BOARD OF MANAGEMENT

Human Resources and Development Committee

Thursday 5 September 2024 at 5.00pm **Room K-TO-624, Kingsway Campus** (MS Teams option available)

AGENDA

1. **WELCOME**

2. **APOLOGIES**

3. **DECLARATIONS OF CONNECTION & INTEREST**

4. **MINUTE OF THE PREVIOUS MEETING** – 2 May 2024   Paper A for approval

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

6. **PRESENTATION - HEALTH, SAFETY AND WELLBEING MANAGEMENT**   Presentation   SF/BG

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

8. **2024 STAFF SURVEY FEEDBACK & ACTIONS**   Paper D for discussion   KB/JC

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 21 November 2024 at 5.00pm in Room K- TO- 624, Kingsway Campus

Human Resources and Development Committee

Thursday 5 September 2024

PAPER A

MINUTE OF THE PREVIOUS MEETING –
Thursday 2 May 2024

BOARD OF MANAGEMENT

Human Resources and Development Committee

Thursday 2 May 2024 at 5.00pm **Room A625, Kingsway Campus**

Minute of the Human Resources and Development Committee meeting held on Thursday 2 May 2024 at 5.00pm, in Room A625, Kingsway Campus.

PRESENT: Donald Mackenzie   Stephen Oakley
                  Brian Lawrie   Simon Hewitt
                  Neil Lowden   Matthew Beattie
                  Carri Cusick

IN ATTENDANCE: Steven Taylor (Vice Principal Support Services and Operations)
                    Karen Buchan (HR Manager)   Billy Grace (Head of Estates)
                    Penny Muir (Board Administrator)

1. WELCOME

D Mackenzie welcomed committee members to the Human Resources & Development Committee meeting.

2. APOLOGIES

Apologies received from Julie Grace, Jackie Buchanan and Daniel Rosie.

3. DECLARATIONS OF CONNECTION & INTEREST

There were no declarations of interest or connection.

4. APPOINTMENT OF A VICE CHAIR

One nomination was received from S Oakley for the position of the Vice Chair. The Committee approved this nomination.

5. MINUTE OF THE PREVIOUS MEETING

The minute of the meeting held on 15 February 2024 was approved as an accurate record.

6. MATTERS ARISING

There were no matters arising.

7. PEOPLE, OD & COMMUNICATIONS REPORT

S Taylor summarised the paper, noting that it remained important for the College to achieve savings and manage costs and that the voluntary severance scheme has been reopened from the end of April 2024, until the end of the academic session.

S Taylor summarised the application numbers and savings achieved to date and noted that further work on this would progress over the coming weeks.

S Taylor highlighted the Digital Strategy & Development Support progressing over recent months and stated that efforts have been concentrated on exploring opportunities particularly for teams and subjects where there has been a notable reliance on photocopying and paper assessments.

S Taylor highlighted that efforts are underway to enhance staff proficiency and familiarity with the adoption of new technologies. This initiative includes promoting Artificial Intelligence and systems such as Power Automate to streamline work processes, as well as the utilisation of Power BI to strengthen the foundation for data-driven analysis and decision-making.

It was noted that a Special Interest Group was focusing on Artificial Intelligence and was exploring the appropriate application of AI within educational and business contexts, delineating its potential uses, as well as establishing guidance and good practice regarding its use.

D Mackenzie noted the rapid evolution of technological developments and asked about the challenges of ensuring that student work had not been created by AI. S Taylor noted that this could be a challenge and that AI generated text did not always show up on anti-plagiarism tools. S Taylor noted that the key to this was around the interaction between staff and their students and teaching staff being aware of the level of knowledge and development that their students were showing so that any change would be recognised. This included the use of discussion and active questioning with students.

S Oakley stated that he agreed with this and noted that it was very clear where assessment work was presented that differed from what was being seen in the class or through discussion and interaction with students.

S Taylor noted that the staff survey had closed that day, with c470 responses achieved and high level results similar to previous surveys. It was acknowledged that while there are areas of strength, there is also a need for concerted efforts in other areas to address lower scores and some persistent areas of feedback.

B Lawrie enquired whether the results of the survey could prompt adjustments to the people strategy and S Hewitt confirmed that this was the case and emphasised the flexibility of the strategy to adapt and address the identified needs and priorities highlighted from the survey results.

S Taylor emphasised the continued progress of CPD activities and support initiatives facilitated by the Academic Development Teams and Learning and Teaching Mentors. This included plans to undertake an online survey with academic and support staff groups. The survey aims to identify areas for development and gather insights into preferences regarding the delivery and provision of CPD support.

S Taylor noted that the annual staff awards ceremony is scheduled for June 20th and extended an invitation to Board members who may be interested in attending.

The report and update on key points and developments was welcomed.

8. **REVISED PEOPLE STRATEGY**

S Taylor noted that the final draft of the updated strategy had been provided to help inform discussion alongside the presentation.

S Taylor stated that the People Strategy was currently undergoing updating and would be subject to future change upon the implementation of the new College strategy.

S Taylor provided an overview of the People Strategy highlighting its purpose to support and align the overall delivery of the college's objectives. The strategy aims to enhance the staff experience, provide guidance and support for Organisational Development (OD) and People Team services, and establish a clear direction for the College, focusing on two main areas. Improving staff experience to contribute to the overall delivery of the college's objectives and ensuring the delivery of high-quality HR and OD services by the team.

S Taylor outlined the key themes from the People Strategy, and highlighted the range of strategic objectives and key tasks that would support achievement of these.

Monitoring progress and outcomes was also essential, with an emphasis placed on ensuring that the HR metrics and reporting already in place highlighted the information and data needed to assess the success of the strategy. S Taylor noted that this reporting should be easily seen in reports around activities such as the staff survey outcomes, Joint Consultative Forum (JCF) minutes, HR metrics, Board reports and ultimately in the overall College outcomes and student results.

C Cusick expressed appreciation for the detailed overview provided and asked about the focus on diversity, stating that she would like to see more explicit and active inclusion activity highlighted in the document. S Taylor acknowledged this, noting that it was in the strategy but could be outlined more clearly.

C Cusick stated that she felt that the references to the importance of staff efficiency and productivity suggesting a need for strengthened language in acknowledging efforts related to staff reward, recognition, flexibility, and professionalism. S Taylor noted this feedback and agreed to revisit the wording in both sections to ensure it accurately reflects the organisation's commitment to these aspects. **S Taylor to progress.**

D Mackenzie asked about the steps the team should take to validate its effectiveness. In response, S Taylor emphasised that validation would occur through reporting and monitoring processes, ultimately aligning with the achievement of the overall College strategy and outcomes. K Buchan added that the People Strategy group are actively involved in this development and has committed to examining the data to assess the effectiveness.

D Mackenzie thanked S Taylor for the update.

9. **NATIONAL BARGAINING UPDATE**

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

Since the last update, funding allocations have been released and that the funding remains flat cash, with the removal of all additional funds such as the Flexible Workforce Fund and funding for addressing digital poverty and student counsellors. S Taylor clarified that both the unions and employers had been told that there will be no additional funding from the Government.

S Taylor highlighted the on-going industrial action, with College engagement standing at around 20% of staff on each strike day. Unison has announced a strike day for Monday the 13th of May, while EIS has declared a further 9 strike days from May into June.

Expressing frustrations, S Hewitt underscored the ongoing challenges in finding a short-term solution, noting the Scottish Government's assertion that there is no additional funding to be made available. It is apparent that flat cash funding is the best-case scenario, and planning for this over the next few years is necessary and essential.

D Mackenzie asked about the mood within the College and S Taylor highlighted the desire from staff was mainly for the deal to be settled, the strikes to stop and payment of the increases to be made.

C Cusick raised concerns about the impasse and the on-going impact of strike action of students and also staff. S Taylor highlighted with flat cash decisions become incredibly challenging. He stated that there needed to be a change of approach or different intervention to change things nationally and stated that lessons needed to be learned from past experiences, including appointing a neutral chair for national bargaining. However, opinions on this varied. S Taylor noted that some element of compromise on all sides is crucial to progress.

S Oakley highlighted the positive relationship between trade unions and the College locally, emphasising that there was open communication and collaborative problem-solving.

D Mackenzie noted the concern of the Committee at the lack of national progress, but welcomed the comments regarding local arrangements and thanked S Taylor for the detailed update.

10.   STRATEGIC RISK REGISTER

S Taylor summarised the paper presented, noting that there were no changes to the risks allocated to the Human Resources & Development Committee.

B Lawrie noted the new risk added in March 2024 (3.12) and asked if this should be allocated to the Human Resources & Development Committee. It was confirmed that it should, and this would be updated. **S Taylor to progress.**

The paper was approved.

11.   HR METRICS

S Taylor highlighted that an error had been found in the FTE data resulting in the comparative data being inaccurate. This would be updated for the next meeting. **S Taylor to progress.**

C Cusick questioned the increase in work related stress absences within the HR Metrics, rising from 12 to 19 cases. S Taylor explained that while these numbers did fluctuate over time and gave an assurance that there were active conversations and ongoing input through the People Team to pick up on and resolve issues, with progress being continuously reviewed.

K Buchan stated that stress at work typically results from a combination of factors, with very few cases solely attributed to work-related issues.

C Cusick asked about the General Data Protection Regulation (GDPR) training completion rate, which stood at 73% of staff, leaving a quarter of the staff yet to complete it. S Taylor acknowledged that this completion rate was not high enough and noted that this would be picked up when this training came around again on the usual rolling cycle.

D Mackenzie asked about engagement and completion of Development Reviews activities. S Taylor confirmed that this was an annual rolling cycle of reviews, with follow-ups conducted as necessary. It was noted that work was progressing to transfer the process online which would streamline operations for staff, managers and the OD and People Team. Moving to an online system would facilitate easier tracking and enable targeted support or encouragement in specific areas.

K Buchan emphasised a shift towards prioritising quality conversations to support staff, rather than the focus on completing paperwork and noted that the system in place was designed to encourage a natural flow of discussions, allowing managers to engage with individuals when it suited them, without becoming overly focused on the documentation.

The Committee noted the range of HR Metrics.

12. MEETING MINUTES/UPDATES

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

B Grace reported that Health and Safety training among managers and staff was nearly complete, with significant engagement and positive feedback. B Grace noted that it was planned that Sandy Fowler, the Health & Safety Officer be invited to the next meeting to present on the work being progressed around Health, Safety and Wellbeing.

B Lawrie stated that he welcomed the minutes and the range of areas and issues they covered. He noted that he also liked the use of full names in the attendance list (rather than just first initials) and asked that this be adopted for Board papers, S Taylor noted that this could be done. **S Taylor to progress.**

13. DATE OF NEXT MEETING

Thursday 5 September 2024 at 5.00pm in Room A625, Kingsway Campus

Action Point Summary

Action	Responsibility	Date
Revise the People Strategy	S Taylor / K Buchan	31 May 2024
Allocate responsibility for risk 3.12 to the HR&D Committee	S Taylor	5 June 2024
Correct comparative FTE in HR metrics and reissue	S Taylor	31 May 2024
Display full names in the attendance section of minutes	S Taylor	28 May 2024

Human Resources and Development Committee

Thursday 5 September 2024

PAPER B

MATTERS ARISING

BOARD OF MANAGEMENT

Human Resource and Development Committee

Thursday 5 September 2024

Matters Arising

Paper B for noting

Agenda Item No	Action	Current status	Open / Closed
8.0	Revise the People Strategy **S Taylor/ K Buchan**	Revisions included and update published	Closed
10.0	Allocate responsibility for risk 3.12 to the HR&D Committee **S Taylor**	Complete	Closed
11.0	Correct comparative FTE in HR metrics and reissue. **S Taylor**	Complete	Closed
12.0	Display full names in the attendance section of minutes. **S Taylor**	Complete	Closed

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

HEALTH AND SAFETY
ANNUAL REPORT

August 2023 – July 2024

Contents

1. Introduction

This annual report has been created to identify and document the College's Health and Safety team's performance and progress for the academic year 2023/24. This report augments the regular notes of Health, Safety and Well-Being Committee meetings.

2. Health and Safety Team Core Activities

The Health and Safety Teams core activities this academic year Aug 23 – July 2024, has been supporting departments and staff:

- Accidents, Incidents and Near Miss reporting/Investigation
- Administration of first aid requirements
- Administration of fire evacuations/ including PEEPS / EVAC chair training
- Occupational Health Referrals (DSE) Risk Assessment
- Attending relevant meetings; internally and externally (MSIP) Skills Academy
- Provision of statistics and appropriate reports for relevant meetings
- Provision of Health and Safety Management System Training for Curriculum Directors/HCQ
- Reviewing safety management systems, guidance, practices and procedures

Assistant Health and Safety Officer

Kenny Watt recently joined the health and safety team in the role of Assistant Health and Safety Officer on 1st April 2024. Kenny will be assisting in the implementation of the College health and safety policies, practices and procedures including workplace audits and safety checklist inspections. He has completed courses in IOSH (Institution of Occupational Safety and Health) and NEBOSH (National Examination Board of Occupational Safety and Health) and will use his experience and skills to support College departments in continuing to promote a positive health and safety culture.

3. Health and Safety Training

Health and Safety Management System Training

Following on from the online training session with LDF staff on Tuesday 15th August 2023, it was agreed for the health and safety team to arrange Health and Safety Module training sessions for HCQ's and Support Managers.

The 5 modules are:

1. Policy
2. Risk Assessment
3. Safety Checks
4. Fire Evacuation
5. Accident, Incident and Near Miss (AINM) reporting

The following sessions/attendee numbers were held as follows:

Date	Location	Function	Attendees
13-12-2023	Arbroath	Directors/HCQs	22
15-02-2024	Gardyne	Directors/Support	19
27-03-2024	Gardyne	Both	6
29-03-2024	Gardyne	Estates	8
01-05-2024	Kingsway	Both	9
Total			64

Mandatory Health and Safety Staff Training

The People Team organise health and safety training through EduCare/TES Institute, the current Mandatory Training Provider. The current health and safety mandatory modules (3) were assigned to 765 active staff in August 2023 as part of the themed year with completion of mandatory health and safety training expected end of Jan 2024.

Following the end of expected completion date 31st Jan 2024, 211 staff had completed out of 765 and due to the low completion rate, extended timeframes were required and given. During the extended timeframes, where training remained incomplete, several follow ups by email were undertaken by Estates/Health and Safety Team to both Individual and Line Managers with overall completion progress during the extended timeframe indicated in the chart below.

Active Staff	31/01/2024 Complete	05/02/2024 Complete	04/03/2024 Complete	25/03/2024 Complete	03/04/2024 Complete	15/04/2024 Complete	26/04/2024 Complete
765	211 (27.58%)	322 (42.09%)	609 (79.61%)	642 (83.92%)	656 (85.75%)	709 (92.68%)	745 (97.38%)

The number completed by the extended timeframe deadline of 26th April 2024 was 745, which represents a 97.38% completion rate with only a small number (20) still outstanding made up of staff on maternity, long term sickness and new start/allocations.

Whilst a high completion rate has been achieved, it cannot be emphasised enough the importance of staff completing the mandatory health and safety training modules within the original timescale, this ensures that both the College and staff members have met their statutory duties in compliance with our Health & Safety Policy.

Curriculum Based

The Health and Safety Team continue to support department lecturers across all campuses in the delivery of Health and Safety units within the curriculum.

4. Departmental Safety Checklist (New App)

A new power app to replace the paper-based safety checklist procedure has been developed with a roll out of the new app system implemented from June 2024. The new app is based on the current departments performance over 4-subject areas: People, Procedures, Plant/Substances, Premises using a traffic light grading system. Grade A: Green: No action required, Grade B: Amber: Action Required, Grade C: Red URGENT Action required and Grade D: Purple: Non-applicable. The introduction of the new app will provide an efficient streamlined completion process and quicker way for analysing and sharing safety information/data across departments. The analysis of results will be presented by the health and safety team at the next Health, safety and Wellbeing Committee meeting in September 2024

5. Fire Arrangements and Emergency Evacuation

New Fire Emergency Evacuation Procedures

The new Fire Emergency Evacuation Procedures were launched throughout all 3 campus locations in August 2023. As part of the launch, a staff portal news message and email were sent out containing a link to the new all-staff procedures guide, training video and information on the availability of face-to-face Q&A sessions being held at each campus. In addition, the caretaking team members at each of the campuses also attended separate face to face training sessions on the duties of Emergency Evacuation Procedure (Fire Reporting Officer) which was delivered by the health and safety team.

Fire Emergency Evacuation Drills

Following the introduction of the new evacuation procedures, fire emergency evacuation drills were carried out at all 3 campuses on the following dates.

- 26/09/2023, Arbroath/Helping Hands Nursery
- 28/09/2023, Kingsway
- 28/09/2023, Gardyne

Feedback was received following the fire drills with regards to the new fire emergency evacuation procedures which were overall very positive with a couple of areas requiring some fine tuning. The next Fire emergency evacuation drills are being planned for start of the new academic year Aug/Sept 2024.

Fire Extinguisher Servicing

The annual servicing of fire extinguishers at Arbroath Campus and the Skills Academy were undertaken by Stewart Ramsay Fire Protection during November 2023 with records retained. Kingsway, Gardyne and Skills Academy annual servicing was carried out July 2024.

PEEPs (Personal Emergency Evacuation Plans)

The new PEEPs (Personal Emergency Evacuation Plans) procedure was launched at the start of the new academic year in August 2023 with the new process (RISE course training) continuing to work very well.

The following PEEPs have been processed between Aug 2023- July 2024:

- Kingsway: 3
- Gardyne: 21
- Arbroath: 11
- Multi Campus: 6

Total: 41

6. First Aid Provision

First Aid is provided at each campus both on a designated and rota basis. Whilst provision has continued to be maintained in all campuses by existing and newly trained first aiders, several issues have been experienced of non-availability and communication issues surrounding first aid rota cover and it is recommended that the potential for forming a short life working group from members of the Committee. This was discussed at the Health, Safety and Wellbeing Committee meeting in Jan 2024 to review rota first aid provision across all campuses.

First Aid ROTA (Sub Committee Short Life Working Group)

A Sub Committee was formed from members of the HSWC and brought forward the sub-committee's proposal– One Dedicated First aider and one mandatory reserve per day on each campus. This was discussed and approved by the committee. A First Aiders Agreement form has also been produced to allow better communication around what is required of a First Aider and to record availability. The sub-committee put forward the proposal of each First Aider to have an individual first aid kit as this would encourage responsibility to keep them stocked and more accessible should they be needed out with their rota schedule which the Committee agreed. An expanded Short Life Working Group is to be formed after the summer break to include the wider involvement of other departments.

