BOARD OF MANAGEMENT

Human Resources and Development Committee

Thursday 11 November 2021 at 5.00pm
Microsoft Teams

AGENDA

1.   **WELCOME**

2.   **APOLOGIES**

3.   **DECLARATIONS OF INTEREST**

4.   **MINUTE OF THE PREVIOUS MEETING** – 16 September 2021   Paper A for approval

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

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

7.   **NEW WAYS OF WORKING PROJECT UPDATE**   Verbal update   AM/JC

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. **COVID 19 UPDATE ON HEALTH & SAFETY, LEADERSHIP, WAYS OF WORKING & COMMUNICATION**   Verbal update   BG/AM

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

     -   Joint Consultation & Negotiation Forum
     -   Health, Safety & Wellbeing Committee

13. **DATE OF NEXT MEETING** – Thursday 17 February 2022

Human Resources and Development Committee

Thursday 11 November 2021

PAPER A

Minute of the Previous Meeting – Thursday 16 September 2021

BOARD OF MANAGEMENT

Human Resources and Development Committee
Thursday 16 September 2021

Draft confirmed by Chair

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Minute of the Human Resources and Development Committee meeting held on Thursday 16 September 2021 at 5.00pm via Teams.

PRESENT:	D Mackenzie	D Fordyce
	S Hewitt	K Keay
	S Stirling	B Carmichael

IN ATTENDANCE:	S Taylor (Vice Principal)	A Mawhirt (Head of People & OD)
	J Carnegie (Vice Principal)	

1. WELCOME

D Mackenzie welcomed members to the meeting.

2. APOLOGIES

Apologies were noted from T Pirie, B Grace, and J Grace.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. MINUTE OF THE PREVIOUS MEETING – 6 May 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 with regards to activity during the COVID pandemic and highlighted the College were continuing to plan for the future, as well as dealing with COVID regulations. Discussions were taking place at a national level around the next steps to the COVID recovery and the impact this will have on College's and Students.

A Mawhirt noted high level messages were continuing to be communicated to staff and information for staff, relating to COVID guidelines are on a single central point on the staff portal. A Mawhirt noted the team were reviewing the COVID mitigations and health and safety on a regular basis.

A Mawhirt highlighted the team were also working on CPD programmes for the full academic year for all staff. This will provide extra support to both Academic and Support staff.

J Carnegie noted there had been an increase in both Staff and Students testing positive for COVID since the start of August. This was expected with the easing of restrictions and was challenging with different regulations and behaviours on and off campus. Implementing the different guidance being used in a College environment would remain an issue.

The increase in vaccinations for those over 16 and regular testing were welcome steps.

D Mackenzie welcomed the update.

7.   VP PEOPLE AND PERFORMANCE REPORT

S Taylor summarised the report highlighting that Learning, Teaching and Quality Committee were informed there has been a decline in Student recruitment this year. This had an impact on staff timetables and S Taylor highlighted the College were looking at project activity and other opportunities for Academic staff to be involved in. S Taylor noted there were no risks or plans for redundancies at this stage.

D Mackenzie asked if this was a national decline. S Taylor confirmed it was and S Hewitt noted that HE recruitment in particular was down nationally.

S Taylor highlighted the Furlough Scheme is coming to an end and final staff are returning to work. The scheme had made a very positive impact to the College's financial position.

A Mawhirt summarised work taking place to support GTCS registration for staff and work to further promote wellbeing.

The report was noted.

8.   STAFF DISCUSSION PAPER – FUTURE OPPORTUNITIES

S Hewitt summarised the paper and highlighted the significant opportunities developing within the D&A region and the role of the College in supporting these.

S Hewitt summarised the discussions underway with staff to engage and involve them in the opportunities and to support and develop College activities and staff to meet the new demands arising.

K Keay stated that she was conscious that staff may feel burnt out and stressed at the work involved in supporting these opportunities on the back of the pandemic. S Hewitt noted staff were being creative with new ideas which was a positive during challenging times.

S Taylor noted the Executive and SLT would be meeting with each team to discuss opportunities and listen to ideas and needs in terms of the new opportunities arising.

The outline of the new opportunities developing, and the approach to engagement/ consultation were welcomed.

9.   STRATEGIC RISK REGISTER

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

S Taylor noted that a new risk (3.12) had been added to the COVID risk register around post pandemic ways of working. D Mackenzie asked if this also covered the four-day working week, piloted by the Scottish Government. S Taylor noted that this had been discussed both locally and nationally and that the College was not averse to being part of a pilot but that it would be challenging to accommodate all classes and activities into four days. It was noted that the Scottish Government were in early stages of considering pilots for this.

10. HR METRICS

HR Metrics were noted by the Committee.

11. MEETING MINUTES / UPDATES

The minutes of the JCF and Healthy, Safety and Wellbeing Committee meeting were noted.

12. DATE OF NEXT MEETING

The next Human Resources and Development Committee will take place on Thursday 11 November 2021 at 5.00pm.

Action Point Summary

Action	Responsibility	Date
No specific actions noted		

Human Resources and Development Committee

Thursday 11 November 2021

PAPER B

Matters Arising

BOARD OF MANAGEMENT

Human Resource and Development Committee

Thursday 11 November 2021

Matters Arising

Paper for information

There are no Actions outstanding from the Thursday 16 September 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 11 November 2021

PAPER C

VP People and Performance Report

BOARD OF MANAGEMENT
Human Resources and Development Committee
Thursday 11 November 2021
VP People and Performance Report

Paper for information

1. Future Opportunities & Developments

Following on from the detailed Future Opportunities paper shared with Committee members at the last meeting, a shorter update paper has been shared with staff. This includes an update on positive progress in respect of the range of strategic projects the College is involved with (NB: an update on strategic project developments will be provided at the December Board meeting).

The update paper also summarises work progressing on the 'New Ways of Working' project. This includes a commitment to support a large scale service design event for all staff in January 2022. This even will kick start much of the work needed in this area, and (given the subject matter) will be planned as a mixture of face-to-face, hybrid and remote activities. Other opportunities to engage with developments will develop over the coming months and staff can contribute thoughts and ideas through upcoming Exec Q&A sessions and our consultation inbox.

2. Voluntary Severance

As noted at the last Board meeting, the Future Opportunities paper also includes confirmation of the re-opening on the voluntary severance scheme on an enabling basis. This is in recognition of the likely impact that new ways of working (particularly having fewer people on campus at any point in time) and other changes in curriculum and services is likely to have in terms of some roles.

