

BOARD OF MANAGEMENT

Human Resources and Development Committee



Thursday 7 September 2023 at 5.00pm **Room A625,**
Kingsway Campus (MS Teams option available)

AGENDA

1. WELCOME
2. APOLOGIES
3. DECLARATIONS OF CONNECTION & INTEREST
4. MINUTE OF THE PREVIOUS MEETING - 4 May 2023
2023 Paper A for approval
5. MATTERS ARISING Paper B for noting
6. 2023/24 KEY PRIORITIES FOR STAFF Paper C for information SH
7. MORE SUSTAINABLE COLLEGE SAVINGS PLAN
OUTCOMES Verbal update SH/ST
8. VP PEOPLE AND PERFORMANCE REPORT (INC
NATIONAL BARGAINING UPDATE) Paper D for information ST
9. STRATEGIC RISK REGISTER Paper E for approval ST
10. HR METRICS Paper F for information ST
11. MEETING MINUTES/UPDATES Paper G for noting
 - Joint Consultation & Negotiation Forum
 - Health, Safety & Wellbeing Committee
12. DATE OF NEXT MEETING – Thursday 9 November 2023 at 5.00pm in Room
A625, Kingsway Campus



Human Resources and Development Committee

Thursday 7 September 2023

PAPER A

**MINUTE OF THE PREVIOUS MEETING –
Thursday 4 May 2023**

BOARD OF MANAGEMENT



Human Resources and Development Committee Thursday 4 May 2023

Draft

Minute of the Human Resources and Development Committee meeting held on Thursday 4 May 2023 at 5.00pm, in Room A625, Kingsway Campus.

PRESENT:

D Mackenzie	D Smith
B Lawrie	N Lowden
S Hewitt	S Stirling

IN ATTENDANCE:

S Taylor (Vice Principal)	P Muir (Board Administrator)
A Mawhirt (Head of People & OD)	J Grace (Vice Principal)

1. WELCOME

D Mackenzie welcomed Committee members and welcomed D Smith as the new Academic Staff board member.

2. APOLOGIES

Apologies were received from J Buchanan, J Carnegie, and B Grace.

3. DECLARATIONS OF CONNECTION & INTEREST

There were no declarations of interest or connection.

4. MINUTE OF THE PREVIOUS MEETING

The minute of the meeting held on Thursday 16 February 2023 was approved as an accurate record.

5. MATTERS ARISING

There were no matters arising.

6. A MORE SUSTAINABLE COLLEGE PAPER

S Hewitt introduced this paper following on from the extensive and difficult financial decisions colleges and other public sectors were continuing to face. S Hewitt noted the funding for the sector was projected to be 'flat cash' for the next few years; the increase cost of staffing and various other budgets will inevitably need to be met by cuts elsewhere and by steps to maximise any additional income streams.

The Scottish Funding Council (SFC) had advised that the £26m previously promised to the college sector would no longer be available for 2023/24. This had been a major blow to all colleges and was being raised directly with the government.

S Hewitt summarised the paper, highlighting the need to deliver the level of savings identified, whilst still meeting regional needs and maximising other income sources to create a college that is more sustainable and successful going forward.

S Taylor highlighted the 4-week consultation period for the initial proposals. All combined feedback, ideas and suggestions will be reviewed, and updated proposals will be issued for further consultation.

S Taylor noted that consultation feedback had been significant, with responses received from a variety of departments and from a large number of individual staff. Consultation responses were continuing, with union JCF meetings and weekly catch ups. The College was also in contact with representatives from the national Unison FE branch in the respect of the current saving plans.

S Hewitt highlighted within his report that the Scottish Government and Scottish Funding Council (SFC) have recognised that the college sector cannot remain the same size as it has been in recent years. Whilst any reduction in activity is unwelcome, without this flexibility it would not be possible to plan for a sustainable future for the college.

B Lawrie praised this paper and the presentation of it, considering the significant financial challenges faced. B Lawrie highlighted the demographic changes within regions and questioned if the Scottish Government would review college activity and funding relative to this. S Taylor noted that SFC had a demographic model that they used, and that activity levels had increased in some areas (such as West Lothian) to reflect increasing population. It was noted that this modelling was generally not significant in terms of changes in overall activity levels.

The paper, and the significant challenging work it represented, was noted.

7. VP PEOPLE AND PERFORMANCE REPORT (INC NATIONAL BARGAINING UPDATE)

S Taylor summarised the report, highlighting the work around The Voluntary Severance (VS) scheme with positive numbers of applications being received. Outcomes from the interim scheme are being finalised with over £271K of savings already established from the February 2023 round and further discussions to be progressed.

Developments around national bargaining were noted. S Taylor highlighted the negotiations for the 2022/23 academic staff salary settlement remain on going, with an offer of 2% having been rejected and a ballot on industrial action being approved. Conversations are still ongoing with the hope of resolving this matter.

Notifications of planned action consisting of a 'work to rule' and action to withhold student results has been confirmed.

The picture was similar for support staff, with an offer having been rejected and a ballot for strike action by Unison members having been approved. Notification of planned strike action was expected shortly in relation to this vote.

S Taylor highlighted the importance of the Thrive at D&A activities which were ongoing. This work was important support for students and staff.

An evaluation of the costs and benefits of Thrive work would be reviewed and evaluated for the next academic year- 2023/24, with work continuing if the cost of living issues remained.

A Mawhirt summarised progress in respect of the CPD plans discussed at the previous meeting and outlined plans for all staff development days at the start of session 2023/24.

The report was welcomed.

8. STRATEGIC RISK REGISTER

S Taylor noted the review being undertaken of the Risk Register but highlighted that no changes were proposed in respect of the risks allocated to the Human Resource and Development Committee.

The paper was approved.

9. HR METRICS

HR Metrics were noted by the Committee.

S Taylor highlighted the change in format for the staff FTE data, highlighting that this better reflected the normal data considered within the College. The increase in staff absence rates was noted, with this returning back to similar pre COVID levels.

10. MEETING MINUTES/UPDATES

The Joint Consultative Committee (JCF) and Health, Safety and Wellbeing (HS&W) minutes were noted.

