was not a current priority relative to the available scientific modelling.

JG reiterated that we won't have school pupils on site until guidance changes.

GM noted it would be helpful if managers put the view across that we should be offering the test. SH confirmed that colleges were raising that point.

ST noted that lateral flow testing for schools was voluntary for both staff and pupils, and that attendance was not limited by involvement in testing and that many school staff/pupils may not engage.

DT commented that medical grade PPE would be the safest way to prevent transmission and wondered if the College was considering this within risk assessments.

ST noted that risk assessments were updated in respect of the most up to date guidance, and that medical masks were not a requirement. ST noted that there were many different medical grade face masks and that these are not specified in normal settings.

GM noted that each risk assessment should follow the guidance from the appropriate national bodies for the subject area and ensure staff know what the appropriate PPE is and where it is available.

NS asked for clarity about the new app recording system for near misses and if this had been launched. AM stated that there was an existing process and it was still being used however, she would check progress on the new app.

**AM**

### **5.3 Group feedback and update**

SH asked if consideration had been given to who would pick up the group Updates.

TB note that AON and GM were involved with five groups but names hadn't been determined about who would replace them.

SH noted it should be agreed who will sit on each group.

ST suggested that the list of groups to be uploaded on teams where it could be reviewed, and noted that staff on some of the groups were there because of their role, not just as a union representative (eg CQLs). This was noted.

TB asked if there was a group established to progress the development from MyLearning. JG noted that this was a part of the wider digital transition strategy, where each team would work on their own plan about how to best transition and develop arrangements that suited their curricular needs. If there was a particular concern from a particular team JG would pick that point up.

ST noted that TTP discussions were progressing with the local Area Officer.

## **6. Union Items**

### **Closure Days**

NS asked if fixed 12 days could be taken off at source rather than each manager doing it or the staff member.

AM noted this was not possible in the current system but that a possible solution was being worked on through ITrent. It was hoped that a new approach would be in place for next leave year.

TB asked when the summer holidays dates would be reviewed. ST noted that these were tied around the local school dates and would move in line with those (as far as possible)

### **Facilities/Remission time**

DT commented that EIS were keen to have learning representatives and an equalities rep. DT stated that EIS had 7 Exec members and 18 hours remission however considering the EIS recommendation felt it should have at least 21 hours rather than the current 18 and asked if remission time could be reviewed.

ST stated that this request had been made and that the College view was that remission had increased over the years and we would be reluctant to increase it further at this stage.

YC stated the remission time used to be 3 hours but things have changed and colleagues were spending time out to support staff.

SH noted he would take this point and discuss it further. YC stated that there was no point discussing if it wasn't going to change. GM stated that the appropriate figure would be 30 hours.

**SH**

## **7. Finance Update**

SH noted that JC was at the finance update with the SFC and JC would Provide an update at a later date however, in addition stated there is still a lot of uncertainty about SDS and managing agent contracts, however the overall finances were stable and had been supported by the furlough scheme.

ST commented that there had been more information regarding one-off funding for specific areas and noted it seemed to be 'feast or famine' due to the limited timescale within which some of these funds needed to be spent. It was noted that, whilst extra funds were always welcomed, it was difficult to allocate the funds in the best way possible when there were detailed eligibility criteria and short timescales attached.

## **8. National Bargaining**

ST noted support unions would be communicating an offer of 2% (or £750 whichever was greater) to members soon. JD and NS confirmed that information had been sent to members.

ST commented that National Job Evaluation was on-going, and AM noted work to update lists for staff and changes since September 2018. It was noted that information on these updates would be shared with support unions.

ST noted the ongoing ballot with the dispute regarding instructor/assessor roles.

## **9. Brexit**

ST noted that there were not many updates other than the likely ending of the Erasmus exchange scheme and its replacement with the UK government Turing scheme.

JG noted the mobilities approved previously were not possible to arrange as travel corridors were closed and noted that it was now unlikely that these would proceed and funding would be handed back to the EU.

## **10. Policy Review Group**

AM noted the loan working policy was being reviewed by the health and safety group, The Professional learning development policy had also been agreed and would be shared with the group. The role change guidance discussed with GMB and Unison would be considered by PRG.

### **11.1 SFC Assessment of procedures review**

ST noted this had arisen because of a case around sexual conduct by a member of staff who had moved from one university to another despite issues being raised at the first employer before the individual moved from one to the other. It was noted that the issues related to the use of position to sexually harass younger male students and that each college and university had been asked to review their own cases and procedures to ensure the outcomes agreed would reflect the recommendations made from the reports produced by the two universities. ST noted that the review may result in changes to procedures or policies and would include scrutiny of any recent cases of a similar nature.

## **11. Proposed Day Change JCF Meetings to Wednesdays**

SH asked for comment on the proposed change. YC stated EIS had always coordinated union remission to take place on a Friday and this had always worked well, and asked if it is changed could this take place next academic year. ST confirmed this was fine.

## **12. AOCB**

DT noted in the catch-up meetings the comments from students were insightful and wondered how we reconcile the challenges faced by staff with the, sometimes negative, feedback from learners. YC commented that it was hard when you are doing everything you can to support the students.

JG noted the feedback received from the Students' Association and informed the group this related to an instance of a poorly worded email sent out to a student's. JG stated that she felt that the wording may have lacked empathy for students working late at night and needing to send emails at that time without expecting an immediate response.

ST confirmed there was a really good relationship with Students Association and noted that it was important that we all remember that everyone is finding things difficult currently and that we need to work together as a college and be positive and supportive of each other wherever possible.

GM asked for clarity for how many members EIS can bring to JCF. ST stated that the JCF remit noted 5 members each from academic and support unions

YC noted that the local recognition agreement stated 6. ST stated he would look at the documents and report back at the next JCF.

**ST**

## **13. Date of next meeting**

Friday 19 March 2021 1.30pm