The scheme will remain open until 31 December 2021 and there are no specific or targeted numbers of applicants.

3. 2021/2022 Student Recruitment – Staffing Impacts

As reported previously, full-time student recruitment for 2021/2022 has been challenging and remains below target by c.600 students. A similar picture is also being highlighted across other colleges due to a number of factors, including COVID-19 and increased recruitment from the university sector.

Extensive work has been progressed to support the College to meet its credit target and also to lobby nationally to ask SFC to extend a number of areas of flexibility that were introduced for the period of the COVID pandemic.

Student recruitment patterns are inevitably skewed in respect of curriculum area and as a result the College is managing some areas where staff will not be on their full timetables. The approach being adopted is one of transparency, with a focus on maintaining the efficiency of delivery (for example by merging smaller groups) and utilising any additional staffing capacity to support in-team or cross-College priorities and projects. This position is continuing to be monitored and managed within current budgets relative to overall recruitment patterns and curriculum change. This includes open discussion with our trade unions in respect of areas where student recruitment is reduced.

4. National Bargaining

Arrangements in respect of the national support staff Job Evaluation exercise continue to progress slowly, with a further update on this produced in October 2021. Details of work being undertaken is available on the NJNC website: https://njncscotlandscolleges.ac.uk/job-eval-latest-news/
This update confirms that that **94%** of support job roles have been through the final scoring process (both first and second scored) and **six** out of the 22 colleges have been fully completed.

National negotiations continue in respect of pay/conditions arrangements for 2021/22.

The College is continuing to work 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. Feedback on a detailed referral made to the national joint secretaries has confirmed that College practice conforms to the national bargaining requirements.

Discussions in respect of the remaining areas of disagreement are being progressed at a local level.

5. Lecturer One-Off Payment

As some Board members may be aware, the Scottish Government announced in February 2021 that a one -off payment of £400 would be made to all teaching and lecturing staff undertaking the additional assessment arrangements for National Qualifications in 2020/2021. These arrangements impacted on a small number of College staff and, following confirmation of the sector guidance in September 2021, payments were processed in the October pay run to 23 staff involved in the delivery and assessment of National 5 and Higher qualifications.

6. Directors of Curriculum Recruitment

Following a series of recruitment and selection activities, we have appointed two candidates who demonstrated their commitment to learning and teaching and the vision and values of Dundee and Angus College.

> **Jane Roscoe** was a strong internal candidate and was appointed as **Director of Curriculum (Learning & Teaching)**. Jane's most recent role was Head of Sector for Care, Sport and Social Sciences. Jane took up post on 1 October 2021 but will continue to support her sector on an interim basis until a replacement appointment is made.

> **Steph Toms will join us as Director of Curriculum (Partnerships & Projects) on 10 January 2022.** Steph is currently an Associate Dean in the Creative Industries Faculty at City of Glasgow College. Steph was previously a Lecturer and Curriculum Manager with Forth Valley College.

Both candidates have extensive experience of learning, teaching, project leadership and building strategic partnerships and will be welcome additions to the Senior Leadership Team.

7. Staff Wellbeing

Our focus on mental health was planned for this session as more of our staff return to campuses and we start to work through the challenges associated with on campus mitigations, working with students in new ways and hybrid working and learning.

An extremely well-received session was delivered to our Leadership Development Forum (LDF) managers in October, presented by one of our student counsellors, Vicki Simpson-Price. Managers have noted this was a really informative and supportive session in terms of their own mental health and in supporting their team members with their mental health.

Conversation around the factors affecting mental health and talking about mental health in the workplace began in the session and have since been followed up with a short Peachy Mondays survey for managers. Results from this will be used to inform next steps for this group in terms of further training, support systems and smaller group discussions along the lines of the popular 'catch your breath' sessions run by the Academic Development Team.
The session delivered will soon be rolled out to Support Team Leaders and Curriculum and Quality Leaders, and we are looking at arrangements for open sessions for all / any staff to attend. In addition, HR are monitoring stress and mental health related absences to support with the ongoing requirements for the College in supporting staff wellbeing and mental health.

8. CPD Planning Group

The development programme developed by the CPD Planning group has now kicked off, with the LDF mental health session, the Shaping the Curriculum event for academic staff and specific input on having great conversations for the Heads of Curriculum and Quality. All sessions have been very well attended and received, and we have been able to use feedback from these sessions to inform the continued plans for these groups.

The programme for LDF for the rest of the academic session will shortly be confirmed based on the CPD Planning Group priorities and feedback from the initial sessions this year. In addition, the College-wide CPD programme is up and running, with additional sessions to be finalised as per our overall 'D&A Way' plans.

9. GTCS Lecturer Registration

The national lecturer registration project has reached a key point as the steering group attempt to finalise arrangements for the onboarding of our existing workforce to the register of teachers. GTCS currently have an open consultation on the proposed 'Interim' category of registration, along with other elements of their remit.

Colleges Scotland will coordinate a sector-wide response and a D&A response will also be submitted. The sector is in favour of the arrangement proposed by the consultation, though there is some work to be done both in applying this arrangement from an appropriate date and in agreeing arrangements for new start lecturers.

10. New HR Advisor

Over summer 2021, HR Advisor Farema Naga relocated to England and after a short period continuing to work remotely with D&A, moved on to pastures new in her new local area. Farema was able to complete a comprehensive handover period with Keri Green, who joins us from former roles at Aberdeenshire Council and James Hutton Institute. Keri has been able to hit the ground running and has been working with the academic sectors since appointment.

11. 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.