11. DATE OF NEXT MEETING

Thursday 7 September 2023, 5pm, Room A625, Kingsway Campus

Action Point Summary

	Action	Responsibility	Date
No action points noted			



Human Resources and Development Committee

Thursday 7 September 2023

PAPER B

MATTERS ARISING

BOARD OF MANAGEMENT

Human Resource and Development Committee

Thursday 7 September 2023

Matters Arising



Paper B for noting

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

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

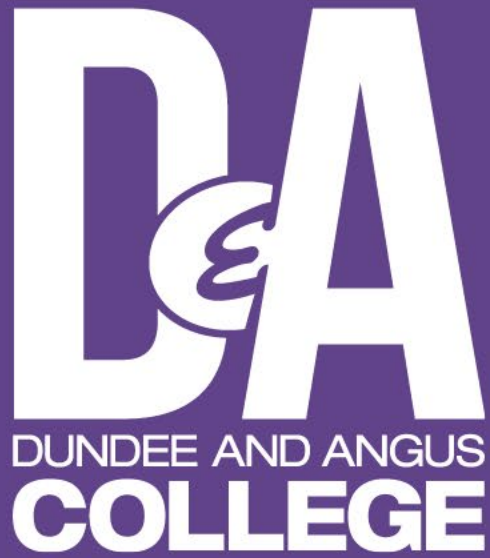


Human Resources and Development Committee

Thursday 7 September 2023

PAPER C

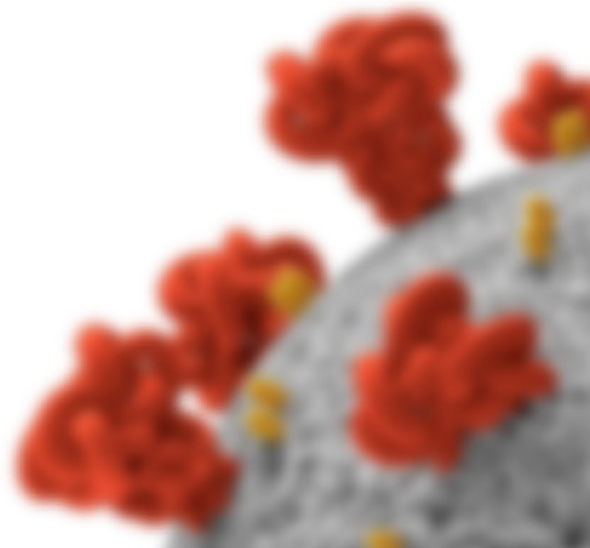
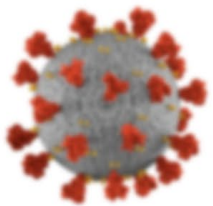
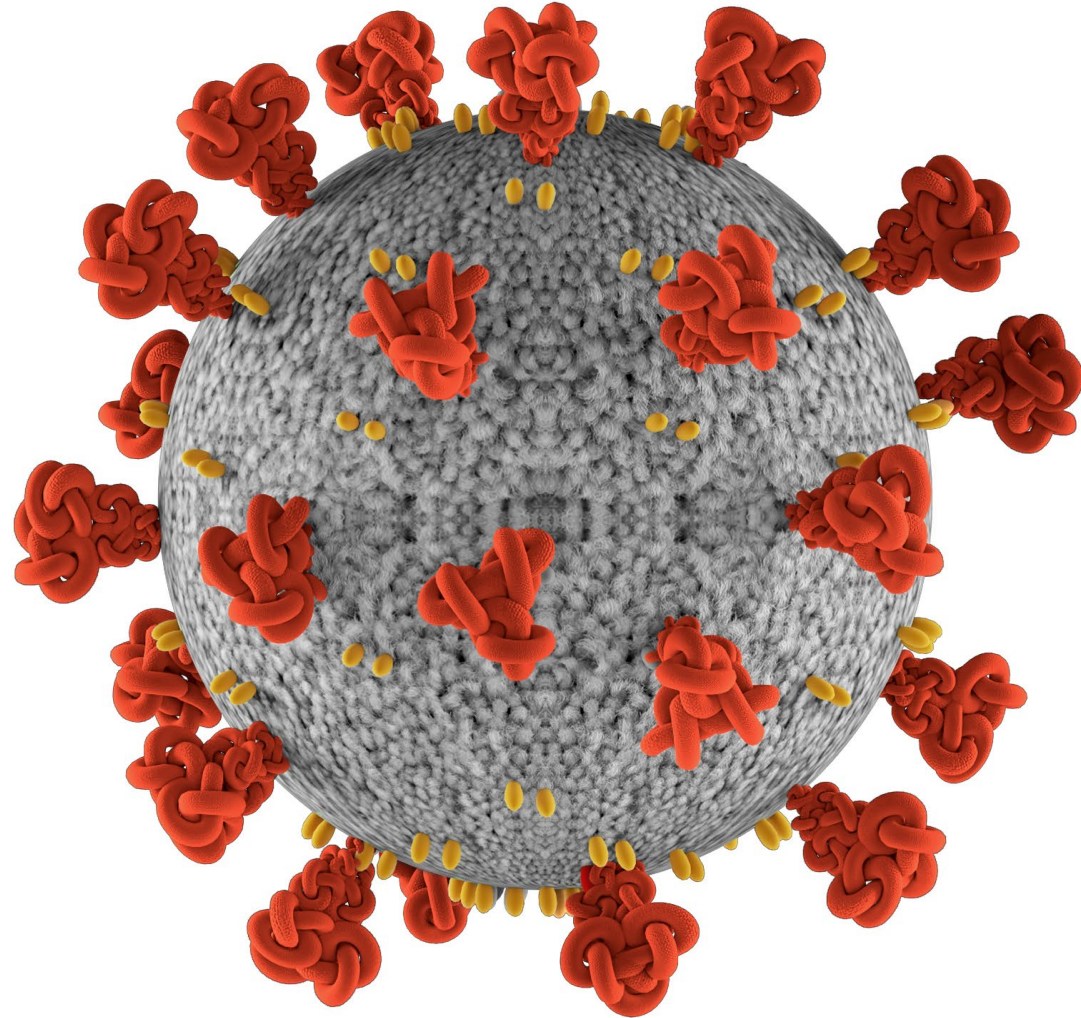
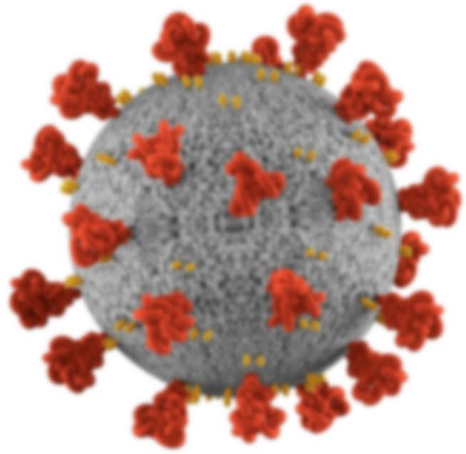
2023/24 KEY PRIORITIES FOR STAFF



Welcome to AY 2023/24

August 2023

be in the right **place**









BREXIT

EU









What about D&A?

D & **A**



C.200K

Enrolments

C.24K

**Successful from
SIMD10/20**

C.100K

Unique Students

C.12K

**Successful with a
Disability**

C.75K

Completed Successfully

C.4K

**Successful Care
Experienced**



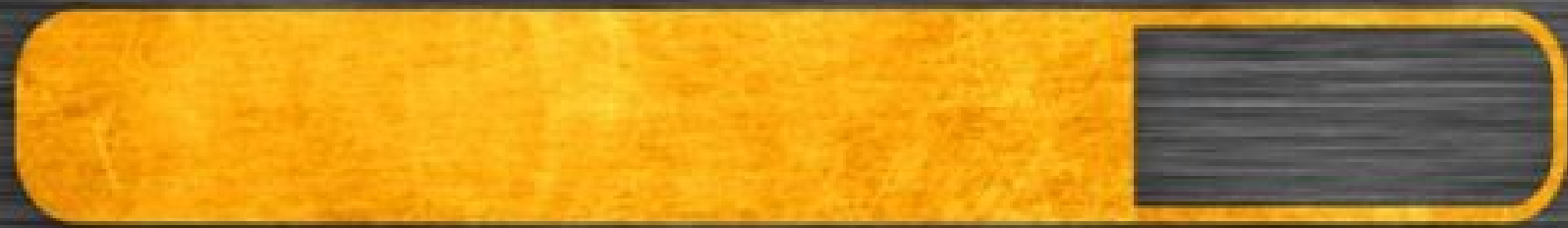
D&A

PROUD & A

Key Priorities for AY 23/24



CHANGE



COMING...



