BOARD OF MANAGEMENT

Human Resources and Development Committee

Thursday 16 February 2023 at 5.00pm
Microsoft Teams

AGENDA

1. **WELCOME**

2. **APOLOGIES**

3. **DECLARATIONS OF INTEREST & CONNECTION**

4. **MINUTE OF THE PREVIOUS MEETING** –   Paper A for approval
   10 November 2022

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

6. **2022 – 2024 WORKFORCE PLAN - UPDATE ON**   Paper C for discussion   AM/ST
   PROGRESS

7. **VP PEOPLE AND PERFORMANCE REPORT (INC**   Paper D for information   ST
   NATIONAL BARGAINING UPDATE)

8. **PROFESSIONAL DEVELOPMENT PROGRAMME**   Paper E for information   AM

9. **STRATEGIC RISK REGISTER**   Paper F for approval   ST
   (i)   Risk Register Cover Page
   (ii)   Risk Register Update- March 2023

10. **HR METRICS**   Paper G for information   ST

11. **MEETING MINUTES/UPDATES**   Paper H for noting

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

12. **DATE OF NEXT MEETING** – Thursday 4 May 2023, 5pm, Room Y150, Gardyne
    Campus

Human Resources and Development Committee

Thursday 16 February 2023

PAPER A

MINUTE OF THE PREVIOUS MEETING –
Thursday 10 November 2022

BOARD OF MANAGEMENT

Human Resources and Development Committee
Thursday 10 November 2022

Draft confirmed by Chair

Minute of the Human Resources and Development Committee meeting held on Thursday 10 November 2022 at 5.00pm, MS Teams.

PRESENT:	D Mackenzie S Hewitt G Robertson S Stirling B Lawrie	K Keay

IN ATTENDANCE:	A Mawhirt (Head of People and Organisational Development)	M Sanderson (Executive Secretary)

1. WELCOME

D Mackenzie welcomed members to the meeting.

2. APOLOGIES

Apologies were noted from N Lowden, B Grace, J Carnegie, and J Grace.

3. DECLARATIONS OF CONNECTION & INTEREST

There were no declarations of interest.

4. MINUTE OF THE PREVIOUS MEETING – 15 September 2022

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

5. MATTERS ARISING

There were no matters arising.

6. VP PEOPLE AND PERFORMANCE REPORT

S Taylor summarised the report, highlighting the reopening of the VS scheme and the launch of Thrive with D&A, a programme launched to help tackle the cost-of-living Crisis for both Students and Staff. S Taylor noted the College were offering free soup and roll in the catering outlets for all students and staff. There was a scheme in place, if staff with to donate each month or make a one off payment to support the activities. The team were progressing funding bids to make this initiative sustainable going forward. S Taylor and S Hewitt noted the group were looking at other ways to help tackle the cost-of-living crisis, including showing free films and possibly the World Cup matches at the Gardyne Theatre.

S Taylor noted the Graduation was a huge success and it was good to see students celebrating their success with family and friends. It was noted that all of the speakers at the Graduation, were ex-students.

S Hewitt noted to the committee the care leaver pledge has been extended.

S Taylor noted A Mawhirt and S Stirling had been working on guidance to be issued to staff, in terms of hybrid working. The guidance will help managers navigate conversations with staff around working from campus and from home. The vast majority of teams and activities were now back on campus, but opportunities did exist to enhance services and ways of working by making use of the flexibilities that hybrid working offered.

D MacKenzie asked if there had been an increase in flexible working requests. A Mawhirt confirmed the team hadn't seen a rise, not any more than the usual number of requests.

B Lawrie noted the guidance paper was welcome and created a good balance for staff, although some managers might have difficult conversations with staff who were keen to continue to primarily work from home.

S Taylor highlighted to the committee that Education Scotland had been on campus on Wednesday and Thursday this week. The feedback from Education Scotland was excellent and S Hewitt noted it was good to get this very positive feedback after a difficult few years.

Paper was noted.

7. **NATIONAL BARGAINING UPDATE**

S Taylor noted this was usually covered within the VP Report, for the Committee, but that there were some significant developments progressing and it was felt to be worthwhile to provide a more detailed update.

S Taylor summarised the key areas of development nationally and the key risks and areas that might have complications. The cost-of-living crisis was noted as a significant factor due to the impact of inflation on earnings compared with the ability of the sector to afford an increase rising.

This made negotiations more challenging, with S Taylor noting that there had already been strike action in all but one of the years since national bargaining had been reintroduced.

G Robertson asked if Government funding was available to support increases. S Taylor confirmed there was no expectation of additional funding.

S Taylor explained to the Committee there were currently no Unison representatives locally, and only one GMB representative. Work was progressing to seek to identify and encourage local representatives to step forward.

S Taylor noted there was slow progress being made with the national Job Evaluation process, but that the ranked order of College posts was expected soon. Whilst this progress was welcomed, it was noted that some of the bigger areas of likely dispute were still to come, particularly around national salary scales and grades.

Other national disputes were being progressed but had not yet been resolved.

It was noted that work was progressing slowly at a national level in respect of a range of national policies. It was pleasing to note that the menopause policy had been agreed nationally, with this based significantly on work undertaken at D&A.

Locally it was noted that relationships were good and had improved following the strain placed on these by the recent savings plan. S Taylor highlighted to the Committee that the dispute with EIS/FELA had been resolved and it was anticipated that the dispute with GMB would also be resolved soon. Discussions were to be progressed with Unison, but this was difficult given that there were no local representatives.

The resolution of the disputes was welcome, and S Taylor noted that this paved the way for a 'lessons learned' exercise to be progressed.

The Committee welcomed the update and noted the areas of national work being progressed.

8.   STRATEGIC RISK REGISTER

S Taylor noted the Risk Register for approval, with no areas of change.

S Taylor noted that the Audit and Risk Committee had agreed to review aspects of the Risk Register, with this scheduled for completion in spring 2023.

G Robertson noted it was positive that the Committee papers, such as the VP reports incorporate the impact of risks.

The Committee approved the paper.

9.   HR METRICS

HR Metrics were noted by the Committee.

S Taylor noted the headcount figures are based on the annual staffing return.

The figures were reviewed and a spike in COVID absences, around April time once restrictions started to ease, was noted.

No further questions or comments.

10.   MEETING MINUTES/UPDATES

These were noted, and the additional information within the JCF minute was welcomed.

11.   DATE OF NEXT MEETING

Thursday 16 February 2023, 5.00pm via MS Teams

Action Point Summary

Action	Responsibility	Date
No actions noted		

Human Resources and Development Committee

Thursday 16 February 2023

PAPER B

MATTERS ARISING

BOARD OF MANAGEMENT

Human Resource and Development Committee

Thursday 16 February 2023

Matters Arising

Paper B for noting

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	Included on meeting agenda	Closed

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

Human Resources and Development Committee

Thursday 16 February 2023

PAPER C

2022-2024 WORKFORCE PLAN- UPDATE ON PROGRESS

BOARD OF MANAGEMENT

Human Resource & Development Committee

Thursday 16 February 2023

Workforce Plan Update

Paper C for information

1. Introduction

This paper summarises work being undertaken, and progress being made, relative to the key sections of the 2022 – 2024 Workforce Plan considered at the February 2022 HR&D meeting. This meeting requested that an update be provided midway through the implementation of the plan, and information below summarises work so far.

Arrangements surrounding the Workforce Plan (like all longer-term planning documents) are influenced directly by changing operational conditions and the information provided outlines how the workforce plan has supported adaption to College activities in respect of the volatility in operating arrangements experienced over the past year.

Emerging from the COVID-19 pandemic straight into financial cuts and savings has been challenging in terms of D&A as a whole and for our People Team activities and services. Similarly, moving into a cost-of-living crisis (which has impacted the D&A community widely) has been challenging, but has also been coupled with new approaches to work, innovation and development as we contribute to both social and economic recovery.

The College continues to have its educational, organisational and financial priorities at the forefront of planning and decision making while broader reform in the education sector is also being reviewed and responded to. Our constant and most important focus is on the experience of our students, coupled with the support and engagement of our staff. This work will continue in line with our 2025 strategy, underpinned by the key elements of our Workforce Planning approach.

2. Managing the Impacts of COVID-19

The College's training and development focus for staff between 2020 and 2022 was heavily around digital skills, to support the transition to working and teaching from home. Whilst our day-to-day challenges of adapting our learning and service provision to be delivered effectively remotely have abated, new challenges have arisen.

Across the sector and in schools, there has been a COVID impact on student social skills and behaviour. Learners coming to D&A have not had the same school experience prior to arriving at college, and there have been societal shifts as well as less socialisation experience, particularly for younger adults.

This has led to specific additional training and development inputs for staff around managing lower-level behaviour disruption right through to conflict management, with this training being very well received among support and academic staff. Continuing to embed the training matrix associated with this work remains a priority through the remainder of the Workforce Plan, given both the circumstances and the positive feedback.

3. New Ways of Working

As outlined in the Workforce Plan's D&A Strategy Matrix, there are crucial interlinkages between Estates and ICT infrastructure and the People Strategy. Ensuring our spaces are welcoming and fit for purpose, designed to support the activity being undertaken is essential to support staff wellbeing and productivity.

The roll out of laptops to staff has allowed us to experiment with new shared staff workspaces, meeting rooms and other spaces on campus, with docks and screens provided so staff can move around between spaces easily with their laptop. This is supporting a more agile approach to work, with staff once again moving between campuses, interspersed with working from home. This has continued to support our cloud first / work from anywhere agendas. Hybrid working guidance for staff has been created and we continue to monitor ways of working and use of spaces to ensure we have the most effective campuses we can.