We had highlighted that we would review the mitigations in place over the October holiday period and this was undertaken. As a result – and in line with Scottish Government guidance – a number of changes were made to arrangements. These changes support the measured approach to stepping back from the COVID-19 restrictions that we have been following since March 2021.
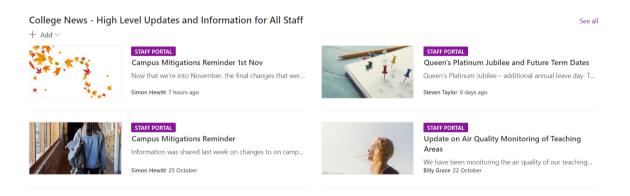
The most significant of these relaxations has been amendment to the rules around face coverings which now allow these to be removed in a classroom or office setting where other mitigations are in place – such as 1m distancing or screens.
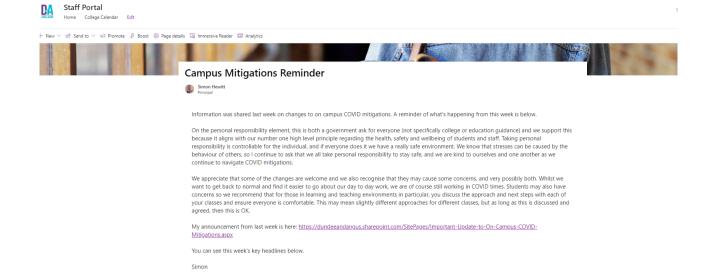
From Monday 25th October

- Rules on the wearing of face coverings have changed:
  - When you are moving around campus, and in specific locations (communal areas, libraries, learning hubs and lecture theatres*), a mask must be worn (the simple guide is that moving = mask)
  - When standing or sitting still and there is **another mitigation** in place (e.g. 1m distancing), face coverings may be removed (in discussion and agreement with each particular class, if needed)
  - Full details on the revised requirements and the exemptions arrangements are covered **here**
- Stairways and corridors now operate a 'keep left' system, with any remaining signage to be updated
- Any toilet cubicles / urinals previously cordoned / closed off will be available for use
  - Doorways to toilet facilities will no longer be wedged open where alternative ventilation is available
- Designated smoking areas are back in use
- Ventilation guidance from HSE has changed and will be enacted:
  - Main doors and those in frequent use do not need to be wedged open where there is other ventilation (i.e. an open window in the room / area)
    - fire doors must **never** be wedged open
  - Windows do not need to remain open all day, however they should be opened for at least 10 minutes per each hour, as well as during breaks. In addition all windows should be opened to purge the air at the end of classes / as meetings finish until the room is next used
  - Full details are available in the Room Temperature and Ventilation Guidance **here**

Lecture theatres are specific rooms: Kingsway Lecture Theatre (not currently in use); Lecture Theatres 1 and 2 at Gardyne; the Enterprise Centre in Arbroath; Gardyne and The Space Theatres. Presenters in theatres can remove their face covering providing there is 1m distance from the audience. Library and learning hub staff can remove face coverings when they are stationary and behind a screen.

Significant work has been undertaken to remove one way systems and other campus adaptions and to amend and adjust signage accordingly.

COVID-19 related information and communications have been updated since the October holiday period and revised information and guidance provided to staff.

College News - High Level Updates and Information for All Staff   See all

+ Add ∨

STAFF PORTAL
Campus Mitigations Reminder 1st Nov
Now that we're into November, the final changes that wer…
Simon Hewitt 7 hours ago

STAFF PORTAL
Queen's Platinum Jubilee and Future Term Dates
Queen's Platinum Jubilee – additional annual leave day T…
Steven Taylor 6 days ago

STAFF PORTAL
Campus Mitigations Reminder
Information was shared last week on changes to on camp…
Simon Hewitt 25 October

STAFF PORTAL
Update on Air Quality Monitoring of Teaching Areas
We have been monitoring the air quality of our teaching…
Billy Grace 22 October

Campus Mitigations Reminder

Simon Hewitt
Principal

Information was shared last week on changes to on campus COVID mitigations. A reminder of what's happening from this week is below.

On the personal responsibility element, this is both a government ask for everyone (not specifically college or education guidance) and we support this because it aligns with our number one high level principle regarding the health, safety and wellbeing of students and staff. Taking personal responsibility is controllable for the individual, and if everyone does it we have a really safe environment. We know that stresses can be caused by the behaviour of others, so I continue to ask that we all take personal responsibility to stay safe, and we are kind to ourselves and one another as we continue to navigate COVID mitigations.

We appreciate that some of the changes are welcome and we also recognise that they may cause some concerns, and very possibly both. Whilst we want to get back to normal and find it easier to go about our day to day work, we are of course still working in COVID times. Students may also have concerns so we recommend that for those in learning and teaching environments in particular, you discuss the approach and next steps with each of your classes and ensure everyone is comfortable. This may mean slightly different approaches for different classes, but as long as this is discussed and agreed, then this is OK.

My announcement from last week is here: https://dundeeandangus.sharepoint.com/SitePages/Important-Update-to-On-Campus-COVID-Mitigations.aspx

You can see this week's key headlines below.

Simon

Whilst they will remain under review and will be informed by Scottish government guidance, it is anticipated that the current mitigations and arrangements will remain in place through until the Christmas vacation period.

An update on COVID 19 arrangements will be provided at the meeting, although as part of our steps to support a return to more normal operations, COVID 19 updates are being moved from the start to the end of agendas, discussions etc.

12. 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 11 November 2021

PAPER D

Strategic Risk Register

BOARD OF MANAGEMENT

Human Resource & Development Committee

Thursday 11 November 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 November 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.

4. Review of Risks Allocated to the Committee within the COVID 19 Risk Register

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

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

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

3.7   Industrial Relations Problems (including industrial action)

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

3.12   Post pandemic ways of working and workforce planning fails to meet the needs of staff and College strategic/operational needs

Following review of COVID related guidance and arrangements as at 15 October 2021 no further changed are proposed at this time.

5. 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

2021 - 2022

As at November 2021

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

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

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

Post Holders						Score	Impact	Likelihood
	ELT	Executive Leadership Team		Prin	Principal	1	Routine	Remote
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Risk Number & Committee	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: • Ability of the College to meet key regional strategies/objectives • Financial loss or unmanageable financial risk • Reputational loss	4	3	12	• Effective project/activity management in place • Clear governance structures • Project/initiative finances clearly incorporated within College financial strategy and plans • End of project and exit/contingency planning	3	2	6	• Regular project updates at Executive/Board level • Monitoring of project activities, plans and outcomes • Clear project Management arrangements in place • Budget reporting and management				Principal, VPC&A
1.5 **Board**	College disadvantaged as a result of changes arising from major national educational body reviews: SFC, SQA, EdS	4	4	16	• Negotiation/influence at national level • Review of activities/ projects and response to new opportunities	4	1	4	• Robust monitoring via ROA • Amendment of strategic direction/ plans • Rolling curriculum review				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

