BOARD OF MANAGEMENT

Human Resources and Development Committee

Thursday 2 May 2024 at 5.00pm **Room A625, Kingsway Campus** (MS Teams option available)

AGENDA

1. **WELCOME**

2. **APOLOGIES**

3. **DECLARATIONS OF CONNECTION & INTEREST**

4. **APPOINTMENT OF A VICE CHAIR**   ST

5. **MINUTE OF THE PREVIOUS MEETING** – 15 February 2024   Paper A for approval

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

7. **PEOPLE, OD & COMMUNICATIONS REPORT**   Paper C for information   ST

8. **REVISED PEOPLE STRATEGY**   Paper D & Presentation KB/ST

9. **NATIONAL BARGAINING UPDATE**   Paper E for discussion   ST

10. **STRATEGIC RISK REGISTER**   Paper F for approval   ST

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

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

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

13. **DATE OF NEXT MEETING** – Thursday 5 September 2024 at 5.00pm in Room A625, Kingsway Campus

Human Resources and Development Committee

Thursday 2 May 2024

PAPER A

MINUTE OF THE PREVIOUS MEETING –
Thursday 15 February 2024

BOARD OF MANAGEMENT

Human Resources and Development Committee

Thursday 15 February 2024 at 5.00pm **Room A625,
Kingsway Campus** (MS Teams option available)

Minute of the Human Resources and Development Committee meeting held on Thursday 15 February 2024 at 5.00pm, in Room A625, Kingsway Campus.

PRESENT:
D Mackenzie
B Lawrie
D Rosie
C Cusick

D Smith
S Hewitt
M Beattie
L O'Donnell (observer)

IN ATTENDANCE:
S Taylor (Vice Principal Support Services and Operations)
J Grace (Vice Principal Curriculum and Partnerships)
K Buchan (HR Manager)   P Muir (Board Administrator)
C Calder (Academic Development Lead)
J Roscoe (Director of Curriculum and Partnerships)
N Anderson (Director of Finance)

1. WELCOME

D Mackenzie welcomed Committee members, L O'Donnell as an observer, N Anderson, J Roscoe, and C Calder to the Human Resources & Development Committee meeting.

2. APOLOGIES

Apologies were received from J Buchanan, N Lowden and B Grace.

3. DECLARATIONS OF CONNECTION & INTEREST

There were no declarations of interest or connection.

4. APPOINTMENT OF A VICE CHAIR

S Taylor highlighted the vacancy available as Vice Chair within the Human Resources and Development Committee and asked that any Committee members interested in the role let him know.

5. MINUTE OF THE PREVIOUS MEETING

The minute of the meeting held on 9 November 2023 was approved as an accurate record.

6. MATTERS ARISING

There were no matters arising.

7. **PEOPLE, OD & COMMUNICATIONS REPORT**

S Taylor summarised the report, noting the limited interest received in the Voluntary Severance scheme. This was not unexpected given the number of departures from the college in the last year. Decisions regarding these applications are underway to support the future financial stability of the college. Given the ongoing necessity for savings, it is anticipated that the scheme will reopen periodically throughout 2024, ensuring flexibility until the end of the calendar year.

The new role of Transformation Officer, and initial priority areas for development were noted with interest. Progress around the creation and appointment to trade union nominated board member positions was noted.

As part of the agreed outcomes from the 2023 Savings Plan, a Lessons Learned discussion was arranged and recognised with unions, mirroring a similar exercise conducted previously. This session, held before Christmas 2023, proved to be valuable and constructive, with discussions focusing primarily on communication strategies. A range of practical outcomes were confirmed and are being enacted as required.

Additionally, S Taylor provided an update on the progress of arrangements to support the professional registration teaching staff through GTCS. While progress is underway, it is anticipated that it will take a considerable amount of time for all eligible staff within the sector to complete registration due to their capacity constraints of GTCS. As a result, Dundee & Angus College have 224 eligible staff members to progress their registration, with GTCS estimating that they can manage 500 membership applications per year.

S Taylor noted the significant work planned for the future including the staff survey and updates to the People Strategy and Workforce Plan.

D Mackenzie commended the report and expressed gratitude to S Taylor and the wider team for their contribution.

8. **PRESENTATION – CPD PROGRAMME DEVELOPMENTS**

C Calder and J Roscoe delivered their presentation on the CPD Programme Development.

C Calder & J Roscoe highlighted the feedback regarding collaboration has been largely positive. However, it was noted that during the Staff Development Days in August 2023, staff felt that two days of collaboration were excessive. Consequently, this feedback has been taken into consideration and adjustments made for the upcoming staff day in August 2024. The emphasis will remain on providing bespoke support to staff.

Progress on Insight training has been effective, with Insight Practitioners within the college increasing in numbers. It was reported that 13 teams have already undergone Insight training. S Hewitt noted how this growing engagement had helped provide an over-view of the college in terms of preferred communication styles etc.

C Calder and J Roscoe discussed the focus across CPD activities on People and Professionalism, focusing on what is specific to the role and what it entails within the college. They emphasised the professional journey of becoming and being an experienced professional lecturer, highlighting the process of changing one's professional identity.

Collaborations and reflection were highlighted as crucial aspects, emphasising the individual's ability to reflect on their practice. They mentioned revisiting reflective training conducted last year and discussed ongoing CPD training such as coaching to underpin reflective practice.

J Roscoe highlighted the topic of People and Performance, emphasising the significance of culture in fostering self-awareness and improvement across all roles within the college.

D Mackenzie commended the presentation and detailed information provided and noted that he felt that it was an inspiring piece of work. He asked if concerns about funding were likely to impact on activities.

C Calder acknowledged that funding had posed some challenges, although marginally. However, she noted that everyone was aware of the funding situation with staff actively seeking alternatives to minimise additional costs. J Roscoe highlighted ongoing efforts to explore skills and knowledge sharing within and out with the college to add value at minimal cost.

D Rosie enquired about the involvement of industry within the development programme and delivery across the college. C Calder explained that development days primarily focused on the skill aspect. J Grace added that there is an ongoing integration with industry including active stakeholder advisory groups that contribute to the development and delivery of the curriculum, fostering strong relationships between the college and industry partners. J Grace emphasised that every department maintain close links with industry to promote employment and ensure that what we deliver remains relevant.

D Mackenzie thanked C Calder and J Roscoe for their contribution.

9. **NATIONAL BARGAINING UPDATE**

S Taylor highlighted this report, noting that despite on-going national discussions, no settlements have yet been reached.

Notification of planned action consisting of a 'work to rule' and action to withhold student results has been announced by EIS/FELA from 12 February 2024 and national strike action by academic staff has been confirmed, with a national strike day scheduled for Thursday 29 February. Unison had advised that they would also be taking part in national strike action on 29 February 2024. Further strike days are also anticipated, although the college will remain open on the strike days and steps taken to minimize disruption to learning.

B Lawrie noted the relatively low engagement with the action of student resulting, but noted concern at the possible impact this could have, and the potential for this to escalate. S Taylor emphasised the importance of aligning with any national position from the employer's perspective. He noted that although only a small number of individuals were actively engaged in this action previously, although recognised that the impact on students and the reputation of the college sector could be significant.

D Smith noted that the prevalent feeling amongst staff was a desire to reach a settlement and expressed the hope that there could be movement on all sides that would allow this to take place. S Taylor noted that this was also what he was hearing from staff.

S Taylor highlighted the National Job Evaluation project, with work continuing to progress slowly.

S Taylor noted that National Policy discussions were ongoing. These policies have proven to be challenging with only two policies having been agreed – A National Annual Leave Policy and a National Menopause Policy

The Committee noted welcomed this report.

10. **STRATEGIC RISK REGISTER**

S Taylor highlighted that no changes were proposed in respect of the risks allocated to the Human Resource and Development Committee.

The paper was approved.

11. HR METRICS

The range of HR Metrics were noted by the Committee.

B Lawrie queried the reasons behind the lower level of non-established staffing shown for February. S Taylor stated that this reflected the salary claims for the January period which included the Christmas break and quality week.