First Aid Training – Aug 2023- July 2024

The following courses were completed between Aug 2023-July 2024

Course	Number of Courses	Number of Participants
Emergency First Aid at Work Course:	0	0
2 Day Refresher Course:	1	2
3 Day First Aid at Work Course:	4	15

Qualified First Aiders

The number of qualified first aiders for each campus as of 31st July 2024 is as follows:

CAMPUS	DESIGNATED	ROTA	TOTAL
Kingsway	6	9	15
Gardyne	11	6	17
Arbroath	14	9	23
Skills Academy (MSIP)	1	2	3
Total	32	26	58

Occupational Health Referrals (DSE) Risk Assessment

The following Occupational Health Referrals / (DSE) Risk Assessments have been processed between Aug 2023 – July 2024

CAMPUS	Occ Health People Team Referral	Medical Conditions Application Form	DSE Checklist Form	Total
Kingsway	3	4	13	20
Gardyne	5	3	10	18
Arbroath	2	1	9	12
Total	10	8	32	50

Health Surveillance referrals for Aug 2023-July 2024

The total number of persons identified and referred for health surveillance as required under the Control of Substances Hazardous Health Regulations:

REFERRED	APPT COMPLETED	APPT SCHEDULED	DID NOT ATTEND
86	41	45	14

7. Accidents, Incidents and Near Misses (AINM)

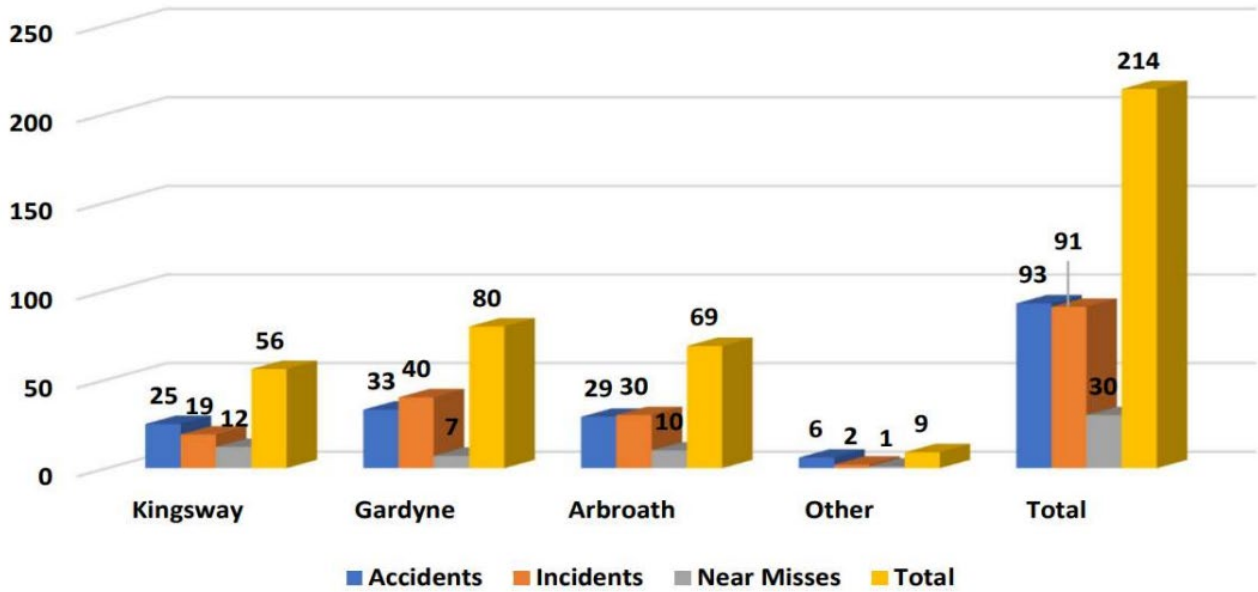**AINM Reporting, Notification and Recording**

During the period August 2023 – July 2024 there were 93 accidents, 91 incidents and 30 near misses reported as a total of 214 events. There were 7 RIDDOR reportable accidents reported during this period (2 Employees, 5 Students) with summaries outlined in Chart 5 which to date have not been subject to further enquiries by the Health and Safety Executive.
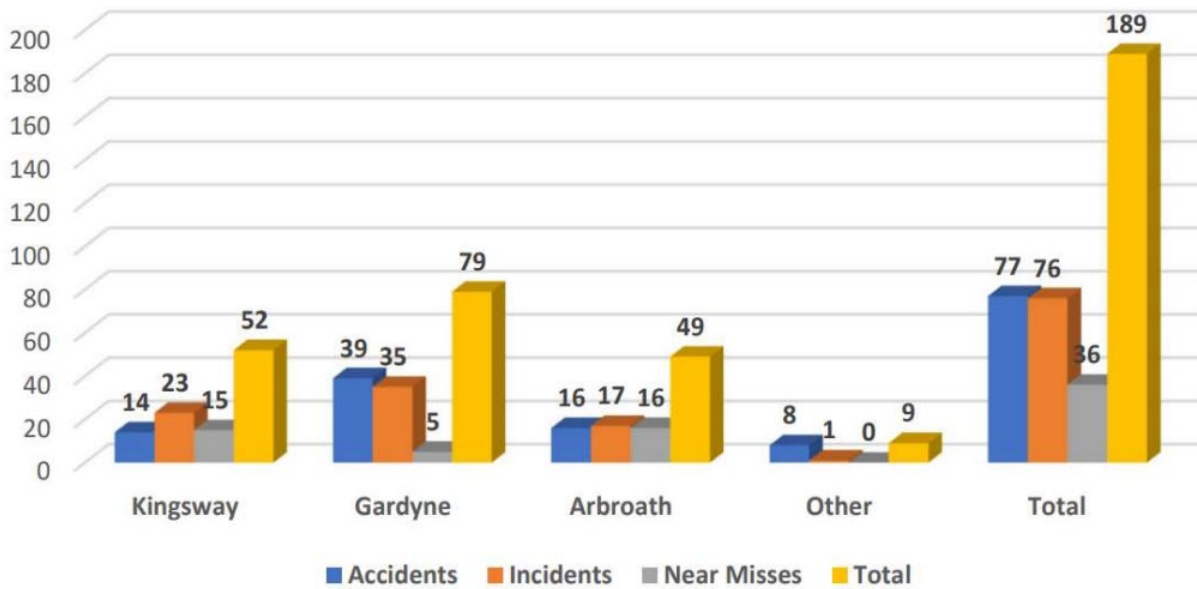
AINM Near Miss Reporting (Sub Committee)

A Sub Committee was formed from members of the HSWC to discuss issues around improved ways of communication to encourage near miss reporting and have developed a campaign proposal based on See It, Hear It, Say It concept. The Sub Committee proposal is to improve the current information posters situated in the Kingsway tower and extend this to all campuses. The poster has been developed to provide relevant instruction for Fire, First Aid and Reporting of service/estates requests and incidents and near misses. The posters will be A3 and clip frames will be used for displaying the posters. The committee approved the poster to be forwarded to the signage committee pending campus room numbering project changes underway.
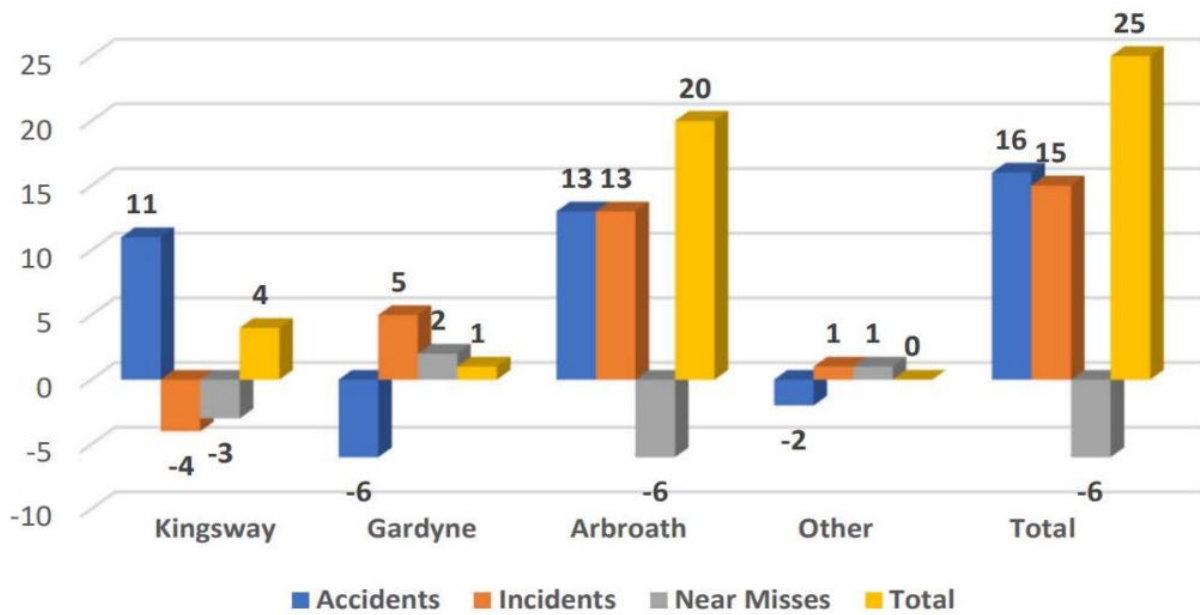
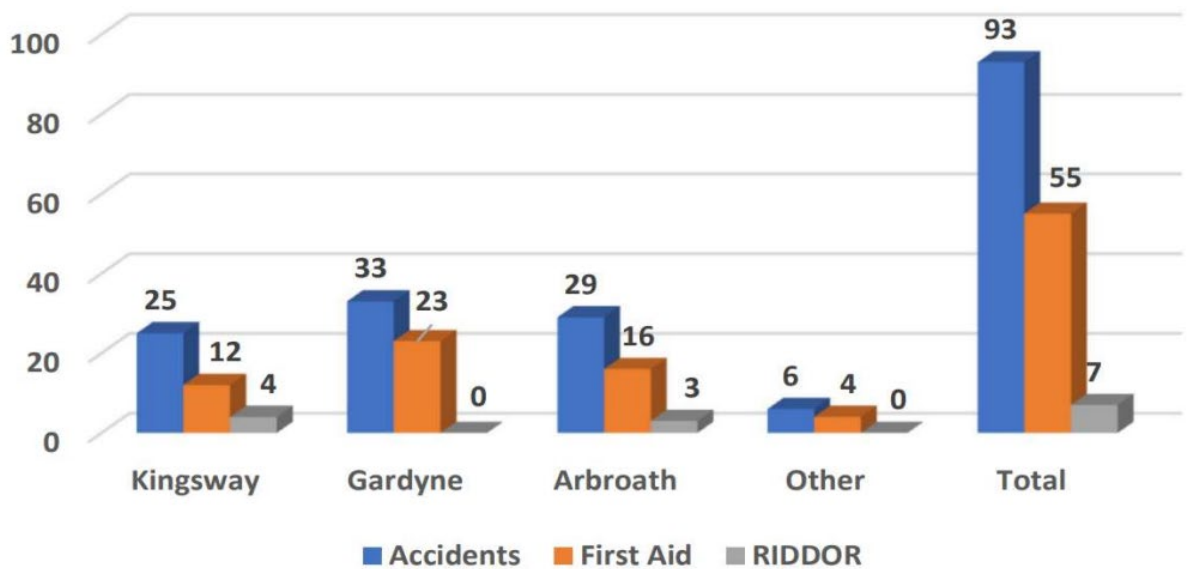## Chart 1 — All AINM Stats/Type/Locations 2023-2024 THIS YEAR

Bar chart showing Accidents, Incidents, Near Misses and Total by location:

Location	Accidents	Incidents	Near Misses	Total
Kingsway	25	19	12	56
Gardyne	33	40	7	80
Arbroath	29	30	10	69
Other	6	2	1	9
Total	93	91	30	214

Chart 1A — All AINM Stats/Type/Locations 2023-2024 LAST YEAR

Bar chart showing Accidents, Incidents, Near Misses and Total by location:

Location	Accidents	Incidents	Near Misses	Total
Kingsway	14	23	15	52
Gardyne	39	35	5	79
Arbroath	16	17	16	49
Other	8	1	0	9
Total	77	76	36	189

Chart 1B   All AINM Stats/Type/Locations 2023-2024 DIFFERENCE

Chart showing values by location:
- Kingsway: Accidents 11, Incidents -4, Near Misses -3, Total 4
- Gardyne: Accidents -6, Incidents 5, Near Misses 2, Total 1
- Arbroath: Accidents 13, Incidents 13, Near Misses -6, Total 20
- Other: Accidents -2, Incidents 1, Near Misses 1, Total 0
- Total: Accidents 16, Incidents 15, Near Misses -6, Total 25

Legend: Accidents, Incidents, Near Misses, Total

Chart 2   Accidents/First Aid/RIDDOR 2023-2024 THIS YEAR

Chart showing values by location:
- Kingsway: Accidents 25, First Aid 12, RIDDOR 4
- Gardyne: Accidents 33, First Aid 23, RIDDOR 0
- Arbroath: Accidents 29, First Aid 16, RIDDOR 3
- Other: Accidents 6, First Aid 4, RIDDOR 0
- Total: Accidents 93, First Aid 55, RIDDOR 7

Legend: Accidents, First Aid, RIDDOR

Chart 2A   Accidents/First Aid/RIDDOR 2023-2024 LAST YEAR

Bar chart showing Accidents, First Aid, RIDDOR by location:
- Kingsway: 14, 9, 2
- Gardyne: 39, 28, 0
- Arbroath: 16, 12, 2
- Other: 8, 6, 0
- Total: 77, 55, 4

Legend: Accidents, First Aid, RIDDOR
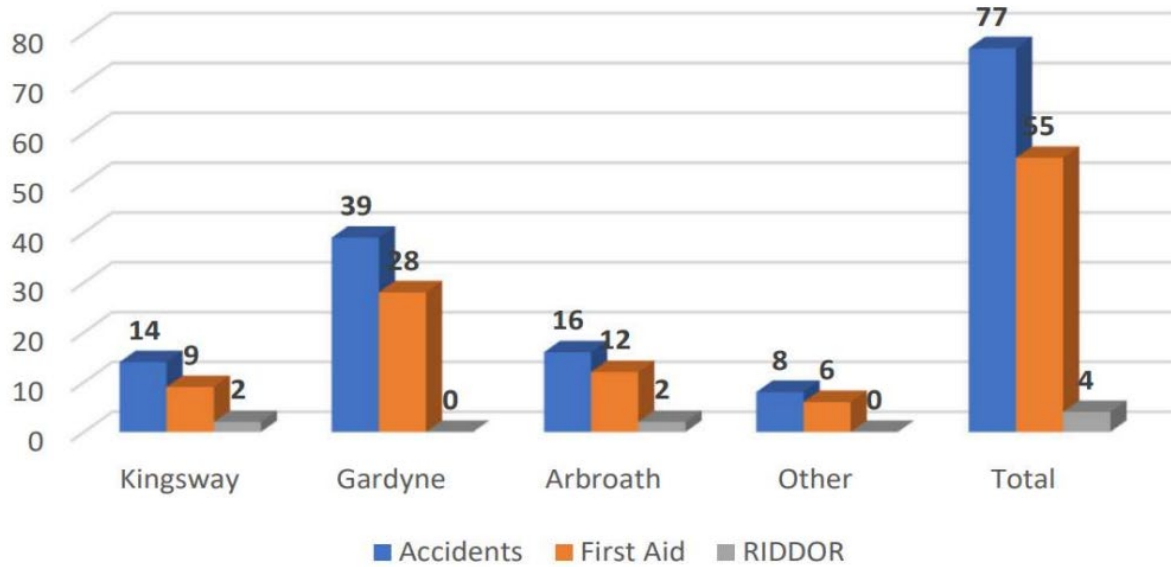
Chart 2B   Accidents/First Aid/RIDDOR 2023-2024 DIFFERENCE

Bar chart showing Accidents, First Aid, RIDDOR difference by location:
- Kingsway: 11, 3, 2
- Gardyne: -6, -5, 0
- Arbroath: 13, 4, 1
- Other: -2, -2, 0
- Total: 16, 0, 3

Legend: Accidents, First Aid, RIDDOR
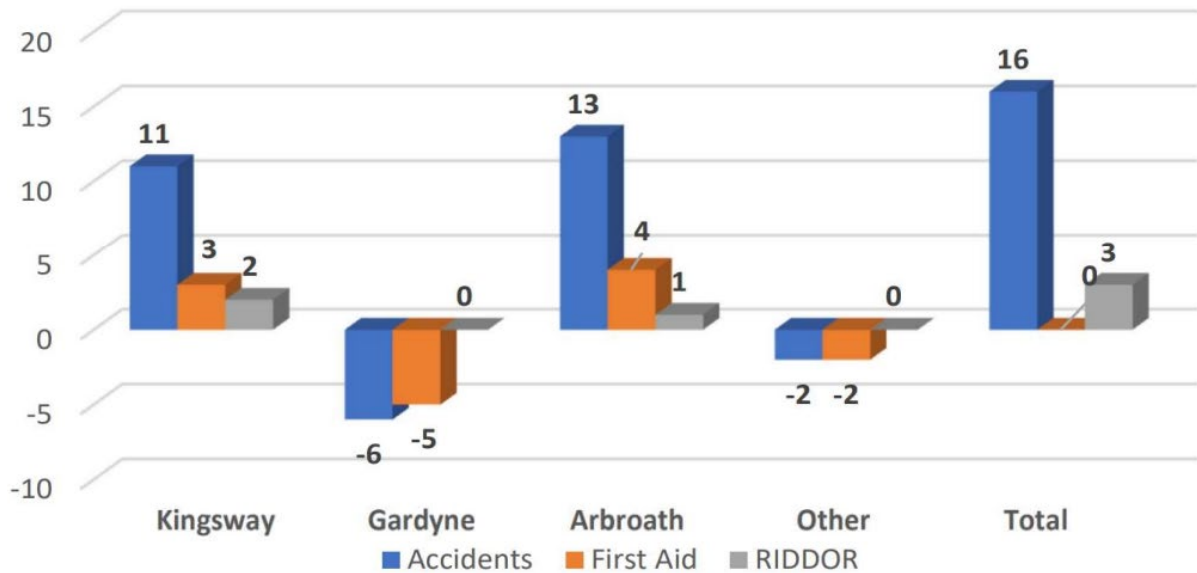
Chart 3 — Occupation by Campus 2023-2024 THIS YEAR