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

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

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Risk Number & Committee	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
	POTENTIAL CONTRIBUTING FACTORS				**TREATMENT**	**POST MITIGATION EVALUATION**				
2 Financial (cont)										
2.4 **A&R**	Financial Fraud	4	3	12	• Strong financial controls: segregation of duties and review of transactions. • Review of impact of any changes in structure or duties • Whistleblowing arrangements	3	2	6	• Continuous review of financial controls • Internal Audit programme	VPCS
2.5 **F&P**	D&A Foundation refuses/withholds funding for key College priorities	5	3	15	• On-going dialogue with Foundation Trustees • Appropriate bid arrangements in place	3	2	6	• Monitor and advise Board of Management	Prin & VPCS
2.6 **F&P**	Demands of capital developments / maintenance impacts on financial sustainability or delivery of learning and/or services	3	2	6	• 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	• 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						Score	Impact	Likelihood
	ELT	Executive Leadership Team	Prin	Principal		1	Routine	Remote
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment		2	Minor	Unlikely
	Board	Board of Management	HoICT	Head of ICT		3	Significant	Possible
	VPP&P	Vice Principal People & Performance	HoE	Head of Estates		4	Major	Probable
	VPCS	Vice Principal Corporate Services	Chair	Chair of the Board of Management		5	Critical	Very Likely
	VPCA	Vice Principal Curriculum & Attainment						

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

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

Post Holders						Score	Impact	Likelihood
	ELT	Executive Leadership Team	Prin	Principal		1	Routine	Remote
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment		2	Minor	Unlikely
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Risk Number & Committee	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
	POTENTIAL CONTRIBUTING FACTORS				**TREATMENT**				**POST MITIGATION EVALUATION**	
3 **People and Performance (cont.)**										
3.4 **HR&D**	Failure to meet the aspirational standards in respect of the health, safety, wellbeing and development of staff and students	3	4	12	• Clear and proactive approaches to managing and promoting health, safety and wellbeing • Continuous self-evaluation and action planning • Rigorous CPD arrangements in place • Regular staff and learner feedback arrangements	3	2	6	• Regular employee engagement monitoring • Open communication with staff • Comprehensive monitoring of key PIs and student/staff feedback • Regular union/management dialogue	VPP&P, VPCS
3.5 **Board**	Reputational Risk – Loss of reputation with key stakeholders	4	3	12	• Marketing strategy • Reputation plan • Positive marketing approaches	4	2	8	• Stakeholder engagement • Social media monitoring arrangements	VPC&A, DirC&A
3.6 **HRD**	National bargaining outcomes impact adversely on College operations, activity and flexibility	4	4	16	• Influence within Employers Association • Management of bargaining outcomes and implementation	4	3	12	• Positive union relations and staff communication • On-going discussions with staff • Innovation in approaches	VPP&P, VPC&A

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

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	VPCA	Vice Principal Curriculum & Attainment			5	Critical	Very Likely

Risk Number & Committee	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
	POTENTIAL CONTRIBUTING FACTORS				**TREATMENT**	**POST MITIGATION EVALUATION**				
3 **People and Performance (cont.)**										
3.10 **HRD**	College arrangements do not minimise risk associated with Modern Slavery	4	3	12	• Clear and compliant procurement arrangements and procedures • Staff identity checking arrangements and use of PVG.	4	1	4	• Annual procurement monitoring/reporting • Regular employee engagement monitoring • Open communication with staff	VPC&A, VPP&P

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

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

STRATEGIC RISK REGISTER
COVID 19 SPECIFIC MITIGATIONS

2021 - 2022

As at November 2021

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

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

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

Post Holders						Score	Impact	Likelihood
	ELT	Executive Leadership Team	Prin	Principal		1	Routine	Remote
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment		2	Minor	Unlikely
	Board	Board of Management	HoICT	Head of ICT		3	Significant	Possible
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Risk Number & Committee	Risks	Impact	Likelihood	Score	Additional COVID 19 Mitigation Actions	Impact	Likelihood	Score	Additional COVID 19 Monitoring	Lead Responsibility
	POTENTIAL CONTRIBUTING FACTORS				**TREATMENT**	**POST MITIGATION EVALUATION**				
1	**Strategic and Structural**									
1.6 Board	Post pandemic planning fails to meet the needs of the D&A Region and/or national priorities on economic and social recovery	4	3	12	• 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 • Revised economic and social recovery activities	3	2	6	• Regular monitoring of new/updated activities and outcomes • 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 • Employer and Community engagement	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

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	ELT	Executive Leadership Team	Prin	Principal		1	Routine	Remote
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	VPCS	Vice Principal Corporate Services	Chair	Chair of the Board of Management		5	Critical	Very Likely
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		POTENTIAL CONTRIBUTING FACTORS				TREATMENT				POST MITIGATION EVALUATION				
Risk Number & Committee		Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring				Responsibility
2	**Financial**													
2.2 F&P		Failure to achieve institutional sustainability	5	4	20	• Protection of funding through dialogue with government, SFC and other funders • Robust and effective budgetary control • Where required, swift action to implement savings • Increased focus on cash position	4	2	8	• Monthly monitoring of budgets • Engagement with government and other partners • Detailed monitoring of income optimisation and savings programmes				VPCS
2.4 A&R		Financial Fraud	4	3	12	• Revised financial controls: segregation of duties and review of transactions. • Review of impact of changes in ways of working, authorisation arrangements • Whistleblowing arrangements	3	2	6	• Continuous review of financial controls and revised arrangements				VPCS

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

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Risk Number & Committee	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
	POTENTIAL CONTRIBUTING FACTORS				**TREATMENT**				**POST MITIGATION EVALUATION**	
3 **People and Performance (cont.)**										
3.4 **HR&D**	Failure to meet the aspirational standards in respect of the health, safety, wellbeing and development of staff and students	3	4	12	• Clear and proactive approaches to supporting and promoting health, safety and wellbeing when WFH and/or on-site • Project 2020 developments and mitigations • Outbreak management plan • Enhanced awareness of challenges/support needs • Extensive CPD arrangements in place – Home Working Hub • Regular staff and learner feedback arrangements	3	2	6	• Regular employee engagement monitoring • Maintaining and reporting on physical distancing measures • Open communication with staff • Monitoring of formal and informal feedback – student and staff feedback • Regular union/management dialogue	VPP&P, VPCS
3.5 **Board**	Reputational Risk – Loss of reputation with key stakeholders	4	3	12	• Marketing strategy • Reputation plan • Positive marketing approaches • Outbreak management communications plan	4	3	12	• Positive marketing plan • Regular stakeholder engagement • Social media engagement and monitoring arrangements	Prin DirC&A