12. MEETING MINUTES/UPDATES

The Joint Consultative Committee (JCF) and Health, Safety and Wellbeing (HS&W) minutes were noted, with no comments or queries.

13. DATE OF NEXT MEETING

Thursday 2 May 2024, 5.00pm in A625, Kingsway Campus

Action Point Summary

Action	Responsibility	Date
No action points noted		

Human Resources and Development Committee

Thursday 2 May 2024

PAPER B

MATTERS ARISING

BOARD OF MANAGEMENT

Human Resource and Development Committee

Thursday 2 May 2024

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 2 May 2024

PAPER C

**PEOPLE, ORGANISATIONAL DEVELOPMENT &
COMMUNICATIONS REPORT**

BOARD OF MANAGEMENT
Human Resources & Development Committee
Thursday 2 May 2024

People, Organisational Development and Communications Report

Paper for information

1. Voluntary Severance

As reported previously, an enabling Voluntary Severance scheme was opened at the end of November 2023 and remained open until 29 February 2024. This scheme attracted 18 applications (7 academic and 11 support). From these applications 6 have been approved (4 academic and 2 support) with one application being withdrawn for health reasons. The approved applications will result in full year savings of c£258k at a cost in 2023/24 of £142k.

Given the on-going need for savings to be realised the voluntary severance scheme reopened on 29 April 2024 through to the end of the academic session. This remains an enabling scheme, although priority will be given to staff in any areas where there remain excess hours over and above the timetables available.

2. Digital Strategy & Development Support

Work has progressed over recent weeks to refresh the focus on digital support and development available to staff. This has included a targeted focus on the potential further digitisation of assessment materials for those teams and subjects that have been showing a continued significant use of photocopying and paper assessments. This focused input is designed to support teams to move to digital assessment where this is appropriate to the needs of the students / subject involved whilst also focusing on any CPD needs of staff. This targeted input will assist with savings activities both in cost and sustainability measures through a reduction in print and paper costs.

Alongside these developments support is currently being progressed to increase staff awareness and skills in the adoption of new technologies. This includes promotion on the use of Artificial Intelligence and use of systems such as Power Automate to streamline work activities and the use of Power Bi to better underpin the use of data to inform analysis and decision making.

A Special Interest Group on Artificial Intelligence is currently supporting work on what AI can, should, and shouldn't be used for within educational and business settings. This includes liaison with awarding bodies as AI guidance and regulations develop.

CPD support by the Learning & Digital Resources Team will be rolled out in June and August / September 2024.

An awareness session for support managers and team leaders on the new ways of working generated by digital technologies will take place on 10 May 20204. This session includes practical examples of how these can streamline work activities and will include an update from Sarah Blair, Director of Digital and Transformation at Thorntons on their transformation journey to date.

An update to the digital strategy, including the key areas of focus for 2024/25 is currently being progressed.

3. Reducing and Eradicating Gender Based Violence

Following on from the COVID pandemic and the return to work for the vast majority of staff, work has now progressed to refresh awareness around the activities and engagement offered for students and staff to support the reduction and eradication of gender based violence.

Extensive links and activities have been in place for many years, but much of this was disrupted by the pandemic and the physical awareness raising and sharing of information on campus is now being refreshed. This includes the refreshing of support and contact information under the Emily Test campaign in all College toilets and other spaces alongside the updating and distribution of information and support cards to students and staff.

This work is being led by a small group of staff including Jade Fox from the Learner Engagement Team and Barry Carmichael from the Academic Development team. Barry has also recently become a Panel Member for the Emily Test Charter and will assess the value in D&A pursuing this Charter in the future.

Staff awareness sessions will be scheduled for June and August / September 2024 to coincide with the refreshing of information across the College and the wider promotion of the support available. This includes extensive support available to students, such as consent training and promotional activity such as the 'That Guy' promotion and social education sessions supported by Tayside Police and engagement with events and activities run by Angus and Dundee Women's Aid and Dundee International Women's Centre.

4. Biennial Staff Survey

The biennial all staff survey launched on 18 April 2024. As with previous years, this survey is being managed by Peachy Mondays through their on-line platform. This approach guarantees anonymity and provides the opportunity for anonymous conversations to be held where any points of feedback cause concern or require further information.

To ensure consistency the question range is similar to that used in 2022, with the previous survey running just as the College was emerging from the pandemic.

Whilst a lot has happened during that period, particularly in respect of savings plans and sector funding, it is felt that this consistency is important and should help to provide a comparison of feedback despite the changes taking place. The key areas of questioning in the survey are:

1. I enjoy working in my team

2. I feel I can be myself at work

3. My manager gives me the support I need to perform my role effectively

4. I am satisfied with my learning & development opportunities at work

5. I feel optimistic about the future of D&A

6. I am proud to tell others I work for Dundee & Angus College

7. My work has a positive impact on my mental health and wellbeing

8. What's the one thing that would improve your wellbeing at work right now? (free text)

9. Is there anything else you want to add (free text)

At the time of writing the survey has been open for 3 days, with a response rate of c30%. Detailed feedback from the survey will be shared at team level and survey reports will be discussed with the JCF and provided to the Board via the September Human Resources and Development Committee.

5. Staff Comms & Developing the College Community

To help support the sharing of news and updates with staff, the Marketing team have introduced a D&A Snapshot newsletter. The Snapshot pulls together a summary of key news posts and other information from across the College each month. This includes items such as College news, upcoming events and important developments.

D&A Snapshot - 3rd Edition

Simon Hewitt
Principal
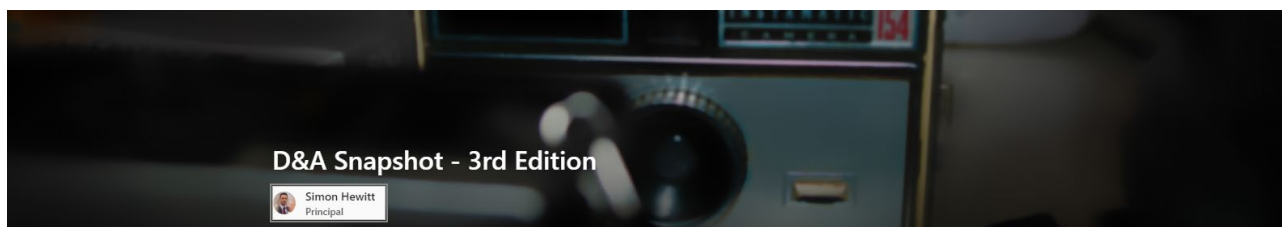
Welcome to the third edition of the D&A Snapshot, your go-to source for the latest news, updates, events, and all things D&A. This newsletter will give you snapshots of stories from across the College with links to the full stories.

Do you have a story to share?

We would love to hear from you! Your thoughts and contributions are important to us. Feel free to share your ideas and let's showcase our College. If your department has achievements or projects that you would like to share or if you have a student who has gone above and beyond and would like this to be highlighted, then please let us know and you could be featured in the next edition. We are also looking for individuals to share their professional experiences, insights, or personal milestones for future editions.

Send in your contributions to marketing@dundeeandangus.ac.uk

There is now a Snapshot Archive in the Marketing Team Site on the Portal where you can look back at the good news stories, news, and events.

The Snapshot sits alongside other approaches being developed by the team to help to support the sharing of less formal news and interest stories across the College and support the development of the College as a community of staff.
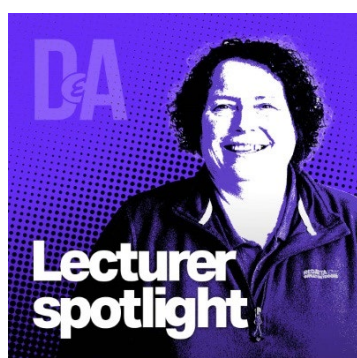
This includes the creation of a 'Desert Island Disks' page on the staff portal, where staff can share their favourite tracks to listen to whilst marooned on the D&A island. The choices and book / luxury item lists are published on the portal and all of the tracks are pulled together on a D&A Spotify Playlist, which contains a growing and eclectic mix of music – everything from Verdi to Metallica.

