

# BOARD OF MANAGEMENT

## Human Resources and Development Committee



Thursday 15 September 2022 at 5.00pm, Room Y150, Gardyne Campus

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### AGENDA

1. **WELCOME**
2. **APOLOGIES**
3. **DECLARATIONS OF INTEREST & CONNECTION**
4. **MINUTE OF THE PREVIOUS MEETING – 5 May 2022** Paper A for approval
5. **MATTERS ARISING** Paper B for information
6. **OPPORTUNITIES AND CHALLENGES UPDATE PAPER** Paper C for discussion SH
7. **VP PEOPLE AND PERFORMANCE REPORT** Paper D for information ST
8. **NATIONAL BARGAINING UPDATE** Verbal update ST
9. **HEALTH & SAFETY ANNUAL REPORT** Paper E for information BG
10. **STRATEGIC RISK REGISTER** Paper F for approval ST
11. **HR METRICS** Paper G for information ST
12. **COVID 19 UPDATE** Verbal update All
13. **MEETING MINUTES/UPDATES** Paper H for noting
  - Joint Consultation Forum
  - Health, Safety and Wellbeing Committee
14. **DATE OF NEXT MEETING – Thursday 10 November 2022, 5pm, Microsoft Teams**



**Human Resources and Development Committee**

**Thursday 15 September 2022**

**PAPER A**

**MINUTE OF THE PREVIOUS MEETING –  
THURSDAY 5 MAY 2022**

# BOARD OF MANAGEMENT



## Human Resources and Development Committee Thursday 5 May 2022

Draft confirmed by Chair

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Minute of the Human Resources and Development Committee meeting held on Thursday 5 May 2022 at 5.00pm via Teams.

**PRESENT:**

D Mackenzie	B Lawrie
S Hewitt	K Keay
D Fordyce	B Carmichael
S Stirling	

**IN ATTENDANCE:**

S Taylor (Vice Principal)	J Grace (Vice Principal)
J Carnegie (Vice Principal)	M Sanderson (Executive Secretary)

### 1. WELCOME

D Mackenzie welcomed members to the meeting.

### 2. APOLOGIES

Apologies were noted from N Lowden, B Grace and A Mawhirt.

### 3. DECLARATIONS OF CONNECTION & INTEREST

S Taylor highlighted the paper explaining the definitions for a connection and an interest. There were no declarations of connections or interests.

### 4. MINUTE OF THE PREVIOUS MEETING – 17 February 2022

Minute of the previous meeting was approved as an accurate record following correction to note that apologies had been received for D Fordyce.

### 5. MATTERS ARISING

There were no matters arising.

### 6. OPPORTUNITIES AND CHALLENGES PAPER

S Hewitt summarised the paper, highlighting that at least £1.5 million needed to be saved from the 2022/2023 budget.

S Hewitt noted that recruitment had been declining, and the student demographic was changing, with more 16 and 17 year-olds applying for College.

It was noted that the paper summarised the need for a difficult balance between cuts and investing in areas of growth and new technologies to enhance the curriculum.

S Hewitt noted there have been a series of discussions with managers since the paper was issued to begin to pull together proposals for consultation within a second paper to be published to all staff by 16 May.

J Grace noted the recent curriculum review involved all curriculum departments and they had met with every team. There was an overview of the curriculum portfolio to see if it remained fit for purpose, are students succeeding and does it have a purpose for the future. Decisions on the future course portfolio would be made based on evidence of need and success.

J Carnegie highlighted 80% of costs were staffing, which made any savings plan difficult to enact without impacting on jobs. As noted in the financial strategy, within the remaining 20% there was very little scope for savings due to increases in fuel, gas, electricity etc.

J Carnegie noted that the Scottish Government were investing money in carbon management and the College was aiming to maximise funding from other projects or opportunities. There would be a more in-depth update at the Finance and Property Committee.

D Fordyce asked if it was an increasing challenge around how the College could make these savings with a tight budget already. S Hewitt noted that it was and noted the need to reprioritise and invest in some areas, with cuts in others.

B Lawrie noted the paper was extremely helpful and noted that the statement about continuing to thrive was important.

S Taylor noted that the paper was a first outline of the challenges faced and stated that the next steps were around difficult discussions with Managers and staff. The next part of the consultation process would be a proposal paper, outlining changes proposed and their impact on staffing.

S Taylor noted the unions were aware of the process and would be updated again before the proposals paper was published. It was noted that any staff / staff groups who will be affected in the paper, would also be notified before the paper was published.

The People team were available to support conversations with managers and further information and support would be available, including confirming any redeployment opportunities that may arise.

D Mackenzie noted the various plans and structures in place and stated that the thoughts around the process were clear and detailed, and asked what staff morale was like? S Hewitt noted it had been mixed and that some staff were oblivious to the paper or felt that it would have no impact to them, whilst others were concerned or were overthinking and overanalysing.

Students were the prime focus for staff, with the term coming to an end in the next few weeks.

B Carmichael noted the paper was like the budget cuts around 2010, and some staff seemed to have the attitude they won't be affected.

D Mackenzie asked if the Senior Leadership Team had considered any additional actions that might be needed to increase awareness. S Hewitt confirmed the next paper would be more detailed and would be picked up by staff. Principal briefing sessions were also arranged for when the paper was published.

S Taylor highlighted that, in governance terms, the detail of the paper would impact on most committees and more details would be available for the Finance and Property and full Board meetings.

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

S Taylor summarised the report, highlighting that National Bargaining disputes and discussions were ongoing. S Taylor noted, strike days were planned, with these increasing to three days next week. The uptake for strike action at the College was relatively limited, which has allowed students to attend College and most classes to go ahead as normal. Some class groups had been more affected due to the strike days always landing on the same weekdays.

S Taylor noted that there had been little government engagement in the action, and it had been left to the unions and employers to seek resolution. B Carmichael noted that he had picked up significant unhappiness around the scale of the planned strike action, from those that supported it as well as those that didn't.

S Taylor noted support staff negotiations are ongoing and Unison had announced a ballot for industrial action.

B Lawrie noted the update on job evaluation and asked about the constraints on the project. S Taylor noted the job evaluation was still at the scoring stage, so no financial impacts were known, but that the government had allocated £12 million funding to the Scottish funding Council (SFC) to support the cost of salary changes.

S Taylor highlighted there had been a positive reaction to the recent staff survey and that a full update on this was planned for the Board strategy event. A New Ways of Working (New WoW) event for staff and students was planned for 19 May.

## **8. NATIONAL BARGAINING UPDATE**

This item was covered under Agenda Item 7.

## **9. STRATEGIC RISK REGISTER**

S Taylor summarised the Risk Register and this was approved by the Committee. A review of the need for a separate COVID Risk Register would take place in due course.

## **10. HR METRICS**

HR Metrics were noted by the Committee.

D Mackenzie asked if temporary staff were likely to be impacted by savings plan proposals. S Taylor noted that temporary staff may be impacted first but noted that the transfer to permanency arrangements had reduced flexibility in this area.

An error was noted on table 2 of the report and a correction would be issued after the meeting.

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

S Hewitt noted the update was summarised in the VP report. S Hewitt highlighted COVID cases were decreasing but this was expected as testing had been removed. S Taylor added arrangements around testing and self-isolation had changed and if staff had COVID symptoms and elevated temperature, they are advised to stay away from work for 5 days.

J Carnegie added that face coverings were still encouraged in crowded places and CO2 monitoring was still in place.

It was noted that staff and students were generally relaxed around the change in regulations, but that some were nervous. The majority were not wearing masks.

S Taylor noted that the College had adopted the 'Distance Aware' scheme and were reminding students and staff that others may be concerned about being in busy places or interacting with larger groups.

The update was welcomed.

## **12. DATE OF NEXT MEETING**

TBC.

### **Action Point Summary**

<b>Action</b>	<b>Responsibility</b>	<b>Date</b>
Agenda Item 10 – Update table 2 in Metrics	S Taylor	13 May 2022



**Human Resources and Development Committee**

**Thursday 15 September 2022**

**PAPER B**

**MATTERS ARISING**

# BOARD OF MANAGEMENT

## Human Resource and Development Committee

Thursday 15 September 2022

### Matters Arising

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#### *Paper for information*

There are no Actions outstanding from the Thursday 5 May 2022 HR&D Committee.

The following action is outstanding from the Thursday 17 February 2022 HR&D Committee.

Agenda Item No	Action	Current status	Open / Closed
6	Progress update on implementation of Workforce Plan	Update in February 2023	Open

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





**Human Resources and Development Committee**

**Thursday 15 September 2022**

**PAPER C**

**OPPORTUNITIES AND CHALLENGES UPDATE  
PAPER**

# Future Opportunities and Financial Challenges



## Update on Progress September 2022

### 1. Overview

Following publication of the [previous papers](#) outlining the progress being made in terms of the significant opportunities available to the College and the urgent need to address a funding gap of at least £1.5 million, this paper summarises the final stages that have been implemented in recent weeks and the progress made to address the current financial shortfall and support future opportunities.

As detailed in all previous papers, the plans and savings required were not steps that we wanted to take and represented difficult choices we had to make to help to return the College to a manageable financial position following the funding cuts, as well as support the investments needed to take advantage of the current opportunities available to us.

As we have been told during other similar exercises and most recently the Staff Survey, most staff want to know key headlines, supported by the rationale for associated decisions. This paper is developed on this basis and provides information on the timeline and steps that are needed to deliver on these key headlines / outcomes:

- update on progress to address **a minimum of £1.5 million savings**, which incorporates the mix of both savings and investments. Actions confirmed to date have realised savings of £1,811k
- next steps in terms of operational changes within some areas to readjust services following the changes made.
- A summary of next steps to maintain financial sustainability.

We recognise that this has been a really difficult time for all staff and we remain hugely disappointed and frustrated by the sector funding situation which has brought about the action taken. The College, unions and whole sector have been lobbying the Scottish Funding Council and the Scottish Government on this, but without any impact being made. This will continue into the 2022/23 academic year and early discussions are already planned with Scottish Government, Scottish Funding Council and Colleges Scotland.

### 2. Financial Summary

As noted previously, the overall financial position and strategy has not changed since publication of the initial consultation paper. [The final 2022/23 funding allocations](#) announced by the Scottish Funding Council on 26 May 2022 were identical to the indicative allocations highlighted at the end of March. This financial settlement represents a significant cash cut in funding for the sector and for D&A and (as the cost of living increases) is an even more significant real terms cut in our funding.

Worryingly, the [Scottish Government Spending Review](#) announcement in May 2022 has signalled a return to flat cash settlements for colleges over the next 5 years. If implemented, this will represent a year-on-year real terms cut to our funding over the coming 5 year period.

Since the 23 June paper was published, we have received confirmation that the 2021/22 national salary settlements for academic and support staff have been approved. Both settlements have pushed the boundaries of affordability but knowing the outcome of these negotiations has helped the College to plan better in respect of future finances.

### **3. Solving the Funding Gap – Progress to Date**

As detailed previously, the College was required to make savings from our 2022/23 budget of at least £1.5 million. Progress has continued to be made in addressing this gap, and it is good to note that the current savings and additional income total now stands at £1,811k.

This allowed the College to remove the threat of compulsory redundancy in respect of the savings plan. This is an important and hugely welcome step and has supported the College to begin to work on creating a more sustainable longer-term financial position. In particular, the savings achieved will help the College to:

- meet the greater than expected increases in utility costs (it is now anticipated that the fuel costs for the College will increase by at least c£450k during 2022/3) whilst also helping with the rapidly increasing costs of other consumables and materials;
- look to the future, although knowing we need to plan for future savings on a longer term and more sustainable basis as funding levels become known.

### **4. Savings Summary**

Following the same format as previous, the savings achieved to date are outlined below.

[A summary of staffing changes in July and August](#) arising as result of the savings plan and normal staff turnover are outlined (and updated monthly) on the staff portal.