Human Resources and Development Committee

Thursday 7 September 2023

PAPER D

**VP PEOPLE AND PERFORMANCE REPORT
(INCLUDING NATIONAL BARGAINING UPDATE)**

BOARD OF MANAGEMENT
Human Resources and Development Committee
Thursday 7 September 2023



VP People and Performance Report

Paper D for information

1. Voluntary Severance

As the More Successful and Sustainable College savings plan has progressed, an increased number of voluntary severance applications have been received and approved. This has supported the savings plan outcomes and assisted the College to match staffing needs against revised curriculum and operating plans and needs.

The College operated two 'enabling' VS schemes in advance of the savings plan being published (Oct – Dec 2022 and Feb – March 2023). The April 2023 voluntary severance scheme accompanied the savings plan and has now closed.

From the three rounds of voluntary severance undertaken during AY 2022-2023, the following applications, savings, and costs are noted.

Oct – Dec 2022	Applications	Approved	Pending	Declined	Savings	Cost
Academic	12	7	0	5	257311	128987
Support	12	4	0	8	129980	50739
Totals	24	11	0	13	£387,311	£179,727
				FTE	-7.73	

Feb – March 2023	Applications	Approved	Pending	Declined	Savings	Cost
Academic	11	11	0	0	141860	193754
Support	11	5	0	6	153950	77112
Totals	22	16	0	6	£568,811	£270,867
				FTE	-11.87	

April - Aug 2023	Applications	Approved	Pending	Declined	Savings	Cost
Academic	23	22	1	0	946922	412361
Support	16	4	7	5	83091	37460
Totals	39	26	8	5	£1,030,014	£449,822
				FTE	-15.33	

From the above, the total value of VS savings achieved at this point in time are **£1,986,136** representing a reduction of **39.93 FTE** staff. The total cost associated with VS at this point in time are **£900,416**.

Decisions in respect of the remaining pending applications will be made as final staffing and structure changes are progressed.

Given the on-going need for savings to be realised it is proposed that the voluntary severance scheme reopen again during 2023/24 as required through until the end of the academic year.

2. Savings Plan Progress

An up-to-date summary of progress in respect of the savings plan will be given to the Committee.

Overall good progress has been made across all points of the savings plan, with the key elements outlined within the June 2023 implementation paper almost complete.

The combination of voluntary severance, natural vacancies, non-pay savings and increased income has allowed the College to meet the minimum £2.5million target outlined within the plan and, importantly, allowed the College to remove the risk of compulsory redundancy in respect of this.

The removal of the compulsory redundancy risk was communicated to our unions on 18 August 2023 and will remove the final aspect of the dispute raised by the local EIS-FELA branch. This dispute has now been resolved and as part of this a 'lessons learned' exercise will be undertaken involving local union representatives as an opportunity to enhance joint ways of working in respect of any future savings exercises that may be required.

A further paper for staff, summarising the outcomes of the savings plan, is scheduled for mid-September 2023, and will be copied to Board members. An Equalities Impact Assessment will also be completed and shared with unions, staff, and Board members.

3. National Bargaining

Academic Staff Negotiations

Negotiations for the 2022/23 and 2023/24 academic staff salary settlements remain difficult, with a final offer of £2000 for 2022/23 and £1500 for 2023/24 on all salary points being rejected and a ballot on industrial action returning a majority vote.

Notification of planned action consisting of a 'work to rule' and action to withhold student results was enacted from 2 May 2023 with some staff taking part in this action and work progressing to minimise the impact (particularly of the resulting boycott) on student progression.

Strike action by academic staff has also been confirmed, with dates scheduled for 7 and 21 September 2023 and for 2,3 and 4 October 2023. The College will remain open on these dates and steps taken to minimise disruption to learning.

Support Staff Negotiations

In respect of Support staff, a complex pay and conditions demand has been submitted on behalf of Unison, GMB and Unite (and detailed at previous meetings).

A similar final offer of £2000 for 2022/23 and £1500 for 2023/24 on all salary points has been made to support staff. Discussions around this are ongoing with the major sticking point appearing to be a request for a national guarantee that no member of staff within the college sector would be made compulsorily redundant.

Discussions in respect of potential form of words to highlight that redundancy would be the final option have been held, but no resolution achieved and a ballot on industrial action by Unison returning a majority vote.

Strike action by support staff has also been confirmed, with dates scheduled for 7 and 21 September 2023. As noted above, the College will remain open on these dates and steps taken to minimise disruption to learning. This strike action applies only to Unison members as successful ballots have not been undertaken by GMB (GMB is the predominant union for support staff at D&A, particularly in respect of the Dundee campuses).

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 the last update on this produced in March 2023. Details of work being undertaken is available on the NJNC website: <https://njncscotlandcolleges.ac.uk/job-eval-latest-news/>

Arrangements 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.

Part of the ballot in respect of industrial action for support staff relates to the failure of employers to provide for 'pay harmonisation' in respect of support roles.

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 in respect of these, with only a national menopause policy having been agreed, although it is hoped that arrangements will begin to be agreed over the coming months.

Local Employee Relations

The College is pleased to advise that arrangements have been progressed to confirm a local union representative for Unison. Richard Gordon (IT Technician) has been appointed into this role and is currently undertaking the national training required to become a fully approved representative.

Unison officers have attended the College in recent weeks to seek to encourage further representation and the College has worked with representatives from the national Unison FE branch in respect of the savings plan.

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.

Following consideration by the Executive team, and reflection / evaluation from the Students' Association, it has been confirmed that the Thrive initiative and work will continue throughout 2023/24.



Thrive activities have incurred expenditure of £33k and have received donations of almost £5k.

Over the course of last year we **provided 27,383 free portions of soup and 3,043 free breakfasts from the catering outlets**. This was supplemented by the work of DASA, the various other free food, clothing and support offers and around 1,200 attending the Christmas movies.

The Thrive work has been picked up by College Development Network Research and Enhancement Centre as an area of good practice and a Case Study of the work is due to be published by CDN and disseminated across the sector in the next few weeks.

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. Trade Union Nominees of Boards

As highlighted at previous meetings, the Scottish Government is in the process of amending legislation to create the roles of Trade Union Nominated Board Members for Colleges. This new legislation is planned to come into effect from 1 January 2024 with elections and appointment of these new Board members planned to take place in October/November 2023.

Like the current academic and support staff members, these new Board members will be full members of the Board, and are not representatives of their unions or staff.

Arrangements in respect of the appointment of these members will be confirmed at the December 2023 Board meeting.

6. People Team Structure Review

Following some staffing changes within the People Team, a review of the structure and operating arrangements has taken place. This will result in the expansion of Advisor roles and some changes in respect of the links between advisors and the curriculum and/or support teams that they work closely with. These arrangements will support ongoing activities and better match working arrangements with changes made in the College structure as a result of the savings plan. These changes will include an increased focus around organisational development and CPD activities which have had to take a 'back seat' in recent months due to other significant staffing commitments.

7. GTC Scotland Professional Registration

As we move into the new academic session, the Academic Development team will work with staff now eligible to register with GTC Scotland under Provisional (Conditional) status. This allows staff who meet the standard for provisional registration with GTC Scotland to have provisional registration on the condition that they will achieve a recognised teaching qualification.

Work continues nationally to support the roll out of this new phase of registration, with D&A's Christine Calder joining College Employers Scotland colleagues as part of the national working group.

8. All Staff Development Days – 17th and 24th August

Following discussions with the College's CPD planning group, two days of development activity ran in August on Thursdays 17th and 24th. The first of the two days included the College's 'traditional' welcome and kick off to the new academic session at Gardyne campus with operational updates from a range of teams. Simon welcomed staff to the event and set out the priorities for the year ahead, with a networking lunch available after the morning's inputs. C.400 staff engaged with the day, with around 250 in person and 150 online viewing the live stream. The afternoon saw a range of sessions available to staff, with academic staff engaging with the Quality team and support staff able to choose from a range of inputs.