Other recent developments to support staff engagement include the promotion of a Staff Perk of the Month from amongst the range of staff benefits available and a series of spotlight interviews with College staff

6. CPD Planning & Surveys

Work summarised at the previous meeting in respect of the broad range of CPD activity and support offered through the Academic Development Team and Learning and Teaching Mentors is continuing alongside planning for key areas of focus and activity in 2024/25.

To help to inform future developments a short online survey will be issued to academic and support staff groups. This survey will seek to identify key areas of development need alongside preferred approaches to the delivery and provision of CPD support.

This work will integrate with the support and development opportunities outlined under item 2 above.

7. Senior Leadership Team Media Training

As part of the programme of development for the SLT (and arising through the internal audit report on publicity and communications from May 2022) the senior leadership team members undertook a practical training session on media interview good practice in March 2024. His included 'live' interview practice by a former BBC journalist followed by detailed analysis and feedback.

This work was undertaken as part of the marketing and communications development support for the marketing team and work being progressed to assist the college to better engage with and influence local and national stakeholders.

8. COVID-19 Inquiry Evidence Request

In line with many public bodies, the college was asked to provide a detailed response and evidence to help to inform the work of the COVID-19 Inquiry. This response included details of student numbers etc for each of the COVID-19 impacted academic sessions as well as information on the impact of the pandemic and the Scottish Government response to this on learning and teaching, outcomes, and health and wellbeing for students and staff.

The evidence provided by D&A will be considered alongside that of a wide range of other educational institutions.

9. Long Service Awards

Arrangements to recognise the long service of College staff are progressing, with a long service lunch organised for 2 May. This includes 9 staff that are celebrating their 25 years of service during 2023/24 plus a further 28 staff celebrating 10 years of service.

In addition to the celebration lunch, staff reaching the 25 year milestone receive a gift voucher and are invited to join the platform party at graduation.

10. Staff Awards

The annual staff awards event will take place on the afternoon of Thursday 20 June 2024 in the Gardyne campus Atrium. These awards recognise the amazing work that staff across the College undertake on an on-going basis and give an opportunity to recognise the efforts of staff that go 'above and beyond' in their work.

Awards are presented in three sections, Staff Nominated Awards; Student Nominated Awards and Executive Nominated Awards. Seventy staff nominations have been received this year, with these supplemented by hundreds of student nominations.

Board members are welcome to join the awards event on 20 June if they wish.

11. Link to Strategic Risk Register

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

2.2 – failure to achieve institutional sustainability

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

3.3 – Legal actions; serious accident; incident or civil/criminal breach

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

3.9 – failure to meet PREVENT and related obligations

Authors: Karen Buchan, HR Manager, Christine Calder, Academic Development Manager, Steve Taylor, Vice Principal Support Services and Operations
Executive Sponsor: Steve Taylor, Vice Principal Support Services and Operations

Human Resources and Development Committee

Thursday 2 May 2024

PAPER D

PEOPLE STRATEGY

College Strategy No   PTST01

Approved by   **Vice Principal Support Services and Operations**

Original Issue Date   **01/04/2019**

Current Issue Date   **01/05/2024**

Review Date   **01/05/2027**

Prepared by:	People Team	Approved By:	Vice Principal (Support Services & Operations)

CONTENTS

Prepared by:	People Team	Approved By:	Vice Principal (Support Services & Operations)

1 INTRODUCTION

Underpinning our 2025 More Successful Students College strategy, this strategy outlines the People Team's support for the ambition of Dundee and Angus College (D&A) to:

Create more successful students through effective partnerships that change lives and create thriving communities.

The People Teams vision is D&A people are excellent at what they do and are proud and happy to work here. We will use this strategy to guide ongoing operational activities to meet College aspirations and deliver on our ambition that is driven and reflective of our college values. The ethos of our values-driven culture will support ongoing attainment and high quality experiences for our staff and learners.

D&A's Values

The People Team are committed to the success of D&A through the effective leadership, development and wellbeing of all staff. As a focused and resilient team, they demonstrate pride in working with colleagues across the College to influence and deliver upon College and People Team strategies, supporting all staff in providing excellent learning experiences for students and career experiences for staff.

The People Team will set ambitious targets in all aspects of their work, from recruitment advertising through the full employee life cycle, promoting growth and development in leadership, wellbeing and outcomes in all aspects of College activity.

2 PEOPLE STRATEGY

Our People Strategy is built around eight principles of high performing culture. Each principle is outlined below, alongside key strategic objectives that define the overall culture and approaches which will deliver our strategic vision, whilst also driving our day-to-day operational activities and priorities.

2.1 Recruiting the Right People

Our culture is hugely important to all we do and to the success of our staff and learners. To propagate our values, we will recruit people who connect with our core purpose as a College and believe in our values and aspirations.

We believe the right people will strengthen and develop our workforce and culture, can be trained in the specific skills of their role, and will build the adaptability and flexibility needed to deliver ongoing success.

Through this strategy we will:

- ensure that applicant ethos, culture and values are given equal importance to skills and qualifications through the recruitment and selection process
- establish the College as an employer of choice through the delivery and promotion of employment benefits that blend financial and other employee benefits with a strong and participative culture, so those joining us grow and prosper with an employer who cares for its people
- provide support, guidance, and resources to ensure effective recruitment which consistently delivers high quality candidates who convert effectively into high calibre employees
- deliver a comprehensive and developmental induction programme to all new recruits which fully integrates people into our culture and quickly makes new recruits effective employees
- We recognise by valuing diversity and ensuring staff have a voice within D&A will we strengthen our ability to have an inclusive environment.
- Use our Workforce Plan to help us to deliver our goals.

2.2 Communicating Effectively

Effective communication is everyone's responsibility, and has a significant impact on everyone's ability to successfully deliver in their roles.

It can be challenging to keep all staff informed in a large and diverse organisation such as D&A, therefore clear communication lines, approaches and responsibilities are important. These can be found in our Internal Communications Policy and guidance.

Through this strategy we will:

- Continually develop the Staff Portal to increase the a capacity for two-way communication and further develop the portal as a site for reference materials and information.
- focus on ongoing two-way communication as part of the overall College culture
- deliver leadership development across the College to provide leaders with the tools they need to be fluent and constructive communicators
- actively deliver as many messages, programme roll outs, and business critical information as possible through face to face communication to ensure understanding and engagement with decision makers
- make effective use of strategy groups, staff briefings, team meetings and other fora to engage with staff directly and share information about our work and the wider landscape
- work actively with teams to gather intelligence from employers, stakeholders and communities which enhance and develop our provision as a College

2.3 Listening

The learner voice is crucial to our success as a College and, in partnership, the employee voice is crucial to our success as a workplace and employer of choice.

Through this strategy we will:

- build on our Internal Communications Policy to ensure listening is as important as communicating

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- utilise regular survey/feedback tools and software to gather feedback from employees on their experiences, using the information gathered to make evident changes that improve the working lives of our staff
- enable and empower staff and unions across a range of different fora and opportunities to gather feedback, suggestions and actions for implementing for the betterment of D&A as a work environment and for the wellbeing of staff
- continue to work in partnership with the College's three recognised trade unions for the benefit of staff

2.4 Effective Leadership

At D&A, we use our collaboratively developed Leadership Excellence Framework to define the behaviours and skills we expect from all our leaders. People in every role at D&A can be leaders; leaders of learning, tasks, projects, people and self.

Our leadership style as a College is transformational, forward thinking and brave, taking calculated risks and pushing boundaries for the benefit of our learners.

Our aim is that all leaders lead their teams with courage and humility - a strong, confident mix that allows staff to connect with leaders of people, tasks and projects.