4. Workforce Analysis

4.1. Staff Profile

As noted in the Workforce Plan, our headcount and FTE is significantly dependent on SFC / Scottish Government funding, the financial savings plan of spring / summer 2022 saw a significant reduction in staff FTE (c.32FTE) and it is anticipated that our headcount and FTE will continue to decrease throughout the duration of the Plan.

The Executive and Senior Leadership Teams are currently monitoring sector information regarding funding and reform and undertaking proactive scenario planning. We have been in regular discussions with our unions regarding the challenging financial landscape and will work closely with them through the next stages of discussion and consultation with staff.

Alongside the impact of the challenging financial situation, the College is seeing the impact of demographic changes and changes in the regional labour market.

This has made recruitment to some roles more challenging and required the adoption of different recruitment approaches and strategies in some cases. Whilst this has not become a major issue so far, it will remain under review as part of our workforce planning activities.

4.2. Teacher Training

Following last academic year's savings activities, the number of staff undertaking TQFE has been capped at 12 per annum, given the significant costs associated with the remission and backfill for TQFE time. Despite this, our teacher training qualifications pathway is progressing well, with over 80 staff currently in the teacher training pathway:

Teaching in Colleges Today (national induction course supported by CDN):

- October 2022 cohort has 9 staff completing at SCQF Level 7 and 1 at SCQF level 8 (the level 8 is new this year and the external verifier commended D&A on their thoroughness and support for this candidate)
- May 2023 cohort is currently sitting with 8 staff at Level 7 and 1 staff member at Level 8

Teach @ D&A (in house PDA level qualification to support progression to TQFE)

- 2022-23: 15 staff in the current cohort

TQFE (national benchmark teaching qualification, required through National Bargaining and for GTCS registration)

- Cohort of 12 for 2022-23, all are progressing well

L&D Assessor / Verifier Awards

- L&D9DI – 26 staff undertaking
- L&D11 – 11 staff undertaking

We also deliver the City & Guilds Licentiateship, however we have not had any candidates this session. This qualification is generally required to support staff making the transition from SCQF level 7 writing and assessment to TQFE's Level 9 requirements. This is now being also supported by the new induction module available at Level 8, however we will continue to use Licentiateship as needed.

4.3. Digital Skills & Digital Literacy

The Learning and Digital Resources Team have developed a sector-driven model to support academic teams with digital skills development, also utilising assigned contacts for support teams. This has allowed the LDR team to provide bespoke support to individuals and teams and ensure that staff time (both LDR and those they are training) is well spent on the most relevant development.

4.4.   Industry Standard Skills

Whilst in some ways the pandemic slowed some opportunities and connections with industry (particularly face to face skill sharing and partnerships), in many cases it has also accelerated opportunities as academic teams sought new and innovative ways to support students through industries unable to be in the workplace.

Partnerships for employability such as the Amazon Web Services and Enable Works collaborations support students into industry, and the significant work of the Business Partnerships Team alongside curriculum teams has connected more and more industry partners to staff and students.

As a result of strategic partnerships such as TCEP and MSIP, staff and students are gaining access to improved facilities (such as the Skills Academy at MSIP) and equipment (such as Engineering EPIC investment) which is both enhancing staff skills and student experience.

The new Hair and Beauty School facilities at Kingsway have provided new opportunities for industry specialists and influencers to come onto campus and do demonstrations and engage with staff and learners in the newly designed spaces, with many other departments such as Hospitality and Professional Cookery also well-partnered with industry.

Through the Business Partnerships Team, opportunities for industry upskilling of staff will continue to be sought through the duration of the Workforce Plan to ensure our curriculum offer and skills are as up to date as possible.

4.5.   Leadership Development

Work continues around our Leadership Development Forum, with a bespoke training programme (see paper) and regular half day development sessions. New leader resources are being repackaged into a new leader induction which is designed to support both operations and ongoing succession planning.

Succession planning remains a challenge in the financial climate, with lean structures and high operational demands on individuals, however we continue to develop leadership capacity and values-driven behaviours as a priority.

5. Future Workforce Demand

As summarised at each full Board meeting, significant work is progressing around the wide range of major skills opportunities and strategic projects within the region, including MSIP, Tay Cities Deal and Esports developments. Investment continues to be made in staff skills to underpin these developments either through retraining / upskilling or new recruitment.

This need to secure skills within areas of regional and national economic significance is a critical one and has been balanced within our 'opportunities and challenges' approach to recent savings and investment plans.

Our curriculum continues to be developed and updated to support economic needs, with significant engagement with local industry continuing to inform this.

6. Recruitment, Retention and Voluntary Severance

Regular updates are provided in respect of ongoing rounds of voluntary severance relative to changes in College activities and funding.

College turnover rates (excluding the recent savings plan reductions) are consistently low and have remained as such over recent years. Concerns around the potential of a significant post-COVID spike in staff turnover (as staff opt not to return to onsite working) have not materialised, and most roles remain relatively straightforward to recruit to, despite a tightening labour market.

Ongoing reductions in staff levels are, however, likely to make talent management and succession planning more challenging and this will continue to be a focus of the plan over the next period.

7. Conclusions

The key elements of the Workforce Plan are continuing to support and guide College staffing, priorities, approaches and practices despite the significant volatility around public sector funding and student activity levels.

Good progress has been made around the key theme of 'reconnecting' as a College post-COVID and a wide range of developments are beginning to progress again as working arrangement return to 'normal' operations. This includes the recommencement of significant staff CPD activities and a focus on developing the skills of College managers.

The Workforce Plan will continue to inform these developments as we adapt and change to meet the demands of our region and respond to the excellent opportunities available across our region alongside the anticipated reductions in funding and activity levels over the coming year.

8. 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:

1.1   Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)

1.4   Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on:

- Ability of the College to meet key regional strategies/objectives
- Financial loss or unmanageable financial risk
- Reputational loss

2.2   Failure to achieve institutional sustainability

3.1   Failure to reach aspirational standards in learning, teaching and service delivery

3.2   Failure to achieve/maintain compliance arrangements, e.g. contracts; awarding bodies; audit.

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

3.7   Industrial Relations Problems (including industrial action)

4.2   Failure to achieve ambitions of Digital strategy; strategy and development is ineffective

Authors: Abi Mawhirt, Head of People and Organisational Development & Steve Taylor, Vice Principal People and Performance
Executive Sponsor: Steve Taylor, Vice Principal People and Performance

Human Resources and Development Committee

Thursday 16 February 2023

PAPER D

VP PEOPLE AND PERFORMANCE REPORT
INCLUDING NATIONAL BARGAINING UPDATE

BOARD OF MANAGEMENT
Human Resources and Development Committee
Thursday 16 February 2023

VP People and Performance Report

Paper D for information

1. Voluntary Severance

As highlighted at the previous meeting, the VS scheme reopened on 20 October 2022 and closed on 31 December 2022.

It is important to note that this scheme has been an enabling one, and there are no set savings reduction or target currently set.

The scheme generated 27 applicants and to date 9 of these have been approved, 11 declined and 7 remain pending. The VS applications approved will realise recurring savings of c£340k from academic year 2023/2024 at a cost (in 2022/23) of c£234k.

2. Future Funding & Activity

The Scottish Government budget announcement in December 2022 highlighted an increase in sector funding, although it was subsequently confirmed that the additional funds (+3.8% equating to c£26 million) allocated to the college sector are likely to be available for 1 year only. The arrangements around the use of these funds (with a proportional D&A share of c£1.5m) is not yet known, although it is anticipated that these will be utilised to support transitions underpinning future curriculum changes and financial sustainability. Given this, the College is progressing planning for 2023/24 on the basis of a flat cash settlement, with initial projections of a significant deficit arising as a result of costs and salary increases.

Alongside the financial modelling, national discussions are progressing around the overall size of the sector relative to decreasing demand for full-time places and the demographic impact of reducing numbers of young people and significantly reduced inwards migration.

Current planning is progressing around a reduction in the College credit target, although the extent of any reduction (or the focus of this) is currently unknown.

To support awareness and initial planning, updates on the current position have been provided to College managers (the Leadership Development Forum) and our trade unions (the Joint Consultation Forum) alongside a series of staff briefings. These discussions will continue over the coming weeks to support on-going modelling and the identification of clearer steps as and when 2023/4 funding and any related activity changes become known when indicative funding allocations are made in mid-March 2023.

Given on-going uncertainty, and low levels of applications for some courses it is planned that VS will re-open on a short basis through to end March 2023. This will be a further 'enabling' round in advance of a more focused scheme related to a potential savings plan thereafter.

The key slides from the staff briefing sessions are outlined below.

Funding– Knows & Don't knows

| What we know...	What we don't know...
• Deficit projected for 22/23 & subsequent years due to pay/CoL	• Update on a variety of funding sources (YPG, FWDF, Clawback)?
• 22/23 pay awarded budgeted at 2% (as per SFC guidance)	• If there will be any additional funds to support anything more than 2%?
• Extra £26m/3.8% allocated to college sector for 23/24 *(1 year only)*	• What that £26m must be used for & what D&A's share will be?
• Activity Target likely to reduce/change for 23/24	• By how much?
• Need to Plan: Costs continue to increase & SG looking at change (whole public sector)	• Funding post 23/24 • Final outcomes of P&P work (June 23)
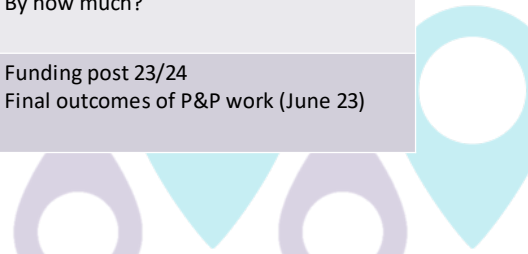
What does it mean for D&A?