	Kingsway	Gardyne	Arbroath	Other	Total
Employee	15	15	15	1	46
Student	36	49	52	8	145
Member of Public	5	16	2	0	23
Total	56	80	69	9	214
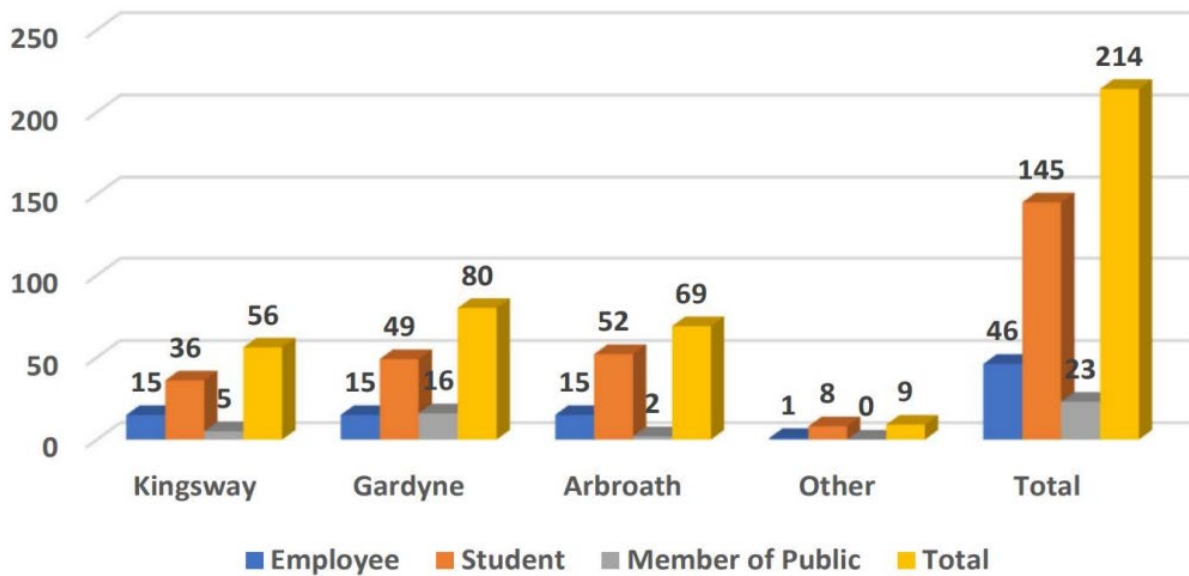
Chart 3A — Occupation by Campus 2023-2024 LAST YEAR

	Kingsway	Gardyne	Arbroath	Other	Total
Employee	10	13	14	2	39
Student	41	48	34	7	130
Member of Public	1	18	1	0	20
Total	52	79	49	9	189
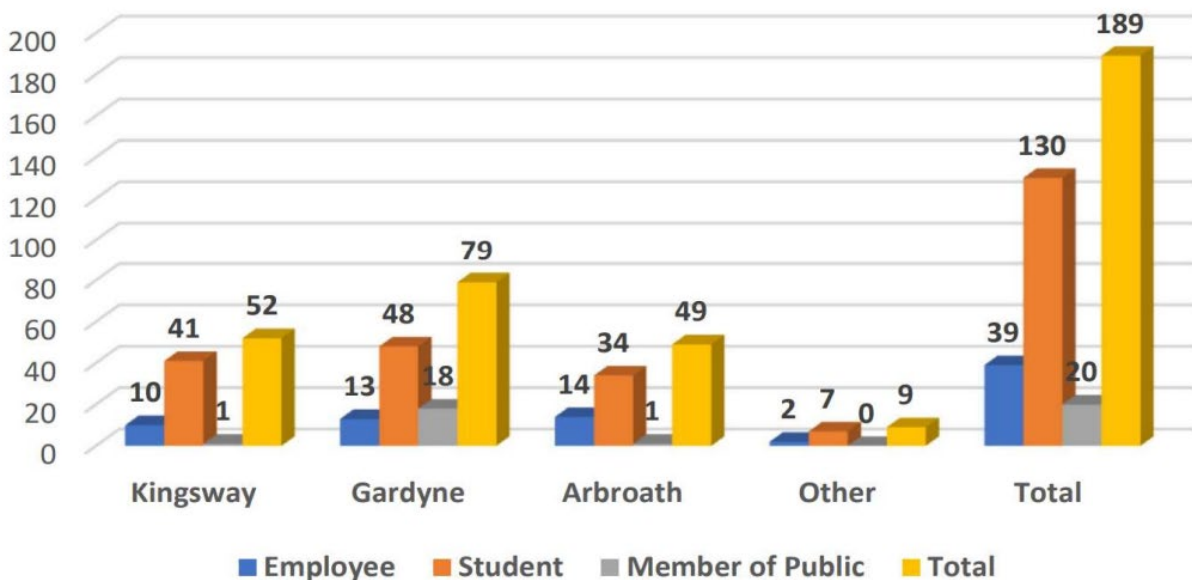
Chart 3B **Occupation by Campus 2023-2024 DIFFERENCE**

Legend: ■ Employee ■ Student ■ Member of Public ■ Total

Kingsway: 5, -5, 4, 4
Gardyne: 2, 1, -2, 1
Arbroath: 1, 18, 1, 20
Other: -1, 1, 0, 0
Total: 7, 15, 3, 25
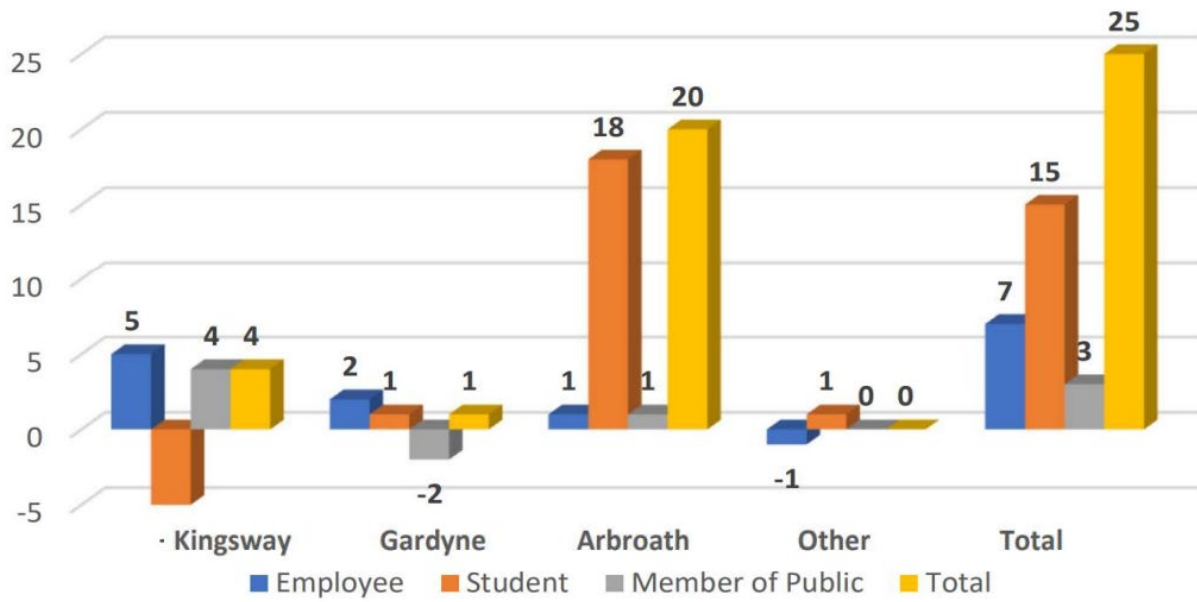
Chart 4 **RIDDOR by Occupation 2023-2024 THIS YEAR**

Legend: ■ Kingsway ■ Gardyne ■ Arbroath ■ Total

Employee: 2, 0, 0, 2
Student: 2, 0, 3, 5
Member of Public: 0, 0, 0, 0
Total: 4, 0, 3, 7
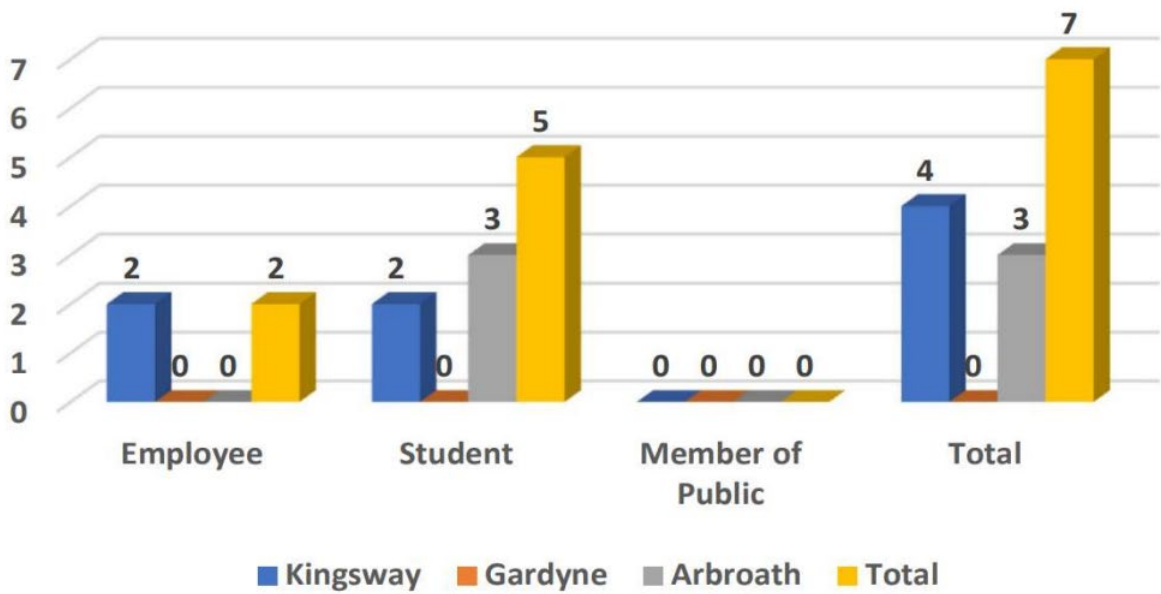
Chart 4A — RIDDOR by Occupation 2023-2024 LAST YEAR
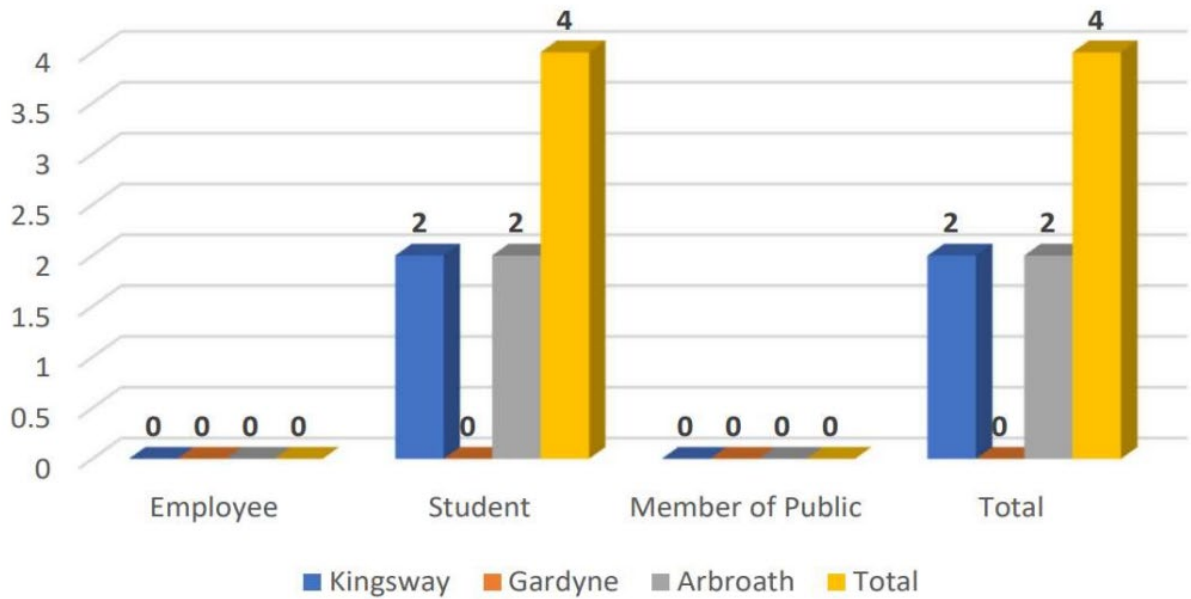
Chart 4B — RIDDOR by Occupation 2023-2024 DIFFERENCE
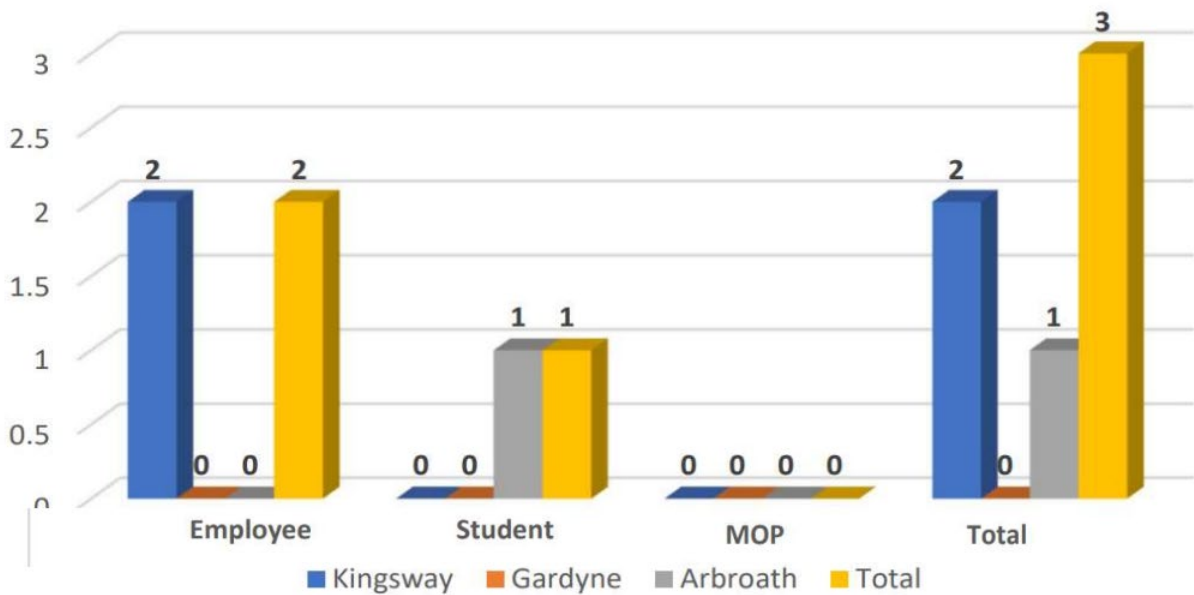
Chart 4C

RIDDOR Reportable Accidents 2023-2024

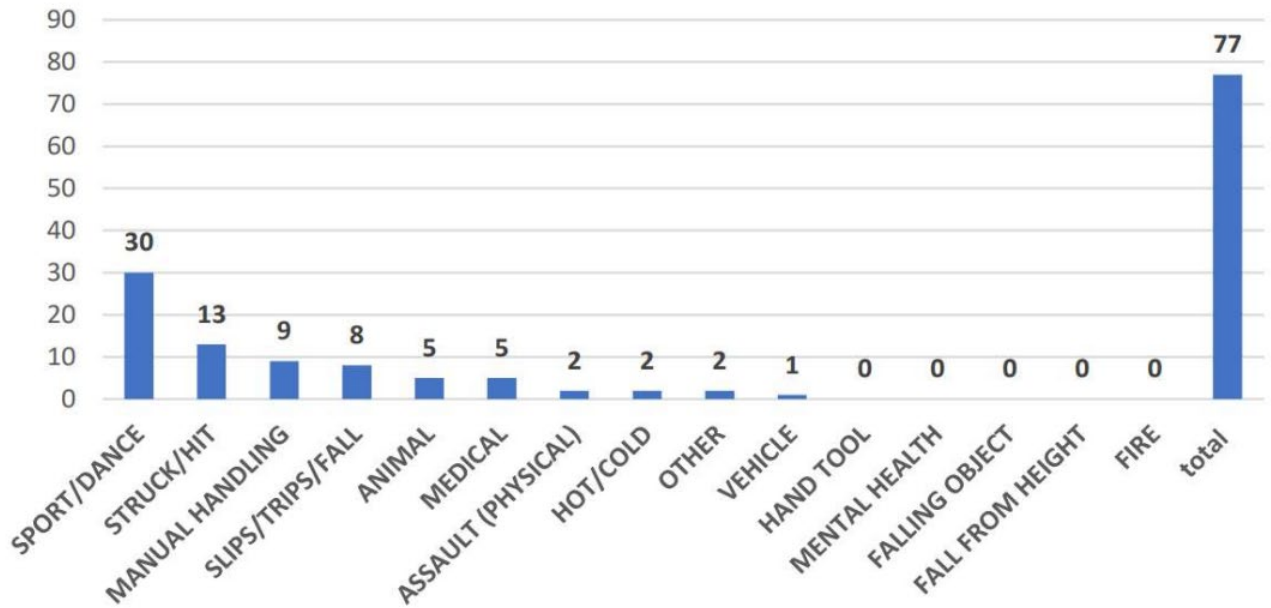| DateTime	Role	Location	AINM Details	AI_InjurySymptom
02/11/2023 14:01	Employee	Kingsway Campus	Whilst the IP was moving a mobile clothes rail to transport costumes along the ground outside Gym Studio 4, one of the wheels became stuck. As the IP went down to check the wheel, she lost her balance and fell over onto her ankle, sustaining a stable fracture injury to her right ankle.	Right Ankle
08/01/2024 14:30	Student	Arbroath Campus	Undertaken Practice Test using a Hand saw which slipped causing a deep cut to his left hand thumb while cutting a birds mouth on a rafter.	Deep cut to left thumb
26/01/2024 11:20	Student	Arbroath Campus	IP was using a wood chisel to shape a piece of wood when the chisel slipped and hit the base of his index finger.	Deep cut to right hand Index finger
24/01/2024 19:30	Employee	Kingsway Campus	Alex was coming down the stair and as he neared the bottom of the flight at ground floor, stumbled and lost his balance. He fell, grabbed for a wooden stand sitting at the bottom of the stair which wasn't fixed and as a result fell to the floor.	Bruising
27/03/2024 11:55	Student	Kingsway Campus	Whilst the IP was filing down a piece of metal the file slipped and slipped causing a cut to the inside bottom of thumb.	Cut to thumb
21/05/2024 15:00	Student	Arbroath Campus	IP was using a Tenon saw to cut a piece of timber when thesaw cut bounced back and cut the finger of his left hand.	Cut to finger
30/05/2024 09:30	Student	Kingsway Campus	IP was using a hand saw to cut a piece of timber when the saw slipped cutting the back of the IP left hand.	Cut to back of hand