#### **4.1. Staffing Changes**

From the proposals and implementation paper, and other opportunities that have arisen over the summer, it was possible to progress with a range of staffing changes that will result in significant savings of (c£350k) from the 2022/23 budget.

Savings of this type will continue to be sought as opportunities arise and all staffing requests will continue to be scrutinised very carefully in light of the ongoing financial cuts the College is facing. As noted in previous papers, we have discussed the possibility of a full freeze on recruitment, and whilst it is never as simple as that, we do need to approach every staffing request on the basis that they will be declined unless there are very compelling reasons to do otherwise.

Where vacancies do arise, they will continue to be considered as redeployment options and will continue to be made available for internal application by current staff. Given future uncertainty around funding and student recruitment, appointments on a fixed-term basis will be the likely first option for most future vacancies.

#### **4.2. Voluntary Severance**

The Voluntary Severance (VS) scheme was extended to 31 July 2022 (and later for some) for those directly impacted by the savings plan.

The VS scheme received 54 applications, with outcomes confirmed in almost all cases. As a result, 34 VS applications have been accepted, representing 26.5 FTE of staffing.

In addition to the £397k of annual savings achieved from the December 2021 VS scheme, this will result in further annual **savings of £1,086k** with a one-off VS cost of c£995k.

This brings the current total of VS savings (December 2021 and July 2022) up to £1,483k, inclusive of redeployments.

Voluntary Severance remains as one of the few ways in which the College can reduce overall costs and maintain financial security. As a result, it is planned that the scheme will reopen later in the year as student recruitment and future funding becomes clearer.

#### **4.3. Other Savings and Income**

Savings arising through smaller scale staff changes and from non-pay budgets were summarised in the previous paper and further savings will continue to be realised wherever possible. Similarly, all income generating activities are tasked with optimising the level of contribution that can be achieved.

### **5. Savings Plan Implementation**

Following on from the three previous consultation papers and savings proposals, implementation of the savings plan is nearing completion, with final VS, and redeployment arrangements being progressed over the coming few weeks.

The range of changes outlined in the 23 June 2022 paper have been progressed, with most of these completed over the summer. These are summarised below and further details of any changes in ways of working, process changes, or key contacts will be shared as appropriate by each service over the coming weeks.

- The College has ceased its generic employability activity.
- Current international projects have been completed (or are near completion), with the one remaining project to be supported through some teaching remission for the curriculum staff involved. No new EU funded projects will be progressed.
- Support for the administrative arrangements for international students will be picked up through the Administration Team (Jackie Clinkscale).

- Prince's Trust TEAM 12 week programme delivery has ceased, with this provision removed from the College portfolio.
- The Landbased curriculum has been reduced to focus more on employers' skills needs and work has been progressed to support course applicants to find suitable alternative options.  
Work with stakeholders to review and progress future Landbased provision will start shortly to inform our 2023/24 and 2024/25 curriculum offer.
- Responsibility for grounds maintenance will move to the Estates team. The grounds maintenance team will retain a responsibility to service the needs arising from the Landbased based curriculum.
- The role of Motor Vehicle Technician (Estates) will cease from 31 August 2022.
- The Eat@Clova and Deli@Gardyne are both now closed, signage at Eat@Clova directs students to the Isla facility and information on facilities will be highlighted to students.
- Recruitment for the single Catering Manager has been completed, with Michael Robinson taking up this role.
- The revised Print Service is in place.
- Each sector will have a designated Learning & Digital Resources Lead.
- A revised switchboard service is in place.
- The Gardyne Reception has been closed and other Administrative service changes progressed.
- The role of Principal's PA has been removed.
- Significant changes have been progressed within the Marketing service, with recruitment to the new roles almost complete.
- The new role of Estates Officer has been appointed, with David McColl taking up this role.
- The new role of Academic Partnerships Officer has been filled by Kat Simpson, who will take up this role on 12 September.
- Additional finance input to support project activities will be further discussed in line with project arrangements and timescales.
- Remission to support the creation of the Esports curriculum will be progressed.

Given the need for savings to be achieved and implemented rapidly there does remain a significant amount of work to be undertaken to revise services and ways of working to reduce and remove activities that are no longer being supported, and to ensure that activities that are carrying on are supported on an appropriate and sustainable way.

This work will take some time (and a little patience) to be finalised and it is anticipated that there will be some further redeployment opportunities to be advertised and other operational changes to be finalised as arrangements progress.

## **6. Continuing Redeployment Opportunities**

Given the likely need for further savings to be planned and realised over the next few years, arrangements for internal application and redeployment will remain in place. This will continue as a support for those taking up a redeployment opportunity from the current savings plan, and for anyone impacted by future savings needs.

Redeployment arrangements will progress alongside other recruitment options, with redeployed candidates being prioritised for consideration before shortlisting of other (internal or external) candidates is progressed.

Where there is any future risk in respect of any area of activity the People Team will actively discuss opportunities for redeployment and / or retraining with the individual(s) impacted and staff are encouraged to regularly check the vacancies published on the [homepage of the Staff Portal](#). This will ensure that staff are aware of current and potential employment opportunities as they arise and will support individual discussion and consultation around possible (or anticipated) options for individuals to redeploy into an available vacancy.

In recognition that the number of vacancies within the College will always be limited, we have arrangements in place to actively share external vacancies from Perth, Fife and NESCOL. We have also incorporated links on the D&A portal to current vacancies available in:

- Angus Council;
- Dundee City Council;
- Tayside Contracts;
- Abertay University; and
- Dundee University.

## **7. Avoiding Compulsory Redundancy**

Whilst (as noted above) there are still some operational details and conversations required around the final details surrounding redeployment, the savings proposals that have been progressed through this exercise have been achieved without any need for compulsory redundancy.

This has been the strong desire of the College throughout this process, and whilst it is difficult to be positive about cuts or staffing reductions, being able to confirm this is a very welcome step.

## **8. Support for Staff**

HR support and advice will remain available to all staff on an ongoing basis, including support and guidance on interview skills for staff looking at future redeployment opportunities or VS.

Confidential support around personal wellbeing, or the wellbeing of colleagues, can also be sought by contacting the People Team. Your key contacts in the People Team are [noted here](#).

The People Team can be contacted via [peopleteam@dundeeandangus.ac.uk](mailto:peopleteam@dundeeandangus.ac.uk) or directly through Teams.

The campus HR surgeries have proven to be popular and useful part of the savings plan arrangements, and these will continue over future months, with details published and updated on the portal.

As outlined above, we understand these challenges are difficult for everyone and will affect staff in a range of ways. Please reach out to your manager or the People Team for support or to ask questions as required and encourage any colleagues that have been impacted by the changes to do the same.

## **9. Conclusions**

The need to make rapid large-scale savings has tested many parts of the College almost to breaking point. The impact on those staff directly affected has been particularly difficult, and we do not underestimate this. It is clear that it will take some time for these impacts to recede and for all of us to get used to reduced services and activities and/or new ways of operating in the areas most impacted.

As highlighted throughout this exercise, the proposals are not what the College would ordinarily have planned, but these are not ordinary circumstances and there have been some stark choices to be made. The extensive feedback received from staff across the College has, however, supported this process very significantly. This feedback has identified different ways of making savings and supported improvements to the savings plans and arrangements implemented.

The quality of much of the feedback received has been extremely high, with well thought out plans and proposals to improve how we operate, or at least mitigate the impact of cuts. Thank you to everyone who took the time to respond and to put forward their thoughts and ideas.

It is hoped that by acting quickly, D&A is in a much more stable and positive position looking forward and that we can progress over the coming year to embrace the fantastic opportunities developing in our region.

We have survived savings plans and cuts of this type before, and there is no doubt that the College will continue to thrive and be successful in meeting the needs of our students, staff, and region.



**Human Resources and Development Committee**

**Thursday 15 September 2022**

**PAPER D**

**VP PEOPLE AND PERFORMANCE REPORT**



**BOARD OF MANAGEMENT**  
**Human Resources and Development Committee**  
**Thursday 15 September 2022**  
**VP People and Performance Report**



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*Paper for information*

**1. Voluntary Severance**

As highlighted through Board and other Committee discussions, the savings plan has relied very significantly on voluntary severance to enable saving to be realised.

As detailed in the savings plan progress paper, the VS scheme has received 54 applications, with outcomes confirmed in each case. As a result, 34 VS applications have been accepted, representing 26.5 FTE of staffing.

In addition to the £397k of annual savings achieved from the December 2021 VS scheme, this will result in further annual **savings of £1,086k** with a one-off VS cost of c£995k.

This brings the current total of VS savings (December 2021 and July 2022) up to £1,483k, inclusive of redeployments.

Given the on-going need for savings to be realised it is proposed that the voluntary severance scheme reopen shortly and run through until the end of the calendar year.

**2. National Bargaining**

• **Academic Staff Negotiations**

As reported to the June Board, national negotiations in respect of Academic staff pay/conditions arrangements for 2021/22 were resolved in June 2022, resulting in an award of £1,000 consolidated on all salary points.

With the annual review date of September each year, a salary claim for 2022/23 of £5,000 consolidated increase on each salary point has been lodged by EIS/FELA and will be discussed at a national level.

• **Support Staff Negotiations**

In respect of Support staff, the same £1,000 increase on all salary points has also been accepted. This is in addition to some changes in terms and conditions as summarised below.

- The introduction of 2 career development days (14 hours) for support staff
- Carry forward of 5 days annual leave (and up to 10 days with manager approval)
- Green travel scheme plus mileage payment for cycling
- Commitments to further discussions and working groups around a range of terms and conditions developments, including the feasibility of a 4 day working week.

National discussions on the 2022/23 deal will commence shortly.

- **2021 Instructors Dispute**

Following resolution to the 2021 national dispute with academic staff surrounding the use of instructor roles, a further national dispute has been raised by support unions to the Employers Association as a result of the terms of the [national agreement reached with EIS/FELA](#).

Support unions are unhappy that the review process agreed as a resolution to the EIS/FELA dispute does not involve them in discussions around potential changes to the designation of instructors/trainers (who are support staff).

As reported previously, the national disputes process has been enacted and dispute resolution, but no outcome has yet been reached.

- **National Job Evaluation**

Arrangements in respect of the national support staff Job Evaluation exercise continue to progress slowly, with a further update on this produced in July 2022. Details of work being undertaken is available on the NJNC website: <https://njncscotlandscolleges.ac.uk/job-eval-latest-news/>

All D&A job roles within scope of the initial exercise have been scored, and following agreement on the quality assurance process, this work is likely to be finalised. College data on JE scores and rank orders is anticipated to be available by end November 2022. It is anticipated that this will be data only as discussions have not yet progressed in respect of any pay and grading arrangements.

Discussions are progressing nationally around arrangements for the increasing number of job roles that are new or updated since the project implementation date of September 2018.

### **3. Local Industrial Relations**

- **Union Representatives**

Following on from the recent savings plan and a number of other changes, there has been significant change within the local union representatives for each union. This includes the appointment of a new branch chair and representatives for EIS/FELA and the retirement of longstanding union representatives from Unison and GMB.

At the current time the College has no local Unison representatives, with representation being provided through a full-time officer in the short term.

- **NASUWT Branch**

A group of staff have signalled their interest in establishing a College branch of the National Union of Schoolmasters and Union of Women Teachers. This option has been launched and the College has agreed to support individual representation via NASUWT should this be required. More formal recognition discussions would be predicated on future membership numbers nearing the statutory threshold for recognition.

- **Local Disputes**

The College is continuing to seek resolution to the local dispute that was raised in December 2020 in respect of the application of arrangements around the Transfer to Permanency conditions. Discussions in respect of the remaining areas of disagreement are planned, but no further meetings have been held.

Disputes were also raised by EIS/FELA, Unison and GMB in response to the savings plans and related staffing proposals.