PLAN LONG TERM INCREASE NON-CORE INCOME FOCUS ON LONG TERM SUSTAINABILITY

ALIGN CURRICULUM / SERVICES TO REGIONAL NEED / DEMAND AS PER P&P
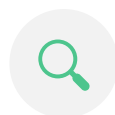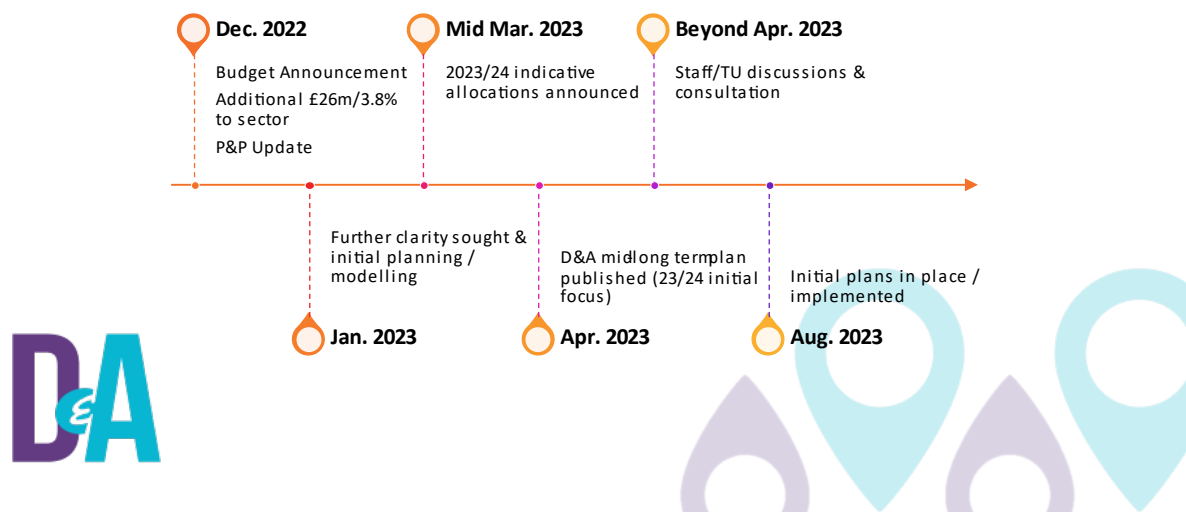
REVIEW HOW WE OPERATE / DELIVER

CONTINUE TO BUILD ON PARTNERSHIPS / COLLABORATIONS / PROJECTS

Key dates…

Dec. 2022
Budget Announcement
Additional £26m/3.8% to sector
P&P Update

Mid Mar. 2023
2023/24 indicative allocations announced

Beyond Apr. 2023
Staff/TU discussions & consultation

Jan. 2023
Further clarity sought & initial planning / modelling

Apr. 2023
D&A mid long term plan published (23/24 initial focus)

Aug. 2023
Initial plans in place / implemented

As previously, Board members will be informed of the future financial strategy and impacts arising from the funding settlements and the full Board and relevant Committees will be updated on the plans adopted and progress being made.

3. National Bargaining

Academic Staff Negotiations

Negotiations for the 2022/23 academic staff salary settlement remain ongoing, with an offer of 2% having been rejected and a salary claim of £5,000 flat rate increase on each salary point remaining as the union request.

A dispute has now been raised nationally in respect of this and discussions on the pay demand and dispute are ongoing.

Support Staff Negotiations

In respect of Support staff, a complex pay and conditions demand has been submitted on behalf of Unison, GMB and Unite.

In financial terms this is based on the same £5,000 flat rate increase on all salary points and includes a request for early payment of the Real Living Wage increase, introduction of a distant islands allowance, and increase of all additional allowances in line with RPI.

In addition to the financial aspects of the claim, the following terms and conditions elements are also requested.

- Inclusion of senior staff (up to and including Principals) within the support staff bargaining group
- Guaranteed minimum contract of 16 hours per week and removal of 'zero hours' working
- Standard working week of 30 hours (interim step towards 4 day week)
- National phasing into retirement plan

- National pay and grading structure and national pay harmonisation

- £100 catering subsidy for all staff

- Increase in annual leave from 45 to 49 days per annum

- Two flexible wellbeing days per annum

- National career break policy

- Additional paid leave for: parental leave; dependents leave; personal leave; domestic emergency leave; IVF leave; examination leave; moving house; wedding; religious 7 cultural observance; and jury duty

- Increased mileage rate from £0.45 to £0.55 per mile

- Homeworking and Hybrid Working allowances and national policy

There is also a request to establish a national NJNC Compliance Group to underpin work towards agreements and national policy work.

Discussions in respect of the pay demand have not really progressed given the national focus on facilities time for Unison representatives. It is, however, hoped that discussions on salary and conditions points will progress.

2021 Instructors Dispute

Following resolution to the 2021 national dispute with academic staff surrounding the use of instructor roles, a 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).

National discussions are progressing, but no resolution 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 December 2022. Details of work being undertaken is available on the NJNC website: https://njncscotlandscolleges.ac.uk/job-eval-latest-news/

Arrangements will remain under close review within the College to ensure that implementation through the next stages is progressed as efficiently and effectively as possible. It is, however, recognised that there is significant likelihood for national arrangements to be further delayed or derailed as arrangements progress and as complex and contentious elements of these arise.

National Policy Development

National discussions have been ongoing over several years to support development of a suite of national policies, with a particular focus around the following areas:

- Absence Management
- Family Friendly Policies (including Maternity, Paternity etc.)
- Discipline and Grievance
- Flexible Working
- Professional Development.

- National Menopause Policy
- Annual Leave Policy
- Managing Workforce/Organisational Change Policy

These discussions have proven challenging, although it is hoped that arrangements will begin to be agreed over the coming months.

Local Employee Relations

As outlined in November, the College is currently without local union representatives for Unison and has only one representative from GMB. Arrangements are progressing to encourage and support local representatives to fill these roles, with national Unison officers attending Dundee and Arbroath campuses on 31 January and 2 February 2023 to encourage representatives.

The local EIS/FELA branch has confirmed that it has withdrawn the dispute lodged in December 2020 in respect of the application of arrangements around the Transfer to Permanency conditions. Discussions in respect of the arrangements in place to support staff on transfer to permanency contracts will continue.

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 were focused on a few aspects of the saving plan arrangements such as: timescale; compulsory redundancy; and impact.

The EIS/FELA and GMB disputes were resolved. Unison has advised that it will withdraw its dispute but has not yet formally done so.

As part of the arrangements discussed with the local Joint Consultative Forum it has been agreed that a short life 'Lessons Learned' group be established to look at how any joint communication and engagement around any future savings or similar exercises can be enhanced.

4. **Thrive with D&A**

As discussed at previous meetings, the Thrive with D&A work is an important support for our students and many staff. This work is continuing, with a current focus around the availability of warm spaces on campus.

Since the last meeting, significant provision has continued in respect of the free food offers (breakfast and lunches) alongside food larders and referral to local food banks as required.


In the run up to Christmas Gardyne Theatre offered free screenings of Christmas movies, which proved to be exceptionally popular. The film offer will continue, with a valentine's night offer and provision extended to include the Arbroath Campus. The screening will also be available to our key third sector and community partners as a benefit for the clients they work most closely with.

A thrive shop has opened on the Gardyne Campus, with smaller scale provision available in Arbroath. The shop will support the food larder offer plus good quality clothes, blankets and other goods. In support of this we have been able to source a display fridge to allow an increased range of produce to be made available free of charge.

New offers include free barbering slots at Gardyne and Arbroath, supported by our Hair and Beauty students and staff.

Whilst major funding support is still being sought for this work, significant support has been provided through a series of smaller funding bids and donations to assist with the offers provided. Within this, special mention must go to the staff within the College catering outlets who are supporting the significant demand for the free food, to the Students' Association for their on-going support and to staff from GTL who volunteered on an unpaid basis to support the Christmas movie screenings.

Details of the various offers and activities are included within a Thrive hub open to students and staff and can be accessed from within the College network here:

https://dundeeandangus.sharepoint.com/SitePages/D&A-Thrive.aspx
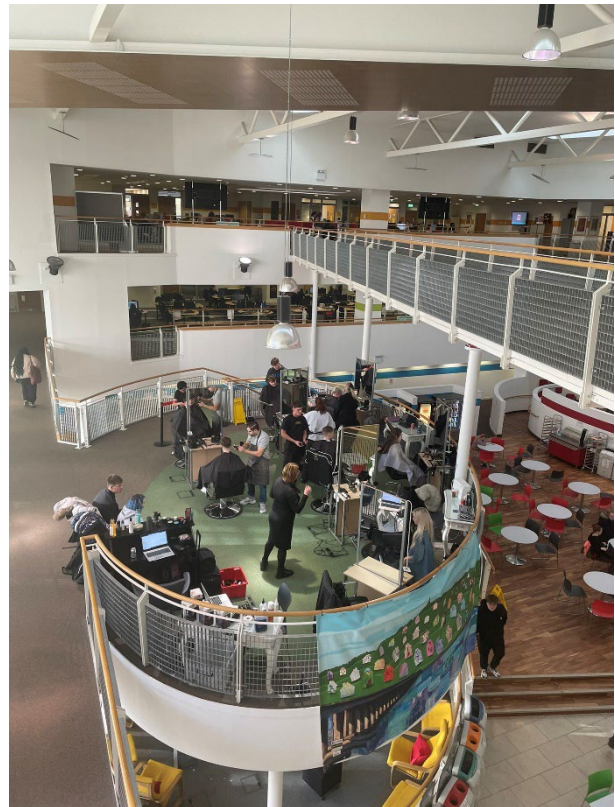
5. D&A Way CPD Programme

As per commentary in both the Workforce Plan and additional paper regarding CPD, plans are progressing well for specific groups to complement ongoing activity. The CPD Planning group is overseeing the arrangements for all programmes, as well as planning for Staff Development Days into academic year 2023-24.