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Risk Number & Committee	Risks (POTENTIAL CONTRIBUTING FACTORS)	Impact	Likelihood	Score	Mitigation Actions (TREATMENT)	Impact	Likelihood	Score	Monitoring (POST MITIGATION EVALUATION)	Lead Responsibility
3	**People and Performance (cont.)**									
3.7 HRD	Industrial Relations Problems (including industrial action)	4	5	20	• Adherence to legislative and good practice requirements • Positive Union relations and staff communication • Effective management engagement and support	4	2	8	• Regular union/management dialogue • Open communication with staff • Effective management engagement and support	VPP&P
3.8 A&R	Breach of data security / data protection	5	4	20	• Effective management of GDPR compliance • Additional awareness raising of WFH risks • Mandatory staff CPD and awareness raising on data protection (relative to role)	4	2	8	• Active data protection awareness raising • Effective information and data security policies in operation • Regular data security monitoring/testing • Staff CPD	VPC&A, HoICT
3.11 HRD	Significant or catastrophic Covid 19 outbreak/infection rate impacts on ability to deliver learning, teaching or other core services	4	3	12	• Clear scenario and contingency planning • COVID 19 H&S mitigations in place, monitored and adapted where required • All appropriate government guidance followed	3	2	6	• Monitoring of COVID 19 cases and absences • Outbreak management arrangements • Amendment to support prioritised services	Prin VPC&A

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Risk Number & Committee	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
	POTENTIAL CONTRIBUTING FACTORS				TREATMENT	POST MITIGATION EVALUATION				
3	People and Performance (cont.)									
3.12 HRD	Post pandemic ways of working and workforce planning fails to meet the needs of staff and College strategic/operational needs	4	3	12	• New ways of Working Workstream • Updated and flexible Workforce planning • Extensive engagement with unions / staff on future ways of working • Monitoring and rapid action on staff turnover / recruitment	3	2	6	• Regular monitoring and evaluation of new/updated ways of working, activities and outcomes • Amendment of direction/ workforce plans • Engagement with unions/staff • Monitoring and rapid action on staff turnover / recruitment	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	Responsibility
4 **Infrastructure**										
4.3 **A&R**	Breach of ICT/Cyber security	4	3	12	• Effective management of ICT arrangements • Active ICT/data security monitoring and cyber security policy • Additional awareness raising of WFH risks and COVID related 'scams'	4	2	8	• Staff awareness raising/CPD on cyber security issues • Regular security monitoring/testing • Cyber resilience plan	VPC&A, HoICT
4.5 **LT&Q**	ICT/Cyber failure significantly disrupts online learning, teaching or other core services	4	3	12	• 'Cloud first' strategy implementation for major services/systems • Clear and robust management of ICT systems	3	1	3	• Systems monitoring • On-going cyber resilience and systems development	HoICT

Human Resources and Development Committee

Thursday 11 November 2021

PAPER E

HR Metrics

BOARD OF MANAGEMENT
Human Resources and Development Committee
Thursday 11 November 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

2020/21 Headcount	% Split	2019/20	2020/21 FTE		% Split	2019/20
Teaching	**440**	**49.8%**	418	Teaching	**315.3**	**48.3%**	298.3
Other	**443**	**50.2%**	478	Other	**337.3**	**51.9%**	341.8
Total	**883**		896	Total	**652.6**		640.1

NB these figures use the SFC Annual Staffing Return methodology and vary marginally from the rolling quarterly figures used for other metric reporting. These figures do however give a clear year on year comparison.

Staff FTE: Credit Ratios 2020/21						
	2020/21	2019/20		**2020/21**	2019/20
Total Credits: Staff FTE	**167:1**	169:1	Total Credits: Teaching Staff FTE:	**348:1**	363:1

Female & Male Headcount		% Split	2019/20	Temporary & Permanent FTE		% Split	2019/20
Female	**555**	**62.9%**	63.2%	Temporary	**76.1**	**11.6%**	13.5%
Male	**328**	**37.1%**	36.8%	Permanent	**576.5**	**88.3%**	86.5%
Other							
Total	**883**			Total	**657.4**		

Diversity Data Held	%
Ethnicity/Race	52% (no change)
Disability	52% (up from 51%)
Gender Pay Gap	7.3% (up from 7.2%)
Diversity Data Gaps	38% (no change)

Staff Absence Data (year to date)

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

	Staff Absence Rolling Year to 27/10/21	Staff Absence Rolling Year to 31/07/21
Average working days lost per headcount	4.31 days	1.81 days
Working time lost	1.67%	0.70%
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 27/10/21	Rolling Year to 31/07/21
Long Term Absences (4 weeks or more)	71	29
Short Term Absences	375	135
Stress Related Absences – Work related	9	4
Stress Related Absences – Non-work related	59	18

Other HR Metrics

	2021/2022	2020/21 Full Year
Staff Turnover Rate (non-forced)	1.98%	6.19%
Employee Hearings		
Discipline	3	5
Grievance	0	4
Tribunal Actions	0	0
Recruitment Exercises	40	131
Current Vacancies	4	

3. OD Metrics

	2021/22	2020/21 Full Year
Engagement with Leading Learning Academy (per team)	100%	100%
Number of internal CPD events delivered and external events supported	354	422
Number of attendances at internal and external CPD events per employee headcount	1490	643
Organisational Development budget per	-	£110

employee headcount		
Engagement survey ratings (annual/periodic)	**-**	Engagement: 83% (Pulse Survey May 2020)
Employees participating in College-wide strategy and working groups % of employee headcount	**-**	14%
Employees with health and safety certification (this is in addition to mandatory obligations - all new employees have H&S briefing)	**See H&S Annual Report**	See H&S Annual Report
Employee benefits take up rates	**All staff registered**	All staff registered

Induction

Induction 2021/22	New Starts	Not Started	In progress: On Track	In progress: Behind	Completed	Total
Academic	27	0	27	0	0	0
Support	40	0	40	0	0	0

Training & Development Completion Rates

Activity	2021/22 Completion Rate to date
Development Reviews	43%
Mandatory Training	
Safeguarding	85%
Health & Safety	78%
Fire Safety	80%
GDPR	83%
Equalities	82%
Display Screen Equipment	75%
Cyber Security	81%

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: Karen Buchan, HR Manger / Colin Lynagh, Business Intelligence Officer
Executive Sponsor: Steve Taylor, Vice Principal People and Performance

Human Resources and Development Committee

Thursday 11 November 2021

PAPER F

Meeting Minutes / Updates

Joint Consultation & Negotiation Forum – 22 October 2021

Health, Safety and Wellbeing Committee – 23 August 2021

JOINT CONSULTATION FORUM

Friday 22nd of October 2021

PRESENT:

S Hewitt	J Dick
S Taylor	J Carnegie
N Steff	K Buchan
T Bain	S Oakley
J Grace	A Mawhirt
G McAteer	D Smith

1	**Apologies** were received from Dougie Deans	**Actions**

2   **Minutes of previous meeting –** The previous minute was approved.