These disputes are similar in nature and are focused on the key issues of: timescale; compulsory redundancy; and impact. Changes in arrangements were made as a result of consultation with each union and also in response to staff feedback. With the removal of the risk of compulsory redundancy also confirmed it is hoped that these disputes will be resolved shortly.

#### • **Trade Union Nominees on Boards of Management**

The Scottish Government signalled in 2019 that they would make changes to the Post-16 legislation to include trade union nominated members on the boards of management of regional colleges. The introduction of this change was delayed as a result of the pandemic but is now anticipated to be enacted by August 2023.

In readiness for this change, it has been recommended by the Good Governance Steering Group of Colleges Scotland that trade union observers be appointed to Boards. A paper outlining this proposal for D&A will be considered at the September Board meeting.

#### **4. Cost of Living Crisis**

As Committee members will be aware, there has been a significant focus on the cost of living crisis over recent weeks. This is recognised as a significant issue for students and many staff.

This will, of course, be a major feature of national pay discussions and at a local level the College will pull together the range of information, guidance and support that is available to seek to minimise impacts as far as possible. This work will include partnership work with our local authorities and others to ensure that students and staff have access to the best support and advice available.

#### **5. College Development Network Awards**

As we start to move into awards season, the College is delighted to have been shortlisted in two categories in the College Development Network Awards.



The shortlisted entries are as follows:

- Gail Graham, Quality Manager, has been shortlisted in the Colleague of the Year category, reflecting the fantastic work she has undertaken within D&A and also at a national level throughout the pandemic. Gail has had a major input to the creation of the adapted assessment arrangements for students within the college sector and has provided excellent support to D&A staff over the past two years.
- Our Students' Association has been shortlisted in the Innovation category for their Retention Calls initiative, which has seen a small group of Students' Association members make over 3,000 calls to students that were at risk of leaving their course. Working in partnership with College staff, this work has supported hundreds of students to resolve issues, access support and return to their studies.

The awards themselves will be announced in Glasgow on 25 November 2022.

## **6. New Ways of Working - #DAFutureWoW**

As we move into the new academic session and with greater numbers of staff and students on campus, we are now taking forward the pilot and implementation phase of our #DAFutureWoW project. The feedback gathered from staff and students has been collated into 5 key themes, with a mix of 'business as usual' work taking some elements forward, and project work for others:

- Hybrid Working, Learning and teaching
- Student Experience and Retention
- Communications
- College Culture and Values
- Staff Workspaces

Work is now underway with users to understand their needs under the various strands with work taking place and moving forward as soon as practicable.



## **7. Wellbeing and Mental Health**

Following work undertaken last academic session by a group of cross-College staff, a new online training module has been introduced to the mandatory online training suite. This module focuses on mental health, as the College is keen to retain a focus on mental health and wellbeing as part of the overall wellbeing programme.

Further training and development sessions are planned for managers in terms of both managing their own resilience and wellbeing, as well as supporting team members to have constructive conversations about their mental health. Internal staff and external inputs will continue to be sought and utilised to as part of the overall wellbeing calendar of events in 2022-23.

## 8. All Staff Event and Start of Session Kick Off



After a three year hiatus, we were delighted to host 250 staff at Gardyne campus for our start of session. We invited Raymond Soltzyek from When the Adults Change to talk about campus culture and how we can all play our part in supporting one another, both staff and students, to meet our collective expectations of a safe and friendly campus environment.

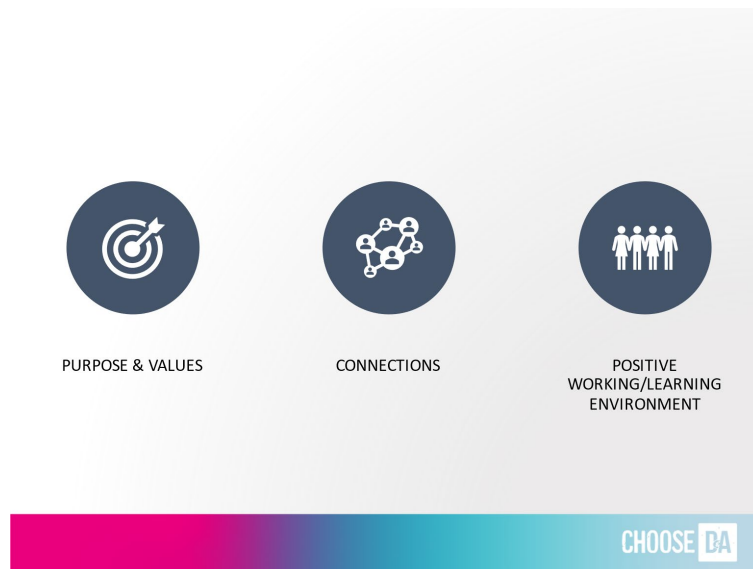
The event was live streamed, which saw another 180+ staff engaging in the session. With teams gathering on other campuses to join the session online together, we saw 'normal' levels of engagement with this event at over 400 attendees.

The in person element had the benefit of lunch afterwards, and it was a great opportunity for staff to catch up and connect, very much in keeping with the priorities for this session which Simon outlined at the event opening.

Staff are being encouraged to focus on their core purpose and the College's this session, keeping things simple and connecting with one another, our students and partners. Follow up work will now take place on the themes of the event both formally in terms of follow up training, but also in terms of on-campus networking, wellbeing and development events to help keep the D&A community connected

*focus on*  
**WHAT MATTERS**

CHOOSE DA



## 9. Hedgehog Friendly Campus

As part of the excellent work happening across the College to embed the UN Sustainable Development Goals into College life, the Academic Development team have a strong track record of supporting sustainability both in personal and College life.

A lovely example of this is the hedgehog firendly campus initiative, which has broad scope for really positive outcomes, not only for our local hedgehogs and the environment, but for our students too. Opportunities include volunteering, learning about hedgehogs and / or learning about the local environment through the curriculum.

Volunteers have been sought with the first meeting taking place and plans underway for some recycled materials to become hedgehog hideaways. For an idea of what a Hedgehog Friendly Campus is have a look at this: <https://www.hedgehogfriendlycampus.co.uk/>



## 10. Business Continuity – COVID-19

The COVID-19 Business continuity piece is planned to wind down over the coming weeks as all Scottish Government restrictions have been formally removed and replaced with good practice recommendations.

This has allowed academic year 2022/23 to commence on a near normal basis and for the vast majority of College activity to return on campus.

A review and 'clean up' of COVID-19 information, messaging and guidance was undertaken over the summer. This has included the removal of the separate COVID-19 hub on the staff portal and the creation of revised good practice guidance for students and staff.

working on  
**Campus**  
@DA

Being on campus is something we all need to do as part of our College role. Despite there being no Covid-related restrictions in wider society, there are still some **sensible things** everyone can do to keep our campus environment **safe & welcoming**:

- Get your vaccine and booster if eligible – find your nearest drop in clinic here ▶
- Stay at home if you're unwell with symptoms or have a fever:
  - Staff report Covid absence using the normal absence reporting system
  - Students report Covid absence through the normal absence link on MyD&ALife
- Be Distance Aware and give others space – you can get a distance aware lanyard from Help Points if you need one
- Dress for well ventilated areas, open windows/doors and use mechanical ventilation – remember to check CO2 monitors where in place
- Wear a face covering in busy indoor spaces and on public transport if you prefer
- Wash / sanitise your hands regularly and follow good respiratory hygiene

**Need Help?**

Health and Safety: [healthandsafety@dundeeandangus.ac.uk](mailto:healthandsafety@dundeeandangus.ac.uk)  
People Team: [peopleteam@dundeeandangus.ac.uk](mailto:peopleteam@dundeeandangus.ac.uk)  
Wellbeing: [wellbeing@dundeeandangus.ac.uk](mailto:wellbeing@dundeeandangus.ac.uk)

The College is following the Scottish Government advice for colleges, universities and community learning and development settings, which you can see here ▶

College risk assessments have been updated to provide guidance on required actions at different levels of COVID-19 risk and the College is continuing to promote the use of good ventilation, good hand and respiratory hygiene practice., and the Distance Aware scheme.

An update on COVID 19 arrangements will be provided at the meeting.

## 11. 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 15 September 2022**

**PAPER E**

**HEALTH & SAFETY ANNUAL REPORT**



# **HEALTH AND SAFETY ANNUAL REPORT**

**August 2021 – July 2022**

August 2022

**Author:** Sandy Fowler, Health & Safety Officer

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## 1. Introduction

This annual report has been created to identify and document the College's Health and Safety team's performance and progress for the academic year 2021/22. This report augments the regular notes of

Health, Safety and Wellbeing Committee meetings. The academic year has been spent supporting staff and students as the COVID-19 pandemic restrictions were eased which included reviewing and updating the COVID-19 risk assessments to support the return of face to face and onsite delivery of curriculum and services in line with the most up to date Scottish Government guidance.

## **2. Health and Safety Team Core Activities**

The Health and Safety Teams core activities this academic year, has been supporting departments and staff during this COVID-19 Pandemic through the provision of advice and support with COVID-19 risk assessment and identifying and implementing measures required to be implemented in line with Scottish Government Guidelines.

The team's core work has involved:

- COVID-19 easing of restrictions advice and support
- Accidents, Incidents and Near Miss reporting/Investigation
- Health and Safety Training
- Supporting curriculum unit delivery
- Administration of first aid requirements
- Administration of fire evacuations/ including PEEPS
- Administration of occupational health surveillance
- Occupational Health referrals (DSE) Risk Assessment
- Attending relevant meetings; internally and externally
- Provision of statistics and appropriate reports for relevant meetings
- Control of Asbestos
- Reviewing safety management systems, guidance, practices and procedures

## **3. Covid 19 Risk Assessment**

Implementation of the Scottish Government's COVID-19 Strategic Framework Future Threat Levels for easing of restrictions update in April 2022, which sets out 3 colour coded future threat levels, High Threat Level (RED), Medium Threat Level (AMBER) and Low Threat Level (GREEN) for managing COVID-19 and its associated harms effectively moving forward. Generic COVID-19 Risk Assessments containing the 3 colour coded threat levels and details of response categories and protective measures required at each stage were produced and published for each department providing quick identification and reference to each Threat Level requirements.

## **4. Health and Safety Training**

### **Staff Training**

The People Team organise health and safety training through EduCare, the current Mandatory Training Provider. Training has moved into 'themed years' for ongoing completion of mandatory training, with each year having a different theme with all staff being informed which training modules should be completed that year. This will then form the basis of the ongoing update of mandatory training across the College for all staff, as the themed years will repeat, meaning everyone completed Health and Safety training every three years.

The following courses were delivered by the Health & Safety team/External Consultants.

- IOSH Managing Safely (External and Line Management Staff)
- IOSH Working Safely (External clients)

## **Curriculum Based**

The Health and Safety Team continue to support department lecturers across all campuses in the delivery of Health and Safety units within the curriculum. It is anticipated that this support will continue throughout the forthcoming academic year as curriculum courses return to face to face on campus learning.

## **5. Departmental Safety Checklist**

Departmental Safety checklists were planned to be sent out in August 2021, however this was placed on temporary hold. It is anticipated the Departmental Safety Checklists will be distributed after the October 2022 break with the return of completed forms expected end of November 2022 where these will be reviewed and compared to the previous submission to ensure ongoing issues are actioned or highlighted.

## **6. Fire Arrangements and Emergency Evacuation**

Following the lifting of COVID-19 restrictions and a return to campuses, full fire evacuation drills were carried out at all 3 campuses on the following dates with the buildings efficiently evacuated with no concerns raised by the fire reporting officer. Fire Evacuation drill records are retained and have also been shared with Insurers/British Safety Council.

- 17/2/2022, Arbroath
- 28/3/2022, Gardyne
- 30/3/2022, Kingsway

A review is currently underway of all fire procedural documentation for each campus covering the topic areas listed below and as part of plans after the summer break will include engaging and consulting with Union Health and Safety reps on approaches to managing fire evacuations on campuses moving forward.