6. People Strategy Group

Following the initial meetings of the People Strategy Group, a range of actions are being taken forward. This includes updates to Internal Communications Policy appendixes, as well as some simple adaptations to existing processes (such as Estates works and project planning) to improve cross-College communication.

The range of feedback received on CPD and Professional Learning has shaped the development of the programmes covered in other papers, and overall feedback from the group itself has been very positive regarding the purpose of the group. Union representation is strong within the group, with two EIS reps part of the membership. When possible, colleagues from Unison and GMB will be invited to join.

7. Marketing Manager

After some difficulty recruiting from a limited market externally, we are delighted to confirm that Sarah Rennie, Students' Association Team Leader has been appointed to the Marketing Manager role on a maternity cover basis.

Sarah is bringing a long track record of developing staff and embedding teams into the fabric of D&A and has wasted no time in getting stick in. Sarah's bringing her extensive Service Design knowledge to the role and working cross-college to understand the needs of the College and the priority challenges for Marketing to tackle.

Key amongst this is the cross over between internal and external communications, with Sarah working closely with comms team members to ensure our internal audience is both supporting the work of Marketing and aware of the broad range of college activity taking place.

Sarah is retaining a day a week in the Students' Association Team Leader role to support the team through a crucial year as they refresh their strategy and constitution.

8. iTrent HR-Payroll Integration

Work is currently progressing on Manager and Employee Self-Service functionality in iTrent, the College's integrated HR–Payroll system. Following significant effort from the project team, a key piece of work is taking place through to the April break that will bring all annual leave and other absences into the single system. This will improve employee experience as well as simplifying processes for HR and Finance staff.

9. Link to Strategic Risk Register

Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of a range of risks identified within the Strategic Risk Register namely:

   2.2 – failure to achieve institutional sustainability
   3.1 – failure to reach aspirational standards in learning, teaching and service delivery
   3.3 – Legal actions; serious accident; incident or civil/criminal breach
   3.4 – failure to meet aspirational standards in respect of the health, safety, wellbeing and
        development of staff and students
   3.9 – failure to meet PREVENT and related obligations

Authors: Steve Taylor, Vice Principal People and Performance &
Abi Mawhirt, Head of People and Organisational Development
Executive Sponsor: Steve Taylor, Vice Principal People and Performance

Human Resources and Development Committee

Thursday 16 February 2023

PAPER E

PROFESSIONAL DEVELOPMENT PROGRAMME

BOARD OF MANAGEMENT

Human Resource & Development Committee

Thursday 16 February 2023

Professional Development Programme

Paper E for information

Over the last two years, D&A has run successful remote learning training for academic staff, supporting skills development in both pedagogy and andragogy as well as the digital skills needed to teach in a new learning environment.

Throughout the pandemic and beyond, both Academic Development and Learning and Digital Resources teams have tailored their support to academic teams at sector level, ensuring ongoing, timely, peer-led training and support is available to academic staff to enhance their teaching practice and digital skills.

As we've moved out of the pandemic and back into our campuses, we've once again been able to turn our attentions to a broader range of professional learning and development for academic staff.

This year, we are focusing on developing our Curriculum and Quality Leaders, as the range of development opportunities on offer particularly supports our other academic roles, as outlined:

Heads of Sector	Leadership Development Forum developmental sessions
Heads of Curriculum and Quality	Curriculum and Quality Forum workshops Coaching offer Line management specific training
Curriculum and Quality Leaders	Curriculum and Quality Forum workshops
Lecturers	Academic Development and Learning and Digital Resources sector support[1] Teacher training programmes

Curriculum and Quality Leaders hold a unique role, senior to a lecturer but not as a line manager, therefore the skills and traits development in this area must be similarly unique.

Over the coming 18 months, Curriculum and Quality Leaders will take part in a bespoke programme which will provide:

- Practical support to develop ability and capacity in leading and managing their course team/s
- Professional learning opportunities for enhancing the learning experience
- Peer focused socialisation and team building across the Curriculum and Quality Leader group
- Coaching offer, both in terms of working with a coach and developing coaching skills

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[1] This is available to all levels

- Aspirational inputs for future line managers

This *Leading the Student Experience* programme has been developed in partnership with key College teams, including the People Team, Quality, Academic Development and senior curriculum leaders, as well as with feedback from Curriculum and Quality Leaders themselves.

To support the ongoing professional learning of all academic staff, Leadership Development Forum continues to provide leadership and management development for Heads of Sector and Heads of Curriculum and Quality, with this supplemented by provision of coaching, specific Insights workshops and a tailored offering of line management support sessions from HR. Lecturers continue to benefit from the broad learning and teaching offer provided by Academic Development and cross-College teams such as Quality.

Leadership Development

Another key area for the College is continually developing leadership capability and capacity. We deliver a range of training and professional learning for all staff:

- **Leadership Development Forum**: all senior leaders from the Principal to department heads

- **Support Team Leaders Forum**: all in-team line managers (all from Support teams / roles due to national academic structure)

- **Aspirational Leaders professional learning**: all leadership development opportunities that can be opened out to all staff are, to encourage peer learning across all staff

- **College Development Network Leadership Programme**: CDN support leaders from emerging leaders through to Executive leadership and Board / Governance level, and we support staff undertaking relevant development at all levels each year through CDN's programme, and others as appropriate

Leadership Opportunities 2022-23 and Beyond

A range of operational and developmental leadership professional learning is available this session, with plans to take forward work for promoted academic roles as outlined in the previous section.

More broadly, staff are being offered or undertaking bespoke programmes depending on their roles. The support and development on offer covers a broad range of topics, including:

- Sector operational landscape
- College policies, procedures and plans
- Internal communications
- Time management / Working Sm@rt training

- Insights
  - Transformational leadership
  - Communication
  - Team dynamic
  - Personal development

- Coaching for performance
- Coaching skills development
- Responsibility and accountability as a leader

All leadership development opportunities are promoted through the College's CPD calendar, and there are a wide range of activities available alongside the opportunities noted in this paper. Our Wellbeing calendar of events is also available, with recent cohorts of British Sign Language training proving popular enough to have an immediate second cohort.

Student Behaviour

A significant amount of work has taken place around on campus student behaviour, following the post-pandemic return to campus. This behaviour shift has been observed across education broadly and is not D&A specific, however it is still very much an area where we have been keen to support staff confidence.

We have rolled out a training matrix for significant behaviour events, such as physical or verbal aggression, which has received excellent feedback. The matrix has 4 levels, with an online introductory module on assessing situations for safety and risks, rolled out for all staff roles. Front of house staff in Support teams along with promoted academic staff and group tutors are undertaking Bystander Intervention training. This face to face training helps individuals understand and consider how to address situations they deem to be problematic in a safe manner.

Levels 3 and 4 of the matrix are designed for smaller numbers of staff to support de-escalation and removing risks of violence. Level 3 has been targeted at key managers in staff in departments where they are visible on campus and in communal areas, such as Learner Engagement, Student Services and Estates. Level 4 is a Train the Trainer programme from the Insititute of Conflict Management, which supports sustainability of the training options outlined in the other matrix levels.

In addition to this work, D&A have been working with When The Adults Change to embed consistent practice across the College when managing low-level disruptive student behavior. This work kicked off in August at our all staff event and has carried through the year via a working group led by Curriculum Director Jane Roscoe.

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:

3.1   failure to reach aspirational standards in learning, teaching and service delivery

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

Author & Executive Sponsor: Abi Mawhirt, Head of People and Organisational Development

Executive Sponsor: Julie Grace, Vice Principal - Curriculum and Attainment &
Steven Taylor, Vice Principal – People and Performance

Human Resources and Development Committee

Thursday 16 February 2023

PAPER F

STRATEGIC RISK REGISTER

(i)   **Risk Register Cover Paper**

(ii) **Risk Register Update- March 2023**

BOARD OF MANAGEMENT
Human Resource & Development Committee
Thursday 16 February 2023

Strategic Risk Register Update

Paper F 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 March 2023 Strategic Risk Register is enclosed.

   This has been subject to a detailed review following discussion at the September 2022 Audit & Risk Committee based on feedback received from the Board Chair. As a result of this review a number of changes will be considered by the Audit & Risk Committee.

It is noted that none of these changes are in respect of the risks allocated to the Human Resource & Development Committee.

Following discussion with the Audit & Risk Committee and the Chair of the Board, a more detailed review of a range of strategic risks will be undertaken for spring 2023. Any changes arising from this review will be raised at a future meeting.