Through this strategy we will:

- deliver clear and focused Leadership Development programmes and opportunities, listening to participant needs and communicating the stance and preferred ways of working on leadership issues
- provide clear induction and introduction to leadership support for all promotions, including succession planning for our next generation of leaders
- offer a range of support and development for staff at all stages of their careers, including recognised qualifications, advice / guidance, coaching and individual development
- ensure practical, operational support for leaders through the wide range of employment related policies and procedures
- nurture a strong leadership culture based on our values, which is resilient, confident and people-focused
- support and value teamwork, with a focus on student and organisational success, further developing a culture of agile working that brings people, processes, time and place together.

2.5 Talent and Performance Management

We are an ambitious organisation with high standards and with a clear strategy for improvement. Managing and developing the talent we recruit is an essential part of the continued development of D&A and the continued success of our staff and learners.

Performance management is not only about underperformance, but also about supporting and identifying ways to support people to build talent this is as important as effectively dealing with underperformance, to ensure we are always functioning at the highest possible level.

Through this strategy we will:

Prepared by:	People Team	Approved By:	Vice Principal (Support Services & Operations)

- Train and support all leaders in talent management, ensuring suitable development opportunities can be supported through clear and consistent application and monitoring of our development review arrangements

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- Promote and refresh our Staff Benefits to attract and retain talent
- Confidently, professionally and honestly manage issues of underperformance, quickly and effectively assessing capability and supporting managers and their staff to improve
- Develop and apply our probationary scheme around skills, aptitude, culture and outcomes to ensure new members of staff and teams mutually develop excellent working relationships and come to positive conclusions about whether D&A is the right place of work for new staff
- Promote and deliver a comprehensive CPD offer that encourages and underpins development in key areas including; Digital Skills; Teaching Methodologies; Vocational Updating; STEM priorities

2.6 Thriving Staff Communities

Happy engaged and motivated staff strengthen our college and deliver the best learning environments for our students and create a thriving community for our staff**.** Our aim is to create an environment that values the benefits that personal wellbeing brings to both work and life. Through this strategy we aim to ensure that every member of staff can choose to access a range of events and activities that inform, promote and support physical, mental, social, and financial wellbeing.

Through this strategy we will:

- Ensure staff are aware of our staff benefits that support them to look after their physical wellbeing, reduced gym membership and discounts to local fitness facilities as well as other interventions like our flu vaccine programmes.
- To support mental wellbeing we offer employee assistance programmes, counselling, wellbeing action plans, stress risk assessments, as well as opportunities around mindfulness, managing stress, amongst other interventions.
- Through the Health Safety and Wellbeing Group there will be clear leadership and the identification of new opportunities to meet staff wellbeing needs.
- Through opportunities to engage in cross-College activities and participate in user developed special interest groups we offer opportunities to influence and inform future developments and enrich work.
- Use our Wellbeing Strategy to help us deliver our goals.

2.7 Reward and Recognition

At D&A, we know that the goodwill of staff creates a positive, friendly culture that our partners and visitors feel and value. We appreciate our people's efforts to deliver excellent service and create excellent learning experiences for our students. Recognising, rewarding and celebrating individual and collective success is an inherent part of our culture.

Through this strategy we will:

- work with leaders to embed a culture of ongoing recognition, where the provision of regular feedback is the norm and feedback provided is honest, consistent, constructive,

Prepared by:	People Team	Approved By:	Vice Principal (Support Services & Operations)

and focused on providing recognition as well as supporting outcomes

- recognise staff for the little and big gestures that improve the experiences of others, both informally and formally through the praise scheme and Staff Award nominations.
- recognise and celebrate the commitment of staff through length of service awards that mark milestones at 1, 10 and 25 years

- recognise staff completing qualifications every academic year through certificates, get togethers and graduation

2.8 A Fun Organisation to Work in

D&A and the People Team recognise that work can and should be fun. When so much time is devoted to work and careers, spending time with like-minded people who share common values and enjoy each other's company and the work that they do is essential.

Professional trust and respect are big motivators in our environment, and the People Team believe balancing social elements and an empowered work ethic, with individual and collective pride in who we are and what we achieve, is key to D&A's culture and the success of our students.

Through this strategy we will:

- encouraging pride and professionalism in, as well as professionalisation of, the work individuals and the College undertakes, and the contribution this makes to the economic, social and educational growth of our communities
- support and work with Social@D&A to deliver fun, social activities for our staff that engage and mix staff from all areas of the College and build close and effective social and work relationships that make work more enjoyable
- deliver all-staff events which mix development, networking and fun, such as staff development days and the Staff Awards
- actively promote the concept of professional dialogue, where social time mixes with common themes around work and social elements
- role model by building excellent working relationships which enrich experiences at D&A, encouraging others to do the same
- promote and ensure that interactions across the College are as friendly, respectful and mutually supportive as possible, encouraging an informal and non-hierarchical culture whilst tackling issues around negative behaviours and actions in a proactive and positive manner

3 KEY THEMES

We will continue to develop and improve on the following themes which will support our ambitions across this strategy:

- **Data:** building robust data through our integrated HR and Payroll system and Enterprise Data Layer which is transparent, reliable and 'owned by' individuals and leaders alike. Our data will support and inform good decision making
- **Technology**: the world of work is continuing to change through technology and we are committed to supporting our people reaching benchmark levels of digital skills and utilisation, linking closely to D&A's Digital Strategy, and seeking out the benefits of advances in technology
- **Ways of working and delivering services:** we will continue to be ambassadors for varied,

challenging and useful ways of working, including project-based work; skills audits and deployment; shared services; Service Design; agile working; etc.

- **Transformation:** We will support staff, services and the College as a whole to engage actively in transformation projects and activities that improve how we operate, reduce menial and repetitive tasks and add additional value to the working environment.

4   RESCOURCING

The key requirements and operational plans that will deliver on our strategy will be supported through a combination of the regular People Team budget and targeted use and redeployment of other available funds.

The structure of the People Team aligns closely with the People Strategy and will support delivery of the tangible actions drawn from the strategy into the operations of the College and the leadership, management and support of our people.

We want to be an organisation that generates discretionary effort because people know they are part of D&A, and that means something to them and their families. We are committed to achieving this with our staff.

Human Resources and Development Committee

Thursday 2 May 2024

PAPER E

NATIONAL BARGAINING

BOARD OF MANAGEMENT
Human Resource & Development Committee
Thursday 2 May 2024
National Bargaining Update

Paper D for discussion

1. Introduction & Context

This paper summarises the current position, recent developments and national disputes arising from the national bargaining processes in place for colleges.

Following conclusion of the 2021/2022 academic and support staff negotiations, arrangements were progressed in respect of the 2022/2023 and then 2023/2024 settlements (effective from 1 September 2022 and 1 September 2023 respectively), with further discussions adding in the 2024/2025 salary offer to create a 3 year deal.

Despite on-going national discussions, no settlements have yet been reached and details around the current situation for each staff group are summarised below.

In addition to the formal national bargaining process, a further meeting was organised by the Minister for FE, HE and Veterans to seek to break the deadlock. It is understood that this meeting confirmed that no additional funding would be provided by the Scottish government and both sides were encouraged to work together on possible settlement.

Discussions were also progressed in respect of the national bargaining lessons learned exercise undertaken with a view to supporting engagement to progress the recommendations made through this report.

2. Indicative Funding Allocations

The indicative funding allocations for colleges for academic year 2024/2025 were announced on 28 March 2024. These confirm that core teaching grant for colleges in 2024/25 will remain at the same level as those for 2023/24 (i.e. 'flat cash'). This funding announcement has also confirmed that the 'additional' funds received in previous years have been withdrawn. This includes the Flexible Workforce Development Fund (not available in 2023/24) and funding for Digital Poverty and Student Counsellors.

NB, a more detailed summary of funding will be provided for the May Finance and Property Committee meeting.

3. Academic Staff Negotiations

Since the previous update there has been no change in the final offer presented by the Colleges Employers Association and no amended counteroffer received from EIS-FELA. Given this position there has been no shift in positions in respect of potential pay settlement.

Discussions have progressed in respect of wording around compulsory redundancy and it is understood that wording proposed by EIS-FELA has been accepted and agreed by CES. Although a smaller part of the arrangements, this progress is welcomed.