- Fire Risk Assessment Document
- Fire Risk Assessment Action Plan
- Evacuation Map
- Fire Extinguisher/Dry Riser Testing
- Fire Alarm Panel Systems
- EVAC Chair Checks/Training
- Fire Alarm Activation Procedure
- Fire Reporting Officer (FRO)/Fire Warden Arrangements/Duties
- Fire Emergency and Evacuation Checklist
- PEEP (PERSONAL EMERGENCY EVACUATION PLAN) form
- Training Requirements/Training Module Provision

The annual servicing of fire extinguishers at Kingsway and Gardyne Campus has been carried out during the summer break and records retained. Arbroath Campus testing is scheduled to be undertaken November 2022. The Fire Dry Riser service checks for Gardyne and Arbroath campuses are scheduled to take place on 9 September 2022. EVAC Chairs have been checked during August

2022 with records updated.

## 7. First Aid Provision

First Aid provision has continued to be maintained in all campuses through the flexible support of our qualified first aiders which is very much appreciated, despite the COVID-19 working environment making it very challenging.

### First Aid Training - Aug 2021- July 2022

The following courses were completed last year with the number of participants for 2021/2022

Course	Number of Courses	Number of Participants
Emergency First Aid at Work Course:	1	9
2 Day Refresher Course:	3	12
3 Day First Aid at Work Course:	2	13

### Qualified First Aiders

The number of qualified first aiders for each campus as of 24 August 2022 is as follows:

CAMPUS	DESIGNATED	ROTA	TOTAL
Kingsway	22	4	26
Gardyne	14	7	21
Arbroath	17	4	21
Total	53	15	68

## 8. Health Surveillance

After discussion with the People Team, the regular Health Surveillance checks have been put on temporary hold to give the H&S Team time to liaise with departmental managers and identify all those who require checks. We are planning to send out a spreadsheet on 2 September 2022 to each manager showing details of current staff on the list for them to review, update and return by 30 September 2022. It is also proposed that strategic members of staff are trained (1½ hour training) to carry out skin checks, within their department, which will cut cost to the college but also staff time.

## 9. New Generic Risk Assessment 5x5 Risk Rating Template

The new generic 5x5 Generic Risk Assessment template continues to be trialled and developed by the Landbased department as a replacement to the current 3x3 form. The 5x5 form provides the risk assessor with opportunities to consider a wider range of medium level hazards and risks and assist in identifying additional control measures to prevent or reduce the risks.

In preparation to assist with any future rollout to adopt the new 5x5 form across other academic and support service areas, there would be engagement and consultation with other departments and Union Safety Reps following this summer break with the view to supporting the development of draft risk assessment guidance, training/modules, and materials.

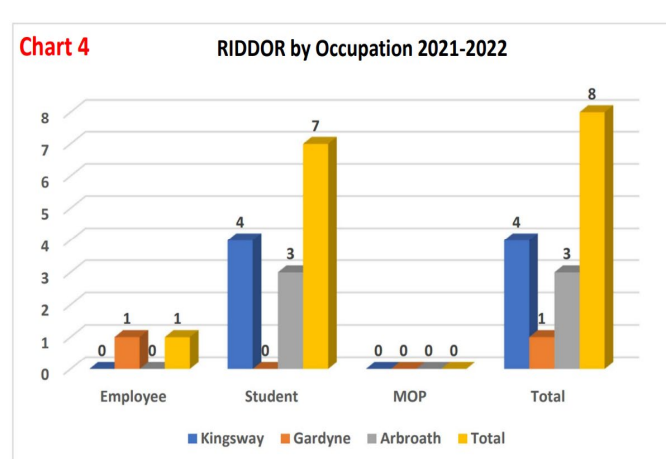
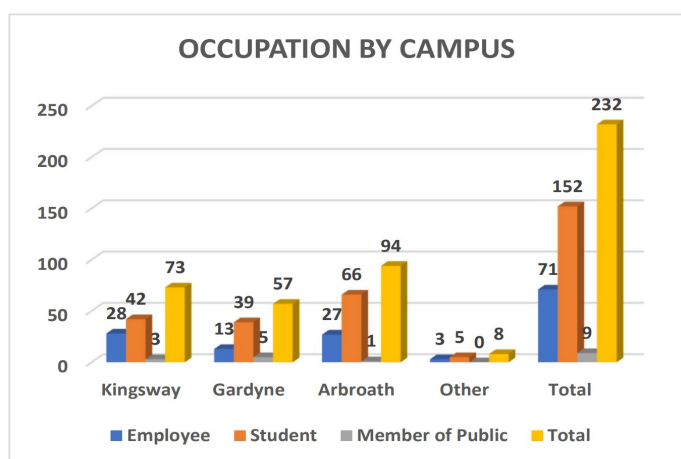
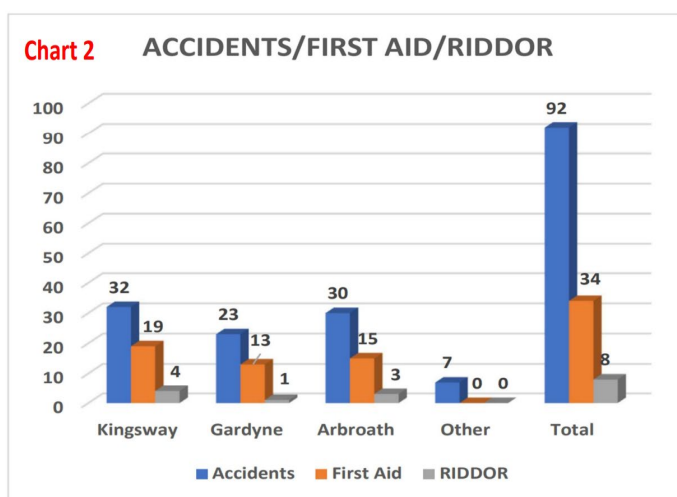
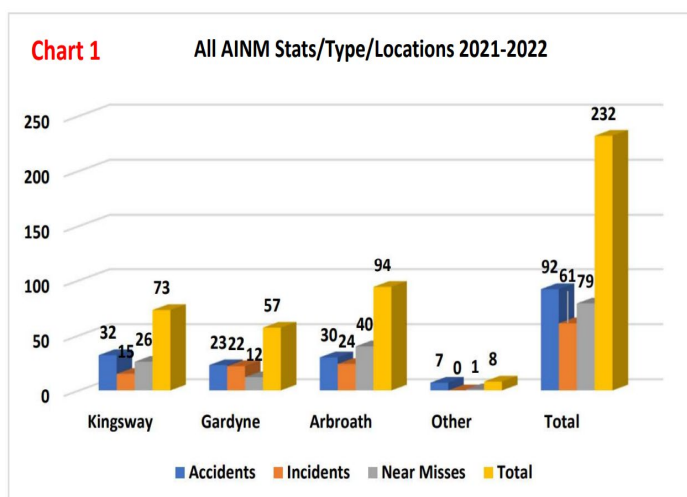
## 10. Accidents, Incidents and Near Misses (AINM)

We continue to keep the AINM system under review looking for ways to make it as user friendly as possible to encourage staff to record accidents, incidents and near misses and to improve data analysis and we will be working with managers to assist them with this and with effective accident investigation and prevention and planning several training sessions to take place beginning October 2022.

These sessions will look to provide encouragement to staff to record the full range and number of near misses as these can be used to stimulate regular safety discussions, and also help to inform or support the updating of departmental risk assessments.

During the period August 2021 – July 2022 there were 92 accidents, 61 incidents and 79 near misses reported. There were 8 RIDDOR reportable accidents reported during this period (1 Employee, 7 Students) and summaries are outlined in Chart 5. None of the 8 RIDDOR reportable accidents to date have been subject to further enquiries by the Health and Safety Executive.

### Charts 1 -12 AINM data by categories:

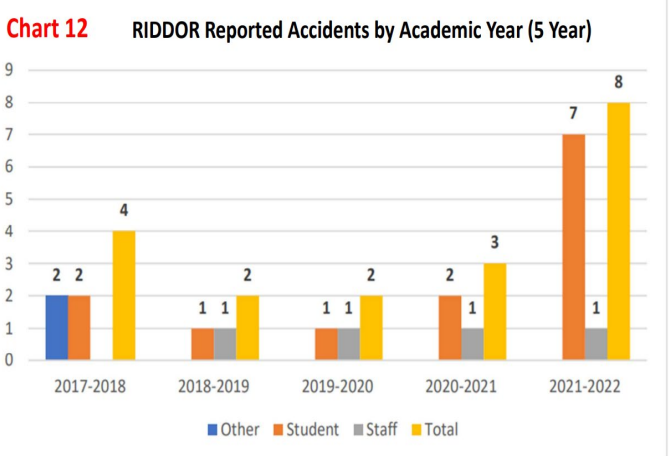
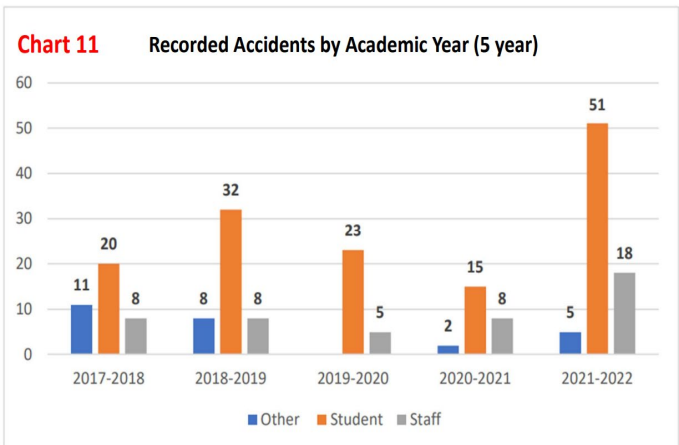
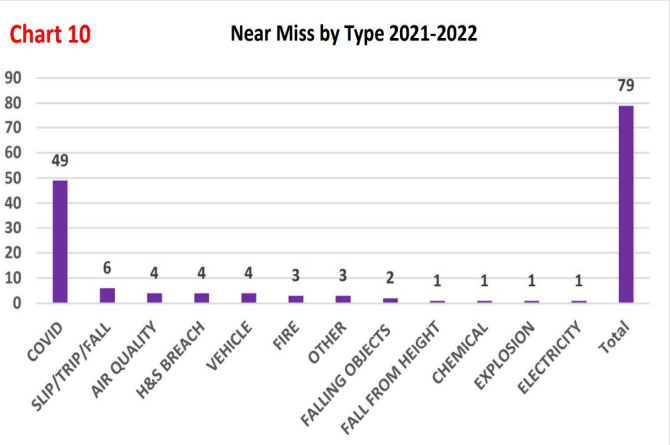
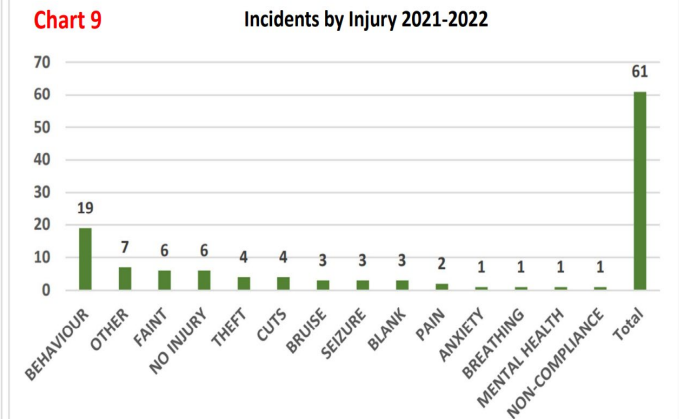
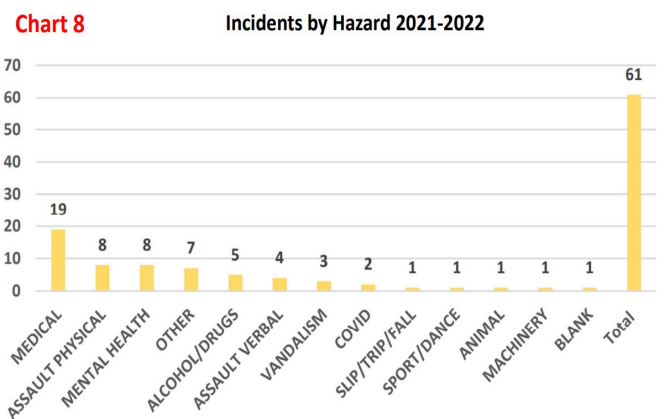
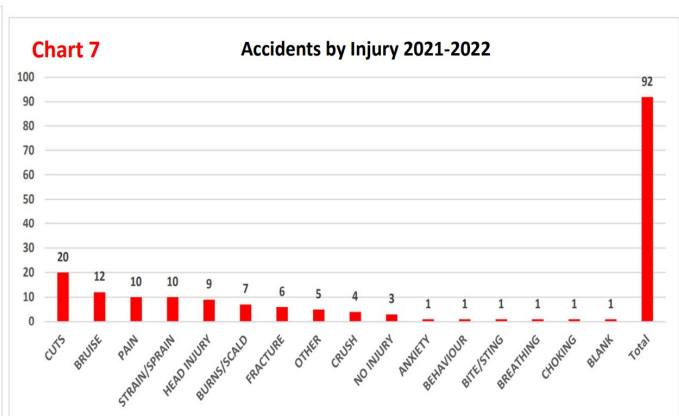
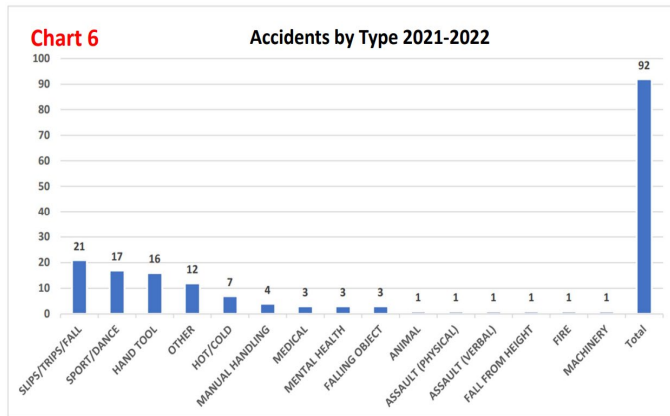