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

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

STRATEGIC RISK REGISTER
Update for discussion

2022 - 2023
As at March 2023

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

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS				TREATMENT				POST MITIGATION EVALUATION		
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
1 **Strategic and Structural**										
1.1 **LT&Q**	Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)	4	4	16	• Robust strategic planning • Effective environmental scanning • Strong partnerships • Clear links between strategy and practice • Concerted demands for increased activity levels	4	2	8 ↔	• Robust monitoring via ROA • Clear performance metrics • Amendment of strategic direction/ plans • Rolling curriculum review	Principal & Chair
1.2 **Board**	College may be disadvantaged by changes to either UK or Scottish Government policies **Post mitigation likelihood increased from 2 to 3 to reflect current public sector challenges**	4	3	12	• Effective environmental scanning • Negotiation/influence at national level	4	3	12 ↑	• Review of changes and amendment of strategic direction/plans • Financial strategy sensitivities	Principal & Chair
1.3 **Board**	College disadvantaged by changes arising from UK leaving European Union **Post mitigation likelihood reduced from 5 to 3 to reflect post Brexit experience**	5	4	20	• Negotiation/influence at national level • Review of activities/ projects • Responsiveness to new opportunities	3	2	6 ↓	• Review of changes and amendment of strategic direction/plans/ curriculum • Financial strategy • Workforce planning • International strategy & planning • Post Brexit planning	Principal

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

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

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	POTENTIAL CONTRIBUTING FACTORS				**TREATMENT**				**POST MITIGATION EVALUATION**	
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	• Robust CEAP in place • Multiple strands of activity/action • Embedding sustainable practices in normal activity and ways of working • Clear links between strategy and practice • Planned investment in carbon reduction • Sustainable procurement	4	2	8 ↔	• Robust monitoring and reporting of CEAP at SLT and Board level • Clear performance metrics • Amendment of strategic direction/ plans • Monitoring of scope 3 emissions	VPCS, HoE

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Risk Number & Committee	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
	POTENTIAL CONTRIBUTING FACTORS				**TREATMENT**				**POST MITIGATION EVALUATION**	
2 Financial										
2.1 **F&P**	Change in SFC Funding Methodology and Allocation – Reduction in Funding **Post mitigation impact increased from 2 to 3 to reflect current public sector challenges**	3	3	9	• Negotiation/influence at national level • Contingency plans for reduced funding	3	3	9 ↑	• Advance modelling of new funding methodologies and allocations • Monitoring impact of changes • Amendment of strategic or operational direction / plans • Financial strategy sensitivities	VPCS
2.2 **F&P**	Failure to achieve institutional sustainability	5	4	20	• Protection of funding through dialogue with SFC • Robust annual budget-setting and multi-year financial strategic planning • Effective budgetary control • Where required, swift action to implement savings	4	4	16 ↔	• Monthly monitoring of budgets • Regular review of financial strategy and non-core income sensitivity • Detailed monitoring of savings programmes	VPCS
2.3 **F&P**	National outcomes on salaries and conditions of service outstrip ability to pay **Reviewed but no change currently**	4	4	16	• Influence within Employers Association • Management of staffing expenditures	4	3	12 ↔	• Expenditure modelling • On-going discussions with staff • Financial strategy sensitivities • Workforce planning	VPP&P, VPCS

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Risk Number & Committee	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
	POTENTIAL CONTRIBUTING FACTORS				**TREATMENT**	**POST MITIGATION EVALUATION**				
2 **Financial (cont)**										
2.4 **A&R**	Financial Fraud	4	3	12	• Strong financial controls: segregation of duties and review of transactions. • Review of impact of any changes in structure or duties • Whistleblowing arrangements	3	2	6 ↔	• Continuous review of financial controls • Internal Audit programme	VPCS
2.5 **F&P**	D&A Foundation refuses/withholds funding for key College priorities	5	3	15	• On-going dialogue with Foundation Trustees • Appropriate bid arrangements in place	3	2	6 ↔	• Monitor and advise Board of Management	Prin & VPCS
2.6 **F&P**	Demands of capital developments / maintenance impacts on financial sustainability or delivery of learning and/or services	3	2	6	• Multi-year estates strategy and capital planning • Lobbying of SFC on capital and backlog maintenance funding • Planning for D&A Foundation bids	2	2	4 ↔	• Monitoring of capital plans and expenditures • Regular review of capital plans/timescales relative to funds	VPCS

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

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		POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION				
3 People and Performance (cont.)										
3.4 HR&D	Failure to meet the aspirational standards in respect of the health, safety, wellbeing and development of staff and students	3	4	12	• Clear and proactive approaches to managing and promoting health, safety and wellbeing • Continuous self-evaluation and action planning • Rigorous CPD arrangements in place • Regular staff and learner feedback arrangements	3	2	6 ↔	• Regular employee engagement monitoring • Open communication with staff • Comprehensive monitoring of key PIs and student/staff feedback • Regular union/management dialogue	VPP&P, VPCS
3.5 Board	Reputational Risk – Loss of reputation with key stakeholders **Post mitigation likelihood increased from 2 to 3 pending lessons learner exercise**	4	3	12	• Marketing strategy • Reputation plan • Positive marketing approaches	4	3	12 ↑	• Stakeholder engagement • Social media monitoring arrangements	VPC&A, DirC&A
3.6 HR&D	National bargaining outcomes impact adversely on College operations, activity and flexibility	4	4	16	• Influence within Employers Association • Management of bargaining outcomes and implementation	4	3	12 ↔	• Positive union relations and staff communication • On-going discussions with staff • Innovation in approaches	VPP&P, VPC&A

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	POTENTIAL CONTRIBUTING FACTORS				**TREATMENT**				**POST MITIGATION EVALUATION**	
3	**People and Performance (cont.)**									
3.7 **HR&D**	Industrial Relations Problems (including industrial action) **Reviewed but no change currently**	4	5	20	• Adherence to legislative and good practice requirements • Positive Union relations and staff communication • Effective management development programmes • Industrial action continuity planning	4	2	8 ↔	• Regular union/management dialogue • Regular employee engagement monitoring • Open communication with staff • Industrial action continuity planning	VPP&P
3.8 **A&R**	Breach of data security / data protection	5	4	20	• Effective management of GDPR compliance • Mandatory staff CPD and awareness raising on data protection (relative to role)	4	2	8 ↔	• Active data protection monitoring and auditing • Effective information and data security policies in operation • Regular data security monitoring/testing • GDPR Action Plan • Staff CPD	VPC&A, HoICT
3.9 **HR&D**	Failure to meet Prevent and related obligations	5	3	15	• Prevent training • Staff awareness and contingency planning • Engagement/practice sharing with local agencies	5	1	5 ↔	• Business Continuity Plan including scenario testing • Information sharing with local agencies	VPC&A, VPP&P

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Risk Number & Committee	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
		POTENTIAL CONTRIBUTING FACTORS			**TREATMENT**				**POST MITIGATION EVALUATION**	
3 **People and Performance (cont.)**										
3.10 **HR&D**	College arrangements do not minimise risk associated with Modern Slavery	4	3	12	• Clear and compliant procurement arrangements and procedures • Staff identity checking arrangements and use of PVG.	4	1	4 ↔	• Annual procurement monitoring/reporting • Regular employee engagement monitoring • Open communication with staff	VPC&A, VPP&P
3.11 **Board**	Failure to plan or respond adequately to future pandemic illness.	5	4	20	• Monitoring and rapid response to WHO and UK/Scottish Government information and alerts • Maintenance of COVID-19 good practice approaches to inform future use • Effective business continuity planning in place	4	2	8 ↔	• Pandemic readiness / response included in business continuity plan reviews and testing • COVID/Pandemic Response Group in place • Active monitoring and rapid adoption of pandemic guidance / control measures	Principal

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

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	POTENTIAL CONTRIBUTING FACTORS				**TREATMENT**				**POST MITIGATION EVALUATION**	
4 Infrastructure										
4.1 **A&R**	Major Disasters – eg Fire, MIS Failure, Failure of Emergency Procedures **Wording updated to include 'major' to better reflect focus of risk**	5	4	20	• Sound systems of administration • Clear fire and disaster recovery arrangements • Staff CPD	5	1	5 ↔	• Business Continuity Plan including scenario testing	Principal & VPCS
4.2 **F&P**	Failure to achieve ambitions of Digital strategy; strategy and development is ineffective	4	3	12	• Planning, careful phasing of changes to processes and systems • Effective management of ICT arrangements • Clear investment plan	4	2	8 ↔	• Regular review/reporting on milestones, systems effectiveness etc • Regular CPD	VPC&A, HoICT
4.3 **A&R**	Significant breach of ICT/Cyber security resulting in loss of service sufficient to impact College student / staff outcomes **Wording updated to better reflect the pre and post mitigation risk**	4	3	12	• Effective management of ICT arrangements • Active ICT/data security monitoring and cyber security policy	4	2	8 ↔	• Staff CPD on cyber security issues • Regular security monitoring/testing • Cyber resilience plan	VPC&A, HoICT
4.4 **A&R**	ICT infrastructure fails to support effective data security / data protection	5	3	15	• Effective infrastructure and systems design and implementation • Effective management of ICT arrangements and GDPR compliance	4	2	8 ↔	• Active data protection monitoring and auditing • Effective information and data security policies in operation • Regular data security monitoring/testing	VPC&A, HoICT

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Human Resources and Development Committee

Thursday 16 February 2023

PAPER G

HR METRICS

BOARD OF MANAGEMENT
Human Resources and Development Committee
Thursday 16 February 2023