Alongside these discussions, a separate (but linked) national dispute has also been raised by EIS-FELA. This relates to the potential for colleges to withhold payment for staff taking part in the actions short of strike action (ASOS) in respect of any refusal to share or record student results. Discussions regarding the validity of this as a national dispute (as decisions on withholding of pay are undertaken at a local rather than national level) have progressed in advance of the national dispute procedure being invoked.

As the pay and other disputes continue, targeted and national strike days have been announced across the sector, with strike days impacting on D&A on 17, 25 and 30 April 2024. Further strike days in May and June are also expected to be announced soon. Engagement in strike action continues to fluctuate for D&A staff around the 20% level on each strike day.

4. Support Staff Negotiations

Similar to the position for Academic staff, there has been little progress in respect of the more complex pay and conditions demand submitted on behalf of Unison, GMB and Unite.

The position remains where the pay offer was put to the GMB and Unite memberships nationally and had been overwhelmingly accepted by both of these unions (GMB are the predominant union for support staff at D&A, particularly within the Dundee campuses). No agreement has been reached with Unison and as a single bargaining group, this acceptance cannot be progressed until all three support unions accept the offer.

Unison has highlighted that its main area of concern remains around job security and the risk of compulsory redundancy and discussions have centred around the potential to seek a national funding pot to support the creation of a voluntary severance scheme. National discussions in respect of this are understood to be progressing.

Discussions are also progressing slowly on the wide range of terms and conditions items as part of the 2022/23 pay demand.

5. Industrial Action Arrangements

Arrangements for strike days will be progressed based on past experience. The College will remain open on strike days and decisions will be made on a day by day basis on whether or not all / some/ no/ classes will be cancelled. Salary deductions are made for all staff taking part in strike action.

Arrangements in respect of action short of strike (ASOS) are being discussed nationally, with colleges asked to take a common approach across the sector and to withhold / deduct payment of up to 100% where staff are engaged in ASOS and withhold student results.

6. Other National Discussions and Developments

The national dispute with academic staff surrounding the use of instructor roles (dating from 2021) remains open, with no progress made on resolution of this.

National discussions in respect of Support Staff Job Evaluation have also not progressed to any extent and there remain significant issues to be resolved. Alongside this it is noted that the national funding set aside to fund the implementation of job evaluation outcomes (c.£70 million) has reverted to the Scottish Government and is no longer held by SFC.

Initial discussions have been held with Unions and Scottish Government in respect of a potential pilot project on a 4 day working week for Support staff. These discussions are at a very early stage and are progressing slowly.

National discussions have been ongoing over several years with limited progress to support development of a suite of national policies. Discussions are also continuing in respect of additional guidance to support the Academic staff Transfer to Permanency arrangements.

7. 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 the following risk within the Strategic Risk Register.

2.3	National outcomes on salaries and conditions of service outstrip ability to pay
3.6	National bargaining outcomes impact adversely on College operations, activity, and flexibility
3.7	Industrial Relations Problems (including industrial action)

Author and Executive Sponsor: Steve Taylor, Vice Principal Support Services and Operations

Human Resources and Development Committee

Thursday 2 May 2024

PAPER F

STRATEGIC RISK REGISTER

BOARD OF MANAGEMENT

Human Resource and Development Committee

Thursday 2 May 2024

Strategic Risk Register Update

Paper for approval

1. Allocation of Risks to Board Committees

Following discussion at the Audit and Risk Committee in May 2019, the Board of Management agreed at its meeting in September 2019 that key strategic risks be allocated to each Board Committee for regular review and consideration.

The Strategic Risk Register now highlights the allocation of risk areas across the range of Board Committees.

In identifying these delegated risks, it has been agreed that each Committee consider (and amend/update as appropriate) the key risk areas within their responsibility as a standing item at each future meeting.

Proposed changes arising from this consideration will be brought back to the next appropriate meeting of the Audit & Risk Committee for final approval.

In making these changes, it is important to reinforce that the overall responsibility for risk management will remain with the Board of Management, with delegated authority for the implementation and review of this to the Audit & Risk Committee. The further allocation of areas of risk oversight to Board Committees is intended to improve the awareness, oversight and consideration of risk, rather than amend the terms of the Board of Management scheme of delegation.

2. Consideration of Risks to Board Committees

In making these changes, each Committee has also been asked to consider how it is informed around the areas of key risk and assure itself that the regular reporting and information, updates and opportunities for scrutiny within the operation of the Committee are reasonable and sufficient in respect of this.

3. Review of Risks Allocated to the Committee within the Strategic Risk Register

The draft March 2024 Strategic Risk Register is enclosed, and it is noted that there are no changes in respect of risks allocated to the Human Resource & Development Committee.

4. Approvals

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 Support Services and Operations

STRATEGIC RISK REGISTER

2023 - 2024

As at May 2024

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		DirSE	Director of Student Experience	3	Significant	Possible
	VPSO	Vice Principal Support & Operations		DirFin	Director of Finance	4	Major	Probable
	VPCP	Vice Principal Curriculum & Partnerships		HoE	Head of Estates	5	Critical	Very Likely
	DirInf	Director of Infrastructure		Chair	Chair of the Board of Management			

	POTENTIAL CONTRIBUTING FACTORS				TREATMENT				POST MITIGATION EVALUATION		
Risk Number & Committee	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	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

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
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					POTENTIAL CONTRIBUTING FACTORS				TREATMENT				POST MITIGATION EVALUATION		
Risk Number & Committee	Risks					Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring		Lead Responsibility
1	Strategic and Structural														
1.3 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, VPCP
1.4 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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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										
1.5 **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	VPSO, DirInf, 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 Funding Body and/or Funding Methodology and Allocation – Reduction or restriction in Funding	3	4	12	• Negotiation/influence at national level • **Contingency plans for amended funding levels or requirements**	3	3	9 ↔	• Advance modelling of new funding requirements, 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 **Revised wording to incorporate CDEL/RDEL element**	5	4	20	• Protection of funding through dialogue with SFC and SG • Input to create sector 'flexibilities' • 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 • Effective use of sector 'flexibilities' to support sustainability • Amendment of strategic priorities and timing to align with funding levels • Review and amendment of activity and budget planning to address over/under performance against activity (credit) target • Detailed monitoring of savings programmes • **Detailed monitoring & management of CDEL/RDEL risks**	VPSO

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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)										
2.3 **F&P**	National outcomes on salaries and conditions of service outstrip ability to pay	4	4	16	• Influence within Employers Association • Management of staffing expenditures	4	3	12 ↔	• Expenditure modelling • On-going discussions with staff • Financial strategy sensitivities • Workforce planning	VPSO
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	VPSO
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 & VPSO
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	VPSO

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Risk Number & Committee	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
	POTENTIAL CONTRIBUTING FACTORS				TREATMENT				POST MITIGATION EVALUATION	
3 People and Performance										
3.1 LT&Q	Failure to reach aspirational standards in learning, teaching, and service delivery	4	3	12	• Clear 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	VPCP, VPSO 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	VPCP, VPSO
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, VPSO, HoE

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Risk Number & Committee	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
	POTENTIAL CONTRIBUTING FACTORS				TREATMENT	POST MITIGATION EVALUATION				
3 People and Performance (cont.)										
3.4 HR&D	Failure to meet the aspirational standards in respect of the health, safety, wellbeing and development of staff and students	3	4	12	• Clear and proactive approaches to managing and promoting health, safety, and wellbeing • Continuous self-evaluation and action planning • Rigorous CPD arrangements in place • Regular staff and learner feedback arrangements	3	2	6 ↔	• Regular employee engagement monitoring • Open communication with staff • Comprehensive monitoring of key PIs and student/staff feedback • Regular union/management dialogue	VPSO
3.5 Board	Reputational Risk – Loss of reputation with key stakeholders	4	3	12	• Marketing strategy • Reputation plan • Positive marketing approaches	4	3	12 ↔	• 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	• 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	VPSO, 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)	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	VPSO
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	VPCP, DirInf
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	VPCP, VPSO