## Chart 5

## RIDDOR Reportable Accidents 2021-2022

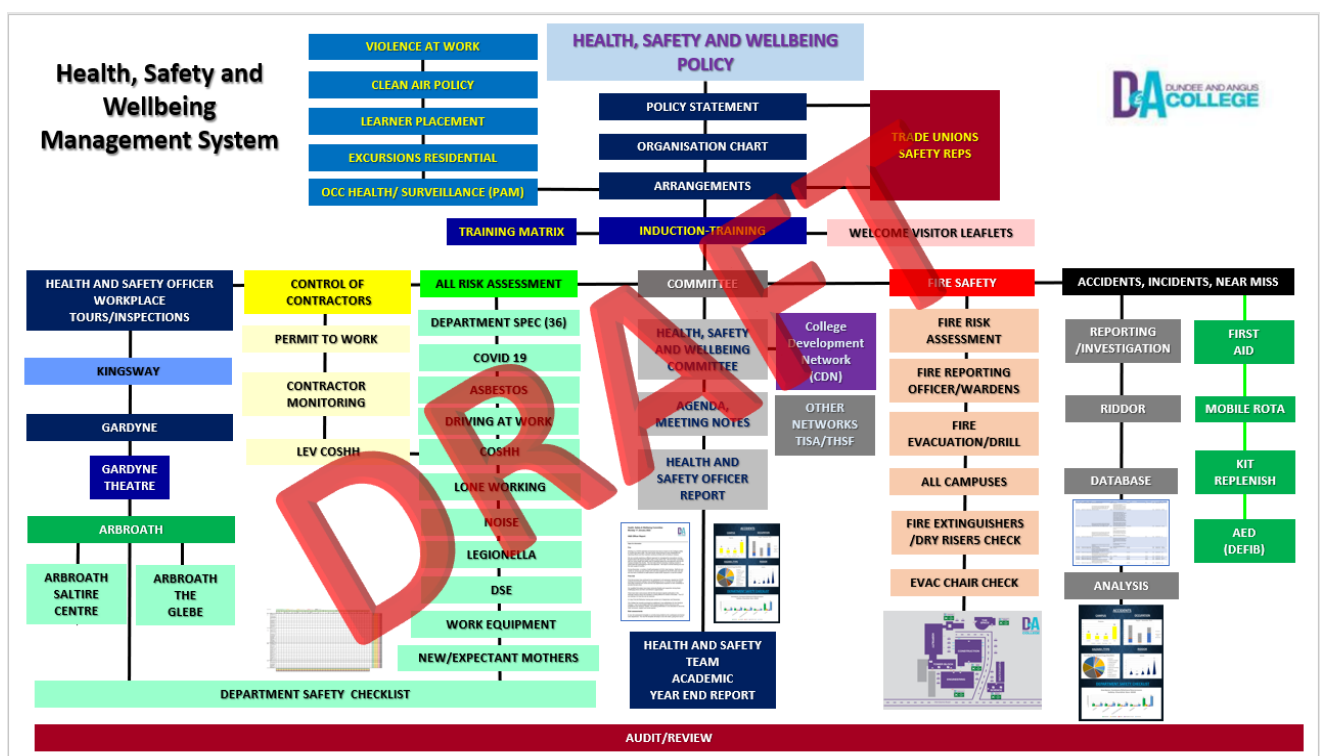
DateTime	Role	Location	AINM Details	AI_InjurySymptom
09/06/2022 00:00	Student	Kingsway Campus	IP was carrying out a task of hand saw cutting whereby the saw slipped with IP sustaining a cut injury to his left hand index finger.	Left hand index finger
17/03/2022 22:10	Employee	Gardyne Campus	IP was helping an audience member out of the auditorium, where she was distracted and fell down 3 steps (stage right stalls seating stairs at the top.	left ring finger broken left foot torn ligaments
17/02/2022 14:30	Student	Kingsway Campus	IP gave himself quite a bad cut on his left thumb whilst using a stanley knife	Deep cut left thumb.
06/12/2021 09:20	Student	Arbroath Campus	IP walked into a suspended metal pole (used for fish tank electrics). Hit back of head.	1cm cut on top of head.
27/10/2021 13:55	Student	Arbroath Campus	Fellow student was sharpening his knife at his work bench. Leo proceeded to sanitise and clean the work station whilst fellow student was still carrying out the sharpening of his knife, IP's hand came into contact with the knife.	Cut to top of hand, knuckle area.
27/10/2021 09:32	Student	Kingsway Campus	IP was using a utility knife, slipped and cut his right hand quite badly	Deep cut and tendon damage
08/10/2021 09:15	Student	Arbroath Campus	IP Reached in to the tool cupboard to get a wooden mallet and caught the back of his hand on the point of a chisel.	Cut to hand
07/09/2021 14:22	Student	Kingsway Campus	IP cut his hand whilst using saw to cut a door component.	Deep gash to left thumb area.





## 11. Health, Safety and Wellbeing Management System (PDCA)

The overview of a draft Health, Safety and Wellbeing Management System was presented to committee members which was well received. The system is based on the Health and Safety Executives guidance document HSG65 Successful Health and Safety Management Plan, Do, Check, Act model which is used for problem solving and continuous improvement. A supporting schedule task planner is currently being developed.





**Human Resources and Development Committee**

**Thursday 15 September 2022**

**PAPER F**

**STRATEGIC RISK REGISTER**

# **BOARD OF MANAGEMENT**

## **Human Resource & Development Committee**

**Thursday 15 September 2022**



### **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 September 2022 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 recent 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 operations.

Given the stage that we are at in terms of the COVID pandemic it is planned that the Audit & Risk Committee consider a proposal to discontinue this additional risk register after September 2022.

No changes are proposed in terms of COVID risks allocated to the Human Resource and Development Committee.

#### **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 COVID 19 SPECIFIC MITIGATIONS

**2021 - 2022**

As at September 2022

<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	Additional COVID 19 Mitigation Actions	Impact	Likelihood	Score	Additional COVID 19 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)  Post mitigation likelihood reduced from 3 to 2 given experience to date during the pandemic	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	2	8	<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>	Principal & Chair
1.4 Board	Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on: <ul style="list-style-type: none"><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> Post mitigation impact reduced from 4 to 3 given experience to date during the pandemic	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>	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

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



Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	HoICT	Head of ICT	2	Minor	Unlikely
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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT		POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Additional COVID 19 Mitigation Actions	Impact	Likelihood	Score	Additional COVID 19 Monitoring	Lead Responsibility
<b>1</b>	<b>Strategic and Structural</b>									
<b>1.7 Board</b>	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	<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> <li>Revised economic and social recovery activities</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Regular monitoring of new/updated activities and outcomes</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> <li>Employer and Community engagement</li> </ul>	Principal

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<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	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	4	16	<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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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 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	2	6	<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
<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>• 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>	2	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

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
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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 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	2	6	<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
<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> <li>• Outbreak management communications plan</li> </ul>	3	2	6	<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

**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 (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>3.11</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>	3	1	3	<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>	Principal VPC&A

<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

**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

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 (cont.)</b>									
<b>3.12 HRD</b>	Post pandemic ways of working and workforce planning fails to meet the needs of staff and College strategic/operational needs	4	3	12	<ul style="list-style-type: none"> <li>• New ways of Working Workstream</li> <li>• Updated and flexible Workforce planning</li> <li>• Extensive engagement with unions / staff on future ways of working</li> <li>• Monitoring and rapid action on staff turnover / recruitment</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>• Regular monitoring and evaluation of new/updated ways of working, activities and outcomes</li> <li>• Amendment of direction/ workforce plans</li> <li>• Engagement with unions/staff</li> <li>• Monitoring and rapid action on staff turnover / recruitment</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	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
4.5 LT&Q	ICT/Cyber failure significantly disrupts online 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



# STRATEGIC RISK REGISTER

**2021 - 2022**

As at September 2022

<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
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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									
1.1 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	2	8	<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>	Principal & 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>	Principal & 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	2	10	<ul style="list-style-type: none"><li>Review of changes and amendment of strategic direction/plans/ curriculum</li><li>Financial strategy</li><li>Workforce planning</li><li>International strategy &amp; planning</li><li>Post Brexit planning</li></ul>	Principal

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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>Clear project Management arrangements in place</li><li>Budget reporting and management</li></ul>	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	<ul style="list-style-type: none"><li>Negotiation/influence at national level</li><li>Review of activities/ projects and response to new opportunities</li></ul>	4	1	4	<ul style="list-style-type: none"><li>Robust monitoring via ROA</li><li>Amendment of strategic direction/ plans</li><li>Rolling curriculum review</li></ul>	Principal

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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									

1.6 Board	Failure of D&A plans and activities to deliver on required carbon reductions and sustainability actions necessary to meet national targets and achieve College climate emergency ambitions.	4	3	12	<ul style="list-style-type: none"> <li>Robust CEAP in place</li> <li>Multiple strands of activity/action</li> <li>Embedding sustainable practices in normal activity and ways of working</li> <li>Clear links between strategy and practice</li> <li>Planned investment in carbon reduction</li> <li>Sustainable procurement</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Robust monitoring and reporting of CEAP at SLT and Board level</li> <li>Clear performance metrics</li> <li>Amendment of strategic direction/ plans</li> <li>Monitoring of scope 3 emissions</li> </ul>	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	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	4	16	<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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	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