HR Metrics

Paper G 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

2022/23 Headcount	% Split	2021/22	2022/23 FTE	% Split	2021/22
Teaching	384	44.4%	458	Teaching	306.6	44.3%	331.0
Other	481	55.6%	481	Other	385.3	55.7%	360.1
Total	865		939	Total	691.9		691.1

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

Staff FTE: Credit Ratios 2021/22					
	2022/23	2021/22		**2022/23**	2021/22
Total Credits: Staff FTE	**158:1**	158:1	Total Credits: Teaching Staff FTE:	**356:1**	330:1

Female & Male Headcount	% Split	2021/22	Temporary & Permanent FTE	% Split	2021/22
Female	549	63.5%	63.0%	Temporary	51.1	7.4%	11.5%
Male	316	36.5%	37.0%	Permanent	640.8	92.6%	88.5%
Other							
Total	865			Total	691.1		

Diversity Data Held	%
Ethnicity/Race	47%
Disability	54%
Gender Pay Gap	7.7%
Diversity Data Gaps	39.9%

Staff Absence Data

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

	Staff Absence Rolling Year to 31/01/23	Staff Absence Rolling Year to 31/10/22
Average working days lost per headcount	**8.09%**	**7.92 days**
Working time lost	**3.11%**	**3.04%**
Comparison with sector/national rates UK All Sector rate (CIPD 2016) UK Public Sector rate (Unison 2016)	3.3% (2.6% CIPD 2020) 3.4%	

Absence Analysis (Incidents)	Rolling Year to 31/01/2023	Rolling Year to 31/10/22
Long Term Absences (4 weeks or more)	**112**	**111**
Short Term Absences	**760**	**715**
Stress Related Absences – Work related	**22**	**21**
Stress Related Absences – Non-work related	**77**	**85**

Other HR Metrics

	2022/2023	2022/23 Full Year
Staff Turnover Rate (non-forced)	**1.46**	**11.53%***
Employee Hearings		
Discipline	**2**	**1**
Grievance	**1**	**0**
Tribunal Actions	**0**	**0**
Recruitment Exercises	**36**	**80**
Current Vacancies	**12**	

* Includes impact of 2022 savings plan

3. OD Metrics

	YTD 2022/23	2021/22 Full Year
Engagement with Leading Learning Academy (per team)	100%	100%
Number of internal CPD events delivered and external events supported	134	235
Number of attendances at internal and external CPD events per employee headcount	658	1184
Organisational Development budget per employee headcount	-	£110
Engagement survey ratings (annual/periodic)	-	-
Employees participating in College-wide strategy and working groups % of employee headcount	-	-
Employees with health and safety certification (this is in addition to mandatory obligations - all new employees have H&S briefing)	See H&S Annual Report	See H&S Annual Report
Employee benefits take up rates	All staff registered	All staff registered

Induction

Induction 2021/22	New Starts	Not Started	In progress: On Track	In progress: Behind	Completed	Total
Academic	8	0	8	0	0	0
Support	31	0	31	0	0	0

Training & Development Completion Rates

Activity	2021/22 Completion Rate to date
Development Reviews	54%
Mandatory Training	
Safeguarding	29%**
Health & Safety	72%
Fire Safety	75%
GDPR	78%
Equality & Diversity	35%**
Display Screen Equipment	71%
Cyber Security	51%*
Mental Wellbeing in Children and Young People	32%

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

** Please note the drop in Safeguarding, Equality & Diversity, and Mental Wellbeing 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 Manger / Colin Lynagh, Business Intelligence Officer
Executive Sponsor: Steve Taylor, Vice Principal People and Performance

Human Resources and Development Committee

Thursday 16 February 2023

PAPER H

MEETING MINUTES/UPDATES

JOINT CONSULTATION FORUM

Friday 30 November 2022 via Teams

_____

PRESENT: Simon Hewitt SH   Derek Smith DS
                Steven Taylor ST   Jaki Carnegie JC
                Stephen Oakley SO   Karen Buchan KB
                Julie Grace JG   Declan Gaughan DG
                Abi Mawhirt AM

1   **Apologies** were noted from, A Williamson (GMB)   **Actions**

2   **Minutes of previous meeting –** The minutes from the 21 September
        2022 meeting were approved.

3   **Matters Arising/Actions**

        ST noted EIS and GMB have now closed their disputes, however the
        Unison dispute remains open and we were reluctant to start the lessons
        learned exercise until all disputes were closed. ST noted that if we don't
        hear anything soon from Unison we will progress and schedule the
        meetings.

        ST explained TTP meetings are booked in and will go ahead however
        only one person attended the first session the second is scheduled for 7
        December. SO highlighted the value of being able to speak to KB to get
        answers quickly for any staff concerns or queries raised. This feedback
        was welcomed.

        ST noted there has been a draft redeployment policy created for
        discussion within the PRG. Progress has also been impacted due to
        the lack of local representatives from Unison and GMB. It was noted
        that, if there are no local reps in place soon, then we would need to
        press ahead and make the arrangements with those available.

4   **Student Recruitment 2022-2023**

        JG noted that 2022/23 full-time recruitment stood at c.4600 FT students
        which was down on previous years (down by almost 1000 from 2019).

        Withdrawal rates were higher compared to the same point pre-COVID
        and in certain areas lack of attendance was a significant issue. The
        message to teams is that they need to continue to provide support with
        attainment and attendance and give reassurance to help students stay
        at college.

In terms of January recruitment, the target is 525 with 175 offers pending or accepted. The college portfolio needs to be reviewed and other modes of delivery considered rather than relying on FT course recruitment.

DG asked whether we ask them students why they have withdrawn to help us understand what is going on.

JG noted that we do seek feedback from students as we need to report on the reasons to Scottish Funding Council (SFC). The main reasons currently are health-related, attendance issues or no longer interested. We also send this information to Skills Development Scotland so they can follow up on where students have moved on to as part of their tracking requirements.

SO noted that everyone had gone through a huge change over the last two years and there has been a great response from the College to support students and SQA but that seems to be coming to an end and asked where we stood with support from SQA.

JG noted SQA have confirmed the support that was on offer during the pandemic was continuing for 2022/23 and that we could continue to use the decision tree where this was necessary to support attainment.

Colleges had also provided a response to the recent Qualifications and Assessment consultation with D&A feeding back that this should be much more open, with greater focus on learning rather than assessment.

The key internal message is that we will support the students with individual plans in semester two and course teams can put in a request if they want to use the decision tree options.

SO asked if we can remind teams of the different options available. This was agreed.   **JG**

ST noted that there were concerns about leaner apathy as a result of the impact of COVID and lockdowns. This was a big change for many young people at a formative stage in life and we needed to plan for and support the transition into College and learning to try and keep them engaged.

DG asked if a student had left the College altogether do we contact them to encourage them to think about another course.

JG stated that we do a lot of preventative work to encourage students back to the college and re-engage with studies, if they withdraw then SDS must follow up with every young leaner until they are 26 to try and get them to reengage in education or employment.

JG noted that full-time applications had opened for 2023/24 on November as this was the time the schools had to work on personal statements.

SH noted that we were currently sitting at 889 applications for next year's FT programmes. SO asked about arrangements to keep these applicants engaged.

JG stated that these were being worked on and that regular contact would be kept with applicants. The exact arrangements and opportunities would differ between teams, tied into their recruitment arrangements.

DS asked what the College was doing to raise awareness with the schools.

JG noted that we were attending all open evenings, with both the Academic Partnership team and curriculum teams talking to the school guidance staff, attending careers events and school assemblies to raise awareness. JG noted that new videos had also been produced for each of the curriculum areas to provide an insight for young people into what was involved in each subject area. We have also resumed S3 taster sessions to show college options to younger learners who are makign subject choices.

5   **College Finances and Financial Sustainability**

SH stated that the discussion was confidential as nothing was fully confirmed yet, however he wanted to start the conversation early

Our current position last year was we had a savings plan of c.£1.5 million and we managed to hit c.£1.8 million. This placed us in a stronger position however we are still working through what the next 5 years will look like.

The College was projecting a significant deficit for this year, c£580k).

Staff costs remained a very high proportion of College income and at 78% and we were heavily reliant on SFC funding.

SH noted that the projected figures were based on a projected pay award of 2% which had already been rejected.

JC advised that the outcome of the assumptions we were asked to make around inflation and pay were as an example and we were currently sat with a half a million-pound deficit based on those assumptions. JC stated that if it was flat cash for the next five years, we would come out with a c.£14 million pound cumulative deficit based on assumptions that we know were far below what the actual costs would be.

JC noted that every single college was in a similar position and stated that the 15th of December was the key date for the announcement of the Scottish budget.

On this date we would know the overall funding available to the tertiary sector, but we would not know the impact on individual colleges or universities.

SH stated that it seemed clear that the current and anticipated funding meant that the sector was unsustainable. The recent Audit Scotland report stated that the sector was not sustainable in the current format, whilst it was known that all costs were rising and that the pay settlement will not be 2%. SH stated that we had been advised to model what future pay costs would be and we don't know if we will get any help with the funding of this.

SH stated that there remained a risk around some funding elements in the current year as SFC were holding off confirmation on some funding streams, for example flexible workforce development fund and YPG funds, which left us in limbo until the Scottish Government tell us what they intend to do. SH noted that there was a risk to these funds as they could be pulled by the Scottish Government to use elsewhere, despite colleges having already incurred costs on activity for these.