Chart 6

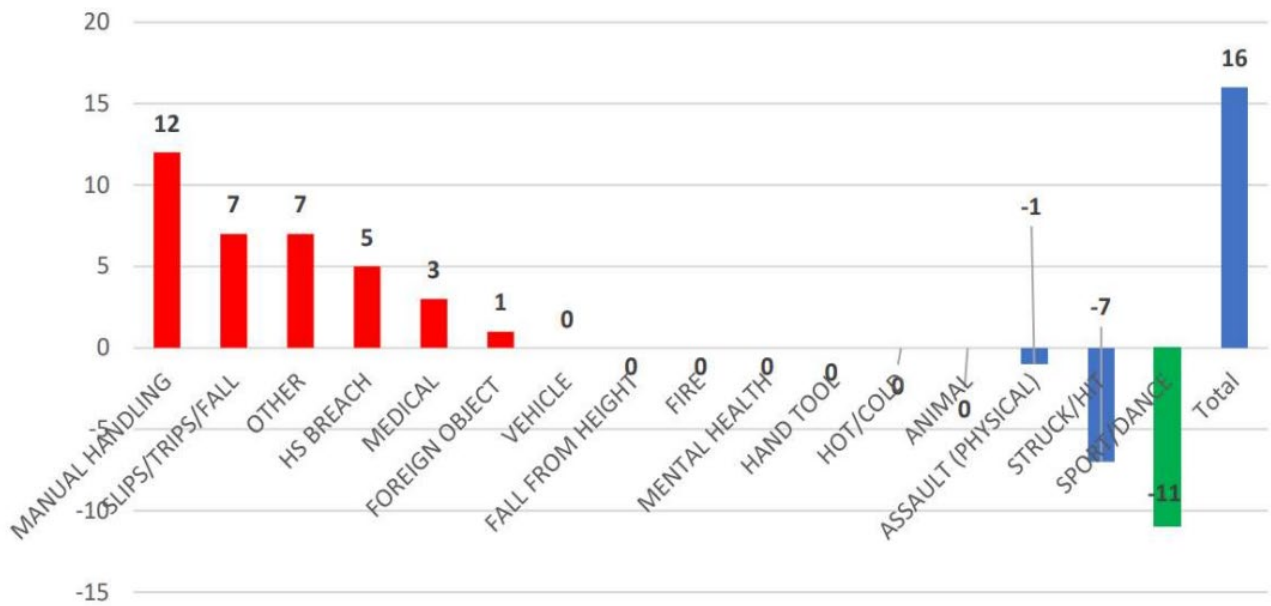### Accidents by Type 2023-2024 THIS YEAR

Bar chart values: MANUAL HANDLING 21, SPORT/DANCE 19, SLIPS/TRIPS/FALL 15, OTHER 9, MEDICAL 8, STRUCK/HIT 6, ANIMAL 5, HS BREACH 5, HOT/COLD 2, ASSAULT (PHYSICAL) 1, VEHICLE 1, FOREIGN OBJECT 1, MENTAL HEALTH 0, FALL FROM HEIGHT 0, FIRE 0, Total 93
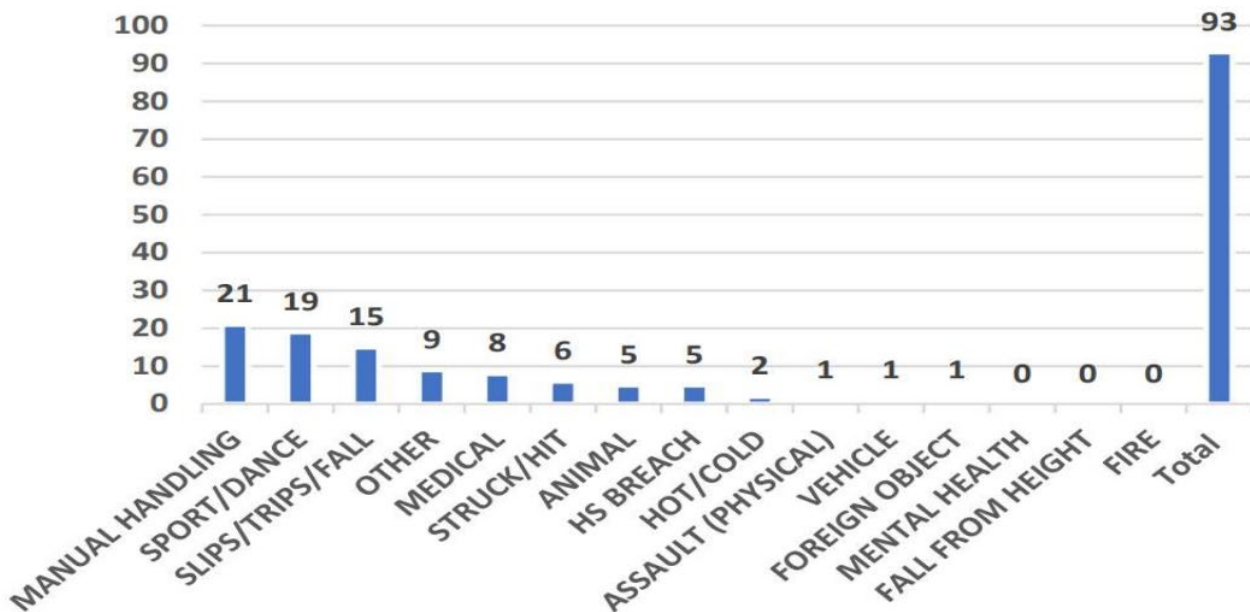
Chart 6A **Accidents by Type 2023-2024 LAST YEAR**

Values: SPORT/DANCE 30, STRUCK/HIT 13, MANUAL HANDLING 9, SLIPS/TRIPS/FALL 8, ANIMAL 5, MEDICAL 5, ASSAULT (PHYSICAL) 2, HOT/COLD 2, OTHER 2, VEHICLE 1, HAND TOOL 0, MENTAL HEALTH 0, FALLING OBJECT 0, FALL FROM HEIGHT 0, FIRE 0, total 77

Chart 6B **Accidents by Type 2023-2024 DIFFERENCE**

Values: MANUAL HANDLING 12, SLIPS/TRIPS/FALL 7, OTHER 7, HS BREACH 5, MEDICAL 3, FOREIGN OBJECT 1, VEHICLE 0, FALL FROM HEIGHT 0, FIRE 0, MENTAL HEALTH 0, HAND TOOL 0, HOT/COLD 0, ANIMAL 0, ASSAULT (PHYSICAL) -1, STRUCK/HIT -7, SPORT/DANCE -11, Total 16

Chart 7   **Accidents by Injury 2023-2024 THIS YEAR**

Values (left to right): CUTS 30, OTHER 10, BRUISE 7, FAINTS 7, PAIN 6, HEAD INJURY 6, STRAIN/SPRAIN 6, BURNS/SCALD 6, BITE/STING 5, BEHAVIOUR 5, FRACTURE 3, SEIZURE 1, NO INJURY 1, CRUSH 0, ANXIETY 0, BREATHING 0, Total 93
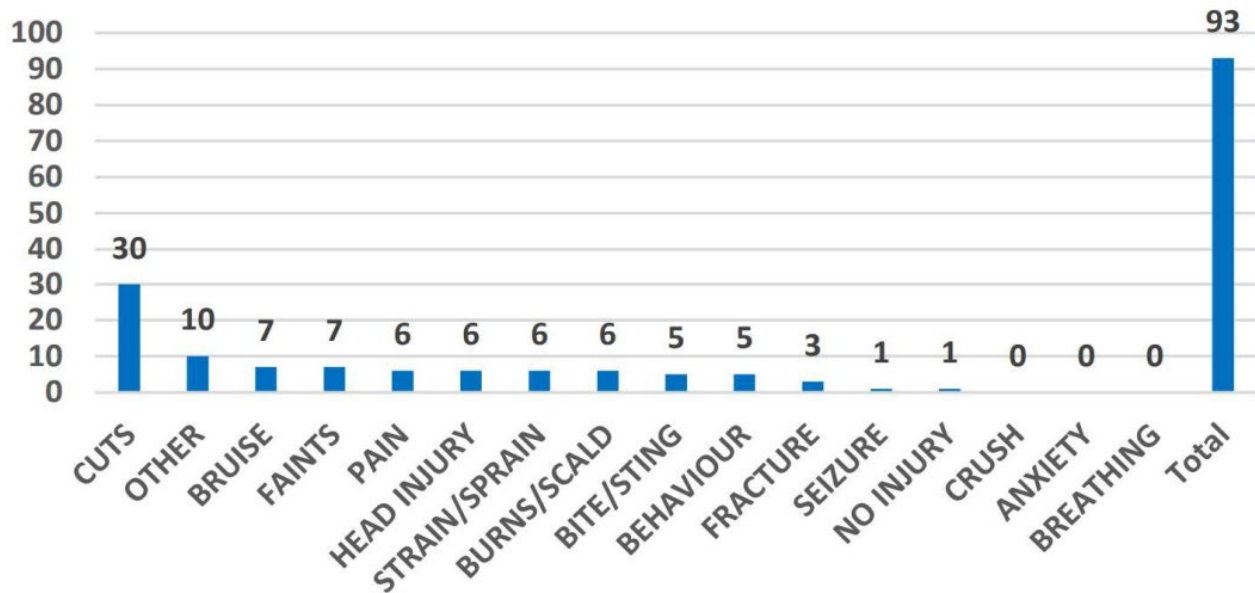
Chart 7A   **Accidents by Injury 2023-2024 LAST YEAR**

Values (left to right): CUTS 15, PAIN 11, BRUISE 9, HEAD INJURY 8, OTHER 7, STRAIN/SPRAIN 7, BITE/STING 5, FAINTS 4, FRACTURE 4, BEHAVIOUR 3, BURNS/SCALD 3, SEIZURE 1, CRUSH 0, NO INJURY 0, ANXIETY 0, BREATHING 0, Total 77

Chart 7B — **Accidents by Injury 2023-2024 DIFFERENCE**

Bar chart values:
- CUTS: 15
- BURNS/SCALD: 3
- OTHER: 3
- FAINTS: 3
- BEHAVIOUR: 2
- NO INJURY: 1
- SEIZURE: 0
- ANXIETY: 0
- BREATHING: 0
- CRUSH: 0
- BITE/STING: 0
- STRAIN/SPRAIN: -1
- FRACTURE: -1
- HEAD INJURY: -2
- BRUISE: -2
- PAIN: -5
- Total: 16

Chart 8 — **Incidents by Hazard 2023-2024 THIS YEAR**

Bar chart values:
- MEDICAL: 29
- ASSAULT (VERBAL): 15
- OTHER: 13
- ASSAULT (PHYSICAL): 12
- H&S BREACH: 8
- SPORT/DANCE: 5
- MENTAL HEALTH: 4
- VANDALISM: 1
- VEHICLE: 1
- FIRE: 1
- ALCOHOL/DRUGS: 1
- STRUCK/HIT: 1
- FALLING OBJECT: 0
- HOT AND COLD: 0
- MACHINERY: 0
- Total: 91
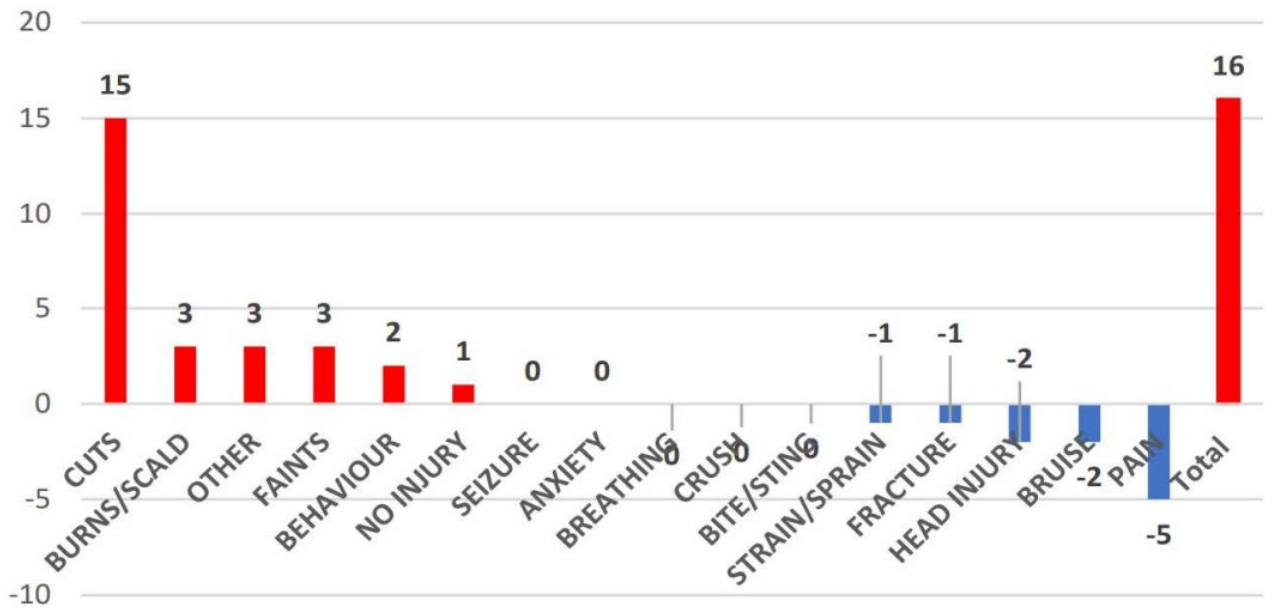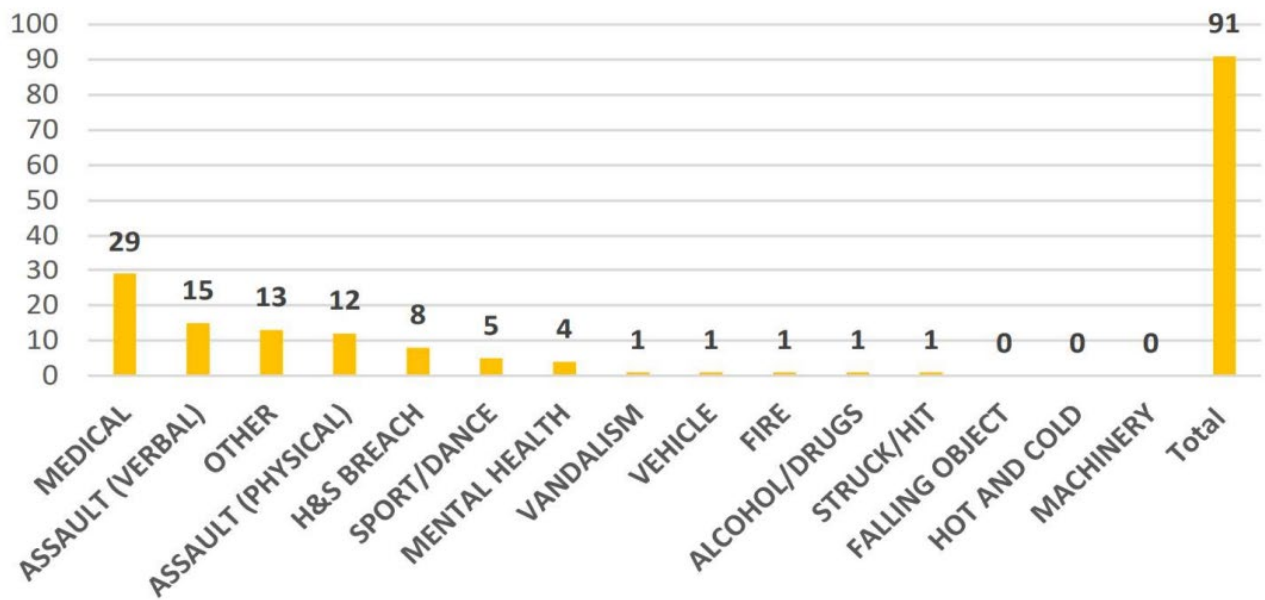
Chart 8A — Incidents by Hazard 2023-2024 LAST YEAR

Hazard	Value
MEDICAL	28
ASSAULT (PHYSICAL)	15
OTHER	9
ASSAULT (VERBAL)	7
VANDALISM	4
STRUCK/HIT	3
H&S BREACH	3
MENTAL HEALTH	2
SPORT/DANCE	2
VEHICLE	2
FIRE	1
ALCOHOL/DRUGS	0
COVID	0
MACHINERY	0
TOTAL	76
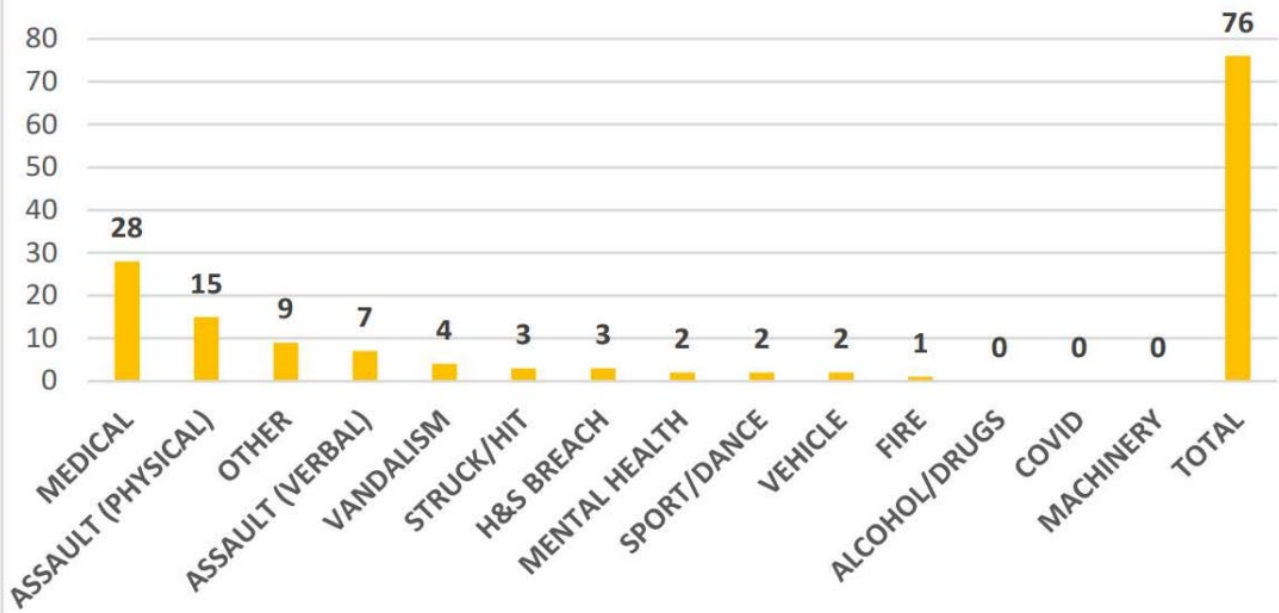
Chart 8B — Incidents by Hazard 2023-2024 DIFFERENCE