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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 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
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>• 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
3.3 A&R	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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<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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	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	2	8	<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

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

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

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT		POST MITIGATION EVALUATION				
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
<b>3</b>	<b>People and Performance (cont.)</b>									
<b>3.10</b> <b>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
<b>3.11</b> <b>Board</b>	Failure to plan or respond adequately to future pandemic illness.  <b>New risk added to reflect pandemic management following removal of COVID specific RR</b>	5	4	20	<ul style="list-style-type: none"> <li>Monitoring and rapid response to WHO and UK/Scottish Government information and alerts</li> <li>Maintenance of COVID-19 good practice approaches to inform future use</li> <li>Effective business continuity planning in place</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Pandemic readiness / response included in business continuity plan reviews and testing</li> <li>COVID/Pandemic Response Group in place</li> <li>Active monitoring and rapid adoption of pandemic guidance / control measures</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>
	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
<b>4</b>	<b>Infrastructure</b>									

<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>	Principal & VPCS
<b>4.2</b> <b>F&amp;P</b>	Failure to achieve ambitions of Digital 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

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



**Human Resources and Development Committee**

**Thursday 15 September 2022**

**PAPER G**

**HR METRICS**

# BOARD OF MANAGEMENT

## Human Resources and Development Committee

### Thursday 15 September 2022



## 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

2021/22 Headcount		% Split	2020/21	2021/22 FTE		% Split	2020/21
Teaching	339	43.2%	440	Teaching	293.6	43.2%	315.3
Other	456	56.8%	443	Other	386.4	56.8%	337.3
Total	785		883	Total	680.0		652.6

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	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	2020/21	Temporary & Permanent FTE		% Split	2020/21
Female	494	62.9%	63.2%	Temporary	20.5	3.0%	13.7%
Male	291	37.1%	36.8%	Permanent	659.5	97.0%	86.3%
Other							
Total	785			Total	680.0		

Diversity Data Held	%
Ethnicity/Race	48%
Disability	52%
Gender Pay Gap	7.7%
Diversity Data Gaps	40.6%

### 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 31/07/22	Staff Absence Rolling Year to 31/03/22
Average working days lost per headcount	8.15 days	6.99 days
Working time lost	3.13%	2.69%
Comparison with sector/national rates		
UK All Sector rate (CIPD 2016)	3.3% (2.6% CIPD 2020)	
UK Public Sector rate (Unison 2016)	3.4%	

Absence Analysis (Incidents)	Rolling Year to 31/07/2022	Rolling Year to 31/03/22
Long Term Absences (4 weeks or more)	118	99
Short Term Absences	663	589
Stress Related Absences – Work related	21	20
Stress Related Absences – Non-work related	94	86

### Other HR Metrics

	2021/2022	2020/2021
Staff Turnover Rate (non-forced)	4.85%	6.19%
Employee Hearings		
Discipline	1	6
Grievance	0	1
Tribunal Actions	0	0
Recruitment Exercises	45	139
Current Vacancies	13	

### 3. OD Metrics

	YTD 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	380	304
Number of attendances at internal and external CPD events per employee headcount	2438	1371
Organisational Development budget per employee headcount	-	£110

<b>Engagement survey ratings (annual/periodic)</b>	<b>2022</b> Engagement 80% Happiness 76%	<b>2018</b> Engagement 75% Happiness 69%
<b>Employees participating in College-wide strategy and working groups % of employee headcount</b>	-	-
<b>Employees with health and safety certification (this is in addition to mandatory obligations - all new employees have H&amp;S briefing)</b>	See H&S Annual Report	See H&S Annual Report
<b>Employee benefits take up rates</b>	All staff registered	All staff registered

## Induction

Induction 2021/22	New Starts	Not Started	In progress: On Track	In progress: Behind	Completed	Total
Academic	13	0	13	0	0	0
Support	20	0	20	0	0	0

## Training & Development Completion Rates

Activity	2021/22 Completion Rate to date
Development Reviews	54%
<b>Mandatory Training</b>	
Safeguarding	9%**
Health & Safety	88%
Fire Safety	90%
GDPR	35%*
Equality & Diversity	11%**
Display Screen Equipment	83%
Cyber Security	37%*
<b>*NEW* Mental Wellbeing in Children and Young People</b>	6%

The above figures represent completion rates since the introduction of the new mandatory online training matrices in August 2020. From 2021-22, we 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.

**\*Please note the drop in Safeguarding, GDPR, Equality & Diversity and Cyber Security and is due to the themed year commencing and the courses being reset.**

#### 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 Manager / Colin Lynagh, Business Intelligence Officer

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



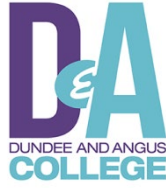
## **Human Resources and Development Committee**

**Thursday 15 September 2022**

### **PAPER H**

#### **MEETING MINUTES/UPDATES**

- Joint Consultation Forum
- Health, Safety and Wellbeing Committee



## JOINT CONSULTATION FORUM

Single Agenda Item Additional Meeting

**Tuesday 31 May 2022**

**Present:**

S Oakley  
D Smith  
T Bain  
J Grace  
K Buchan

J Dick  
S Taylor  
J Carnegie  
D Deans  
A Mawhirt

**In Attendance:**

H Meldrum  
S Graham  
A Malloy

GMB Full Time Official  
EIS Full Time Official  
Unison Full Time Official

- | <b>1</b> | <b>Apologies</b>   | <b>Action</b> |
|----------|--|---------------|
|          | Apologies were received from A Williamson and L Scragg.  |               |
| <b>2</b> | <p><b>Financial Savings Proposals</b></p> <p>SH presented to the group on the current financial landscape for colleges (slides enclosed) outlining factors impacting the funding gap faced by D&amp;A and the initial proposals to address the minimum £1.5m in savings required to be achieved by August 2022.</p> <p>SH noted the joint unions' questions submitted prior to the meeting, highlighting responses to queries at points during the presentation. It was confirmed that a written response to these questions would be provided.</p> <p>JD noted that she felt there were a number of issues with the VS scheme and queried the savings payback being required within 2 years and how this might impact decision making around VS applications, for example if a saving could or could not be made within 2 years. ST confirmed that the required for payback within 2 years comes from the Public Sector Finance Manual and is not dictated by the College.</p> <p>ST explained that any VS arrangement that would result in payback over a longer period than 1 year must go through an approval process with SFC. Where it was significantly beyond a year, i.e. the example JD highlighted it may also be referred SFC to SG for a decision, with the College putting forward a case to support progression of the arrangement.</p> | <p>SH</p>     |



ST noted that the parameters around much of the scheme and its implications are set by SFC and / or SG and the College could not change these.

JD queried whether the statement regarding 2 years was incorrect in the College's paperwork, with ST clarifying that it was correct and was based on the Public Sector Finance Manual.

JD clarified that she would like to know whether a long payback period as a result of a high 'strain' cost would impact on an individual's entitlements or VS outcomes in any redundancy situation. SH confirmed this would not be a factor, however JD noted she felt the 2-year timeframe within the paperwork could be confusing, therefore further explanation might help assist staff to understand this.

ST noted that the arrangements for VS were the same as those previously utilised, which unions were consulted on.

JD stated she didn't know much about the scheme and had a query regarding pension strain costs and the impact on VS payments. ST explained that the mandatory compensation element of the scheme meant the individual gained access to their pension early (without a reduction in the pension). This was a major benefit and offset the possible reduction in VS payment. ST noted that without this balance, the unrestricted access to the pension would equate to more than other staff in the scheme could benefit from. ST outlined these are therefore different arrangements as opposed to lesser arrangements.

JD stated that staff felt that the arrangements were lesser for support staff, as they may not receive the full 8 months of salary as a VS payment. ST noted that academic staff would not have the benefit of accessing their pension early. If they wanted to do this they would have to use up their VS payment to fund the actuarial reduction costs that would be incurred. ST noted that again, this was a mandatory element of the local government pension legislation.

JD queried whether it was mandatory the staff member had to contribute to the strain costs, with ST confirming it was mandatory the individual received their pension. JD indicated that other organisations do not require staff to contribute to strain costs through their VS payments. JD stated that other colleges were also offering different VS schemes with more months salary. SH noted that equally, others were offering half of D&A's offer.

ST noted it would not be reasonable to change an agreed scheme which has been utilised 5 or 6 times part way through the scheme being open.

JD stated there was a lot of naivety around the scheme. JD stated a further conversation on the VS documents would be welcomed.

It was noted that a separate discussion could be held in respect of the technical details surrounding VS and pensions, approvals etc if desired. All

JD highlighted that VS applications were unlikely until people know what their pension payments would be. ST recognised that there were staff who may be in this position and that staff may want to wait until further details are confirmed. ST confirmed again that staff would not be disadvantaged on the basis they could not commit until the details were available to them.

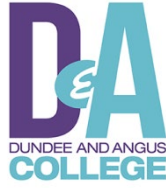
Compulsory redundancies were raised as a concern by all unions. ST confirmed that the College would only consider this as a last resort and the purpose of the consultation was to allow full consideration of all options to make the required savings. It was difficult to assess the final picture without having worked through the consultation process and resulting VS applications and the reality of the financial picture.

Significant union concerns over the timeline were noted, and the ability for staff to consider (or be considered) for redeployment or other options was highlighted. SH noted that there was also a need to make the required savings quickly to ensure future financial sustainability and noted that it was important that there was also clarity for students and staff where possible.

The change in the consultation date was noted and it was agreed that the unions would confirm a request in terms of changes to the timeline. All

### **3 Next Meeting**

It was confirmed that a further meeting would be organised for 10 June 2022.



## JOINT CONSULTATION FORUM

Friday the 17<sup>th</sup> of June 2022

### PRESENT:

S Hewitt  
S Taylor  
S Oakley  
T Bain

J Dick  
J Carnegie  
K Buchan  
D Smith

**ATTENDED:** A Malloy Unison Full Time Official

### Actions

1. **Apologies** were noted from A Mawhirt, A Williamson, L Scragg and J Grace.
2. **Minutes of previous meeting** – The minutes from the previous meeting were approved.
3. **22/23 Student Recruitment and 21/22 Credits**

SH shared data detailing student recruitment FT applications are currently sitting at 9,449 however offers made against the same period last year were lower, around 4,712 compared to 4,927 last year. The aim was for around 6,000 offers being made. Applications in progress were, however, higher than the same period as last year 705 compared with 379.

Credits remained below our full year target, 7,153 below the target of 113,962. We project credits to be 108,997 and are seeking clarity if there will be funding clawed back if we do not meet the credit target.

SH noted the importance of early retention of students is vital and we need to consider this when planning for next year, due to the reduction in full time recruitment along with the high withdrawal rate this has had a significant impact this year.

ST noted that SFC had supported using credits to support students in some situations and we needed to ensure that we maximised the opportunity this gave.

AML commented that Unison nationally was happy to raise the credit and funding issue with the SFC too.

SH said he would be happy to share the communication sent to SFC for them to use.

**SH**

SO asked if the Academic Development Team could develop a toolkit for lecturers to use when working with these students are at risk of withdrawal and asked if there was data which showed which weeks are most at risk for withdrawals.

SH explained the data dashboards showing withdrawal information was readily available for staff on the portal and can and should be shared. It can be drilled down to team and course levels and shows the key weeks when withdrawals were taking place.

#### **4. Financial Security and Future Funding**

SH outlined as it stood there were 26 VS applications and 39 quote requests (11 of whom had applied for VS). From initial review it looked like it would be possible to approve 9 out of the 26 at this stage. The rest were pending, and final decisions had still to be made, but applications could not be approved where there was a need to replace timetabled hours or staffing.

The 9 would provide around 242k of a savings leaving a remaining funding gap of at least 440K. To meet this gap SH stated that we realistically need around another 10 to 15 VS applications to make the required savings.