Feedback on the format and organisation of the 17th of August has generally been positive with staff enjoying the opportunity to get back on campus in larger groups, catch up on what's happening and reconnect with colleagues. Concerns re: the length of the morning session were addressed as best as possible on the day with additional breaks built in, but is something we can review for future sessions.



A very popular feature of the 17th was the Support Team Marketplace that ran over lunch time. Support teams had stalls in the Atrium area at Gardyne, with staff on hand to promote services and answer any questions about their support or area of expertise. We have used this model before and it was very well received once again, with Marketing possibly stealing the show with their Las Vegas themed casino stall, complete with mocktails, sweets and music.



The second of the two days on 24th August saw activity happening on all campuses, with a wide variety of sessions running in designated timeslots across all sites. The availability of online access to the sessions meant that staff could locate at a campus and engage in the in person activity there, as well as online activity on the other sites.

The complex programme was developed with feedback from staff gathered prior to the summer break, with over 125 staff sharing their development wants and needs. This was coupled with the CPD planning group's evidence base of development needs from Stop and Reflect and other Quality processes, development of the Curriculum and Quality Leader programme and feedback, and ongoing feedback received by the People and Academic Development Teams.

Overall, turn out at the sessions was good, however on reflection it was clear people mainly engaged through their own / normal campus and online, rather than locating at another campus. It was hoped that staff would select the campus based on the in person programme at that location, however even with that not really happening there were nearly 300 staff engaged over 500 learning activity instances across all campuses.

Further discussion on the feedback from the days and the format has taken place at SLT, as the need to balance opportunities for professional learning and development with start of term priorities has been noted through various feedback channels. The dates were announced to staff in April 2023 and featured as part of ongoing planning, however in reality the two weeks prior to most teaching starting are always busy.

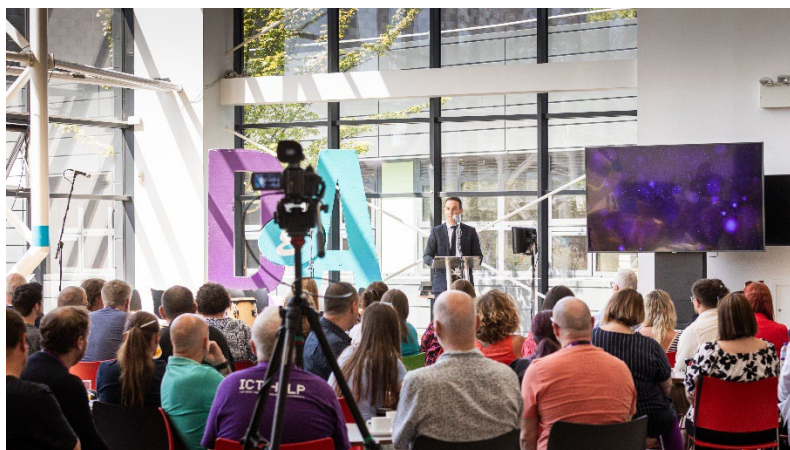
This will be taken on board for future planning, and the overwhelming majority of feedback indicated the range of inputs of offer was welcomed and needed by staff. The greater majority of the sessions that ran during the development days have either been recorded and made available on the Portal for self-directed learning, or will run again in this year's D&A Way CPD programme.

9. Staff Awards

Back in June, the Staff Awards was a welcome way to close out the academic year and take time to celebrate the great work of staff that goes on every day throughout the session.

Due to the financial savings position, one or two staff raised concerns that it would not be appropriate to hold the Awards this year, however we felt it was probably more important than ever to do so. Staff and students take time throughout the year to make nominations for those who have inspired them to success, been trusted to support and are respected for their contributions to College life. We felt it crucial to recognise this and spread some joy, which can always be counted on in the student to staff category nominations.

As ever, if staff were not keen to attend there was no expectation they would do so and for the 150 staff that did engage in the event, it was the usual heartwarming and uplifting afternoon. Each year the stories of support and kindness provide an opportunity for us all to reflect on the year gone by and what the D&A community stands for.





10. iTrent HR-Payroll Project

The iTrent project has reached a significant milestone this month, with CPD bookings, holiday requests and absence recording all now live within the system. The roll out of CPD was thoroughly tested by utilising the new process and system for the All Staff Development Day bookings and troubleshooting was minor considering the scale of the events.

The work to streamline these processes into the single iTrent system available to staff via Employee Self-Service has been ongoing for some time, therefore reaching this stage has been welcomed by the project team and staff alike. The new single system approach makes it simpler for staff to manage pay, personal details, holidays, CPD and absence all in a single place.

Developments will be ongoing to ensure the College is achieving best value from the system, with further developments around absence and CPD planned throughout the 2023-24 academic year.

11. Head of People and Organisational Development – Maternity Leave

Abi Mawhirt will commence maternity leave mid-September, therefore Karen Buchan (HR Manager) will join the HRD Committee through the academic year 2023-24. In Abi's absence, Karen will take on responsibility for a range of organisational development activity covering CPD and professional learning, OD centralised budget responsibility, strategic employee engagement and communications, as well as reporting directly to Steve Taylor as VP.

The Marketing team will report directly to Simon Hewitt, with Jenna Lawrence due to return to her Marketing Manager post from maternity leave on 16th October. The Marketing team will take on more responsibility for internal communications during Abi's leave, with Simon working closely with Jenna and the team as well as Neville Robertson Communications (NRC) to ensure all communications elements are covered.

The Academic Development Team led by Christine Calder will report in through the Quality Team under the new Director of Student Experience role, with Christine taking on further responsibilities in relation to GTC Scotland registration roll out and academic staff learning and development.

12. Link to Strategic Risk Register

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

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

Authors: Steve Taylor, Vice Principal and Abi Mawhirt, Head of People and Organisational Development

Executive Sponsor: Steve Taylor, Vice Principal



Human Resources and Development Committee

Thursday 7 September 2023

PAPER E

STRATEGIC RISK REGISTER



STRATEGIC RISK REGISTER

2023 - 2024

As at September 2023

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	HoICT	Head of ICT	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	HoE	Head of Estates	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	Chair	Chair of the Board of Management	4	Major	Probable
					5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
1	Strategic and Structural									
1.1 LT&Q	Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)	4	4	16	<ul style="list-style-type: none"> Robust strategic planning Effective environmental scanning Strong partnerships Clear links between strategy and practice Concerted demands for increased activity levels 	4	2	8	<ul style="list-style-type: none"> 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	4	3	12	<ul style="list-style-type: none"> Effective environmental scanning Negotiation/influence at national level 	4	3	12	<ul style="list-style-type: none"> Review of changes and amendment of strategic direction/plans Financial strategy sensitivities 	Principal & Chair

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

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
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	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
1	Strategic and Structural									

1.4 Board	Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on: <ul style="list-style-type: none"> Ability of the College to meet key regional strategies/objectives Financial loss or unmanageable financial risk Reputational loss 	4	3	12	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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, VPCP
1.5 Board	College disadvantaged as a result of changes arising from major national educational body reviews: SFC, SQA, EdS	4	4	16	<ul style="list-style-type: none"> Negotiation/influence at national level Review of activities/projects and response to new opportunities 	4	1	4	<ul style="list-style-type: none"> Robust monitoring via ROA Amendment of strategic direction/plans Rolling curriculum review 	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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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
1	Strategic and Structural									
1.6 Board	Failure of D&A plans and activities to deliver on required carbon reductions and sustainability actions necessary to meet national targets and achieve College climate emergency ambitions.	4	3	12	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Robust monitoring and reporting of CEAP at SLT and Board level Clear performance metrics Amendment of strategic direction/plans Monitoring of scope 3 emissions 	VPSO, HoE