Hazard	Value
ASSAULT (VERBAL)	8
H&S BREACH	5
OTHER	4
SPORT/DANCE	3
MENTAL HEALTH	2
MEDICAL	1
ALCOHOL/DRUGS	1
FIRE	0
MACHINERY	0
VEHICLE	-2
STRUCK/HIT	-2
VANDALISM	-3
ASSAULT (PHYSICAL)	-3
Total	15
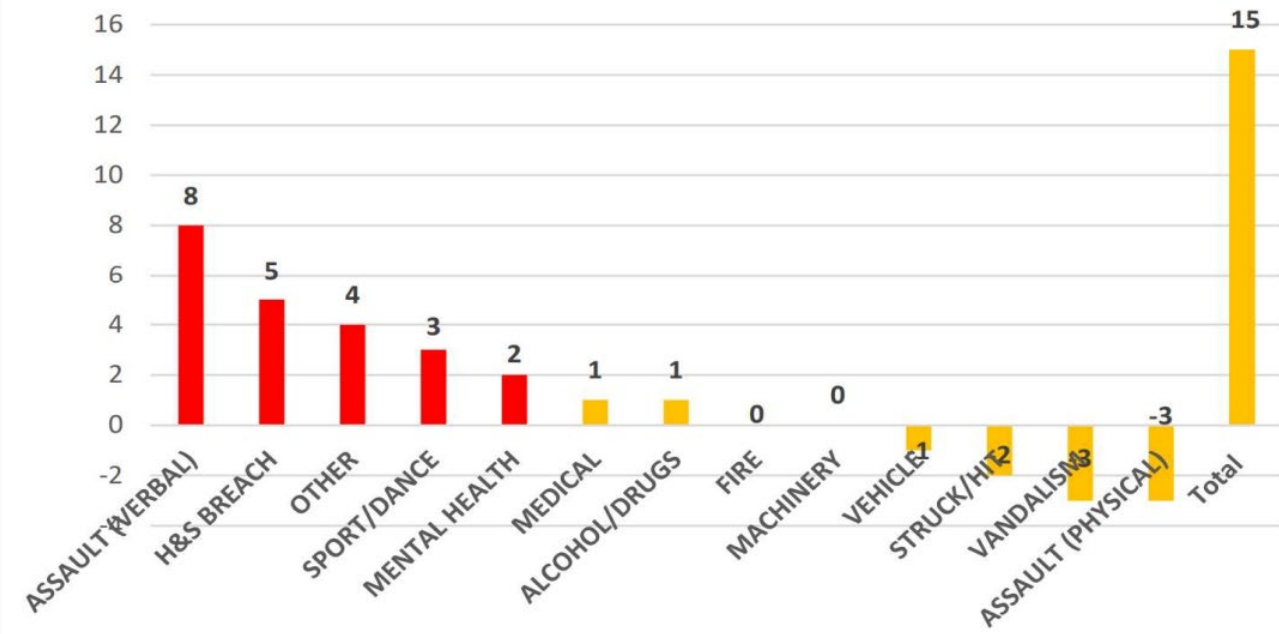
Chart 9   **Incidents by Injury 2023-2024 THIS YEAR**

Bar chart values:
- BEHAVIOUR: 30
- OTHER: 14
- PAIN: 9
- SEIZURE: 8
- FAINT: 8
- NO INJURY: 8
- CUTS: 5
- HEAD INJURY: 2
- THEFT: 2
- BRUISE: 1
- MENTAL HEALTH: 1
- BREATHING: 1
- ANXIETY: 1
- NON-COMPLIANCE: 1
- CRUSH: 0
- total: 91
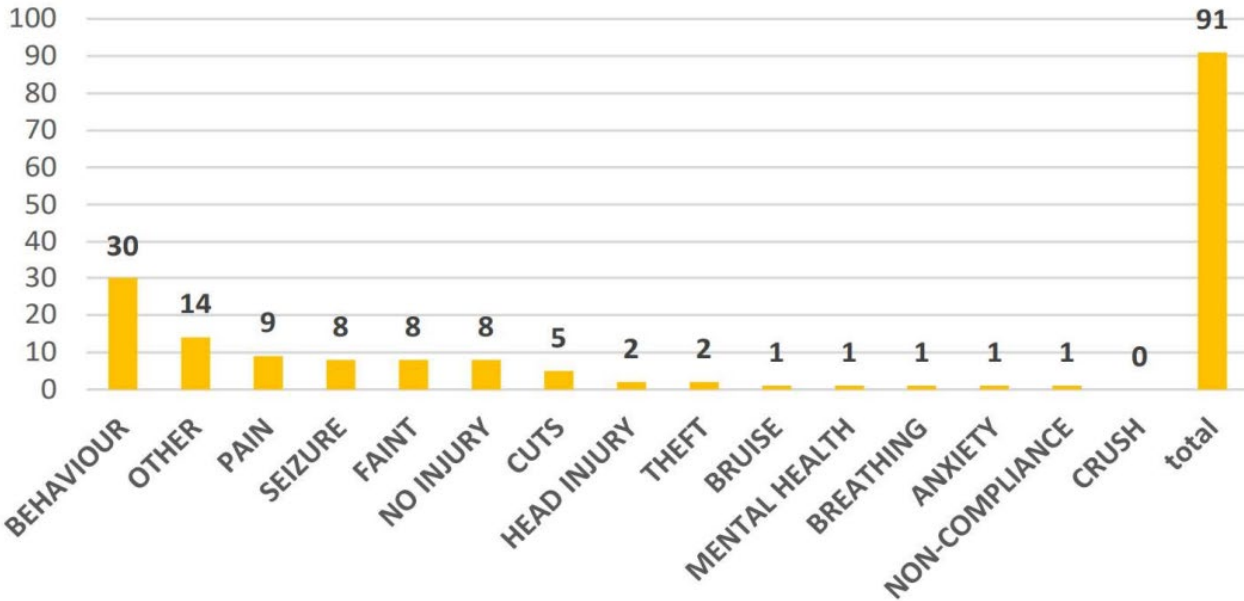
Chart 9A   **Incidents by Injury 2023-2024 LAST YEAR**

Bar chart values:
- BEHAVIOUR: 28
- FAINT: 11
- OTHER: 10
- NO INJURY: 8
- ANXIETY: 4
- SEIZURE: 4
- CUTS: 2
- BRUISE: 2
- MENTAL HEALTH: 2
- PAIN: 2
- CRUSH: 1
- HEAD INJURY: 1
- BREATHING: 1
- THEFT: 0
- NON-COMPLIANCE: 0
- total: 76

Chart 9B **Incidents by Injury 2023-2024 DIFFERENCE**

Chart 9B — Incidents by Injury 2023-2024 DIFFERENCE:
PAIN 7, SEIZURE 4, OTHER 4, CUTS 3, BEHAVIOUR 2, THEFT 2, NON-COMPLIANCE 1, HEAD INJURY 1, BREATHING 0, NO INJURY 0, BRUISE -1, MENTAL HEALTH -1, CRUSH -1, ANXIETY -3, FAINT -3, TOTAL 15

Chart 10 **Near Miss by Type 2023-2024 THIS YEAR**

Chart 10 — Near Miss by Type 2023-2024 THIS YEAR:
MEDICAL 6, HS BREACH 5, OTHER 5, FALLING OBJECTS 3, SLIP/TRIP/FALL 3, VERBAL ASSAULT 2, VEHICLE 1, FIRE 1, FALL FROM HEIGHT 1, CHEMICAL 1, ELECTRICITY 1, SPORT DANCE 1, MACHINERY 0, COVID 0, STRUCK/HIT 0, AIR QUALITY 0, TOTAL 30

Chart 10A — Near Miss by Type 2023-2024 LAST YEAR

Type	Count
SLIP/TRIP/FALL	13
OTHER	7
MACHINERY	3
MEDICAL	3
COVID	2
VERBAL ASSAULT	2
STRUCK/HIT	2
FALLING OBJECTS	2
HS BREACH	1
VEHICLE	1
AIR QUALITY	0
FIRE	0
FALL FROM HEIGHT	0
TOTAL	36
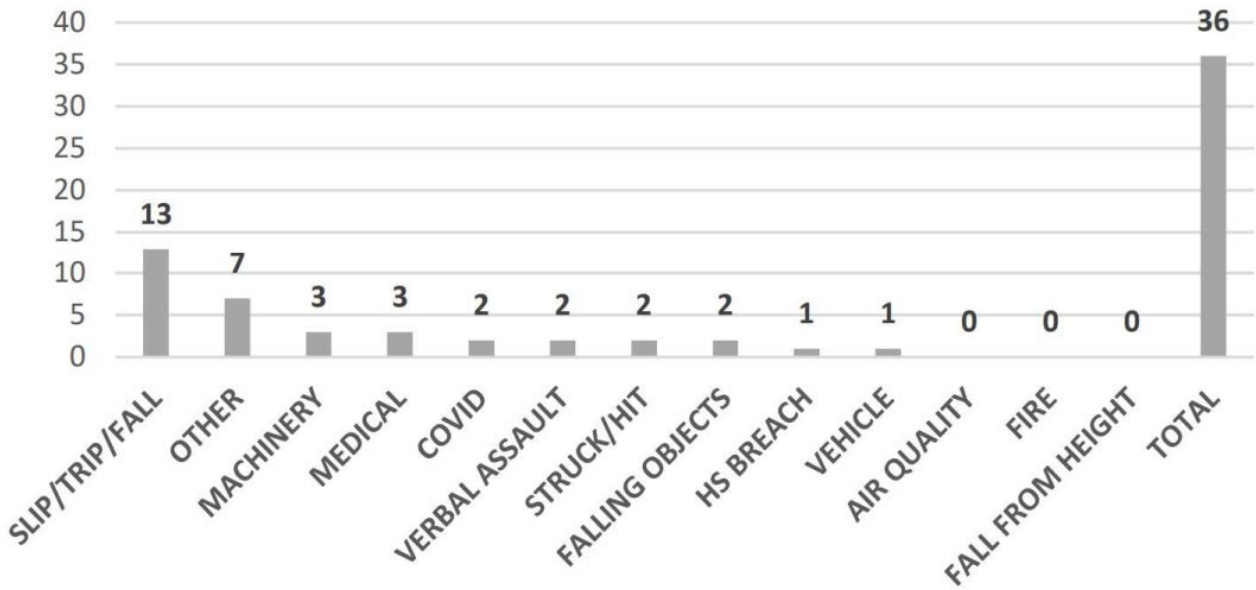
Chart 10B — Near Miss by Type 2023-2024 DIFFERENCE

Type	Difference
HS BREACH	4
MEDICAL	3
FALLING OBJECTS	1
FALL FROM HEIGHT	1
FIRE	1
CHEMICAL	1
ELECTRICITY	1
SPORT DANCE	1
VEHICLE	0
AIR QUALITY	0
VERBAL ASSAULT	0
STRUCK/HIT	-2
COVID	-2
OTHER	-2
MACHINERY	-3
SLIP/TRIP/FALL	-10
TOTAL	-6
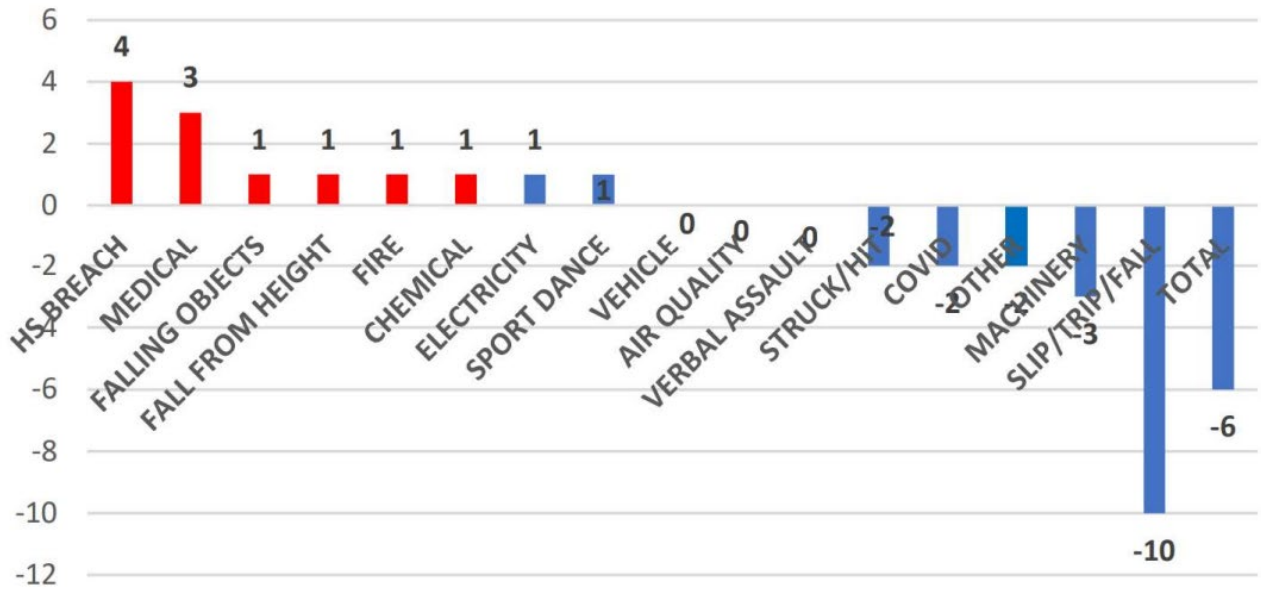
Chart 11   **ACCIDENTS BY MONTH TY/LY/DIFF**
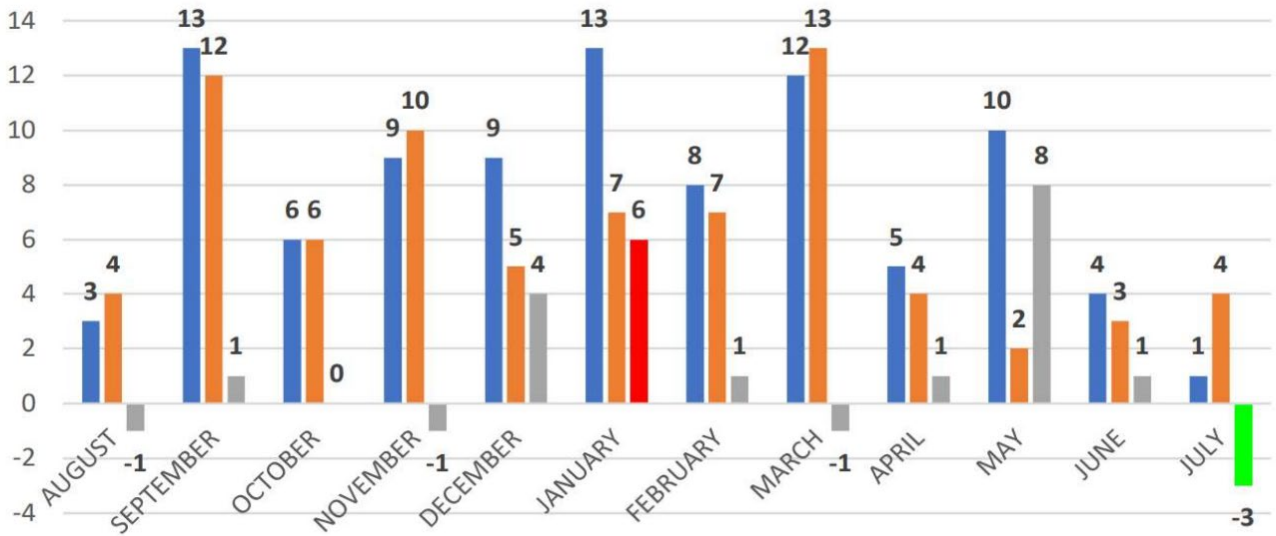
Chart 11A   **INCIDENTS BY MONTH TY/LY/DIFF**
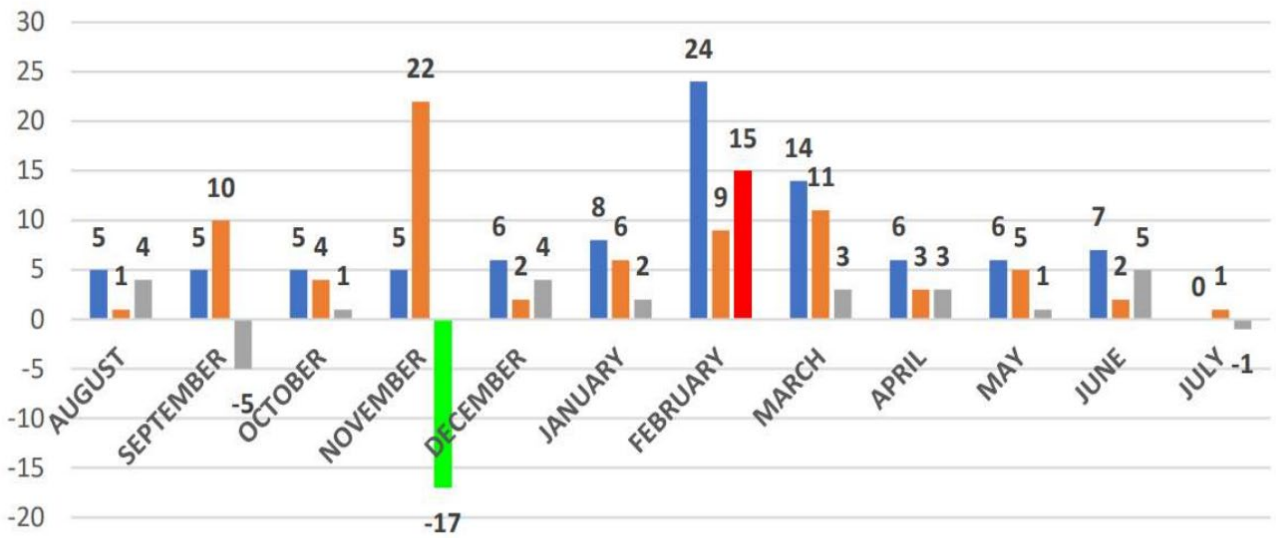
Chart 11B — NEAR MISS BY MONTH TY/LY/DIFF
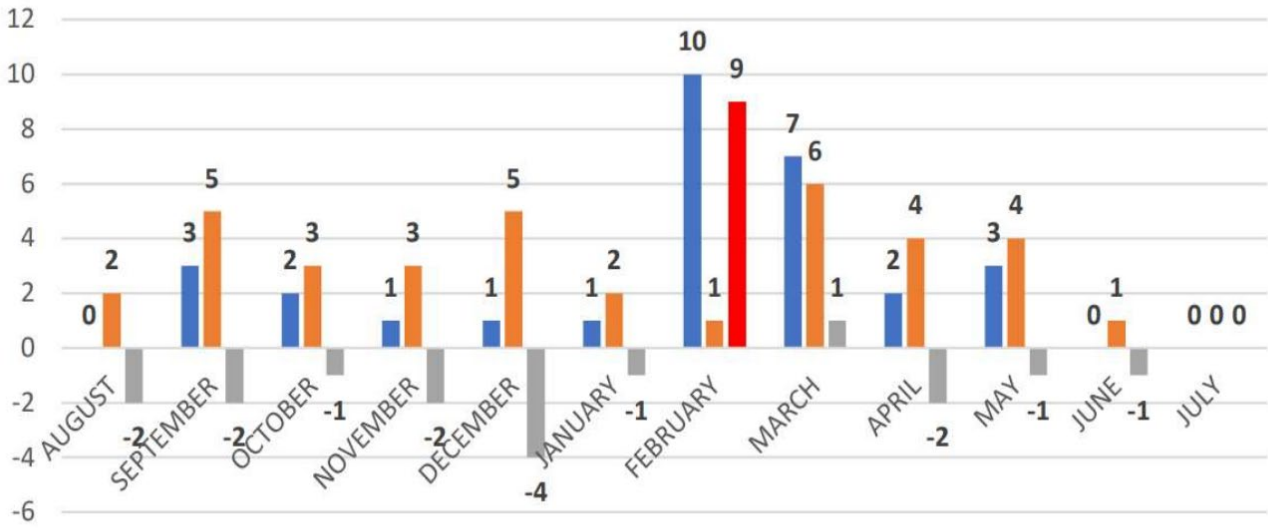
Chart 11C — ALL EVENTS BY MONTH TY/LY/DIFF
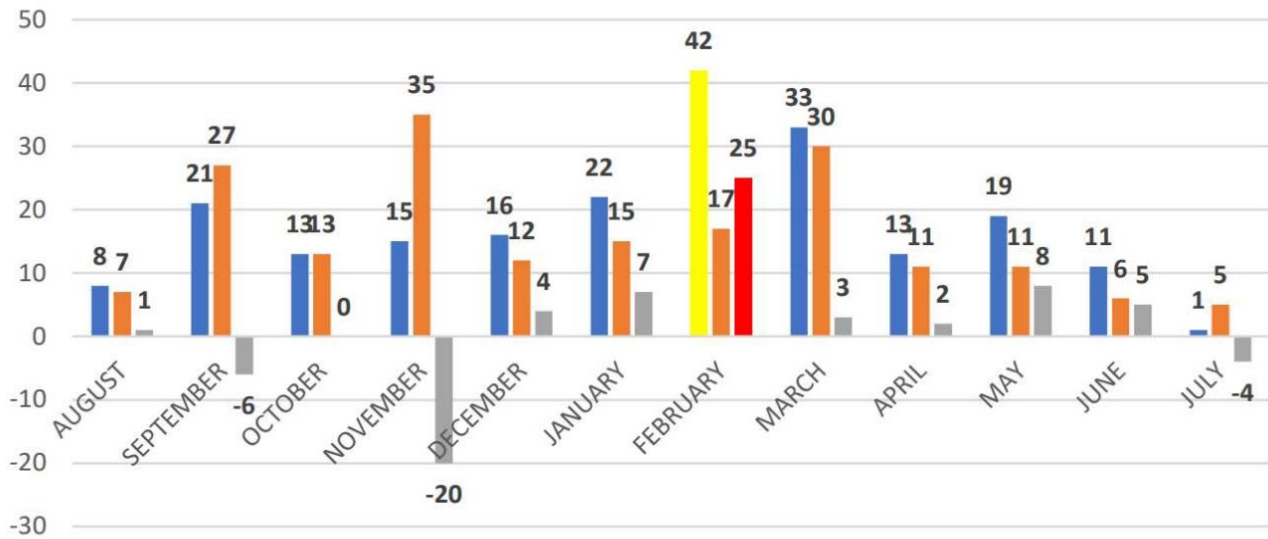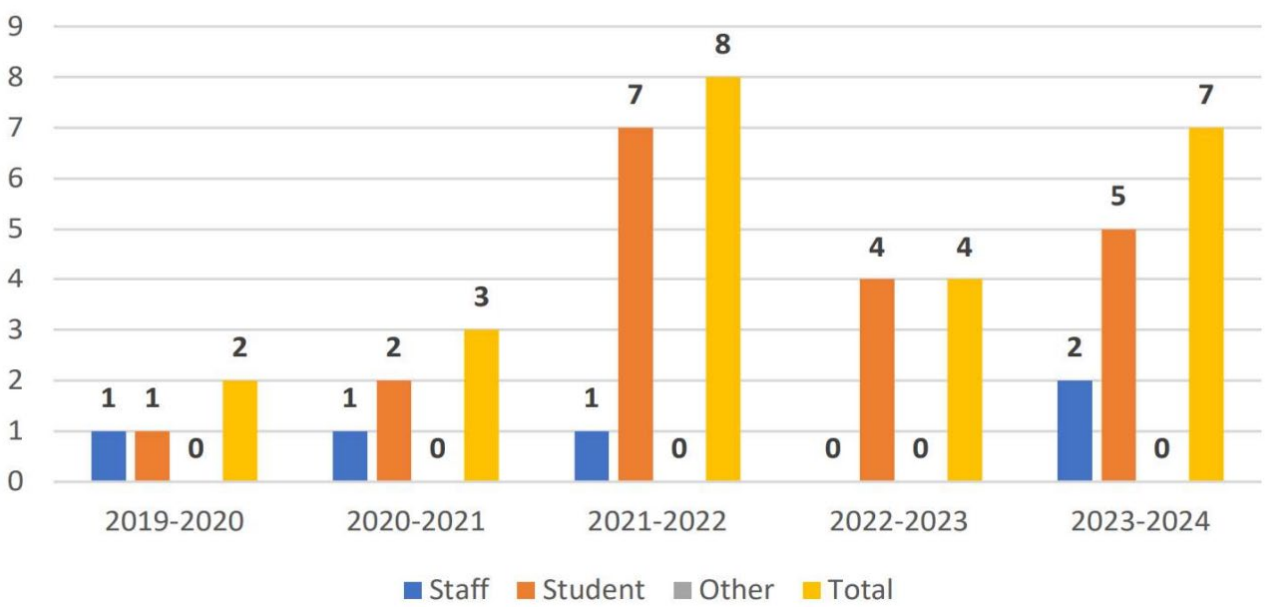
Chart 12   **Recorded AINM by Academic Year (5 year)**