SH noted that conversations with Scottish Government suggested that colleges (and others in the public sector) should be scenario planning around reductions of 5%,10% and 15% for the year ahead and noted that there were early hints at significant changes for the public sector beyond 2023/24. SH stated that this included possible review of the credit funding model and activity targets for colleges. SH noted that, at this moment, we needed to get the detail in the announcement on the 15th December.

SH stated that there were also significant reviews under way, SFC Review, Skills Delivery Landscape Review, National Discussion on Scottish Education and Independent Review of Qualifications and Assessment. In terms of national discussions there is also work ongoing with SFC requests for flexibilities to assist colleges to manage in the current financial climate.

SH noted that Principal and Chair planning sessions were looking across the education system to seek to lobby and influencing stakeholders around the importance of colleges and vocational skills education. SH noted the need for everyone in the sector to engage with the national review work and continue to lobby at a national level.

SO commented that there sounded like there would be a big piece of restructure work for all colleges.

SH stated that it was clear that the government were talking about the 19 Universities and 26 colleges and that Scotland couldn't sustain a public sector of the current size and format, but that we didn't know what that means but clearly there was a lot of reviews going on and we don't know what the direction is going to be.

ST noted that whilst we needed to be realistic, there was also a piece about not being premature and announcing another saving plan to staff. Next year would be tough but there were likely to be bigger things for the years after that and some of these things we were discussing would be for the longer-term and it wouldn't all happen in the next year.

SO noted that staff were already worried after the portal announcement about finances and noted that he had had a flurry of questions asking what impact this would have on individual teams and jobs. SO stated that it was important that people were supported whatever the changes were.

SH agreed that support was needed and noted that some of this was difficult because we didn't know the details. SH noted that staff would have questions, but he wouldn't be able answer all of these at this point in time. SH noted that there were staff briefings coming up it would be difficult for people because these wouldn't give all of the details, but that it should be possible to give a sector overview, however it was likely to be February until we know the impact on our college.

SO asked if nothing else changes and we stay at the c.500k deficit what would happen then.

SH stated that the Board were comfortable with a deficit of c.500k for 2022/23 and that there was no need for a savings plan to address this in-year, although SH noted that this could change if there were any significant in year funding reductions.

JC noted that the pay award would also have an impact as we were modelling based on 2% and anything over that (which wasn't funded) would add significantly to the deficit. JC noted that every 1% would cost the College c.£350k extra per annum.

ST noted that the next scheduled JCF meeting wasn't until February and it was agreed that where there were key points that came in we would put in slots for single agenda meetings.   **ST**

JC stated that the December finance announcements would be key and that it was likely that Scotland's Colleges would produce a summary of sectoral funding at the end of that day, JC noted that it was possible that the different unions would do the same.

SH stated that he would update staff as appropriate following the budget announcement.   **SH**

6   Local Representatives – Unison /GMB

SH noted that he had been in communication with GMB about recruiting local reps and would make similar contact with Unison. It was noted that EIS-FELA had also agreed to speak to possible local reps to help support with recruitment.

7   2023-2024 Term Dates

ST noted 2023/24 term dates were confirmed, following the usual pattern, we had also circulated the 8th of May 2023 as an additional day for the Kings Coronation. Term dates for 2024/25 were noted in principle and these would be confirmed in due course.

8   Union Items

SO stated that EIS-FELA had had a good event on Friday night raising money for the Thrive with D&A campaign.

They had also made some progress with their mentor scheme and were looking at a pilot in the new year.

SO noted positive support from Karen, Julie, and the Academic teams.

9   Policy Review Group

AM noted that the National Menopause Policy had been published and a post about the policy along with signposting for support had been shared with staff.

AM also noted that the Preventing and Managing Violence and Aggression **training information had** also been published and a working group was being created to support developments in this area. SO commented that feedback on the training had been positive. It was confirmed that DS would join the working group as EIS-FELA rep.

10   AOCB

ST noted the portal update on the Thrive with D&A activities and events. It was noted that the next stage was to progress with the warm spaces on campus arrangements and Craig Rob was supporting working with teams to encourage both students and staff to be on campus. The Thrive Events on 6, 6 and 7 December would wellbeing, recruitment, tips for savings, benefits as well as other areas and opportunities for both staff and students.

The scheduling of meetings was discussed, and a request made by EIS-FELA that these be held face-to-face instead of on Teams. This was agreed and meeting invites would be updated.   **ST**

11   Date of next meeting – Wed 22nd February 2023

JOINT CONSULTATION FORUM

Special Budget Update Tuesday 17 January 2023

_____

PRESENT: Simon Hewitt SH   Jaki Carnegie JC
                    Steven Taylor ST   Karen Buchan KB
                    Stephen Oakley SO   Declan Gaughan DG
                    Abi Mawhirt AM

1.   **Apologies** were noted from, A Williamson (GMB), D Smith (EIS) and   **Actions**
        J Grace

2.   **Update on Scottish Government Budget Announcement**

        SH thanked attendees for making time to join the meeting, noting that it
        was important updates were provided even where there is only limited
        additional information since pre-Christmas.

        SH noted the meeting would be relatively informal so attendees could
        chip in and ask as he ran through some headlines.

        SH highlighted that we don't yet know if there will be any additional
        funding for this year, but it seemed unlikely. Some funding updates (on
        YPG, FWDF and clawback) are still pending, though we may know
        more by the end of the month. With delivery on FWDF ongoing, it is
        concerning that we don't have clarity on the funding around this.

        SH confirmed that some of the positive news (3.8% increase in funding)
        from before Christmas is likely to be only for 1 year, and it may be ring-
        fenced for specific things, but without detail on those specifics yet.

        Concerns are naturally that if it is single year funding and not-recurrent,
        as well as ring-fenced, it may not be as positive as first hoped when the
        Scottish Budget announcement came out. This means that there's a
        possibility we are looking at flat cash, depending on how the money can
        be spent. We knew flat cash would be a challenge.

        SH stated that there is likely to be a reduction in credit activity targets
        for 2023-24, with a reduction of perhaps 10% for those targets. SH was
        clear that this doesn't mean there will necessarily be a 10% reduction in
        courses and staff, however it does mean that some modelling has to
        happen to understand what that means.

SH asked if there were any questions before moving on. SO queried what the 10% reduction might look like, particularly in terms of staffing? SH reminded the attendees that SLT had been modelling 5%, 10% and 15% reductions (as per standard modelling practices).

SH noted that there may be a directive regarding where the 10% reduction in target applies in terms of costs (from SG / SFC) so it is hard to know without further detail, but it does mean there will be an impact. SH confirmed that this was likely to affect streams, but there is no detail on that to help us with clarity as yet.

SO noted that preparing staff for understanding this picture, and getting their thoughts and ideas was important. SH agreed that the staff input was crucially important, however noted that how this message goes to staff is really important, because we don't want staff worrying unnecessarily. SH highlighted that the messages being shared today are confidential, as this is not necessarily how he would present it to all staff at this stage.

Looking at the challenges ahead, and aligning to regional needs, SH confirmed the need to look at our curriculum portfolio and offer, as the current average full time class size is 13, which is not sustainable.

SH moved on to talk through what the current situation means for D&A, so despite current uncertainty, long term planning around diverse income streams (non-core / SFC) is crucial, so we are less impacted when our main funder (SFC) reduces funding.

SH outlined the importance of aligning our portfolio and curriculum with regional need, along with how we operate and deliver our learning and services. SH highlighted that D&A's work around building on partnership, collaborations and projects had been ahead of this curve, and it needs to continue so we can be financially sustainable over the longer term.

Looking ahead to key dates, SH outlined that we will continue to scenario plan whilst trying to get clarity from funders etc., though we can now expect our indicative (college-level) funding in mid-March (which is later than expected). This shortens the window to take action with our medium to long term planning

SH noted that Jamie Hepburn (Minister for HE & FE) is visiting Kingsway next Monday, so messaging will be clear to him, followed up by the joint union and management letter to local MSPs.

Stephen queried whether there was an update on academic staff on full hours / at full capacity. It was confirmed that Jane Roscoe had updated this for Semester 2, with a reduction in those under hours since Semester 1, and with plans in place for underutilised individuals to develop materials and undertake other relevant work. ST will ask Julie (Grace) to share the high level data on this with EIS.   **ST**

SH noted the sustained decline in full time recruitment for the sector, along with a buoyant jobs market contributing to college challenges. SH again noted the average class sizes being so low (at 13) isn't sustainable in a declining recruitment landscape.

SH confirmed that further timelining work was being undertaken and as new information becomes available, it will be shared and meetings arranged as required to ensure that the JCF was kept up to speed.

11   Date of next scheduled meeting – Wed 22nd February 2023

Health, Safety & Wellbeing Committee Meeting

Draft Note of Last Meeting
Monday 16 January 2023

Minute of the Health, Safety and Wellbeing Committee meeting held on Monday 16 January 2023 via Microsoft Teams.

PRESENT: Jaki Carnegie (Chair) (JC) Kichelle Williams-Robinson (KW-R)
Stephen McGregor (SMcG) Fi O'Duibhinn (FO'D)
Sandy Fowler (SF) Sarah Rennie (SR)
Karen Buchan (KB) Billy Grace (BG)
Chris Ditchburn (CD) Susan Sloan (SS)
Sarah Ramminger (SRamm) John King (JK)

APOLOGIES: Mike Swan (MS), Alison Hamon (AH), Sarah Thom (ST)

1.   Welcome & Apologies

JC welcomed everyone attending and confirmed apologies received.