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

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
2	Financial									

2.1 F&P	Change in SFC Funding Methodology and Allocation – Reduction in Funding	3	3	9	<ul style="list-style-type: none"> Negotiation/influence at national level Contingency plans for reduced funding 	3	3	9 ↔	<ul style="list-style-type: none"> Advance modelling of new funding methodologies and allocations Monitoring impact of changes Amendment of strategic or operational direction / plans Financial strategy sensitivities 	VPSO
2.2 F&P	Failure to achieve institutional sustainability	5	4	20	<ul style="list-style-type: none"> 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 ↔	<ul style="list-style-type: none"> Monthly monitoring of budgets Regular review of financial strategy and non-core income sensitivity Detailed monitoring of savings programmes 	VPSO
2.3 F&P	National outcomes on salaries and conditions of service outstrip ability to pay	4	4	16	<ul style="list-style-type: none"> Influence within Employers Association Management of staffing expenditures 	4	3	12 ↔	<ul style="list-style-type: none"> Expenditure modelling On-going discussions with staff Financial strategy sensitivities Workforce planning 	VPSO

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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
2	Financial (cont)									

2.4 A&R	Financial Fraud	4	3	12	<ul style="list-style-type: none"> 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 ↔	<ul style="list-style-type: none"> Continuous review of financial controls Internal Audit programme 	VPSO
2.5 F&P	D&A Foundation refuses/withholds funding for key College priorities	5	3	15	<ul style="list-style-type: none"> On-going dialogue with Foundation Trustees Appropriate bid arrangements in place 	3	2	6 ↔	<ul style="list-style-type: none"> Monitor and advise Board of Management 	Prin & VPSO
2.6 F&P	Demands of capital developments / maintenance impacts on financial sustainability or delivery of learning and/or services	3	2	6	<ul style="list-style-type: none"> 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 ↔	<ul style="list-style-type: none"> Monitoring of capital plans and expenditures Regular review of capital plans/timescales relative to funds 	VPSO

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	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
3	People and Performance									

3.1 LT&Q	Failure to reach aspirational standards in learning, teaching and service delivery	4	3	12	<ul style="list-style-type: none"> 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 ↔	<ul style="list-style-type: none"> Comprehensive monitoring of key PIs and student/staff feedback Regular Stop and Review events External review and validation findings 	VPCP, VPSO, DirC&A
3.2 LT&Q	Failure to achieve/maintain compliance arrangements, e.g. contracts; awarding bodies; audit.	4	3	12	<ul style="list-style-type: none"> 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 ↔	<ul style="list-style-type: none"> Effective internal monitoring/review/verification arrangements External review findings 	VPCP, VPSO
3.3 A&R	Legal actions; serious accident; incident or civil/criminal breach	4	5	20	<ul style="list-style-type: none"> Adherence to legislative and good practice requirements Positive Union relations and staff communication Effective management development programmes 	3	2	6 ↔	<ul style="list-style-type: none"> Monitoring and reporting in key areas – eg H&S, equalities, employee engagement Continuous professional development Internal audit programme Staff surveys 	Prin, VPSO, HoE

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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
3	People and Performance (cont.)									

3.4 HR&D	Failure to meet the aspirational standards in respect of the health, safety, wellbeing and development of staff and students	3	4	12	<ul style="list-style-type: none"> 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 ↔	<ul style="list-style-type: none"> Regular employee engagement monitoring Open communication with staff Comprehensive monitoring of key PIs and student/staff feedback Regular union/management dialogue 	VPSO
3.5 Board	Reputational Risk – Loss of reputation with key stakeholders	4	3	12	<ul style="list-style-type: none"> Marketing strategy Reputation plan Positive marketing approaches 	4	3	12 ↔	<ul style="list-style-type: none"> Stakeholder engagement Social media monitoring arrangements 	VPCP, DirC&A
3.6 HR&D	National bargaining outcomes impact adversely on College operations, activity and flexibility	4	4	16	<ul style="list-style-type: none"> Influence within Employers Association Management of bargaining outcomes and implementation 	4	3	12 ↔	<ul style="list-style-type: none"> Positive union relations and staff communication On-going discussions with staff Innovation in approaches 	VPSO, VPC&A

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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
3	People and Performance (cont.)									

3.7 HR&D	Industrial Relations Problems (including industrial action)	4	5	20	<ul style="list-style-type: none"> Adherence to legislative and good practice requirements Positive Union relations and staff communication Effective management development programmes Industrial action continuity planning 	4	2	8	<ul style="list-style-type: none"> Regular union/management dialogue Regular employee engagement monitoring Open communication with staff Industrial action continuity planning 	VPSO
3.8 A&R	Breach of data security / data protection	5	4	20	<ul style="list-style-type: none"> Effective management of GDPR compliance Mandatory staff CPD and awareness raising on data protection (relative to role) 	4	2	8	<ul style="list-style-type: none"> Active data protection monitoring and auditing Effective information and data security policies in operation Regular data security monitoring/testing GDPR Action Plan Staff CPD 	VPCP, HolCT
3.9 HR&D	Failure to meet Prevent and related obligations	5	3	15	<ul style="list-style-type: none"> Prevent training Staff awareness and contingency planning Engagement/practice sharing with local agencies 	5	1	5	<ul style="list-style-type: none"> Business Continuity Plan including scenario testing Information sharing with local agencies 	VPCP, VPP&P

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

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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION			Lead Responsibility		
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood		Score	
3	People and Performance (cont.)									
3.10 HR&D	College arrangements do not minimise risk associated with Modern Slavery	4	3	12	<ul style="list-style-type: none"> Clear and compliant procurement arrangements and procedures Staff identity checking arrangements and use of PVG. 	4	1	4 ↔	<ul style="list-style-type: none"> Annual procurement monitoring/reporting Regular employee engagement monitoring Open communication with staff 	VPCP, VPSO
3.11 Board	Failure to plan or respond adequately to future pandemic illness.	5	4	20	<ul style="list-style-type: none"> 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 ↔	<ul style="list-style-type: none"> 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

Post Holders

ELT	Executive Leadership Team	Prin	Principal
SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment
Board	Board of Management	HoICT	Head of ICT
VPSO	Vice Principal Support & Operations	HoE	Head of Estates
VPCP	Vice Principal Curriculum & Partnerships	Chair	Chair of the Board of Management