Academic Year	Staff	Student	Members of Public	Total
2019-2020	5	23	0	28
2020-2021	8	15	2	25
2021-2022	46	118	8	172
2022-2023	37	130	21	188
2023-2024	46	145	23	214
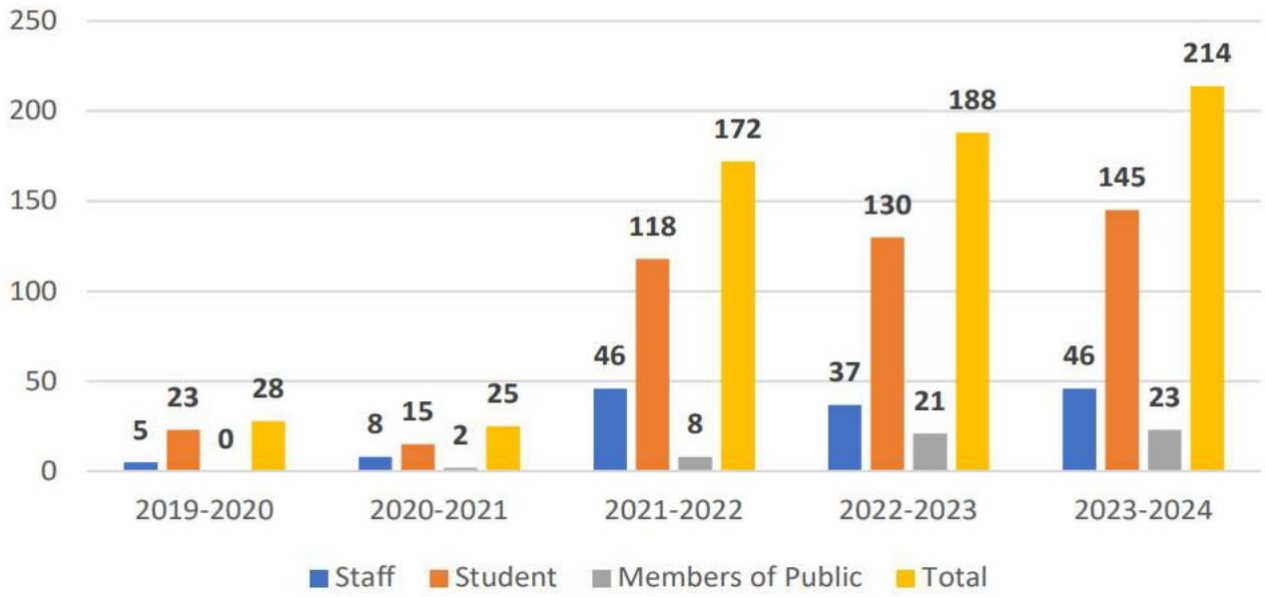
Chart 13   **RIDDOR Reported Accidents by Academic Year (5 Year)**

Academic Year	Staff	Student	Other	Total
2019-2020	1	1	0	2
2020-2021	1	2	0	3
2021-2022	1	7	0	8
2022-2023	0	4	0	4
2023-2024	2	5	0	7

8. Health, Safety and Wellbeing Management System Policy, Procedures and Guidance Documents Review

The following Health, Safety and Wellbeing Management System Policy, Procedures and Guidance Documents were reviewed during the Academic Year 2023-24:

- HS01 HSW Policy
- HSPL01 Asbestos Management Plan
- HSSP01 Risk Assess Process
- GRAF1 Risk Assessment Form
- HSSP02 Excursions/Residential
- HSSP04 COSHH Process
- HSSP06 Safe Use of Work Equipment
- HSSP07 Fire Management Procedure
- HSSP08 Learner Placement Process
- HSSP09 Emergency Evacuation Procedure (All Staff)
- HSSP10 Emergency Evacuation Procedure

Health, Safety and Wellbeing Management System Overview
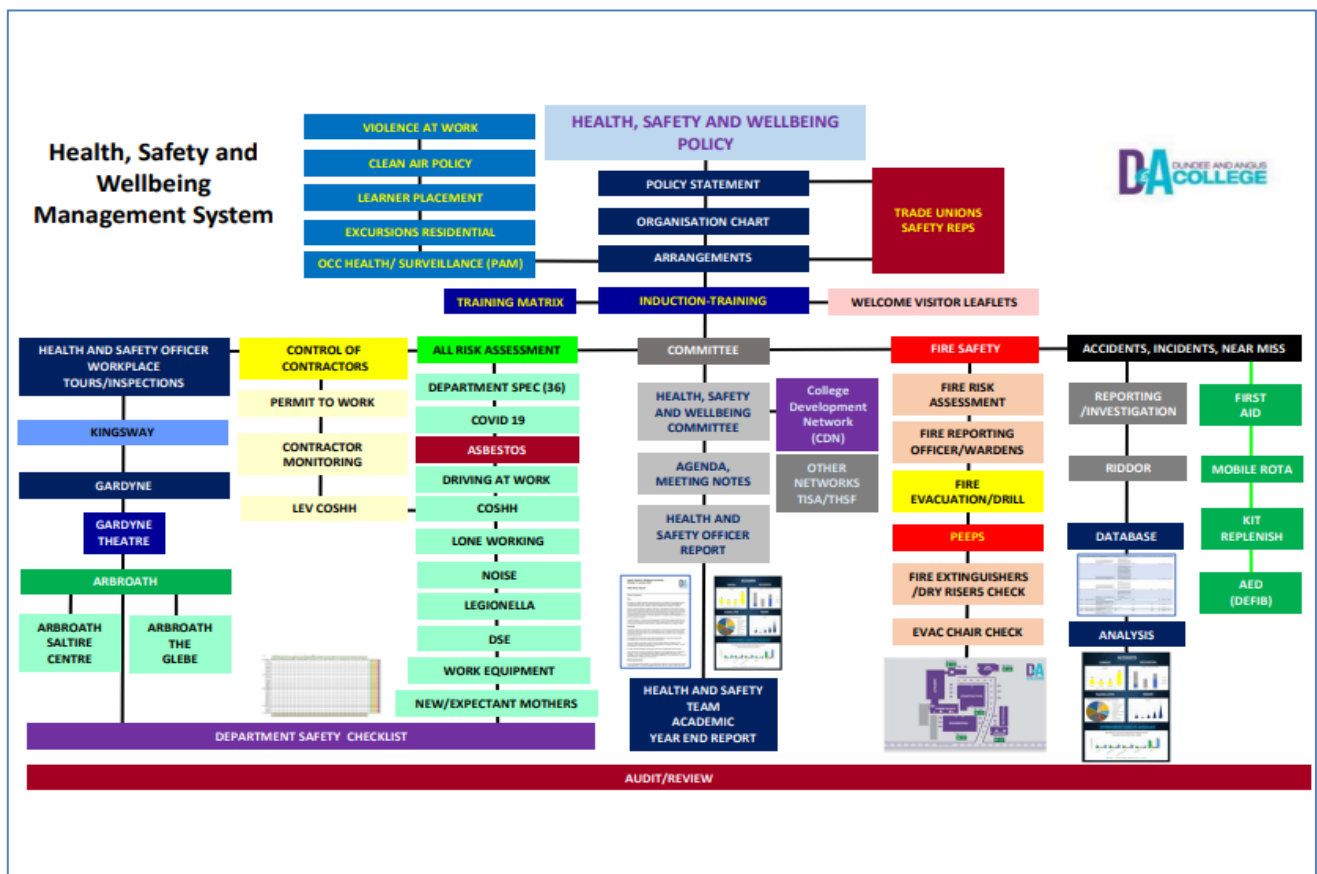
Human Resources and Development Committee

Thursday 5 September 2024

PAPER C

PEOPLE, ORGANISATIONAL DEVELOPMENT & COMMUNICATIONS REPORT

BOARD OF MANAGEMENT
Human Resources & Development Committee
Thursday 5 September 2024

People, Organisational Development and Communications Report

Paper for information

1. **Voluntary Severance**

As reported previously, a further enabling Voluntary Severance scheme was opened in April 2024 and remained open until 21 June 2024. This scheme attracted 11 applications (7 academic and 4 support). From these applications 3 have been approved (1 academic and 2 support) with one application being withdrawn. The approved applications will result in full year savings of c£108,500 at a cost in 2023/24 of £90k.

From the above, the total value of VS savings achieved over AY 2023/2024 are **£366,931**. The total cost associated with VS to realise these savings is at this point in time are **£199,296**. This represents 6.47FTE staffing.

Given the on-going need for savings to be realised the voluntary severance scheme is likely to reopen through to the end of the current financial year. 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. **2024 All Staff Development Day**

Building on feedback from last year and key points arising from the staff survey, a slightly different approach was taken forward in respect of the all staff development day on Thursday 15 August 2024.

With around 400 staff attending, the day started with a welcome from Simon followed by a panel discussion with key stakeholders from DYW, Angus Council, SDS and Dundee City Council. This session covered arrange of topics in respect of the economic and skills needs of the region and how the College fits into some of the significant strategic economic developments taking place.

Following the usual range of operational updates (and some challenging 'dad' jokes from Andy Ross) the day focussed on two key elements of College activity and impact on staff.

The first of these was centred around new approaches to student behaviour management, including the creation of a student charter and support resources for staff to use with students to introduce the charter and set expectations. This work is still in draft form and will be evaluated and revised based on feedback from staff over the coming weeks. Fuller details of the arrangements and approaches being developed have bene shared with the Learning, Teaching & Quality Committee.

A range of staffs and information were open over lunchtime, sharing the work of College Special Interest Groups (SIGs) and key teams and engaging with SQA representatives.

The second area of focus was around the practical adoption and use of Artificial Intelligence in College operations.

This was supported by an input from Kenji Lamb from College Development Network around current and future development and opportunities in the use of AI in learning and was followed by practical workshops that supported staff to engage with CoPilot and create documents and content that may be of value in their respective roles.
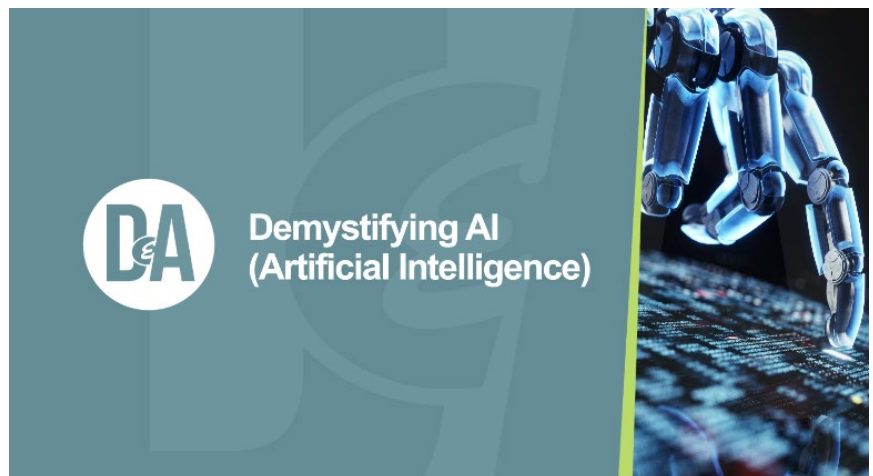
This focus was firmly around how we can make best use of the opportunities available through AI, including demystifying some of the myths and fears around AI as a support tool for staff and learners.

The day ended with a wellbeing hours for staff and engagement in a wide range of wellbeing activities offered under our new #JustOneHour branding.

Initial feedback on the format and approach to the day have been positive and an evaluation survey is currently out with staff. Feedback from this survey will inform arrangements for the next all staff development day planned for 14 November 2024.

3. 2023/24 Staff Awards

Also taking place in Gardyne, this year's awards ceremony took place on Thursday 20 June, in the Gardyne atrium. The awards themselves attracted nearly twice as many nominations as last year and the event recognised and celebrated outstanding individuals, groups, or teams who embodied our college values of innovation, inspiration, respect, success and trust. These are always fantastic events and a great way to round of the year (with some tears and laughter thrown in).

The 2024 award winners were:

Student-nominated Awards
Lecturer of the Year, Arbroath: Daniel Radtke, Hospitality and Professional Cookery
Lecturer of the Year, Gardyne: Ross Law, Sport and Fitness
Lecturer of the Year, Kingsway: Kichelle Williams-Robinson, Hospitality and Professional Cookery

Support Staff of the Year, Arbroath: Janette Whyte, Student Services
Support Staff of the Year, Gardyne: Andy McCormack, Student Services
Support Staff of the Year, Kingsway: Rona Jack, Student Services

Heart of the College: Claire Halliday, Learning and Digital Resources
Hidden Gem: Norma Payne, Students' Association

Staff-nominated Awards
Innovation: Kirsty Paterson & Multiply Team
Inspiration: Arbroath Canteen Staff
Respect: Dave Roy, Print Services
Success: Chris Ronald, ICT
Trust: Richard Allan, Essential Skills

Executive Awards
Innovation: Kirsty Paterson, Multiply Project
Inspiration: Dale Robertson, Sport and Fitness
Respect: Nicola Weston-Gokalp, English Language Teaching and Training & Katie Baxter, Learner Engagement
Success: The Sport & Fitness Team
Trust: Michelle Hamilton, Quality

The College has also recently been shortlisted for two significant awards.

Christine Calder, Academic Development Lead at Dundee & Angus College has been named as a finalist in the 2024 Green Gown Awards UK & Ireland, in the Sustainability Champion – Staff Category. This recognition highlights Christine's commitment to sustainability within our College and on a cross-Scotland basis.

The Learner & Community Engagement Team have been selected as a finalist in the 'Supporting all Young People, Inclusive and Equality' category at the 10th anniversary DYW celebration awards. This recognition highlights the team's commitment to transforming the lives of young people and families from deprived backgrounds and creating lasting change in our local communities.