2.   Note of Last Meeting

Notes of last meeting were agreed as an accurate reflection.

3.   Matters Arising

Item 5.0 New Risk Assessment Template to be provided to Unions H&S Reps: no further update at time of meeting, rescheduled for Wed 18 January. **Action - SF to provide an update at next meeting.**

4.   Committee

a. Terms of Reference

FO'D agreed relevant information including RIDDOR reportable items to be fed back to Union directly through him.

b. Membership and Attendance

Sarah Ramminger is representing Sports Department and the Care, Social Science and Sport Sector. Alison Hamon is representing the Business, Access and Education Sector.

5.   Staff:

a. Health and Safety Officers Report

SF provided an overview detailing the following points:

- PEEPS – SF indicated a significant increase in the volume of PEEPS submitted and noted the high figures of students not keeping appointments. Further discussions are noted at the end of section 5.
- Fire EVAC training – SF advised Train the Trainer EVAC training was scheduled, however, the training company did not arrive on the day. This has been rescheduled for 24 February 2023.
- Fire Risk Assessments – action plans/maps and signage have all been updated and are in place.
- Fire Wardens – SF highlighted due to less staff on campus there were fewer fire wardens. This is being reviewed as part of the fire training module which is in development. **Action - SF to continue development**.
- First Aid Rota – SF advised this is working well with adequate numbers at present but it may be worthwhile continuing to monitor these numbers. Further discussions are noted at the end of section 5.
- Department Safety Checks – all have been submitted now given the extended deadline with the exception of one department. This is to be expected by w/e 20 January 2023.
- 5x5 training matrix – SF to meet with Unions to roll out Feb/March, full transfer from 3x3 may take 6 – 12 months. **Action - SF to meet unions to roll out Feb/March**
- SF presented AINM statistical analysis data for the current period vs the same period last year using the headers agreed at last meeting. In summary, for the period of Aug 22 – Dec 22 there were 37 accidents, 39 incidents and 18 near misses recorded. Importantly there were only 2 RIDDOR reportable accidents (one at Kingsway, one at Arbroath) compared with 6 in the previous year. SF highlighted increases in physical assault - 9 (+8), medical - 15 (+10), behaviour – 13 (+8) and fainting - 9 (+8). SF advised he is working towards a 5 year comparison period. **Action - SF to produce 5 year comparisons**. SF & JB have produced a safety checklist database and will share this once information has been collated. **Action - SF to share the safety checklist**

Following SF presentation JC highlighted the increase in PEEPs and after discussion the following points were noted:

- JC suggested it may be helpful to track numbers year on year. **Action – SF to provide data**
- A large volume of PEEPs required were due to room moves with no significant changes in student circumstances. Is there a possibility of pre-empting PEEP requirements given this information? BG highlighted the strain placed on SF workload due to the number of PEEPs and stressed that discussions should take place with Student Services and Curriculum teams to consider devolving the PEEP process to them. Also discuss with Leann Crichton to see if PEEP process can be included in the Induction Plan for students. SF would continue to assist with more complex PEEPs. **Action – SF to meet with Student Services and Leann Crichton**
- JC highlighted the low numbers of PEEPs at Kingsway, SMcG/JC suggested capturing data per curriculum area and publishing to ensure accurate figures. **Action - SF to include this in the tracking of numbers in data tables**

- SRamm asked if any information was flagged on MyD&A, JC suggested this is highlighted to Leann Crichton. **Action - SF to discuss with Leann**

JC enquired if SF is concerned there are not enough first aiders. SF confirmed there are potentially too many, however, rota staff have not always responded to calls so numbers should stay as they are at present. SF noted there were 68 first aiders when he first joined which has now dropped to 52 but further work is required to ascertain the minimum number of first aiders required. **Action - SF to review first-aid requirements with People Team**

KWR highlighted feedback from staff regarding the increased number of mental health calls over physical treatment calls. After discussion it was agreed more clarification is required on the treatment form to indicate if treatment has been physical or mental. **Action - SF to monitor the number of mental health incidents being reported.**

JK indicated that he was aware of an increase in mental health and anxiety issues.

BG queried talks from last year surrounding the topic of mental health and KB confirmed People Team are working on wellbeing champions being identified around campuses to ease strain on first aiders. SR advised that Student Services currently offer a triage system to deal with mental health issues.

JC asked about the number of accidents involving members of the public – this was confirmed as mainly sports related injuries.

JC asked if it would be helpful if the key accident data be more widely shared including accident type. SF agreed it would be helpful to pick the top 5 areas of concern and/or most pressing AINM to include this in the data charts with notes on key areas to watch for the following year **Action - SF to pull together key "highlights"/"lowlights" and share with Marketing Team to consider how best to raise awareness for start of 2023/24.** Curriculum members confirmed that accidents were more likely at the start of session when students were less knowledgeable/experienced and more naively confident than is advised.

JC highlighted near miss number are still low. A 6 week trial has started that will encourage students and staff to report near misses with the use of QR codes on posters within all spaces. FO'D commented that near misses do not have the same impact on class activity compared to accidents which will stop activity and cause the class to reflect. This may be impacting the low figures for near misses.

b/c Sickness Absence Data – Health & Wellbeing

KB reported absence data shows a reduction in long term absence, with all staff being supported by advisors and line managers. There is an increase in non work related stress, reasons provided have been caring responsibilities for their immediate families or parents have caused stress and absence. The absences seem to be a combination of the impact of the pandemic coupled with people now being diagnosed with chronic illness and undergoing treatment. KB noted there have been comments from managers regarding short term absences, however, data indicates that absence levels compared to the number of staff are

relatively low. It is concerning that some absences may not be recorded and KB has asked that all absences, even part day, are properly recorded. KB has also asked advisors to speak to all managers to check in on what is happening with short term persistent absence in their department to understand what support is required to ensure the process is followed. **Action - KB to continue to encourage accurate absence recording.**

6. **Learner**

   a. **Student Association**

   SR reported SA have been active in the Thrive project providing over 4,000+ breakfasts to students across all campuses since the start of the academic term. There has been an increase in the use of campus kitchens and food larders at each campus, SR highlighting the larder in Gardyne is causing some issues with regards to the amount of produce being taken on a regular basis. On that point SR explained that Asda Milton had removed their offer of support for the food larder, SA will now investigate alternative suppliers for Gardyne. **Action - SR to investigate alternative food larder suppliers.** SR shared Thrive Project festive activities and support throughout the Christmas break which was centred around feedback from research carried out prior to the break. Students had highlighted various worries around being out of college for 3 weeks prompting SA to ensure the Thrive SharePoint site was packed full of information to support students during this time as well as activities and places offering free meals.

   SR informed the committee that SR, AM and Colin had taken part in the New Year's Dook, raising £370 for the Thrive Project. SR advised SA are continuing to carry out two stars, one wish research. Information received has highlighted the positive impact of the Thrive project and offer of free meals/food larders etc. More water fountains was a consistent request with shorter breaks and behaviour of students/school senior phase being an issue.

   It was noted that E-Sports has been a success with the students being a large part in the realisation of the project having been involved from the initial stage. SR noted the Student Rep themes per the Student Learning Experience Wheel as below

   - January – Guidance & Support
   - February – Assessment & Feedback
   - March – Learning Resources
   - April – Learning & Teaching
   - May – Progression & Achievement

   Information will be collated to ensure SA is collecting the relevant information to support students and provide a positive learner experience.

   b. **Student Support – no update**

   c. **Learner Engagement**

JK presented LE activity figures for semester 1. JK highlighted there has been a more proactive and intelligent approach to working with community partners due to staff shortages. JK also noted that satellite offices are available for partners to use and advised there will be increased activity in semester 2 due to more partners being on board. Winter wellbeing programme will be running until April. JK noted there will be increased focus on future talent activity, i.e forthcoming Social Science mock trial is to be on a larger scale including actively employed professionals taking part to give the students a fully immersive experience. College of Sanctuary project is also underway. JK highlighted the increase in support required for classroom management and behaviour and noted the volume of requests can be overwhelming. KWR fed back that group tutors have recognised that tapping into workshops provided by LE has helped pull teams together and has helped to resolve issues. JC indicated to KWR it would be beneficial to share this with LDF **Action - KWR to showcase the positive impact with LDF**

7. **AOCB**

- JC advised this committee is to receive more detailed information on RIDDOR reportable accidents. SF advised there were 2 accidents, one in Sept and one in Dec, both involving incorrect use of a stanley knife. One student returned to class the same day, the other student returned the following day. Both students received further instruction of correct usage and an increase in monitoring has been implemented.
- SF had no further updates and advised H & S will be progressing various training modules with subject headers to be shared at the next meeting.
- KB noted the personal safety training course feedback has not quite hit the mark, staff advised some content wasn't relevant to their day to day activities – 169 completed to date. JK highlighted CALM level 3 training was received very well.
- It was agreed by the committee that members would read all papers before the start of the meeting to allow adequate time to highlight key facts and ask questions.
- FO'D enquired about the use of vapes which has an effect on health and volume of litter. It was acknowledged current no smoking signage should be amended to include vaping which may challenge the perception that it is acceptable to vape anywhere. **Action – SF to engage with CDN to obtain further information on other College procedures**
- It was discussed for Union Reps to encourage staff to engage in personal protection training, highlighting the link in Simon's welcome message. **Action – FO'D to highlight with union colleagues**

8. **Date of Next Meetings: Proposed**
- Monday 13 June 2023