3   **Matters arising/actions**

JC provided an update stating Fiona Calvin is reviewing the H&S document.

SH confirmed the weeks span group has a further meeting arranged in November.

Other matters arising were closed.

4   **2021/22 Student Recruitment**

SH provided an update on student recruitment, noting that nationally there had been a reduction in full-time numbers across the sector.

A national short life working group had been set up to understand why there had been a reduction, what the trends were, and to look at future recruitment initiatives and plans.

JG noted FT recruitment within the College had declined, with 592 fewer students than target. JG noted that teams had removed streams where they needed to and merged streams, however some also had groups with lower numbers and staff which were not on their full hours. JG noted that this put pressure on the staff and also on the managers.

JG stated that plans were progressing in terms of additional part-time provision and different modes of learnings.

JG stated that she was concerned that some staff did not seem to value other modes of delivery as much as full-time, and particularly noted that some staff did not seem to value school pupils, singling them out for COVID-19 mitigations as an example. JG noted that this had the potential to further damage future recruitment as school's delivery was a key part of the recruitment pipeline.

JG highlighted the need to get all staff involved in action planning to address student recruitment and noted that teams had been asked to come up with ideas and where they see the opportunities.

JG stated that Jane Roscoe and her would reinforce why senior phase needed to be nurtured and engaged in these conversations when they met with teams to.

SH noted that the College could manage the situation this year and there was not an immediate concern, however if this became a trend it would become an issue as it was a significant number of students.

GM confirmed the discussion had started at national level with EIS/FELA and there will be meetings with ministers to discuss the strategy around what, as a sector, needed to be done.

TB noted some difficulties and complexities around the different procedures for school groups. JG noted that the feedback was helpful and noted plans to establish a group of those delivering schools activity to share practice and inform resolution of any issues.

DS noted the disciplinary arrangements for school and college groups was different and asked if there is anyway in aligning these. JG confirmed that they were different and noted the different corporate parenting responsibilities.

SO stated that he would appreciate being a part of the good practice group. He noted that his team had also met with the business team and rather than look at commercial offerings the meeting was about how can we build a different framework to look at the COVID-19 response locally.

SH noted the importance of looking at all of these areas and noted that, as a College, we had a good opportunity to think differently about how we do things.

5   **Joint Ways of Working**

SH noted the plan to issue a joint portal announcement to share the agreed statement on joint ways of working. SH stated that it would also be good to consider a joint input from the SLT and unions with the LDF managers group. This would be progressed.   **ST/AM**

JD noted there has been some negative comments from staff about unions involvement and consulting members about changing the COVID-19 guidance and noted concerns that this made a mockery of the ways of working.

SH stated that he did not agree and noted that the document was about how we work together, and we could not control what others outside this group say.

JD acknowledged that comments had not been made from members of the group, but that they were concerned that staff making comment had picked this up from somewhere.

SH noted that this was why it was important to progress with the plans to engage with staff and LDF on the joint ways of working.   **SH/Unions**

SH stated he would look at future LDF dates and arrangements.

6   **Union Items**

    6.1   Behaviour Management Policy/Complaints

NS asked how we can make staff, especially support staff, aware of how to report or deal with issues around student behaviours outwith classes.

ST commented that all the policies and procedures are all on the portal however that may not help if you have a situation happening in front of you, what we could do is put out some broader communication out about what to do in these situations.

NS noted it was to ensure staff know any disciplinary concern goes through the curriculum areas rather than any other route.

                                                ST/AM

SH agreed and asked ST and AM to take forward.

JD asked where should staff go to if there is an incident on campus.

SH noted there is an on rota campus and there will be senior staff on site. ST stated that being on campus this doesn't necessarily mean that someone was available, but that contact could be made with the Executive Secretaries or Sector Coordinators who would be able to locate a senior member of staff.

NS noted that there seemed to be concerns regarding consistency of how policies are applied in cases and the way in which informal processes seem to have become more formal. KB noted that she was happy to have a discussion and understand the specifics.

                                                  NS

    6.2   Workgroups

TB noted that a number of working groups had not met for some time. JC stated that she had looked at the communications group but there was not currently a union representative for that group. TB advised that she thought that Claire Chalmers was picking this up. JC asked that membership from the unions could be confirmed and noted that this was a group that would require all involved to play an active role. This group was co-led by a union representative.   **TB/NS/JD**

ST Provided an update on TTP summarising the meeting that morning and highlighting that the formal dispute had now been withdrawn but that further meetings would be held to progress the remaining points with the union representatives.

7   **Platinum Jubilee**

ST confirmed the arrangements for the planned Platinum Jubilee holiday with the May Day Bank Holiday moved to Thursday 2 June and an additional day added in on Friday 3 June 2022. ST noted that SQA exam dates had been checked to ensure that this did not cause an issue. The College would be closed on these dates.

It was confirmed that arrangements would be looked at to accommodate where staff had pre-booked arrangements for Monday 2 May.

Future Term Dates 2022-2025

ST noted that the 22/23 dates had changed slightly for Christmas holiday dates to align with the Angus and Dundee school dates. The term dates through to 2025 had been drafted for publication. These followed the normal pattern and had been aligned with school dates – although there are some slight variances because of different local authorities.

8   **COVID-19 Update**

SH Noted we had the meeting on Monday to discuss the guidance and the information has gone out and asked if anyone else has any other points or comments. These were picked up under the union points below.