4. Sector Workforce Planning

As part of the sharing of practice across the sector, D&A was asked to share our approach to workforce planning at an event on 30 May 2024. This event brought together HR and other senior representatives from the college sector to learn about different approaches, and key issues impacting on the future workforce. Alongside D&A, input was provided by NHS24, Audit Scotland and Edinburgh College.

Feedback on the input has been positive, with a number of requests for further sharing/discussion received.

5. #JustOne Hour

To encourage engagement in wellbeing events and activities the College has created the #JustOneHour programme. This is based on staff feedback and in particular comments from staff that it can be challenging finding the time to engage in activities alongside concerns from some staff around the need for permission to attend wellbeing opportunities.

#JustOne Hour is designed to support and encourage staff to allocate an hour a month to focus on their wellbeing, with this backed by the College. This builds upon the approach used at the all staff day and will be rolled out alongside a mixed range of wellbeing opportunities on an on0going basis across the year.

6. Return to Work A Mawhirt

We are pleased to note that Abi Mawhirt, Head of People and Organisational Development will return to work following her maternity leave on Monday 2 September 2024. Abi will bring a welcome addition back into the People and OD function, with a range of projects and priorities awaiting her return!

7. Teaching Qualification Cohorts 2023/4 and 2024/5

The TQFE cohort of 23/24 completed their qualifications in June 2024. Their studies included reflecting, discussing and researching a large range of topics and considering their teaching practice.

Some areas explored include the impact of AI and other technologies on the sector and education, mental health and ways to support, and development of classroom pedagogies such as co-operative learning, questioning and scaffolding, self-organised learning environments, impacts of cognitive load and much more!

The cohort of 12 staff for 2024/25 are currently being inducted and work has started on supporting 27 new staff through their teacher training pathway.

8. Leadership Coaching

With support through the College Development Network, we will begin support for a cohort of leadership coaching sessions in November 2024. This programme will run for the remainder of the academic session and will support 20 current staff with leadership e

9. Link to Strategic Risk Register

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

2.2 – failure to achieve institutional sustainability

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

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

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

3.9 – failure to meet PREVENT and related obligations

Authors: 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 5 September 2024

PAPER D

2024 STAFF SURVEY FEEDBACK & ACTIONS

BOARD OF MANAGEMENT
Human Resources and Development Committee
Thursday 5 September 2024
Staff Survey Results

Paper for discussion

1. Introduction

The whole staff survey run every two years, normally in March/April. The survey in spring 2024 was again run through the Peachy Mondays platform, with the underpinning survey methodology and questions based upon their expertise and providing a level of consistency with previous surveys.

Utilising the Peachy Mondays platform ensures that the survey benefits from this expertise and also that it is fully confidential. The platform also hosts the anonymous conversations functionality, allowing a representative from the College to respond to specific survey feedback and engage anonymously in conversation around these.

The survey received 476 responses, representing a 59% response rate (up from 53% in 2022). These responses provided good coverage across all campuses, staff types and teams.

2. Overall Survey Results

The below key indices show the overall results and comparisons between the 2024 survey and the 2022 survey results.

Key Indices:

- **Engagement Index:** 81 (up from 80)
- **Happiness Index:** 76 (unchanged)
- **Learning and Growth:** 65 (down from 72)
- **Wellbeing and Mental Health:** 57 (up from 56)
- **Goals and Strategy:** 53 (down from 67)

Overall these are very positive results, with some pre survey concerns expressed in respect of the position of the College as a result of two major savings plans, prolonged industrial action and general feedback and reporting around the college sector.
The table below compares the individual questions asked as part of the staff survey and how they compare with the 2022 survey.

Question	2024	2022
I enjoy working in my team	81	80
My manager gives me the support I need to perform my role effectively	77*	-
I feel I can be myself at work	76	76
I am proud to tell others I work for D&A	73	76
I am satisfied with my learning and development opportunities at work	65	72
My work has a positive impact on my mental health and wellbeing	56	57
I feel optimistic about the future of D&A	53	67

*This question wasn't asked as part of the 2022 survey

Key Areas of Strength and Development	
Strength	**Development**
High team enjoyment (81)	Learning and development opportunities (65)
Strong managerial support (77)	Mental health and wellbeing impact (56)
Authenticity at work (76)	Optimism about D&A's future (53)
Pride in working for D&A (73)	

3. Follow up & Further Data/Insights

As survey feedback was being received, all comments were read and considered and follow up questions were asked (particularly around mental health and wellbeing).

We asked those who said work always had a positive impact on their mental health and wellbeing and we then compared their responses with those staff who said work rarely or sometimes had a positive impact on their mental health and wellbeing.

The most common responses through these conversations were as follows.

Mental Health & Wellbeing Key Factors	
Positive Impact	**Rarely/Sometimes Positive**
Resilience and a positive mindset	High workload and pace
Personal responsibility	Low morale and lack of support
Feeling supported and valued	Student behaviour and mental health challenges
Good relationships	Need for better work-life balance and flexible working
Job satisfaction/making a difference	
Work-balance/flexibility	

Other elements that appeared most commonly through survey comments and follow up conversations are noted below.

Communication:
- Desire for regular team meetings and better understanding of changes
- Overwhelmed by different communication methods

Reward & Recognition:
- Concerns over lack of progress on national pay deals and internal recognition

Leadership & Management:
- Need for more visible and relatable leadership
- Desire for open and honest communication

In total c.60 staff engaged actively in these conversations (up by 10% on 2022) providing a more detailed insight into the overall survey outcomes.

4. Data Use and Next Steps

The survey data gathered has been used in a variety of ways to influence Senior Leadership Team and People Team activities and plans. Initial steps taken includes using the data to inform operational priorities and focus in respect of staff CPD and other development opportunities (including the all staff day on 15 August 2024 and the plans for the Staff Development day on 14 November 2024).

Specific feedback in respect of issues surrounding student behaviour management have supported prioritisation of this as a key theme for 2024/25 and steps have been taken to improve the visibility of the senior leadership team around each campus and also to encourage and prioritise provision and attendance at on-campus events and activities.

Work to better encourage engagement in wellbeing activities have progressed through a new #JustOneHour initiative and a conscious step has been taken to stop reference and discussion in respect of COVID-19 and previous savings plans, and instead to focus on discussion of future opportunities and developments.

Discussion and action planning is in progress at individual team./service level, with discussion involving the relevant SLT lead, Manager and (where appropriate) People team. These discussions will focus on the score profile for the team and look at what specific steps or inputs will best support improvement. This isn't 'a one size fits all' approach, but learning will be shared at SLT and manager level around different approaches and good practice to help inform future development.

The timeline for these steps is as follows:

Indicative Dates	Survey Output	Comments	Responsibility
May 2024	Priority Follow Up Conversations	Conversations/response where significant aspects of feedback are identified	JC
May & June 2024	Anonymous Conversations	On-going conversation where staff are particularly positive or negative	JC
22 May 2024	Executive Summary Report & Discussion		Exec/JC/KB
23 May 2024	Survey Thankyou to staff on Portal		SH/JC
6 June 2024	Summary of High Level Results issued to SLT		JC/KB
29 May 2024	LDF Session on Survey	Discussion on key themes + / -	SH
6 June 2024	SLT Themed Discussion on High Level Results & LDF Session		SLT/JC/KB
Wb 10 June 2024 onwards	Summary of Team Results shared with Managers		JC/KB
June – Sept 2024	Follow up discussions with Managers	Prioritised discussions based on team level outcomes. Discussions led by SLT report and supported by People Team as required	SLT & People Team
June – Sept 2024	Survey Summary shared with Board HR&D Committee, JCF, HS&W, PSG	High Level summary plus actions progressing	JC/KB
Sept 2024	Survey Action Update shared with staff	High level update on activity and steps taken relative to feedback.	ST/JC/KB

As noted above, these steps include feedback to the Board HR&D Committee and to key cross-College groups. Feedback on steps and actions arising from the survey will also be provided to all staff.

5. Conclusions

Overall, the staff survey results are stable with strong response rates and positive scores. Significant strengths are noted around areas such as teamworking, relationships and engagement whilst key areas for improvement include learning and growth, mental health, and future optimism. All of these elements will feature in College and team developments as AY 2024/25 progresses.

Author: Karen Buchan, HR Manager
Executive Sponsor: Steve Taylor, Vice Principal Support Services and Operations

Human Resources and Development Committee

Thursday 5 September 2024

PAPER E

NATIONAL BARGAINING UPDATE

BOARD OF MANAGEMENT
Human Resources and Development Committee

Thursday 5 September 2024

National Bargaining Update

Paper 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.

Settlement was reached with support staff in June 2024 and the 3 year award has been implemented. Discussions are on-going in respect of academic staff. Details around the current situation for each staff group are summarised below.

In addition to the formal national bargaining process, interventions have been made by the Minister for FE, HE and Veterans to seek to break the deadlock.

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. Academic Staff Negotiations

Since the previous update there have been further national discussions between the Colleges Employers Association and EIS-FELA. These discussions have reaffirmed the three year offer for the period 2022 – 2025, with both union and CES negotiators aligned in terms of the monetary value of this offer in each of the three years.

As discussions have progressed, these have moved on to the potential of a 4 year deal, with the key discussions now relating to the AY 2025/26 settlement. Discussions have also included wording around compulsory redundancy.

As the pay and other disputes continue, strike days were announced across the sector, with strike days potentially impacting on D&A for six days in August and a further 8 days in September alongside the continuing resulting boycott.

Following on from further input from the Minister for Further and Higher Education and Veterans, movement on the value of a pay award for the 2025/26 academic year has been agreed and as a result the strikes scheduled for August were postponed.

Further discussions around a revised offer for this period have progressed and an offer of 4.14% made for the 2025/26 academic year (year 4). The full 4 year offer (see appendix a) is out to ballot and it is hoped that a positive outcome will be able to be reported at the meeting.

A small number of staff are engaged in the resulting boycott, which has impacted on the progression of a handful of students. Productive work has, however, been undertaken locally to minimise or remove impacts as they have become known.

3. **Academic Staff National Agreement on GTCS Registration**

Arrangements have been agreed nationally under Circular 02/24 in respect of the mandatory membership of the General Teaching Council for Scotland (GTCS) by lecturing staff. Given the numbers involved in the registration process and the limited resources available via GTCS to process applications, these arrangements will be phased in over a 10 year period through to 31 December 2024.

4. **Support Staff Negotiations**

Unison agreed to put a revised three year offer out to a membership ballot and the reworded offer was accepted overwhelmingly by Unison members, mirroring similar earlier outcomes from GMB and Unite memberships nationally (GMB are the predominant union for support staff at D&A, particularly within the Dundee campuses).

With this agreement approved by all three nationally recognised unions the revised payment amounts were progressed in the July 2024 payroll, including substantial back pay elements for many staff.

Individual arrangements to support staff in receipt of Universal Credit impacted by the level of back pay were enacted for a small number of staff on a case by case basis.

5. **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. Discussions around the accounting treatment of this change are taking place nationally.

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 continue to progress 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.

6. 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)

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

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

Lecturing Staff Offer 2022/23, 2023/24, 2024/25 and 2025/26

Following further consideration of the lecturing staff pay claim, the employers request that the EIS-FELA take this full and final offer to their membership. The employers also ask for the suspension of all industrial action whilst this offer is taken to the EIS-FELA membership.

Pay

Year 1 – 1 September 2022 – 31 August 2023

A consolidated Pay Award of £2,000 for all unpromoted and promoted lecturer scale points, effective from 1st September 2022.

Year 2 – 1 September 2023 – 31 August 2024

A consolidated Pay Award of £1,500 for all unpromoted and promoted lecturer scale points, effective from 1st September 2023.

Year 3 – 1 September 2024 – 31 August 2025

A consolidated Pay Award of £1,500 for all unpromoted and promoted lecturer scale points, effective from 1st September 2024.

Year 4 – 1 September 2025 – 31 August 2026

Following a commitment from the Scottish Government, a consolidated Pay Award of 4.14% for all unpromoted and promoted lecturer scale points, effective from 1st September 2025.

Pay Scales/Fixed Points

From 1st September 2022, 2023, 2024 and 2025 the **Lecturers' Pay Scale** will be:

National Scale Point	1 September 2021 £k	1 September 2022 £k	1 September 2023 £k	1 September 2024 £k	1 September 2025 £k
Point 1	35,170	37,170	38,670	40,170	41,838
Point 2	37,217	39,217	40,717	42,217	43,965
Point 3	39,264	41,264	42,764	44,264	46,097
Point 4	41,310	43,310	44,810	46,310	48,227
Point 5	43,357	45,357	46,857	48,357	50,359

From 1st September 2022, 2023, 2024 and 2025 the **Promoted Lecturer Fixed Points** will be:

National Fixed Points	1 September 2021 £k	1 September 2022 £k	1 September 2023 £k	1 September 2024 £k	1 September 2025 £k
Fixed Point 1	47,257	49,257	50,757	52,257	54,420
Fixed Point 2	50,394	52,394	53,894	55,394	57,687
Fixed Point 3	53,530	55,530	57,030	58,530	60,953

The Pay Award will be applied pro rata for part-time employees.

Job Security

The National Joint Negotiating Committee recognises the financial pressures facing the college sector. Any compulsory redundancies will be as a last resort after all other options are exhausted and will not be related directly to this pay award.

Pay Deductions for Non-resulting

Within ten days of this Agreement being ratified, all outstanding student results withheld as part of the dispute will be entered into the appropriate system. It is acknowledged that, some colleges made a local decision to deduct salary from lecturers' pay in response to their participation in the Action Short of Strike comprising the withholding of student results. While this was a local decision (on a matter outwith the scope of the National Recognition and Procedures Agreement), those colleges have agreed, on this occasion and as part of the pay offer, to make repayment of any such pay deductions, once all outstanding results are entered into the appropriate system.

Implementation of Circulars

The management side is committed to ensuring the full implementation of Circulars 04/18 and 02/21 and will work closely with the EIS-FELA to do so by the end of the academic year.

Non-NRPA colleges are encouraged to shadow the agreement.

23 August 2024

Human Resources and Development Committee

Thursday 5 September 2024

PAPER F

STRATEGIC RISK REGISTER

BOARD OF MANAGEMENT

Human Resource and Development Committee

Thursday 5 September 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 August 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 August 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			

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS				TREATMENT				POST MITIGATION EVALUATION		
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
1	**Strategic and Structural**									
1.1 **LT&Q**	Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)	4	4	16	• Robust strategic planning • Effective environmental scanning • Strong partnerships • Clear links between strategy and practice • Concerted demands for increased activity levels	4	2	8 ↔	• Robust monitoring via ROA • Clear performance metrics • Amendment of strategic direction/ plans • Rolling curriculum review	Principal & Chair
1.2 **Board**	College may be disadvantaged by changes to either UK or Scottish Government policies	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	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	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

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	Risks	POTENTIAL CONTRIBUTING FACTORS			TREATMENT				POST MITIGATION EVALUATION			Lead Responsibility
		Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring			
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	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	POTENTIAL CONTRIBUTING FACTORS			Mitigation Actions	POST MITIGATION EVALUATION			Monitoring	Lead Responsibility
		Impact	Likelihood	Score	TREATMENT	Impact	Likelihood	Score		
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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		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	• 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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Risk Number & Committee	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
	POTENTIAL CONTRIBUTING FACTORS				**TREATMENT**				**POST MITIGATION EVALUATION**	
3 **People and Performance (cont.)**										
3.10 **HR&D**	College arrangements do not minimise risk associated with Modern Slavery	4	3	12	• Clear and compliant procurement arrangements and procedures • Staff identity checking arrangements and use of PVG.	4	1	4 ↔	• Annual procurement monitoring/reporting • Regular employee engagement monitoring • Open communication with staff	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 **HR&D**	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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Board	Board of Management	DirSE	Director of Student Experience		2	Minor	Unlikely
VPSO	Vice Principal Support & Operations	DirFin	Director of Finance		3	Significant	Possible
VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates		4	Major	Probable
DirInf	Director of Infrastructure	Chair	Chair of the Board of Management		5	Critical	Very Likely

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

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

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

Risk Number & Committee	Risks	POTENTIAL CONTRIBUTING FACTORS			TREATMENT				POST MITIGATION EVALUATION			
		Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring			Responsibility
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

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 5 September 2024

PAPER G

HR METRICS

BOARD OF MANAGEMENT
Human Resources and Development Committee
Thursday 5 September 2024

HR Metrics

Paper 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.
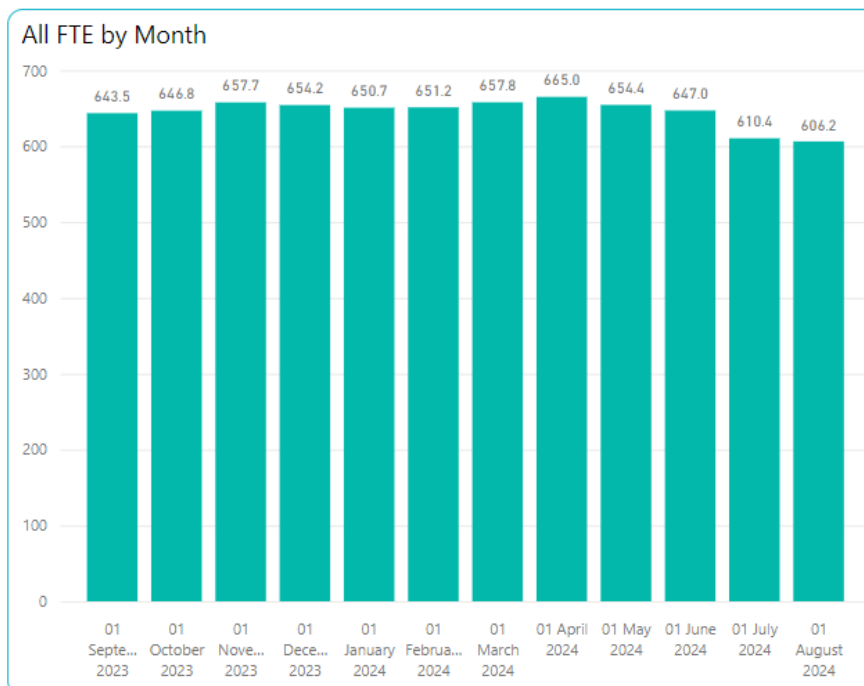
Some of the information is presented as an annual figure and will detail comparisons with previous years. This is of particular importance in identifying trends and changes over time.