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	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	VPCP, VPSO
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
3.12	Failure to attract, engage, retain or develop appropriately qualified staff.	4	3	12	• Clear People Strategy and Workforce Planning in place • Positive Union relations and staff communication • Effective management development & CPD programmes • Positive recruitment approaches and monitoring	4	1	4 ↔	• Absence & turnover monitoring • Exit interviews • Regular staff surveys 7 survey responding • Monitoring and responding to staff concerns, union issues and employee relations concerns	VPSO

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Risk Number & Committee	Risks	POTENTIAL CONTRIBUTING FACTORS			TREATMENT				POST MITIGATION EVALUATION	Responsibility
		Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	
4 Infrastructure										
4.1 **A&R**	Major Disasters – eg Fire, MIS Failure, Failure of Emergency Procedures, RAAC or similar infrastructure failure	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, VPSO, DirInf
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	VPSO, DirInf
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	• 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	VPSO, DirInf
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	VPSO, DirInf

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		Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring			
4 Infrastructure												
4.5 **F&P**	Lack of investment in ageing / beyond serviceable life infrastructure (inc RAAC, Asbestos and M&E failure concerns) impacts on financial sustainability and/or delivery of learning and/or services	4	4	16	• Creation of long-term infrastructure principles and vision • Multi-year estates strategy and capital planning • Lobbying of SG and SFC on capital and backlog maintenance funding • Identification of alternative funding routes • Planning for D&A Foundation bids	3	4	12 ↔	• Lobbying of SG and SFC on campus vision and needs • Prioritization of capital plans and expenditures • Regular review of capital plans/timescales relative to funds			Principal VPSO

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Human Resources and Development Committee

Thursday 2 May 2024

PAPER G

HR METRICS

HR Metrics

**Paper G 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 a number of queries raised regarding previous staff FTE data, this has been reviewed and the undernoted information is suggested as a standard update going forward.

Annual All FTE	Annual Support VAR FTE	Active Positions	Active Headcount
654.9	15.3	983	818

Annual Established FTE	Annual teaching VAR FTE	Current Positions	Current Headcount
601.8	37.7	1276	956

All FTE by Month

01 May 2023	01 June 2023	01 July 2023	01 August 2023	01 Septe... 2023	01 October 2023	01 Nove... 2023	01 Dece... 2023	01 January 2024	01 Februa... 2024	01 March 2024	01 April 2024
684.4	697.4	646.0	603.7	643.5	646.8	657.7	654.2	650.7	651.2	657.8	665.0
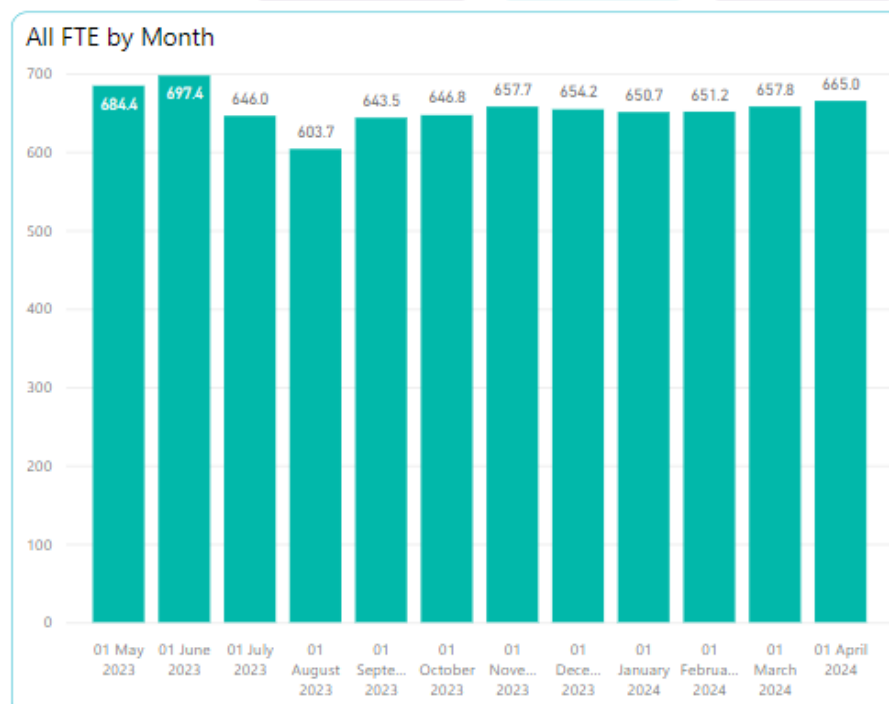
This data covers the FTE, Headcount and Position information as summarised below and is drawn directly from the live dashboard information utilised within the College. Using this data is easier to compile and gives a more accurate snapshot of staffing data at the point in time of each meeting. Thoughts and comments on this revised format are welcomed.

Comparison Data from Previous Meeting　　**FTE　618.3**　　　　　**Active Headcount　773**

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

Support Variable FTE by Month

Teaching Variable FTE by Month

Established FTE by Month
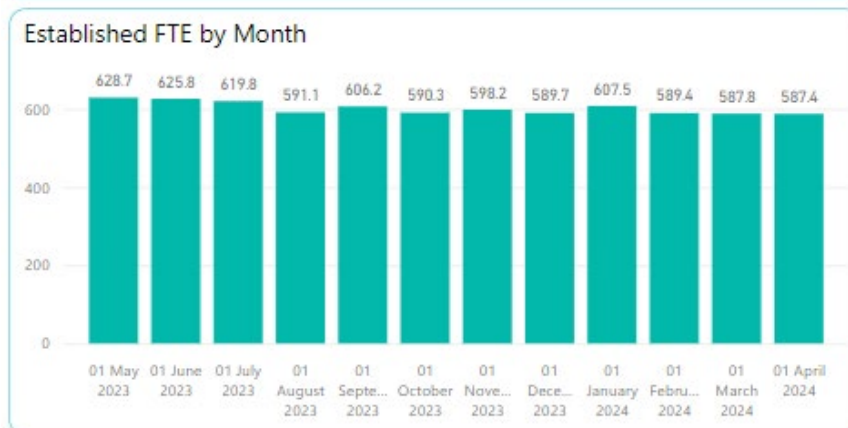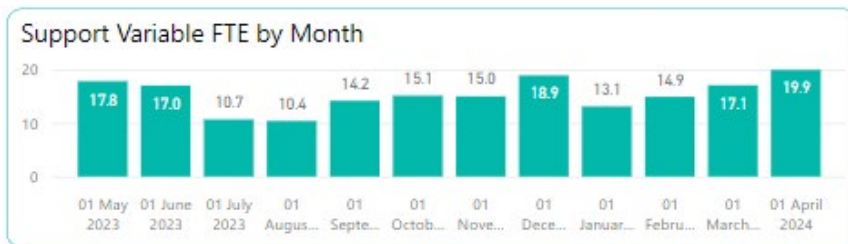
Diversity Data Held	%
Ethnicity/Race	48%
Disability	58%
Gender Pay Gap	7.0%
Diversity Data Gaps	39%

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

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

*The staff absence rolling year figures and the stress related absences have been inflated due to the variance in the reporting for the month of August. The variances cannot be identified but are attributed to the transition from Hydrogen to ITrent. The reports from both systems for the month of August vary and there is no way of identifying where the variances lie. ITrent launched on the 1st of September and Hydrogen will not be referred to for future papers however Augusts impacts will affect the remainder of the rolling year.