9   **Union Points**

   9.1   CO2 monitoring

GM noted that 24 hour average CO2 monitoring did not give a true reflection as it monitors when people are not in the room and noted that union monitoring had shown some quite high CO2 levels (although not over the HSE trigger level).

JC Noted that when reviewing and reporting on CO2 levels it is the **24 hours high** not the average figure that is considered and that none of the readings so far had been anywhere near the trigger level. JC noted that monitoring was being undertaken using the appropriate health and safety guidance in terms of situation and measurement timescales to ensure that accurate readings were provided.

ST noted that this was a point that had been discussed previously and suggested that a separate meeting be held with the union H&S representatives and H&S Team to look at the approach being used and to assure all parties that the appropriate steps were being taken.
GM agreed we should ask H&S reps meet with Billy and Fiona to discuss it   **GM**
and agree arrangements.

   9.2   Personal responsibility signage on rooms.

TB stated that some staff were concerned that too much emphasis was being placed on their personal responsibility and that this was being overused.

SH noted that all of the arrangements were a collective responsibility and noted that it wasn't D&A that had come up with the personal responsibility message it is from government and was being used as it was also about being able to control your own interactions and arrangements (such as wearing a face covering and maintaining personal physical distancing).

GM noted that teaching staff were responsible for classroom management and noted requests that staff have responsibility for asking their students to wear masks. JC noted that the guidance to students was that they could remove their face masks on the advice of the lecturer.

TB stated that within her classes it was likely that she would always be within 1 metre so would always advise her students to wear masks. TB stated that she was aware, however, that some Heads of Curriculum and Quality had told students that they did not need to wear a mask, which was not necessarily the case.

ST noted that we should be drawing people's attention to the guidance and that is what we needed to remind staff and students of. It was noted that, for a significant amount of teaching we would expect most people to be wearing masks because the lecturer and/or students will be moving around the classroom or workshop etc.

AM noted that the points discussed could be added into the guidance.   **AM**

GM asked if risk assessments had been updated in line with the latest guidance. AM advised that this was underway for those where changes were needed, and they will be reviewed and updated next week. JC noted not all risk assessments would change because sector guidance will mean they can't change.

GM asked if a copy of the government guidance could be shared with the unions. SH confirmed it would be shared.   **AM**

10   **Policy and Review Group**

AM provided an update stating Lone Working policy is in draft along with menopause policy which is in PRG channel for review.

NS asked if policy changes should be notified to JCF. AM confirmed that is what the PRG update item was and noted that can be reviewed further if needed.

11   **AOCB**

No other business was noted.

12   **Date of the Next Meeting**

14 January 2022 at 1.30pm

Health, Safety & Wellbeing Committee Meeting

Draft Note of Last Meeting
Monday 23 August 2021

Minute of the Health, Safety and Wellbeing Committee meeting held on Monday 23 August 2021 via Microsoft Teams.

PRESENT:

J Carnegie (Chair)	S Rennie
K Buchan	W Duke
J Cooper	S McGregor
F Calvin	M Swan
B Grace	G McAteer
J Dick	J King
C Strachan	K Williams-Robinson
A Monks	S Sloan

APOLOGIES: J Beresford, C Ditchburn, P Duke, G McGillivray, C Parker, S Swinley, S Thom, A Cathro

1. WELCOME & HOUSEKEEPING
J Carnegie welcomed the group and thanked S Sloan for taking the minutes.

2. NOTE OF LAST MEETING
Notes of last meeting were agreed as an accurate reflection.

3. MATTERS ARISING
All matters arising have been closed off.

4. INTRODUCING FIONA CALVIN
J Carnegie formally introduced Fiona Calvin to the group and F Calvin gave an insight into her professional background and aims going forward. J Carnegie asked for team members to volunteer their departments to aid F Calvin in gaining further knowledge of procedures i.e risk assessments to determine if/where improvements can be made.

5. COVID-19 MITIGATION PLANNING
a. Scottish Government guidance
J Carnegie updated the group on the latest Scottish Government guidance.   B Grace summarised the key mitigations in line with Scottish Government guidance for Colleges

- confirmed face coverings are still mandatory indoors,
- 1m physical distancing at all time indoors and outdoors
- Home working still encouraged – staff should only be on campus if they have a CELCAT teaching activity, part of a working rota or booked in online
- Enhanced cleaning regime still in place
- Effective use of ventilation systems very important – all rooms signposted advising the type of ventilation available. Air quality of rooms will be monitored

using CO2 monitors over the coming weeks. – air quality data will be shared with unions

M Swan raised the subject of exemptions, J Carnegie and B Grace confirmed that students requesting exemption should be directed to Student Services as often these students require other additional support and it is in the best interest of the student to be made aware of available support. If an exemption is confirmed, a lanyard will be issued to the student, authorising them to be exempt from wearing a face covering.

W Duke enquired if returning students would need to be re-assessed, J Carnegie advised the initial assessment would stand, unless the student identifies that they have had a change in circumstances.

K Buchan advised staff exemptions will be processed through People Team and if an exemption is confirmed the line manager will be informed and a lanyard will be issued to the staff member via the Help Point.

K Buchan mentioned that 2 staff members have had varying close contact responses regarding self isolation, J Carnegie confirmed the following - self isolation is not mandatory for a Test and Protect close contact notification for anyone over 18 years + 4 months provided the person has been double vaccinated for over 2 weeks at time of notification and a subsequent PCR test is negative. Anyone who has not been double vaccinated is still required to self-isolate even with a negative PCR result. Persons under the age of 18 years + 4 months are not required to self isolate as a close contact notification if PCR test is negative. Persons should still continue to self isolate if COVID-19 has been present in the household.

Action B Grace / J Carnegie to feed back on face coverings update when received

Action B Grace to feed back air quality data to Unions

b. **Estates & Infrastructure Workstream**
B Grace advised focus has mainly been on updating signage. 2 way systems in corridors now replace the one way system. No entry / exit signage has been removed but stairwells continue the one way system.

c. **Risk Assessments**
B Grace advised that all departmental risk assessments to be updated by end of month. No significant changes expected to the departmental risk assessments.

d. **Testing & Vaccination**
J Carnegie highlighted Scottish Government continue to encourage regular lateral flow testing and noted the very low young people testing rates. It was hoped the new nasal only testing kits would be available to the College but until stocks of the current testing kits are depleted these will not be available. Approximately 8k testing kits remain in stock. J Carnegie advised of a pending meeting with Public Health Scotland, Dundee City Council and University of Dundee and Abertay University in which it is hoped all 3 campuses can pilot a pop up vaccination centre.
Action J Carnegie to update group on Pop Up vaccination centre progress

e. **Near miss update**

B Grace advised the app has proven very effective since launch and it was noted Covid-19 has accelerated the use. It was highlighted by B Grace that the app should not only concentrate on Covid-19 near misses but rather capture every daily near miss i.e a pothole in the car park or a ceiling tile missing. The near miss recording should be seen as a positive tool to help the College manage safe working practices. W Duke enquired if a repair form should be submitted if a near miss has been completed, B Grace confirmed repair forms are still required.