Score	Impact	Likelihood
1	Routine	Remote
2	Minor	Unlikely
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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
4	Infrastructure									
4.1 A&R	Major Disasters – eg Fire, MIS Failure, Failure of Emergency Procedures	5	4	20	<ul style="list-style-type: none"> Sound systems of administration Clear fire and disaster recovery arrangements Staff CPD 	5	1	5 ↔	<ul style="list-style-type: none"> Business Continuity Plan including scenario testing 	Principal & VPSO
4.2 F&P	Failure to achieve ambitions of Digital strategy; strategy and development is ineffective	4	3	12	<ul style="list-style-type: none"> Planning, careful phasing of changes to processes and systems Effective management of ICT arrangements Clear investment plan 	4	2	8 ↔	<ul style="list-style-type: none"> Regular review/reporting on milestones, systems effectiveness etc Regular CPD 	VPSO, HoICT
4.3 A&R	Significant breach of ICT/Cyber security resulting in loss of service sufficient to impact College student / staff outcomes	4	3	12	<ul style="list-style-type: none"> Effective management of ICT arrangements Active ICT/data security monitoring and cyber security policy 	4	2	8 ↔	<ul style="list-style-type: none"> Staff CPD on cyber security issues Regular security monitoring/testing Cyber resilience plan 	VPSO, HoICT
4.4 A&R	ICT infrastructure fails to support effective data security / data protection	5	3	15	<ul style="list-style-type: none"> Effective infrastructure and systems design and implementation Effective management of ICT arrangements and GDPR compliance 	4	2	8 ↔	<ul style="list-style-type: none"> Active data protection monitoring and auditing Effective information and data security policies in operation Regular data security monitoring/testing 	VPSO, HoICT

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



Human Resources and Development Committee

Thursday 7 September 2023

PAPER F

HR METRICS

BOARD OF MANAGEMENT

Human Resources and Development Committee

Thursday 7 September 2023



HR Metrics

Paper F for information

1. Introduction

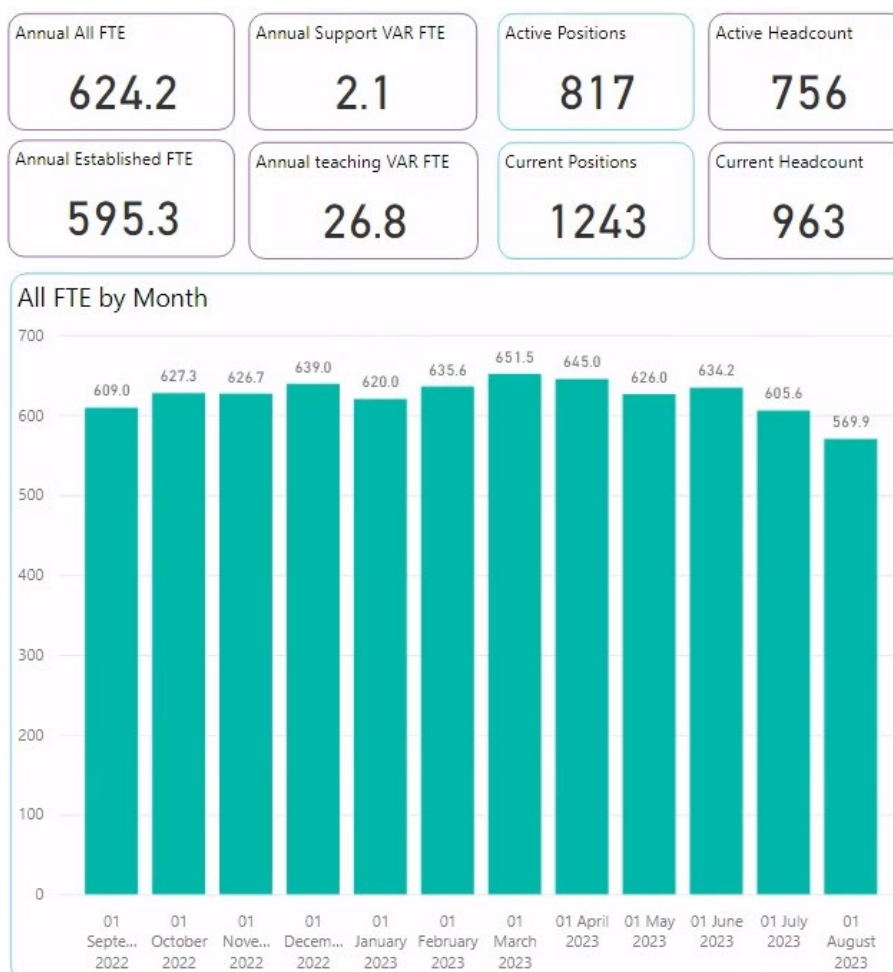
The HR&D Committee agreed a series of standardised HR&OD metrics that are made available to Committee members at each meeting. The template for these metrics is designed to give Board members an easy to read picture of the College's core human resource information.

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.

2. HR Metrics

Following review for the May 2023 meeting, FTE data has been reviewed and the undernoted information will be provided as standard update going forward.

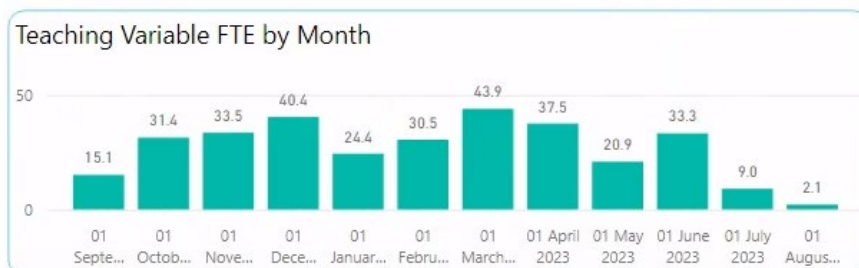


This data covers the FTE, Headcount and Position information as summarised below and is drawn directly from the live dashboard information utilised within the College. Using this data is easier to compile and gives a more accurate snapshot of staffing data at the point in time of each meeting. Thoughts and comments on this revised format are welcomed.

Comparison Data from Previous Meeting **FTE 641.1** **Active Headcount 865**

Explanatory Notes:

- “Annual All FTE” represents the total College FTE by month on a rolling basis over the previous 12 months
- “Annual Established FTE” represents the established (permanent) staff element of the total figure above
- “Annual Support VAR FTE” and “Annual Teaching VAR FTE” represents the non -established variable staff FTE in relation to support staff and teaching staff on a rolling basis over the previous 12 months.
- “Active Positions” and “Active Headcount” show the number of positions and headcount which have been paid over the previous 3 month period (including current month).
- The “Current Positions” and “Current Headcount” shows the total number of occupied roles and headcount live within College systems, regardless of when hours were last worked.
- The first two charts below show the support and variable FTE by month for the last 12 months.
- The last chart shows the established staff contracted FTE by month for the last 12 months



Diversity Data Held	%
Ethnicity/Race	47%
Disability	54%
Gender Pay Gap	7.0%
Diversity Data Gaps	39.9%

The need to improve equalities data recording for staff within the integrated HR-Payroll system has been recognised for a number of years but has been hampered by other priorities arising through the cyber-attack followed by the COVID pandemic and saving planning. This has been identified as a priority within the College equalities Mainstreaming report and work will be progressed over 2023/24 to improve data recording across the range of protected characteristics.

Staff Absence Data (year to date)

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

	Staff Absence Rolling Year to 31/07/23	Staff Absence Rolling Year to 17/04/23
Average working days lost per headcount	7.98 days	8.19 days
Working time lost	3.07%	3.15%
Comparison with sector/national rates		
UK All Sector rate (CIPD 2020)		2.6%
UK Public Sector rate (Unison 2016)		3.4%

Absence Analysis (Incidents)	Rolling Year to 31/07/23	Rolling Year to 17/04/23
Long Term Absences (4 weeks or more)	112	113
Short Term Absences	832	844
Stress Related Absences – Work related	14	16
Stress Related Absences – Non-work related	77	71

Other HR Metrics

	2022/2023	2021/22
Staff Turnover Rate (non-forced)	6.67%	18.2%
Employee Hearings		
Discipline	2	5
Grievance	2	3
Tribunal Actions	0	1
Recruitment Exercises	38	151
Current Vacancies	4	

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	270	304
Number of attendances at internal and external CPD events per employee headcount	1154	1371
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 2022/23	New Starts	Not Started	In progress: On Track	In progress: Behind	Completed	Total
Academic	5	0	5	0	0	0
Support	3	0	3	0	0	0

Training & Development Completion Rates

Activity	2022/23 Completion Rate to date
Development Reviews	54%
Mandatory Training	
*Safeguarding	80%
*Equality & Diversity	86%
**Cyber Security	69%
*Mental Wellbeing in Children and Young People	79%
**GDPR	55%
#Health & Safety	87%
#Fire Safety	90%
#Display Screen Equipment	85%

The above figures represent completion rates in respect of the 3 year rolling mandatory training cycle of courses as follows.