	Staff Absence Rolling Year to 22/04/2024	Staff Absence Rolling Year to 31/01/2024
Average working days lost per headcount	10.01 days	9.41 days
Working time lost	3.85%	3.62%
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 22/04/2024	Rolling Year to 31/01/2024
Long Term Absences (4 weeks or more)	149	134
Short Term Absences	832	744
Stress Related Absences – Work related	*19	12
Stress Related Absences – Non-work related	*80	81

Other HR Metrics

	2023/2024	2023/24 Full Year
Staff Turnover Rate (non-forced)	1.15%	12.68%
Employee Hearings		
Discipline	1	8
Grievance	2	7
Tribunal Actions	0	1
Recruitment Exercises	24	104
Current Vacancies	8	

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	**343**	**314**
Number of attendances at internal and external CPD events per employee headcount	**1687**	**1562**
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	**7**	**0**	**7**	**0**	**0**	**0**
Support	**5**	**0**	**5**	**0**	**0**	**0**

Training & Development Completion Rates

Activity	2022/23 Completion Rate to date
Development Reviews	**62%**
Mandatory Training	
#Health & Safety	**93%***
#Fire Safety	**85%***
#Display Screen Equipment	**86%***
***Safeguarding**	**90%**
***Equality & Diversity**	**99%**
***Mental Wellbeing in Children and Young People**	**96%**
****GDPR**	**73%**
****Cyber Security**	**92%**

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

#2023/24 Mandatory Training List.

*2022/23 Mandatory Training List
**2021/22 Mandatory Training List. As a three year rolling programme these courses are the priority again for AY 2024/25

4. Review of HR Metrics

As discussed at previous meetings, the current HR metrics were agreed by the Board and Committee a number of years ago. It is felt that it is time to review these to update in some cases and link these more closely with the data that is used across the College. To support this, a paper will be brought to the September meeting outlining planned changes.

5. 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

- 3.12 - Failure to attract, engage, retain or develop appropriately qualified staff.

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 2 May 2024

PAPER H

MEETING MINUTES/UPDATES

JOINT CONSULTATION FORUM

Wednesday 31st of January 2024 at 2.00pm

PRESENT:	S Hewitt	R Gordon
	D Gaughan	K Buchan
	S Oakley	D Smith
	J Roscoe	

Item		Actions
1	**Apologies** Apologies were noted from Leann Crichton, Julie Grace, Steven Taylor, Alex Williamson.	
2	**Minute of Previous Meetings, 29 November 2023** The minutes of the previous meetings were approved.	
3	**Matters Arising** SH explained, two lifts fully replaced. There are two further lifts still in need of repair. Estates to provide update on long term plan to repair/replace the other lifts. Term dates have been displayed on the portal. Update on where we are as a college has been provided further updates will be provided over the coming weeks and months. JR Confirmed, Timetabling audit will commence week commencing the 5th of February to review underutilisation and timetabling of staff. SO highlighted some possible issues with Celcat and it was agreed a separate conversation regarding Celcat and specific examples of potential queries with JR will be held.	**ST** **SO/JR**
4	**2023-24 Student Recruitment** JR provided an update of student recruitment, with the January recruitment target being met and initial retention good. Teams are doing work around student engagement. Most courses are full. August recruitment was slightly ahead, 300 applications up on last year. SH outlined, it's the first time we have hit the January target for years and we are up on last year. Early indicators show stability starting to become evident.	

SO Asked if we know why the numbers are better? SH Explained the portfolio is probably correct, a broad enough offer to attract people to want to come and study with us.

JR commented, integrating streams has been very effective and the marketing and events around that has also helped.

DS Highlighted, you can see the shift from the pandemic people want to get back to normal and seek employment and think about the future.

SH stated, I would agree we can see the impact of that.

SO Asked is there plans to get feedback on the structure and the recruitment of students, are we evaluating all of that.

SH Confirmed there will be feedback sought through a staff survey around March. A review of the structure would be conducted after approx. 1 year.

JR Stated we will also look at retention plans for each area.

RG Asked will there be an agile approach to reviewing the courses.

SH Confirmed we do an agile review as part of the review every year and this is the normal process.

RG Stated If we can change the narrative around what's normal change and what's part of a savings plan that may help staff understand things better.

SH Agreed that is something we can take into consideration when communicating changes.

SH Confirmed retention has gone up but there is still work to do, with 97 students who didn't return from Christmas break.

SO Highlighted feedback from his department seems to indicate a lot around mental health needs.

SH Agreed there is a lot of challenges students face, it's how we get the right support at the right time.

RG Asked what level of attainment is required for students on courses, at what point do they get told courses are no longer available for the following year, noting that he thought that this would impact on the students mental health. He noted that he knew we need a certain number of students to pass an HNC before we can run HND when is that discussed.

JR said she was happy to pick up this detail through a separate conversation and could look at any specific examples RG was aware of. JR noted that there was different support available for certain students who are struggling to attain and different measures are taken to support different student needs.

RG/JR

5	**College Finances & Financial Sustainability Plans/ College Reform Agenda.**	
	SH referred to the savings plans undertaken in the past two years and stated we closed off the annual accounts with 0.5 million deficit (including provision for potential clawback because we didn't hit recruitment target).	
	We have now been told the 320k will not be clawed back, with this being included in the 2023/4 outturn increasing the forecast outturn of 131k to around 500k.	
	We opened VS again, we have had some applications, decisions have still to be made on the applications, the current forecast included provision for a small level of VS costs.	
	For this year we are in a much better position however we need to consider what next year will look like. If you look at the budget settlement from last year to this year it looks like an 8.4% reduction, however this is based on the starting point of last year's budget, there were funding pots that were removed last year before we even received last year's funding. Therefore the 8.4% is not actually 8.4%, with a likely cut of 4.6% but our operating cash effectively remaining the same as previous years, i.e flat cash.	
	RG Stated for us it is great however for other colleges it is scary, there are a lot of people who are likely to lose their jobs.	
	SH Explained there are still some pots we aren't quite clear on, when we model we are anywhere between 360k to 4-500k of a deficit, if that is the case it will be manageable. We can make decisions on discretionary spend and other areas to manage.	
	SH confirmed he hasn't written to staff yet because the 8.4% is misleading, stating we are in a better position, we are not sitting with a savings paper, we are thinking about each vacancy as it comes up, and we are looking at how we can bring in additional funds, but that should always be the case.	
	SH confirmed the funding allocations would be known in March, at that point we will firm up our budgets. Karen Watt herself said we as a sector may never go back to the same level of funding as we have in previous years, Scottish Government feel we should be pleased with the flat cash (rather than a cut) core funding we have been given. There is no more funds for estates or infrastructure and colleges are sitting with a big back log of repairs and upgrades. There remained a lack of direction for the sector on what we do.	
	There will be some significant announces coming in the next few weeks, particularly around apprentices and how SDS is funded, Scottish Government are looking at moving the funds to colleges as early as next academic year.	
	SH noted he was in a tripartite meeting and there is a willingness to help but to be clear it is not about more money, it is about processes regarding how the funding mechanisms work. The college sector was told 2024/25 will be the hardest years and that's why we have taken the action we have which has given us better stability than most other colleges.	

	DS stated that he thought Graeme Day mentioned previously there might be more funding for next year. SH confirmed this is unlikely to be the case, there will be very limited funds next year. The question asked yesterday was what we should be doing as a college, Graeme Dey said we need to position ourself as closely as possible to business, build partnerships. I explained we have reduced staff and we have very limited money to invest in new services / courses , it is difficult to then plan and do the work that is necessary. SO Highlighted one positive is we have people that are focused and want to make things better. SH Agreed that is why we had better outcomes than other colleges, and we can weather the situation, and we are not in a position where we are facing a savings plan, things are more stable and that is the message we need to get across to the staff. SH Noted discussions around the future college estate and stated that by the end of April there will be a ten year vision for what we want to see for the college rather than sit and wait for guidance, staff will hopefully feel a sense of being involved and be able to be engaged in the future of the college.	
7	**Union Items** RG stated that in terms of the people who have had the RLW applied this had narrowed the gap between staff and team leaders and other grades RG asked if there could be some communication to go out to clarify what will happen when the pay award is finally agreed and applied as this situation was having the impact on some team leaders. SH Stated that we will look at the communication around that point. RG Explained there is a national bargaining ultimatum that has went over to employers for Friday which I hope it is workable but you may not be aware of it yet. SO Noted he is seeing the impact of mental health on students across all campuses. What I would like to ask is how we address this in a more focused way coming up with a working group around how the college could invest in approach. SO stated that EIS-FELA branch were trialling something with Dylan Edmonds the EIS Learning Rep and he was running sessions with some curriculum areas to focus on promoting positive behaviour and how staff can share good practice across the college. JR Noted there are a number of groups operating in a similar area that are fragmented and we possibly need to pull all the resources together to create a more joined up approach, JR stated that she would look at who to involve and pick this up. SO Noted we are seeing an increase in needs with more demand and less with staff and we need to consider this, can we do some research, I am seeing people at their wits end.	**ST** **JR**