JC noted we need to make the overall savings and if people come forward they would potentially offer redeployment opportunities which was great but if people were not coming forward or people would need replaced from outwith the existing staffing due to their specialisms it didn't help the position.

ST highlighted plans to remind people about the VS scheme and noted that the College would write out to staff who had requested a quote and remind them about when VS closes to ensure they are clear of the timescales.

**ST**

AML asked about the turnaround time for receipt of quotes.

ST noted they had been acknowledged and figures have been provided (or requested from pensions).

TB commented there had been a newly appointed CQL who needed 18 hours teaching and there were potentially teaching staff sitting under hours, she stated that she had also heard this was the case in Hospitality, where some staff were not teaching their contracted hours. TB stated that the College needed to do an audit of contracts and teaching hours.

ST confirmed that this was planned and stated that the CQL was a post request which had been approved a while ago and where recruitment had been challenging, but that it was an important role for the area.

JD asked if there has been any redeployment so far, and if there were would someone else need to leave the team to create this opportunity.

ST noted that there had not and that this was not necessarily the case, but there are situations where someone leaving might create an opportunity for someone else.

JD noted that the admin team had been told they needed to find another 1 FTE saving to make room for another member of staff to be redeployed.

ST explained it wasn't as straightforward as that as there were a number of different factors to be balanced and the College was seeking to retain the specialist skillset following on from consultation feedback received. It was noted that the savings achieved in that area were not all full-time, but he would need to check the details.

**ST**

SH also noted that if it opened up an opportunity for someone else to be retained because someone else wanted to go then we could take advantage of that opportunity.

AML noted it would be helpful if things like this could be shared so that they could help members by explaining the detail.

TB asked if the Dundee football partnership would generate income that would help alleviate the financial pressure.

SH stated that it would help and noted that the College would receive a commercial rent plus additional gym membership income.

SH noted that there were also partnership plans to bring in income to enhance the sports pitches which would offer up opportunities for commercial lets. There was also potentially a commercial catering offer that would contribute to costs.

JC noted that there would also be costs with having a tenant on site, with some of these capped within the commercial agreement.

SH reiterated that the College was looking at all opportunities however we needed more VS applications to make the savings.

DS Asked how many FT/PT staff will need to be made redundant after VS is closed to make the savings.

SH reiterated the desire to make the savings through VS and other options if we received the required applications and undertook to provide a further update after we see how many more VS applications we receive. SH noted that the VS group met twice a week to review applications and did what they could to balance the various factors and make the savings work as much as possible.

**SH**

## **5. Union Items**

No items noted.

## **6. COVID-19 Guidance and Updates**

SH noted there was no significant update around Covid.

JC commented there seemed to be a general increase in cases in society but that there had not been any further update on H&S guidance for the sector.

ST highlighted that teams are working through the branch 4 arrangements, and we had had several recent EV visits where they had identified some really good practice. This included how teams had approached the process and the clear mapping between course and unit outcomes.

JD asked about progress in installing the CO2 monitors and posters as this had been discussed in April but was still not completed.

JC noted that the additional monitors had been received and that it was the intention to install these during the summer alongside posters on how to understand the data they provide. Details on when these would be installed would be shared.

**JC**

SO noted the importance of good air quality in all circumstances, not just in respect of Covid.

ST noted that the alternative assessment arrangements for HNVQ qualifications would be in place for session 2022/23 and could be utilised if needed.

## **7. Policy Review Group**

KB noted the Violence and Aggression policy was with the PRG for review and comment and to date only two members have given their comments. KB will pick this action up and arrange with AM for the policy to be finalised and published

**KB**

## **8. AOB**

SH noted that there had been some queries about why money was been spent on buildings when we were looking to make savings. SH noted that it was important to highlight that capital funds were ringfenced and couldn't be used as day-to-day funding.

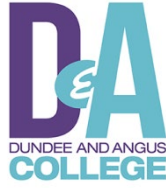
TB noted concern that that the advertising of courses with schools through the academic partnership wasn't specific enough however when academic teams spoke directly to the schools, they tended to have better success. SH noted this point had been made at one of the briefings and JG would pick this up

TB noted that some staff felt that the annual leave for part time staff was not fully pro rata and so didn't feel that they were getting the correct remuneration for it. This would be picked up separately to review.

**KB**

**9. Date of next meeting**

Friday the 24<sup>th</sup> of June (details to be confirmed)



## JOINT CONSULTATION FORUM

Single Agenda Item Additional Meeting

Friday 24 June 2022

**Present:**

S Oakley	J Dick
A Williamson	S Taylor
T Bain	D Smith
J Grace	L Scragg
S Hewitt	A Mawhirt

**In Attendance:** L Mullen Unison Full Time Official

**1 Welcome Action**

SH welcomed LM to the meeting and noted that this would be TB's last meeting and thanked her on behalf of the group for her support and input over the last couple of years, especially during difficult times for the College.

SO requested that the meeting was recorded and a minute taken.

**2 Apologies**  
Apologies were received from K Buchan, D Deans and J Carnegie.

**3 Financial Savings Proposals**

SH noted that 4 further VS applications had been received since JCF last met. There had not yet been a VS group meeting to review these. There have also been 3 additional quote requests received. All these latest application and quote requests have been received from areas impacted by the savings paper. SH noted whilst this had taken the College closer to reducing the remaining £440k gap, it would not fully resolve it. SH highlighted that, with recent developments, redeployment opportunities were also now becoming clearer.

SH recognised that whilst VS remains open to all staff until 30 June 2022, we were coming into the summer period and leave will begin. There is an intention to realistically work around leave and VS applications would be open to those affected by the proposals for an extended period to 31 August 2022.

LM stated Unison's position regarding the dispute and noted that status quo had not been adopted which was against Fair Work norms.



LM stated that compulsory redundancy was not off the table, so as things stand Unison would escalate to a public campaign as no other college in Scotland had 'crossed the line' to compulsory redundancy.

LM indicated that D&A was in a unique position in the sector as other colleges had not had to make similar cuts. LM stated that Unison would go live with a public campaign at the beginning of the next week if D&A did not take compulsory redundancy off the table.

LM asked D&A to confirm that there would be no compulsory redundancies and that anyone at risk could remain in the organisation in a supernumerary role.

SH stated the senior team would take on board and discuss LM's points, however it was unfair to state there had been no progress. SH noted that LM's colleague AML had recognised this, and that neither management nor union wished to be in this position.

LM stated that a written response on the points raised was needed from SH before close of play on Monday. LM said that working hard was not the same as resolving the issues, therefore they would consider any written response before making a decision on the public campaign and ballot for industrial action. LM again reiterated that a public campaign with the press and lobbying of Ministers regarding D&A's position was a consideration for Unison.

**SH**

ST highlighted that neighbouring colleges (NESCol, Perth and Fife) had agreed to share any vacancies with D&A, and anyone at risk who met the essential criteria for a vacancy would be guaranteed an interview at Fife and NESCol. Perth were unable to offer the same guarantee due to their UHI position.

LM asked that length of service be transferred between colleges if a person at risk benefited from this arrangement. ST noted that under the Modification Order most T&C elements would be covered, and academic staff would be remunerated at the same level due to the national pay spine. ST noted that the arrangement was one that neighbouring colleges had volunteered as a support and that pushing with additional asks or demands could make this more difficult.

SO noted that the next steps for EIS/FELA were similar to that outlined by Unison. SH confirmed that D&A absolutely wanted to be able to confirm no need for compulsory redundancy and would do that as soon as it was financially possible to do so.

JD noted discussion at the previous JCF meeting regarding the ring-fenced nature of capital spending. JD noted she felt this was at odds with the statement in the final paper that noted the Estates Officer role was off-set against capital funds.

ST clarified that small proportions of the capital estates budgets could be used for staff costs related to estates maintenance and

refurbishment works. In addition, some of the backlog maintenance funding could be used for the Gardyne loan, which will save c.£470k from the regular College cashflow. ST noted that these arrangements were no ideal, and reduced the amount available for improvement works, but the College was doing all it could to make the best of the funding (and funding rules) available.

JD raised that there have been a number of comments about the consultation process. In some cases, staff had spent some time and effort putting in consultation responses however the responses received hadn't always been considered satisfactory, with JD indicating that a rationale had not always been given, or had not been clear.

JG confirmed that a range of responses have been given depending on the situation, team or individual. As an example, the Landbased team had met with senior staff on two occasions, where other inputs with a single line suggestion might have been responded to in writing.

JD stated that responses she'd seen appeared to be a standard email. ST confirmed this was not the case and responses had been individualised. ST also noted that in some cases respondents had come back to request more information and that had been provided. In some cases the detail of service and team operations queried had been at a level of detail where submissions have been passed to the appropriate senior manager to review or respond as this was the most appropriate approach based on the submission.

ST stated that there were no outstanding queries at this point. JD noted that she had not had a response regarding her information request, with ST noting he would highlight this to JC to pick up a further discussion.

**JC**

LM stated he felt that the consultation response regarding catering submitted by JD / Unison was not satisfactorily responded to, highlighting concerns it was superficial and that lower paid workers may not be receiving the same time and attention as others.

LM then asked for details on those at risk and how many are male / female, and how many are academic / support. LM noted he did not expect a response just now and the College may wish to submit a written response.

**SH**

ST responded to confirm that significant progress had been made in terms of getting to the point where compulsory redundancy could be avoided. ST confirmed he would be appalled if any staff were being treated 'better' than others due to their equalities characteristics as LM has implied, and the College could and should be proud of their record of dealing with issues in a fair and equitable manner. ST also noted that the wide variety of consultation responses had come from staff from all areas and at all levels.

LM stated he still needed specific answers to his questions and that no doubt management were keen to confirm there were no concerns of bias. ST stated that it was unfortunate and damaging to make comments of this nature and it was unpalatable for either management or unions to be insinuating or suggesting that D&A treat staff differently based on their role or pay for any reason.

JG noted that although her example given was academic, meetings had also been held with support teams and staff, with teams being treated equitably. JD noted that there have not been any meetings with her team and therefore this could appear inconsistent in approach.

LS raised the meetings he had had and the discussion around what would happen if the proposals were taken forward and it was stated that compulsory redundancy was on the table. LS highlighted a concern that this was raised in some meetings and not in others, which was inconsistent. LS noted concern over his particular situation where there was a requirement for work to be picked up over a 9 month period. LS noted that he had calculated that there was almost a years' worth project days still to be fulfilled. This he felt to be at odds with the point made in the paper that the College cannot expect people to do more with less.

ST confirmed he would have a conversation with the individuals involved in the consultation discussion with LS as there was not any expectation that compulsory redundancy would be discussed. LS stated that the conversation regarding this was natural, as he had asked step by step what would happen in different circumstances.

ST noted that if staff are asking a range of questions then it was obvious that there might be different or additional information provided, but that this did not point to an inconsistent approach by the College.

TB followed up on a query from last week's JCF meeting regarding external appointments – specifically relating to an appointment to the Business area and 18 hours of teaching associated with this appointment. TB noted it was surprising there wasn't the skillset to fulfil this promoted appointment internally. TB suggested that the academic partnerships team opportunity should definitely be an internal appointment / redeployment. TB stated that staff don't apply for roles because they feel they will go external anyway and the College need to address this. TB also asked that her query regarding the 18 hours of teaching associated with the Business CQL role, and how these hours can exist is included in the minute.

JG confirmed that D&A advertised twice internally for the role within the Business area, then had advertised externally on two occasions. This had been a difficult role to fill, but was necessary in the team, hence the decision to recruit externally as staff in the team had not applied. JG noted the point regarding how to best to share the message regarding applying for internal vacancies and this would be taken on board.

SH had to leave the meeting to attend another engagement so passed chairing of the meeting to ST.

DS queried if there is c.120 days of work to be done under the current projects in international, should LS not be able to complete these. ST confirmed this is something that should be discussed with the relevant manager.