*2022/23 Mandatory Training List

**2021/22 Mandatory Training List

#2020/21 Mandatory Training List. As a three year rolling programme these courses are the priority again for AY 2023/24

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 7 September 2023

PAPER G

MEETING MINUTES/UPDATES



JOINT CONSULTATION FORUM

Wednesday 10 May 2023 at 2.00pm in Seminar Room 5, Arbroath campus and via MS Teams

PRESENT: S Hewitt A Mawhirt (online)
S Taylor K Buchan (online)
S Oakley D Smith (online)
S Graham (EIS-FELA Officer)

Item		Actions
1	Apologies Apologies were noted from J Carnegie, J Grace, J Edwards (Unison) and A Williamson.	
2	Minute of Previous Meetings, 22 February 2023, 6 and 9 March 2023 The minutes of the previous meetings were approved.	
3	Matters Arising SH noted this is a standard JCF meeting in the normal schedule, and that regular other meetings have been taking place due to the current financial situation. 3.1 Engagement with LDF SH queried whether there was further action to take on the matter arising from 2021 regarding engagement with LDF. SO confirmed that regular working practices have improved and engagement with HR and managers has been good. SO and SH agreed to revisit this next academic year as required. 3.2 Union and HR Team Informal Engagement SH queried whether there was a specific action to undertake work in this area. AM confirmed it had been a long-standing action which related to previous union reps who had not had the benefit of meeting with the HR team, some of whom joined D&A during COVID. KB noted that it would be useful to keep this action open so that the group could engage once the support reps are in place. 3.3 TTP Discussions SO noted there was nothing further on this at this stage. ST highlighted that national discussions on further TTP guidance was being progressed.	SH

3.4 Redeployment Policy

SH confirmed the position of the Redeployment Policy, with KB confirming it was now finalised and circulated to JCF. This item was closed.

3 2023-24 Student Recruitment

JG provided an update to SH prior to the meeting for sharing with the group.

SH informed the group regarding the comparative application data from 5 May 2022 to 5 May 2023, with the caveat that applications have been open 9 weeks longer this year (i.e., since November). SH noted that this year, applications were 10% up at this date.

SH highlighted that Engineering, Business and Housing and Health and Social Care were particularly down on applications (c.10%). Art, Access, and others have seen good increases in their applications, with ESOL seeing a very significant increase in their applications.

SO asked whether there would be any analysis of the applications and what is working in terms of recruitment. SH confirmed that yes, that had been requested through SLT from Marketing, with AM confirming that in addition to the normal stats gathered by Leann Crichton's team, Marketing would analyse social media engagement, the 'Places' campaign's most impactful activities with a view to focusing future activity on those activities that have had the greatest impact.

SO noted that this year's campaign was prominent and there were more logos and D&A features in eye catching places, which was reassuring for staff.

SH provided an update on applications, noting there are currently 1098 unconditional offers and 2663 conditional. This is roughly where we would expect to be at this stage, so no particular cause for concern (or celebration) giving this is on par with last year.

DG requested clarity on number of applications, with SH confirming there were 5201 total full time places available. 7200 applications have been received, but this included multiple applications from the same individuals. SH confirmed that historically, D&A would need c.11,000 applications to fill the 5201 available full time places.

SO queried whether there genuinely was a reduction in student numbers with these stats, with SH cautioning that whilst the numbers look OK at present against a reduced number of full time places, the applications are one part of it and who actually turns up for the course is the other part, with many opting not to come to college for one reason or another.

SO asked what was happening to ensure that applications convert to students on courses next session, with SH confirming that the Administration team undertaken regular check ins to ensure regular contact with applicants, and this provision has grown over recent years to support this key engagement work.

ST noted that the series of activities over summer promoted the 'keeping warm' agenda through newsletters and offers to visit campus. Brief discussion followed regarding students moving to university prior to being ready to do so.

AM noted that there is good coverage of different ways to engage with college and keep applicants engaged between direct phone calls and Teams messages to applicants, Connect2D&A days on campus which have been refreshed and organised, with Marketing also offering to support to teams to create social media tour videos for their departments.

5 & 6 **College Finances & Financial Sustainability Plans**

SH noted items 5 and 6 could be taken together, noting they would naturally be covered together.

SH updated that group that an additional 3 VS applications had been received, all 3 in areas that are directly affected by the savings proposals.

SH confirmed that the Executive team met last night (9 May) to discuss the financial situation and begin the process of assessing the current landscape. SH noted again the importance of confidentiality when it comes to numbers, sharing with the meeting that (assuming current VS applications could be progressed) it would appear the current situation puts the savings remaining / required at c.£700k. The Executive team meeting reviewed the proposals and finances and in detail, noting that the current projection of figures puts the College further forward than at the same time in the savings plan last year.

ST noted that work has been ongoing to chip away at the savings ask and each day is bringing us closer to that stage. ST once again reiterated that all progress is positive towards the possibility of removing compulsory redundancy from the table. SO noted this was what he was going to ask, with SH and ST confirming the position is the same as was outlined at the EIS-FELA dispute meeting; progress is good but the College cannot yet remove compulsory redundancy as a consideration but would aim to do so as soon as this was possible.

SH raised that consultation periods had been discussed. Recognising that Business was a big area affected, SH confirmed that whilst the full consultation timeline cannot be extended, the elements covered by BAH/ALI and the discussion around the promoted structure would have an additional week (to 26 May) to respond to consultations. SO asked whether staff would have access to information requested [senior staff structure] in this timeframe, with SH confirming it should be available tomorrow (11 May).

ST highlighted that around 5 or 6 consultation responses had raised concerns that extending the consultation caused concerns around what will be known by the summer break, with the view expressed that it was preferable to know prior to going off on leave. KB concurred that this had been a regular consideration at HR surgeries onsite with staff voicing similar concerns.

SH confirmed that the College would support a further 6 hours of remission for the EIS-FELA branch to support the ongoing work of supporting staff through the consultation and savings plan. SO thanked SH for this proposal and will take it to the EIS-FELA local branch meeting.

SH noted that Graeme Dey (local Angus MSP) had suggested a date for a meeting, with SH requesting that the JCF consider a representative to join this meeting. The meeting is expected to take place around lunch time on 19 May. SH also suggested that the letters to the Cabinet Secretary and local MSPs are shared with staff, in an update provided to all staff next week.

DG queried if the additional 6 hours of remission for the (EIS-FELA) branch was available over an agreed time period, with SH and ST confirming that this would be until the end of this academic year.