	SH Confirmed we can pick up conversations around this point, the staff survey will also seek feedback on this. KB Noted we do also have a number of other interventions and we do have regular discussions with staff who have been struggling for a number of reasons, unfortunately the services in the community are also under real pressure, which added to the impact on staff. SO Noted you will have received a letter recently about the ASOS commencing from the 12th of February there is also a National strike day on the 29th of February and the possibility of two local days of action on the 12th and the 14th of March however this is not yet confirmed. SH Noted there was push back yesterday about ASOS and there was distinct talk about reduction in salary some saying 100% but no definitive answer. SH also commented there is no additional money available to the sector, what happened in the past is the government has stepped in and it has set a precedent but on this occasion they are not going to step in. DG Asked if there any plan for additional CPD, is there likely going to be funds put back in for Degree qualifications etc. KB Noted that CPD applications are well supported and we still receive a number of applications, however the fund you are describing is the advanced fund we can look at this for next year's budget however funds are very limited.	
8	**Policy Review Group** People Strategy will be updated, and feedback sought from the People Strategy Group before it is brought to the Policy Review Group.	
9	**AOCB** None noted	
10	**Date of Next Meeting** Wednesday 15 May 2024, 2.00pm Room Y150, Gardyne Campus	

Health, Safety & Wellbeing Committee Meeting

**Wednesday 31st January 2024 at 9am, A625
Kingsway campus**

DRAFT

PRESENT: Andy Ross (AR) (chair)   Karen Buchan (KB)
Billy Grace (BG)   Jane Cooper (JC)
Sandy Fowler (SF)   Lisa Kelbie (LK)
Jackie Beresford (JB)   Lauren Simpson (LS)
Lee Lapin (LL)   Brian Leonard (BL)
Sarah Ramminger (SR)   Sarah Rennie (SRe)

APOLOGIES: Steven Taylor (ST)   Amy Monks (AM)
Kichelle Williams-Robinson (KWR)   Chloe Hendrie (CH)
Ronnie Hamilton (RH)   Fi O'Duibhinn (FO)
Alexander Williamson (AW)

AR welcomed all attendees and noted the apologies received.

1. Note of Last Meeting (for approval)

Notes of the previous meeting were agreed as an accurate reflection.

2. Matters Arising (for information)

Agenda Item No	Owner	Action	Current Status	Open / Closed
3.2	**BG**	Present the proposed new HSW Committee membership structure to the Executive and LDF	Shared and approved with amendments	closed
3.3	**JB**	Update Committee Terms of Reference once the new structure has been approved	ToR updated	closed
3.4	**BG**	Discuss with LDF the most appropriate day in which to hold the committee meetings	It was agreed Wednesday were most appropriate.	closed
4	**SF**	Arrange and deliver H&S Module Training to HCQs and Support Managers	First session with HCQs complete and second session with Support managers and team leaders scheduled.	Open

3. Committee Terms of Reference

Terms of Reference document has been updated to reflect the new group structure.

BG advised the group of the expectation of high attendance at all HS&W committee meetings and if a group member is unable to attend, then a proxy should be sent.

KB advised that section 3c, Wellbeing-Staff headings require adjustment to ensure they are kept relevant.

Action- KB to liaise with People Team and ST to agree relevant reporting headings.

SF advised that after discussion with ST and AR, it would be beneficial for project-based working groups to be formed, as required, to ensure the output of the HS&W committee is effective and relevant. Agreement was given from the group.

4. **Health, Safety & Wellbeing Performance**

  4.1. **Health & Safety**
    SF noted the H&S Officers Report.

    SF highlighted the low number of Near Misses (NM) being reported and advised that they were looking for better reporting once the H&S training was complete. The group had a discussion around clarification of NM's and methods of reporting (AINM system/ Estates Helpdesk/Room Posters/Fleetcheck).

    Action- BG/AR to look at possibility of helpdesk system recording NM's

    Action- SF to create working group to look at NM engagement and report back to committee. Agreed group SF,JB,SRe,BL,LK,LL.

    SF advised the meeting of the RIDDOR rules of reporting e.g. staff member off for over 7 days due to an accident at work. KB requested People Team be notified of any staff member off due to an accident at work.

    Action- SF/JB to look at current system and best way for People team to be notified.

    SF highlighted the significant reduction in physical assaults recorded in the first 6 months of the current session compared to that of the previous. But also highlight the increase in verbal assaults recorded.

    4.1.1. **Union Feedback**
      No union representatives in attendance

  4.2. **Wellbeing**

    4.2.1. **Staff**
      KB noted report.

      KB noted the rise in absence but advised that this could be reflective of the new easier reporting system, iTrent.

      KB discussed the wellbeing work being carried out by People Team, Student Association and Learner Engagement and noted the possibility of this all being brought under one banner. The group had further discussion about wellbeing engagement and promotion, with agreement that a working group be created with the following departments in attendance – People Team, Students Association, Learner Engagement, Marketing, Student Services and Sports.

      Action- KB to create a wellbeing working group and report back to committee.

      The group discussed staff wellbeing opportunities and particularly the issue of not all staff feeling like they are permitted to attend events and front facing staff not having the opportunities to attend events.

      Action- LL and AR to take this issue back to LDR to ensure buy in from all departments.

    4.2.2. **Students**
      No Student Association representatives in attendance but report was submitted.

LS discussed areas in which the Learner Engagement Team are involved and highlighted volunteering and the Brit Challenge but noted that communication and engagement are also an issue for them. It was agreed that LS will be part of the wellbeing working group.

5. Accident Investigation Summary Findings and Lessons Learned

SF advised that whilst there were no reports for this meeting, this section would include reports similar in type to that following the Fire Incident in Gardyne in summer 2023 where details are shared to the committee on accident/incident Investigation findings, actions taken, and lessons learned.

KB noted at present staff members absence is recorded under the injury e.g. broken foot and enquired if it would be more beneficial to be recorded as "Accident at Work" if applicable, SF agreed.

6. Health, Safety & Wellbeing Training

6.1. Health & Safety

SF advised that the mandatory training modules had a completion date of 31st January 2024, and that as of 30th January 538 staff were complete and 352 staff not complete.

SF advised that the H&S Management Training for HCQ's was completed with good feedback. And that the Support Line Managers training is scheduled for Thursday 15th February 2024.

SF advised that the H&S Team would be developing a D&A College specific H&S Training module and the group agreed it would be appropriate for this to be completed within the first week of starting at the college.

6.2. Health & Wellbeing

Nothing to report.

7. New Issues or Other Reports in Internal and External Health, Safety and Wellbeing

Nothing to report.

8. AOCB

LL enquired how the LDF can support completion of the mandatory training modules and when the non-completion report will be sent out to managers. SF confirmed that summary reports showing staff who have not completed their mandatory health and safety training courses are being prepared and it is anticipated that these reports will be sent to HCQ'/Support Line Managers by email w/c 5th February 2024 with the request for all outstanding mandatory health and safety training be completed by end of Feb 2024.

SF highlighted ongoing issues with the first aiders rota and requested a working group to develop solutions. It was agreed that this would be added to the NM working group remit.

9. Date of Next Meetings

Wednesday 22nd May 2024 at 9am, Kingsway Campus A625
Wednesday 25th September 2024 at 9am, Gardyne Campus Y150
Wednesday 29th January 2025 at 9am, Location TBC