DS asked who ring fences funds and whether the College has any control over this. ST confirmed that this came from the Scottish Public Sector Finance Manual, as well as additional regulations that come from Scottish Government.

LS stated that there was not an ongoing conversation regarding the work in his area. ST noted that he was aware that there had been a meeting the previous day and stated that he would pick this up with S Tom.

**ST**

LM noted SH had confirmed written responses would be provided. LM outlined that this was in response to the questions noted, how the College decided which areas to change as part of the proposals, and also information on what would happen if the College stopped taking forward the savings proposals at this point.

On the final point raised, ST confirmed that discussions with the Board had agreed that the budget for next academic year will be delayed until September, as the current draft stood at a £2.8m deficit. The point the College is seeking to get to was reducing the deficit to as near £0.5m as possible. The impact of the £2.8m position on cashflow was the College would literally run out of cash.

ST noted that LM had said that D&A was the only college in this position and that it was clear that this was not the case. ST stated that the issue was that the funding provided to the sector was too low to run what's required therefore other colleges would be in this position if they were not already.

LM asked at what point the College would run out of cash, with ST confirming he could not provide a specific date but would confirm this after the meeting (later confirmed as August 2023). ST again reiterated that as soon as we are at the point where the College's financial position was sustainable, the College would remove compulsory redundancy from the table.

LM queried that when universities were counting down days and risked running out of cash in 140 days, they still did not have compulsory redundancies on the table. LM suggested that the College had made significant savings therefore it should be plausible to stop at this point. ST responded that there was no comparison in finances between universities and colleges as the situation with funding is so different. ST stated that pretty much no College would have 140 days of cash in hand, and that many were operating with just a handful of days cash. LM stated he used this as an example to illustrate the severity of the situation.

SO noted that he struggled with ST's response to LM. SO indicated he felt that the response was vague and queried what would happen if D&A can't make the savings target. ST highlighted that a written response would be given as agreed with LM, however noted that removing compulsory redundancies from the table just now (and not achieving the level of savings needed to deliver financial security) could increase future risk of job losses. ST stated that this was a particular concern regarding Kate Forbes' recent statements on funding for the public sector, as the college sector now expects 'flat cash' settlements over the coming years which will continue the financial pressure. ST stated that this was a significant challenge and where D&A recognised the red lines for the unions (*referring to compulsory redundancies*), it was hoped that the unions recognised D&A's red lines in terms of the requirement to remain financially sustainable. If this wasn't achieved then all jobs could be at risk.

SO reminded the group that SH had agreed to support D&A with lobbying of Scottish Government and asked whether there was any information on taking this forward. ST noted there had not been any progress over the last week. SO requested this action was taken ASAP.

SO raised the previously drafted and shared College statement on compulsory redundancies, stating that the unions could not agree to some sections of this. ST confirmed the statement was drafted as a College statement for the unions and not a joint statement, however it had been hoped agreement could be reached on wording that did express our joint desire to avoid compulsory redundancy. SO confirmed he has a working version of the document that could be used for development which would be shared.

**SO**

LS noted that there were still some people who did not have full details of their pension to allow them to make an informed decision regarding VS. ST confirmed that this had been escalated with Tayside Pensions and the HR team were in active discussions with them to get the information required.

SO stated that the unions would like to arrange a future discussion about a redeployment policy to be agreed between unions and management. ST noted he was happy to do this and asked whether the expectation would be to hold off on any redeployments until an agreed policy was in place. SO stated fairness was paramount and suggested that if redeployment was likely to be ongoing it would be helpful to have an agreed policy in place. ST noted that this was fine but waiting for a policy to be finalised could take a while and could be a disadvantage to staff. SO stated that the joint unions would discuss and confirm. JG noted there were vacancies at the moment and there were curriculum and services to be delivered therefore there is some urgency in recruitment decisions.

**Joint  
unions**

DS stated that if there was a redeployment opportunity it should not be held up. JG and ST agreed, with DS confirming it was over to the College to manage the redeployments and this was not to do with the unions.

ST asked for clarification that what was being proposed was to progress with current redeployments and a policy contemporaneously. SO asked that the joint unions do not discuss this at this time and do it separately. ST requested that the decision is made on the same timeline as other feedback and confirmed by Monday close of play, with SO agreeing.

JD raised that it seemed that some of the redeployment opportunities were considered 'clear' and that names were already assigned depending on who people might know. JD stated that you never know what previous experience a member of staff may have, which could make them suitable for a redeployment opportunity. ST noted that whenever there are situations like this, names will always be mentioned and noted that it was never useful to listen to gossip. ST confirmed that the point JD raised about individual's skills and experience was right and noted that a proper recruitment process would allow those who may have the ability to undertake roles to be considered for them.

TB queried whether JCF will continue on Friday afternoons, with ST noting that dates for next year had not been confirmed yet. SO requested that JCFs are not on a Friday, with JG asking for confirmation on a suitable day as soon as possible so timetables could be updated.

ST thanked everyone for their input to JCF over the academic year and highlighted the importance of the meetings in sharing information and getting feedback. ST noted he hoped all JCF members appreciated that whilst not all feedback can be enacted, the College do take on board what's shared and make changes where possible.

SO highlighted that EIS/FELA local branch changes had been notified to SH today, along with remission hours. It was also noted that (EIS/FELA) Learning Reps were planned from next session.

DS pointed out that there could be training associated with some of the new branch appointments and asked whether the College would support this. ST noted that any specific request would be considered.

### **3 Next Meeting**

TBC.

# Health, Safety & Wellbeing Committee Meeting

## Note of Last Meeting Monday 13 June 2022



Minute of the Health, Safety and Wellbeing Committee meeting held on Monday 13 June 2022 via Microsoft Teams.

**PRESENT:**

Jaki Carnegie (Chair)	Mike Swan
Billy Grace	Carolyn McLean
Sandy Fowler	Kichelle Williams-Robinson
Jackie Beresford	Tony Cartney
Chris Ditchburn	Sarah Thom

**APOLOGIES:** Jane Cooper, Karen Buchan, Amy Monks, Craig Strachan, Jennifer Dick, Gregor McGillivray, Stephen McGregor, Wendy Duke, John King, Fi O'Duibhinn, Sarah Rennie

### 1. **Welcome & Apologies**

Sandy Fowler, new Health & Safety Officer and Carolyn McLean, representing Learner Engagement team were welcomed to the Committee.

### 2. **Note of Last Meeting**

Notes of last meeting were agreed as an accurate reflection.

### 3. **Matters Arising**

B Grace advised that the college had received 140 CO<sup>2</sup> monitors from Scottish Government and these along with the existing monitors would be installed in classrooms and workshops across the 3 campuses along with information poster highlighting how to understand the operation of the monitors. These will be installed in time for the start of the 2022/23 academic session

### 4. **Safety Officer Report including Health Safety & Management System**

S Fowler introduced his report and provided updates on current Fire Safety, First Aid provisions and the development of the general risk assessment risk rating system change from the current 3x3 to a 5x5 matrix.

S Fowler confirmed that full fire evacuation drills were carried out successfully at all 3 campuses during February and March 2022 with no concerns raised with records of evacuation results shared with insurers/British Safety Council. All current Fire procedural documentation is currently being collated to create a single package of information with plans over the summer to include engaging and consulting with Fire Wardens and Union Safety Reps on approaches to managing fire safety on campuses going forward.

First Aid is provided at each campus on a rota basis and has continued to be maintained in all campuses through the flexible support of first aiders throughout the Pandemic. A review of First Aid provision, practices and procedures is underway taking in consideration the future norm of return to campus of more first aiders.

The new generic 5x5 Generic Risk Assessment template continues to be trialled and developed by the Landbased department as a replacement to the current 3x3 form which provides the risk assessor with opportunities to consider a wider range of medium level hazards and risks and assist in identifying additional control measures to prevent or reduce the risks. In preparation to assist with any future rollout to adopt the new 5x5 form across other academic and support service areas, there would be engagement and consultation over the summer with other departments and Union Safety Reps to support the development of draft risk assessment guidance, training/modules, and materials.

S Fowler provided an overview of his proposed Health and Safety Management System – which is based on Plan, Do, Check, Act model used for problem solving and continuous improvement, this was well received by the committee members

S Fowler also provided an update of the Accident, Incident and Near Miss Data highlighting that we would expect to see more near misses submitted. He further advised that the H&S team were planning a campaign promoting near misses

## **5. Staff:**

### **a. Sickness Absence Data**

J Carnegie (in Karen's absence) highlighted the sickness absence data highlighting that home working had diluted the absence figures and that a return to campus working would likely see an increase in absence data.

### **b. Health & Wellbeing**

J Carnegie highlighted the list of well-being activities available to the staff along with the participation figures.

### **c. Staff Survey Presentation**

The presentation that Karen had uploaded on the recent staff survey responses highlighted that there were 461 responses (53% of staff) and the top themes were –

- **Working location**
  - Want on campus 'buzz' back
  - Keen to feel safe, but also end Covid restrictions
  - Work / life balance and working from home
  - Love and hate for online **and** on campus!
- **Workload**
  - Covid pressures and student behaviour
  - Work of moving online (teaching)
  - Pace of work and change
  - Complexity of environment
- **Terms and Conditions**
  - Pay and pay rises
  - Part time variable hours and contract types
  - 4 day working week, working location



- **People**
  - Communication – in person, online, how often
  - Relationships – developing or declining and managing this in a hybrid work style
  - Trust, respect and support

**d. Union Feedback**

No Union reps were in attendance to provide an update.

**6. Learner:**

**a. Student Association**

No Student Association reps in attendance to provide an update.

**b. Student Support**

S Thom provided an update on Student Services activity highlighting some of the challenges around providing support for students. There have been a number of students seeking emergency appointments for guidance and support. Students still being encouraged to book planned appointments with peer led groups also being used to facilitate demand. Students to be advised of timelines in the current environment.

S Thom also confirmed that funding had been secured for counsellors for another year and that her team were working with external partners to review the support that is available for students.

**c. Learner Engagement**

C McLean provided a comprehensive review of Learner Engagement activity covering a range of topics –

- Summer programme which will be held during July and August with 650 bookable opportunities for new and returning student covering a range of activities.
- Team Statistics –
  - 397 sessions delivered
  - 6,091 learners engaged
  - 5,173 curriculum hours
  - 918 additionality
  - 739 hours of delivery
- Attributes and Volunteering
  - 44 volunteers being actively supported
  - 430 hours of volunteering registered
  - 60 community partners
  - Attributes App launching in Angus at Freshers
  - New approach – more student responsibility in logging hours

- Community Engagement
  - FYF 3 year government funding has ended
  - Award of 50k from Northwood Trust
  - Hopeful of further 1 year of funding from Scottish Government
  - 400 disengaged young people back to education as FT/FP or training provision
- Events and Activities
  - Whole Team currently supporting Prepare Me!
  - Volunteer Fair
  - 2 x Childcare Future Talent Training Events
  - Health & Social Care Future Talent Training Event
  - ESOL Employability Day
  - January Re-freshers
  - CLD Student Sustainability & Seed Planting Event – new partnership with Bonnie Dundee
  - LE Team shortlisted for Youth Link Scotland “Team of the Year” – first college ever invited to participate
  - LE Team Awarded the CLD Standard Mark – 1st college to be awarded this mark

## **7. COVID-19 Mitigation Planning**

### **a. Update**

B Grace provided an update on the current Scottish Government COVID-19 guidance.

### **b. Ventilation**

B Grace advised the committee that the ventilation monitoring was now complete with the overwhelming evidence that when the available ventilation was used effectively, the air quality in classrooms and workshops was within the required parameters

## **8. AOCB**

There was no other business

## **9. Date of Meetings: Proposed**

- Monday 22 August 2022
- Monday 16 January 2023
- Monday 13 June 2023