

# BOARD OF MANAGEMENT

## Human Resources and Development

### Committee Thursday 17 February 2022

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#### Draft confirmed by Chair

Minute of the Human Resources and Development Committee meeting held on Thursday 17 February 2022 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)	J Grace (Vice Principal)
K Buchan (HR Manger)	T D'All (PA to Principal & BOM Chair)

#### AGENDA

**1. WELCOME**

D Mackenzie welcomed members to the meeting.

**2. APOLOGIES**

Apologies were noted from D Fordyce and B Grace.

**3. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**4. MINUTE OF THE PREVIOUS MEETING – 11 November 2021**

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

**5. MATTERS ARISING**

There were no matters arising.

**6. 2022 – 2024 WORKFORCE PLAN**

A Mawhirt set out the update on the Workforce Plan noting changes in the College Sector National Bargaining and teacher training (benchmark qualification).

A Mawhirt highlighted the main areas and themes: staff profile, digital, wellbeing, noting difficulty in getting staff out to industry.

A Mawhirt also noted Strategic Projects and other influencers including STEM, Esports, MSIP, and the Climate Emergency.

A Mawhirt intimated that staff turnover is still relatively low and the Staff mix between academic and support remained similar to previous at 50 / 50.

K Buchan summarised support provided in respect of mental health and wellbeing and noted that the People Team were focused on conversations with Heads of Department around their mental health and that of their teams. A cross college working group working with staff and students was looking at resources to improve people's wellbeing. Wellbeing Champions form part of the Wellbeing Strategy, with trusted colleagues and a variety of support on offer.

S Taylor noted the previous discussions at the Committee and stated that the updated plan was a distillation of the key things going on in the College / region and the staff changes, and development needed to support these changes.

The integration between the range of College strategies was noted, and S Taylor highlighted that discussions were planned with the Finance & Property Committee on the Finance Strategy, and work would shortly commence to update the Learner Experience Strategy, all of which would align with the workforce plan.

K Keay congratulated the Team on the plan and asked how progress on this would be identified/confirmed.

A Mawhirt noted that many of the metrics were already highlighted in the HR Metrics report.

On the Leadership Development, A Mawhirt confirmed that since the academic restructure the group was progressing well in their new roll. Focusing on the community element; cross-college pollination of ideas and support for one another. Staff have indicated this is how they would like to spend their time.

A Mawhirt confirmed a particular programme for Curriculum Quality Leaders (QCL) which broadly looks at people management and to get access to different opportunity – soft skills / meta skills.

In respect of reporting back, S Taylor suggested that an update report be brought back to the Committee approximately 12 months on (March 2023). This was agreed. **S Taylor to progress.**

S Hewitt noted the Workforce Plan will move and shift over the coming months due to the challenges we face and emerging opportunities.

A Mawhirt highlighted the Climate Emergency Action Plan and noted that various elements in terms of staff development and cultural awareness would interlink with the workforce plan and highlighted that there were also links via the recent Future WOW (Ways of Working) event and developments.

The updated Workforce Plan was welcomed.

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

S Taylor highlighted the Voluntary Severance Scheme (VSS) that closed at the end of the last calendar year. Applications were being progressed with a number in a position to approve and will report back on progress at the next meeting.

S Taylor noted the National Bargaining position with a national dispute by EIS in respect of the salary offer made. National discussions were continuing with an indicative ballot for industrial action opened. Support staff had not confirmed if their offer has been accepted.

S Taylor highlighted the National Job Evaluation process noting issues still to be agreed around the implementation.

S Taylor noted the promotion of Lee Lappin and the recruitment of Darren Burns as new Head of Sector with both settling into their new roles well.

S Taylor highlighted college awards success with the Holyrood Scottish Public Service Award for Sustainability and 'Lockdown Legend' Sophie Mitchell as Colleague of the year at the College Development Network Awards.

A Mawhirt highlighted the well-received Leadership Development Forum (LDF) that took place in January with John Alexander, Leader of Dundee City Council, as a speaker and the intention to seek other speakers for future events. In addition, the LDF group discussed their own wellbeing, need to connect with one another on a social and work-related basis to continue building excellent working relationships, as well as general feedback on the format of LDF meetings. Feedback captured was being written into plans for future sessions and additional support for the LDF group.

S Taylor noted the 'Last Hour of 2021 Appeal' where a significant number of staff donated their last hour of pay from 2021 to support four charities chosen by our Students Association, our Staff Association, our Trade Unions, and our Senior Leadership Team. The appeal raised £4,500 in total splitting this equally (£1,125 each) between the following four charities: Chest Heart and Stroke Scotland; Feeling Strong; Maggie's Centre Dundee; and Dundee and Angus Women's Rape and Sexual Assault Centre. S Taylor noted that the 'last hour' approach was a very simple and effective way to raise money for charity.

The update was noted.

## **8. FUTURE WAYS OF WORKING**

J Carnegie explained the "Future WOW" project and engagement with students and staff around what D&A would look like after COVID using Services Design principles. There were 380 members of staff who took part in the event with 15,000 comments via electronic post-its. Discussion themes included: Community & Culture; Working and Learning Spaces; Student Experience.

J Carnegie stated that the Team were now looking at scheduling a student event as well as a stakeholder event – shape what the future will be. We are currently in the "user research" phase to be followed by co-creation and co-design. The project would progress incrementally, with ideas being tested and implemented as work developed over the coming year.

## **9. NATIONAL BARGAINING UPDATE**

The update was covered in the VP People & Performance Report (Item 7).

## **10. STRATEGIC RISK REGISTER**

S Taylor noted no proposed changes for the allocated risk for this committee. However, there was a reduction proposed in the likelihood of a significant COVID outbreak due to the level of vaccination.

This paper was approved by the Committee.

## **11. HR METRICS**

The HR Metrics were noted by the Committee.

D Mackenzie asked about the completion rates for mandatory Training & Development (such as GDPR, Display Screen Equipment and Safeguarding). A Mawhirt noted that it was almost impossible to achieve 100% completion given staff absence, turnover etc and that figures above 80% were accepted as strong levels of coverage. A Mawhirt noted that for some areas (e.g., Display Screen training) not every member of staff would be required to complete the training.

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

S Taylor confirmed the College was waiting for the revised Scottish government strategy to inform the steps required around future COVID-19 planning.

J Carnegie stated that the College was still working with face coverings and 1 metre distance on campus but hoped that the expected national guidance would provide a much nicer environment for students and staff to be.

S Taylor noted that the current guidance meant that the College was still working under Level 0 guidance but with hopes for a big shift to planning over the coming weeks/months to return to something close to normality for the next academic year. It was noted that this clarity was important in terms of supporting clear messaging and timetabling.

S Hewitt acknowledged that the College was entering another transitional phase – trying to find our feet and engage staff in how we transition back. S Hewitt noted that staff were looking for a clear approach and steer and that conversations were taking place with teams.

S Taylor noted that there would be some challenges around the return to on campus working, but that these would be picked up and discussed in a supportive way.

S Hewitt stated that most staff and students seemed to have come full circle, from initially liking working from home to now wanting to be back on campus.

**13. MEETING MINUTES/UPDATES**

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

**14. DATE OF NEXT MEETING – Thursday 5 May 2022**

**Action Point Summary**

<b>Action</b>	<b>Responsibility</b>	<b>Date</b>
Progress update on Workforce Plan to be provided	S Taylor / A Mawhirt	16 February 2023