SH confirmed with AM that the beginning of next week would be a suitable timeframe for putting out further communications to staff (as noted above). **SH**

ST noted that Unison had submitted an information request today (10 May) which will be responded to. SO asked whether this information could also be shared with EIS-FELA, with ST noting much of it is already available but he would check this with Unison. SO highlighted on the topic of information that the (EIS-FELA local) branch has a list of information or queries staff feel that they don't have / haven't been answered, with SO stating that EIS-FELA branch would submit this as a list to ST. **ST**

SH reiterated the offer for the Executive team to meet with any staff or teams impacted by the savings plan, and that this will be part of the communications to staff next week (as agreed above). SO noted that not all staff feel they would be best placed to engage in this way, with SH noting that the meetings can be on any basis that works for teams / individuals. KB noted she has received a request for a meeting from a team and will share details with SH. **KB**

SO stated that the (local EIS-FELA) branch are continuing to support staff and understand the natural reaction to change many are having. SO reiterated that the information requested by staff and attempts to cover off the remaining questions should support people in feeling more comfortable due to being informed. SH agreed that it is better to have the conversations and address queries. SH highlighted that looking at the savings data available, key areas were narrowing down therefore it may be possible to target offers of support and information.

SO highlighted that an extension by a week to the current consultation phase would be beneficial for staff, stating that the responses people want to put in are significant pieces of work. SH stated he understands concerns but noted that giving people a much longer timeframe may still not be long enough. SH felt that discussions should be happening regardless of information considered to be available. SO asked whether there was any scope to take more time, with SH stating that another week is over two weeks from now and whilst the College will do everything it can to support specific discussions, specific areas should be targeted for conversations as needed to work through some of the perceived issues.

SO agreed this was a good idea and noted that the EIS-FELA local branch would aim to facilitate this. SH raised a concern that the senior structure elements could be something of a red herring in terms of the information required for a consultation response for most areas / teams.

ST highlighted a concern that the Executive is not aware of information requests that were outstanding, i.e., that there is any data outstanding or not being provided. SH returned to the point that it is not appropriate to hold up the whole timeline for a few requests that may not be possible to fully respond to as there are too many unknowns. SH highlighted that with current VS applications, some of these areas could be sitting at the required financial position and it's important that relevant work such as this can be progressed.

SH asked SG if there was anything SG would like to add to the meeting, with SG confirming she had nothing additional to add following the (dispute) meeting yesterday.

SH asked for any further comments under this point, with SO focusing on the human aspect of the work that's currently being done. SO noted that the natural human reaction is anxiety, frustration, anger, and / or disappointment, and it's important as a group we consider how we recognise this. KB stated that many of the HR surgery conversations are also covering this human element, with individuals working through challenges around this with HR. KB and others have asked staff what they would like to see and are offering HR support for any individuals who indicate they need some time and support. KB highlighted that some surgery users have explained there are people they are concerned about and as a result HR have been able to reach out sensitively and engage with individuals.

SO suggested that staff communications were important on this topic, with AM highlighting a draft will be pulled together covering the range of key points to share with staff early next week

7 Policy Review Group

AM noted that main item for this group has been covered on the agenda (Redeployment Policy) which had been shared with JCF and no further comments received. This would now be finalised and published

KB

8 AOCS

No further business was noted.

SH thanked the group for attending.

9 Date of Next Meeting

ST confirmed that dates for next year's JCF meetings would be circulated in due course. The weekly update meetings would continue.

Health, Safety & Wellbeing Committee Meeting



Draft Note of Last Meeting Wednesday 21 June 2023

Minute of the Health, Safety and Wellbeing Committee meeting held on Wednesday 21 June 2023 via Microsoft Teams.

PRESENT: Billy Grace (Chair) (BG) Kichelle Williams-Robinson (KWR)
Sandy Fowler (SF) Billy Grace (BG)
Susan Sloan (SSI) Bob Gray
Rosie Ivins

APOLOGIES: Amy Monks (AM), Sarah Ramminger (SRamm), Mike Swan (MS), Alison Hamon (AH), Sarah Thom (ST), Abi Mawhirt (AM), Pamela Duke (PD), Stephen Swinley (SS), Stephen McGregor (SM), Chris Ditchburn (CD), Wendy Duke (WD), Karen Buchan (KB), John King (JK), Fi O'Duibhinn (FO'D)

1. Welcome & Apologies

BG welcomed all attendees and noted the apologies received.

2. Note of Last Meeting (for approval)

Notes of the previous meeting were agreed as an accurate reflection

3. Matters Arising (for information)

Matter Arising	Status
SF to share new RA template with Union H&S reps	Complete
SF to produce 5 year accident comparisons for Committee	Complete
SF to share safety checklist template with Committee	Complete
SF to provide PEEPs data for Committee	Complete
SF to meet with Student Services/Leann Crichton regarding transfer of PEEPs procedure to induction plans, final development meeting 27 June	Complete
SF to review number of first aiders with People Team	Complete
SF to report the number of mental health incidents to Committee	Complete

SF to report accident information based on top 5 highlights to Committee	Complete
KB – to liaise with managers to ensure all absences are recorded.	Incomplete – KB unable to attend meeting
SR – to investigate alternative food larder suppliers	Incomplete – SR unable to attend meeting
KWR to showcase positive impact of LE workshops to LDF	Incomplete
FOD to highlight personal protection training with Union colleagues and encourage staff to participate.	Incomplete – FOD unable to attend meeting

4. [Committee Terms of Reference](#) (for information)

5. **Health, Safety and Wellbeing Management Plan Update**

SF advised the committee of the results of the H&S audit carried out by Henderson Loggie and shared H&S management plan for next 12 – 18 months which is now in place

6. **Health, Safety and Wellbeing performance**

1. **Health, Safety & Wellbeing internal Audit**

Final version of the H&S audit report was issued 27 Feb, overall all management system was rated as good with only 2 minor recommendations.

2. **Health & Safety**

SF gave an overview on performance statistics, information shared in Safety Officers report

3. **Wellbeing**

I. **Staff**

Absence data paper was shared with the committee highlighting relatively good statistics considering the significant challenges in recent years. Report available in shared folders

II. **Students**

Student Association and Learner Engagement unable to attend meeting, however activity updates from both teams have been posted and available in shared folders

III. **Mental Health**

RI highlighted the following points to the committee -

- Student Services still receiving high volumes of cases particularly around low mood/depression/loneliness
- Continual work with SA, LE and community-based services to support students
- Marketing involvement to remove negative association with mental health
- Triage system in place to ensure students receive timely and relevant support
- SIPP training minimal uptake, a wider variety of staff with this training would be beneficial

7. **Accident investigation summary findings and lessons learned**
SF currently working on 2 active cases and will update Committee at next meeting

8. **Health, safety & wellbeing training**
 1. **Health & Safety**
SF noted the H&S audit highlighted an inconsistent approach to mandatory training monitoring. New monitoring process in place for staff (still within induction and H&S themed year) with SF/SSI. Data to be extracted monthly to trigger escalating reminders for staff to complete.

 2. **Health & Wellbeing**
BG noted paper received from KB regarding Wellbeing activity undertaken, available in shared folder

9. **New issues or other reports in internal and external health, safety and wellbeing⁶**
SF highlighted 3 items (included in Safety Officer's report) – safety checklist reporting and fire action have been developed and progressing well. First aid remains an issue with staff leaving and communication issues, SF proposes a working group to ensure continued support. BG acknowledged JB help in assisting SF with the volume of challenging work being undertaken.

10. **AOCB**
None recorded

11. **Date of Meeting: Monday 25 September 2023 at 2.00pm**
(unless there is a particular requirement for an earlier meeting)



Human Resources and Development Committee

Thursday 7 September 2023

DATE OF NEXT MEETING-

**Thursday 9 November 2023 at 5:00pm in Room
A625, Level 6, Kingsway Campus**