C Strachan asked if there was an update on minibus passenger numbers. B Grace advised that currently minibuses are still classed as an extension of the classroom so reduced numbers will still apply following the 1m distancing guidelines, and face coverings are also still required. C Strachan further enquired about public transport and it was advised by the group that distancing and face coverings are still mandatory on public transport. W Duke advised group the EIS Network highlighted varying practices throughout sector which is very confusing for all.

> **Action** B Grace to clarify minibus capacities once/if update received

6. **STAFF**
    a. **Sickness Absence Data**
    K Buchan advised there have been no significant changes in figures, but this is possibly due to the summer break. More detail will be provided in the next meeting. K Buchan also highlighted there has been no significant change in reported stress over the holiday period.

    b. **Health & Wellbeing**
    J Cooper provided a summary of the many wellbeing opportunities available in Semester1, these include walking football, yoga, kettlebells, cardio circuits and the ever popular in the kitchen with Sophy sessions. Alongside these there are the following CPD sessions, How to beat burnout, Creating a Healthy Working Environment, Understanding Stress, Ask/Offer and Communication for Team Wellbeing. There are also the usual regular Menopause cafés and Carers focus groups. Further details of all and to book are available via CPD Calendar. A monthly summary will also be uploaded to the front page of the Wellbeing hub. J Cooper advised there will be bi-monthly wellbeing newsletters emailed to all staff highlighting opportunities available and highlighting particular and relevant wellbeing topics, all signposting staff back to the Wellbeing Hub. Further awareness raising training with People Team advisors is planned so they can consequently highlight this knowledge and resource to managers at the regular People Team Check-Ins. J Cooper and K Buchan mentioned the introduction of Wellbeing Champions as some staff don't know who to talk to or are not keen to address wellbeing with their line manager. It is thought these champions will be colleague level and training & support will be provided. Development reviews have been updated to have more of an emphasis on managing wellbeing. Good conversation CPD has been initiated for HCQs and a training analysis has been rolled out to all staff with a whole section on wellbeing requirements. J Cooper has made contact regarding flu jabs and is awaiting available dates. It is thought there will be an increase in demand as there was a higher uptake last year than previous. It was agreed the CPD links/info should be sent to team members so there can be a push on information being made available and circulated within teams.

> **Action** J Cooper to announce flu jab dates

Action J Cooper to send Wellbeing CPD link/reminders to team members via Teams

   c. **Managing Stress**
This no longer needs to be a standing agenda item.   Changes have been implemented from the Short Life Working Group and resources are available on the Staff Portal.

7 Learner
   a. **Student Association**
A Monks shared her screen and provided a comprehensive update on highlights of the continuing successful SA activities. Wednesday Wanders around local areas has been an essential activity for students and an ideal opportunity to grab some fresh air, walks will continue and everyone is welcome. Pop up picnics still ongoing at Gardyne and Arbroath, Kingsway will be introduced shortly. A Monks noted it has been a good opportunity for face to face meetings between students who have only previously interacted online. Cuppy and chat online is available day and evening times and 151 hours chat were recorded which has been an excellent isolation coping mechanism for many students, A Monks commented that she had found this particularly helpful for herself during isolation. Online quiz nights generated 135 hours activity, it was noted Lee is hugely missed for his bingo nights. Colour run was held in Arbroath and Gardyne, and helped to boost the pay it forward fund. Wellbeing Wednesdays will host a different topic each week and will be highlighted on social media and team site, helpful hints will be available. Pay it forward fund has been hugely successful with the gifts differing for each recipient. A Monks mentioned she was lucky enough to receive one of these gifts and valued the appreciation. Vaccine campaign is in progress with 'roll up your sleeve' and 'grab a jab' slogans. A video is available highlighting the benefits of receiving the vaccine. S Rennie shared that the breakfast club will be back on campuses and will be available to both students and staff to try to remove the stigma some students may feel are there surrounding free breakfasts. Everyone is welcome to join regardless of circumstances. Wednesday Wanders will include beach cleanups and walks around Dundee and Arbroath local points of interest. After feedback from previous year student reps to receive WRAP training at the start of session. Service Design workshops continue. Challenging poverty week is beginning October and will challenge all aspects of poverty for example food, mental health and financial.

   b. **Student Support**
Due to S Thom's apologies no report or discussion took place.

   c. **Learner Engagement**
J King noted that wellbeing had an extremely successful year. LE engaged with over 5,500 students enabling over 700 hours engagement time, mixing 400 hours of curriculum time and 300 hours outside curriculum hours. J King noted that these sessions were invaluable as the majority of activities allowed students first time face to face interaction since lockdown. 200 hours of activity were recorded within every sector bar two. 366 sessions in total were delivered with 40% being face to face time. The uptake on these sessions, including all the hours spent outside curriculum times has given the students a massive boost and proved invaluable to many. The summer programme finished last week with an indoor BBQ at Gardyne due to the poor weather, however, J King confirmed it had a been a hugely successful and fun summer. J King highlighted summer boost programme attendance was not as high as anticipated. As this includes team building and coping strategies for mindset and exam stressors it is a

valuable tool so LE are proposing to promote this in a different manner next session. J King advised recruitment within LE team had been particularly successful including 10 new assistants and thanked J Carnegie for allowing the team to take the lead. Period Poverty now has 5 alumni from Performing Arts which will allow the initiative to expand. A booking process has been introduced which will provide links for booking various LE activities.

J Carnegie thanked all for their input and shared that she always feels uplifted by the content of the meeting, particularly the difference we make to students.

8 AOCB
No other business

9 Proposed Date of Meetings for Session 21/22:
Monday 17 January 2022 at 2.00pm
Monday 13 June 2022 at 2.00pm