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
645.4	15.3	833	761

Annual Established FTE	Annual teaching VAR FTE	Current Positions	Current Headcount
594.2	35.9	1251	948

All FTE by Month

| 01 September 2023	01 October 2023	01 November 2023	01 December 2023	01 January 2024	01 February 2024	01 March 2024	01 April 2024	01 May 2024	01 June 2024	01 July 2024	01 August 2024
643.5	646.8	657.7	654.2	650.7	651.2	657.8	665.0	654.4	647.0	610.4	606.2

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   654.9   Active Headcount   818**

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
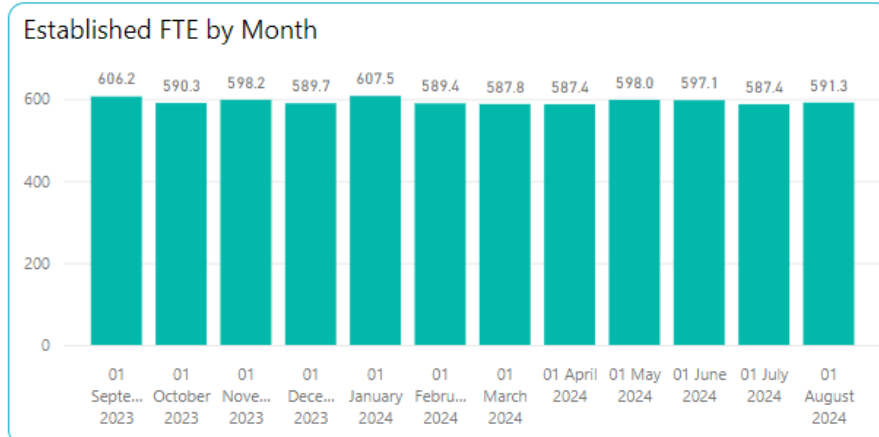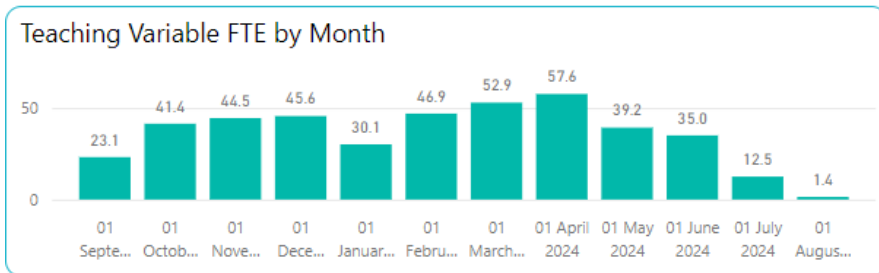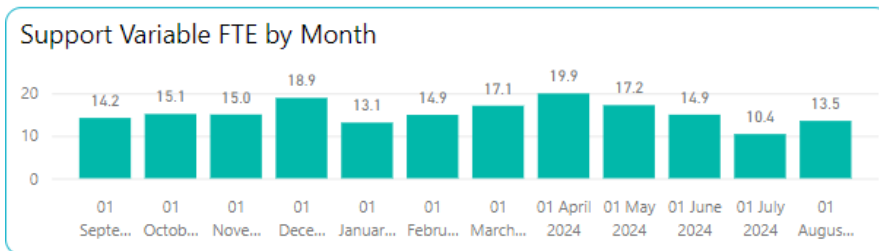
Diversity Data Held	%
Ethnicity/Race	44%
Disability	58%
Gender Pay Gap	7.0%
Diversity Data Gaps	39%

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 (year to date on this occasion)

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

*The previous year staff absence rolling year figures have been inflated due to the variance in the reporting for the month of August 2023. 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 2023 impacts will fall out of reporting over the coming months.

	Staff Absence Last Full Quarter	Staff Absence Rolling Year to Start of Last Quarter
Average working days lost per sick headcount	5.94 days	10.33 days*
Working time lost	2.25%	5.27%*
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 End of Last Quarter	Rolling Year to Start of Last Quarter
Long Term Absences (4 weeks or more)	80	83
Short Term Absences	839	796
Stress Related Absences – Work related	16	15
Stress Related Absences – Non-work related	53	49

Other HR Metrics

	Last Quarter	2022/23 Full Year
Staff Turnover Rate (non-forced)	**13.6%**	**10.18%**
Employee Hearings		
Discipline	**1**	**8**
Grievance	**2**	**5**
Tribunal Actions	**0**	**1**
Recruitment Exercises	**36**	**226**
Current Vacancies	**8**	

3. OD Metrics

	YTD 2023/24	2022/23 Full Year
Engagement with Leading Learning Academy (per team)	**100%**	**100%**
Number of internal CPD events delivered and external events supported	**317**	**314**
Number of attendances at internal and external CPD events per employee headcount	**1100**	**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	95%*
# Fire Safety	96%*
#Display Screen Equipment	95%*
*Safeguarding	82%
*Equality & Diversity	88%
*Mental Wellbeing in Children and Young People	86%
**Cyber Security	4%
**GDPR	5%

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
#2023/24 Mandatory Training List.
**2024/25 Mandatory Training List.

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. It was hoped that this would be undertaken for reporting to the September meeting, but this has not proven possible due to other operational priorities and work will progress with a revised plan to bring an update to the November 2024 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

Author: Karen Buchan, HR Manger / Colin Lynagh, Business Intelligence Officer
Executive Sponsor: Steve Taylor, Vice Principal Support Services and Operations

Human Resources and Development Committee

Thursday 5 September 2024

PAPER H

MEETING MINUTES/UPDATES

JOINT CONSULTATION FORUM

Wednesday 15th of May 2024 at 2.00pm

PRESENT:	S Hewitt	R Gordon
	D Gaughan	K Buchan
	S Oakley	S Taylor
	J Roscoe	L Crichton

Item		Actions
1	**Apologies** Apologies were noted from Julie Grace and Derek Smith.	
2	**Minute of Previous Meetings, 31st of January 2024** The minutes of the previous meeting was approved. SO asked if a little more detail could be included in future notes for some of the points.	
3	**Matters Arising** SH provided an update on the lifts, there has been a lot of maintenance and planned maintenance around the these, and communication has improved when there is a lift out of use, including timescales for repair. RG welcomed this and noted that there had been a stepped reduction in issues raised. ST noted, the college were working with Supported Education to move into the ground floor in the calc building in Arbroath to help with the mobility of some of these students. It was confirmed the lift is now operational in the Clova. JR Provided an update on the timetabling audit, and noted it is ongoing, conversations are still taking place. The 2024/25 Timetabling event takes place next week. SO asked, if we can be mindful if people are off on LTS or maternity leave to ensure they are considered as part of that timetabling event and plan for when they may return from leave to ensure they have hours. This was noted. RG Noted, there were issues where a few classes had had to move campus for next year and questions being asked about the minimum numbers needed to support an HND group. SH Commented there is a fine balance between offering progression opportunities and balancing the efficiency required.	

	LC Noted, we always strive to run all the classes on offer the full provision however we will go through the normal practice of recruitment reviews, some students move on to university for example and that leads to a reduction in class sizes for us we need to ensure we have efficiencies in class sizes too but we will always take student needs into account. SH Noted, that some universities are struggling for numbers and he had heard that some had dropped the requirement for NAT 5 maths, which may have an impact on D&A recruitment. SO Noted, I do think communication in general has improved a lot, even just conversations in general are better. RG Asked, if there was anything in terms of the living wage, the gap has become less and people are wondering why they are doing some roles. ST Commented, It is very difficult to do a blanket communication but when we know the details of any final pay award, but that this would be covered in the communications around the pay award when agreed. KB Commented individual conversations had also taken place where staff had asked questions over this point and when the situation was explained they were better informed. JR Provided an update on the Positive Behaviour Group, stating, we have pulled all the different SIGs together and created steering groups for areas such as wellbeing, scripted language, infrastructure, and spaces, as well as others. A student charter was being discussed that we want to introduce. There is also a group looking at unsubmitted work and looking at ways to support students and get the work completed. SH Commented, there sounds like a lot of good conversations and work is taking place in that space, we need to make sure we marry up the work done across the college and different groups. RG Asked if the group are you looking at AI in teaching practice for staff JR Noted, there has been a session run for all support staff and HCQ's on this topic. LC Noted, there is a short life working group which looks at AI there is a good mix of staff on the group, but others are welcome to also join. Information on AI pilot projects was about to be published.	
4	**2023-2024 2024-25 Retention, Attainment and Student Recruitment** JR provided an update, there are 21 % of full time students withdrawing from courses, 922 in total, which is not great but the teams have pulled together retention plans for each area. What we are hearing as feedback is it's the cost of living, mental health and general wellbeing of students and that is impacting on them to get through. SO Asked, when we have students that are clearly struggling but have the capability to succeed, how do we adjust to meet their needs. We are thrown into 32 weeks and two blocks of 16 weeks, and we still shoehorn them into that environment, is there a different way to deliver to bring more flexibility.	

SH Agreed, there is a deeper conversation that needs to be had, it is also a societal problem, there is a shift in society it's not just a college issue, some universities were seeing a withdraw rate of 36%, data shows there is more young people in Dundee now than in the last 15 years not engaged in anything at all.

RG Commented, there are changes with universal credit which doesn't help with that issue, a lot of young people get a 'free ride' up to 21 years old, whereas they used to get job seekers allowance and it encouraged them into work whereas they get nothing now until 21.

SH Noted, there are teams that have significantly improved almost completely turned around, there are bound to be learnings from these groups, computing being one, there must be ideas we could be sharing.

JR Agreed, linked to that issue there are groups going on to focus on student success, concentrating on helping students so there is fewer partial passes they are being very proactive.

JR Also noted, resulting is ongoing and results are due, it is difficult to see the complete results because of ASOS, but before ASOS there was still 26% outstanding which should have been submitted.

LC Provided an update on recruitment, the Senior Phase numbers for next year are lower particularly in Dundee and for foundation apprenticeships. JG and Angela Vettraino's team are picking this up with schools.

Full time applications are just over 6252 to date, there is 4889 course places. We should see the shift in the offers made, the conditionals will go down and unconditional will go up. There is a lot more decisions to be made before the summer.

We have opened applications for part time courses but our offer is quite limited, we are working to add to our offer, and we are working with marketing to publicise our promotional plan.

SO Asked about senior phase, what was the reasons for cancellations

JR Noted, there is a mix of reasons, one has cancelled due to buses and one due to strike action, and with more strike action set to continue it will likely have an impact, we will try and provide alternatives they are such an important event.

LC Noted, the senior phase days are so valuable as they were our pipeline for students.

JR Noted, there is strike days planned for the day we had arranged to do Websters High School, we will need to look at alternatives for them as they are so valuable the feedback from schools is good.

5	**College Finances & Financial Sustainability Plans/ College Reform Agenda.**	
	SH Provided an update, there have been various briefings and portal announcements, we are in a much more stable position. The actions we have taken in the last few years have been the right decision and it look likely we will have a 400-500k surplus in 2023/24, likely to be one of only two colleges in this position. We have been working hard trying to secure other funding streams, it is frustrating when you hear where the senior leadership team are and what are they doing, that is what the senior team are focusing their time on, securing funding elsewhere. We have hit 100% on our modern apprenticeship contract. The position we are in is a positive thing and it has allowed us to lift our head a little to concentrate on other things. I should note, the surplus is with the pay award factored in.	

For next year we are working through the budgets at the moment, we still believe we will be able to see out next year and roughly be at breakeven position, however, we still have to do the final planning but it should mean there is no need for a savings plan next year.

We have been told for the next three to five years its flat cash at best, and we have planned on that basis, that's why we are focusing on additional pots of funds to help make future years more sustainable.

This is the first year we have been through our new credit target, we are comfortable with our target this year, we hit the target approximately in March.

We will continue to look forward, lift our head and do things we should be doing, rather than solely concentrating on savings.

It shows the importance of taking action over the past two years.

ST Commented, although we are in a good position, we just need to look at what is happening in many other colleges it's pretty grim and we don't want to be in that situation. We do need to keep the focus on class numbers and efficiencies, ST stated that the point we want to get to is where we are sustainable in the long term and if we need to make savings we do so in a planned and organised, rather than reactive, way. Analysing recruitment and considering all positions, VS is also open to help with potential decisions and savings.

RG Asked, are we focusing on areas that aren't making a profit.

ST stated that it wasn't about making a profit but there was a focus on areas that weren't core to the operation of the college and generated income to deliver the service they provide. These areas needed to be as close to break even as possible and there was still a focus on the nursery, Sports Centre, GTL etc.

SH Noted, we want to avoid any need for a big savings plan, what we want to do is a planned approach to savings that is led by clear sensible decisions and managing changes ahead of any crisis point.

SO Noted, we need to focus our attention on the staff who are going through these changes.

	RG Commented, We also need to focus on the rising costs, we are receiving flat cash, but costs are increasing. SH Commented, I have said we need to be in control of our own destiny, and it was the right thing to do at the time to make the savings plans, but we can't just sit back and say we are done, it's a continual process. SO Asked, as we are talking about a reduction in funding over a longer period, there needs to be that communication about how we are riding the storm, covering the points you have made. SH recognised this. RG Noted, because there is ambiguity about it, that raises more questions unless you know the answers yourself it might be difficult to communicate. SH Noted, there was lessons learnt from the last time in terms of communication and there is opportunities particularly looking at the staff survey.	
6	**D&A Infrastructure Update** SH Provided an update, we recognise the last few years has been challenging, we want to start looking forward and linking back into the staff survey we can see people want to know what the future looks like. There are also some strands coming though about collaborative working and the College should be a catalyst for change. This new plan is how we can give people a sense of where we are going, unemployment rates in Dundee and Angus as well as economic inactivity rates have never been higher, nearly a third of people in Dundee are economically inactive and in Angus its 25% inactive, the Scottish average is 19%. Dundee has the worst business start-up rates in the UK with some deep rooted significant issues around employment, productivity and attainment. We buck the trend in the College because for school rates Dundee is the 2nd worst in Scotland, but the College is consistently sector leading. The College estate needs investment, Kingsway is struggling and Arbroath is just as bad, there is significant investment needed on both those campuses. Whilst in Gardyne there is less investment needed, there is still improvements that could be made. The issue with RAAC has given us a tight timeline to work too for the estates but we know that public sector finances are challenging and there is currently no route to capital funding. There are also opportunities, one of the solutions we are looking at is a college quarter in Dundee and Angus thinking about our buildings and how we use the spaces. We are working with our partners to think about how we can work together to provide a range of services in one place. The person can come for guidance and advice on several topics. The solution we have been looking at is a transformative joined up approach to deliver education and community services in one place, using that as the catalyst for regeneration and growth for the local area.	

This has not been done in the UK yet but it has been done in Australia and Finland. All of what is being described here is confidential, but I want to give you an update in the spirit of our partnership.

The partners we have been speaking to will enable us to create a much more joined up approach. The benefits for the Scottish Government and the UK Government could be significant, we are pitching this as a blueprint of what a future modern college will look like.

This could also be a place for employment, if we have a training restaurant, café, creche or nursery could someone come for job advice and be given a job for a short time. The staff would be multi trained to offer advice on a number of areas.

That's the vision we have been working on to help us shape the plans. The only way we can achieve what we want to do is by being really transformative. We need to come up with something radically different.

All the partners have all said it is a no brainer and we should move to the next level discussion. UK government want to follow up with us on these plans and ideas. It's a ten-year vision this isnt going to happen quickly.

We hope to present something in August to all staff as a vision piece with visuals, but we aren't at that point at this time, however we want to give staff an insight into the future and share a bit of hope in August.

SO Commented, that's what we are all about even before merger and having something like this in place will give people the belief there is a future we are here and will stay.

SO Asked, what are the other colleges thinking, are any of them coming up with other ideas?

SH noted, I have a call with Scottish Government next week, as far as we are aware no other colleges have put forward similar ideas, there has been some learning form the Linlathen project, which has been successful, and we are saying how can we do this on a bigger scale using the College as a catalyst for economic change.

SO Asked, is there lessons learnt from Australia and Finland.

SH Commented, the lessons show there needs to be a new approach to how we do things, not just an environment where everyone continues to work in silo.

SO Asked, if there would be any loss of identity.

SH Commented, we have been very firm on that point, this is our approach and plan.

ST Noted, as part of our high level principals that point has been a firm line as part of that thinking, the College has a good reputation and people know and trust us.

SH Noted, I am communicating to you at this early stage because we believe it could be a massive shift for the College, we want your input,

	there will be lots of questions from staff and when the information comes out you need to be able to positively address questions. ST commented, there is a bit about understanding the timeline having the clarity and vision. There isn't a route to funding for infrastructure or estates, yet and we could have the plans in place but no funds, that is something the SFC and Scottish Government are working on. There is no money at the moment, but that doesn't mean there won't be money in five years. We want to be in a position to go for it as soon as the opportunity arises, while others are still just thinking about what they want to do. SH Noted, we will hopefully be in a position to give staff more information in August. It's exciting and its positive to talk about. SO Noted, questions may be asked if we are spending more time on the future than the immediate concerns. SH commented, that point takes me nicely to the staff survey, those themes coming through, there will be plans on how we tackle those issues and the strands of the strategy is built on the challenges we have at the moment. The main strategic priority has been about survival, and we now want to focus on the future and look at the challenges we are having. We need to move to the next stage and that involves the SFC and Scottish Government saying they will fund the business case for us to move forward, all of these things take a very long time to do. SO noted that staff do need to feel they have an investment in the future. SH Commented, there will be a whole series of staff engagement sessions and briefings, staff involved in what, it could be and what it could feel like. If I could reiterate confidentiality at the moment.	
7	**College Sector Reform** SH Provided an update and noted that on national skills planning and the Scottish Government moving to create a single funding body the movement is slow. Change requires money, to bring together a single body costs money and basically the government don't have it. It feels a bit disjointed, with change forecast but they have just advertised for a new permanent CEO for the Scottish Funding Council (SFC). The one thing that has started to move is the apprenticeships,. We know that about 49% of the money for apprenticeships goes to run Skills Development Scotland (SDS) and the plan is to get more of the funds out to the delivery agents, probably starting in 2025 -2026. On the tripartite groups where we have SFC, Scottish Government and college Principals this group is about how the colleges survive over the next few years. There is a lack of clarity, and lack on funds to make change happen, however the spotlight on the sector has been a benefit. SH noted that he	

9	had never heard colleges spoken about as much. We can only control what we can control, and focus on our own College.

We are offering up a blueprint of how colleges can operate in the future, and we are putting forward our positive suggestions and thoughts on reform. | |
| 8 | **Union Items**

DG Noted, there have been a couple of things highlighted about the new CPD recording system it is difficult to navigate.

KB Noted, we moved across to the new system late last year and there have been some issues with staff being able to see all their CPD because the data from the old system was not able to be bulk uploaded. I have been working in a new report with others and that is now available for staff and has been shared, but happy to pick up on this action and discuss further.

SO Commented, there was some questions about the survey and how it was anonymous but I have discussed that with ST and can feedback.

SO Also noted, strike action that will happen next week, there will be a picket line at Kingsway, nothing in the other campuses.

SO Also commented, the amount of stuff we are hearing about mental health issues, there needs to be a little more discussion about MH with staff. The support we give people is fantastic, I was given feedback from one member of staff recently who said they felt very supported.

KB Noted, there was a session with Breathing Space today, it was good to see how all the services are mapped out and the different help available to people. It will help us to communicate to staff to make it easier for people to reach out for help. There has also been training provided to managers about Mental Health but its still an area some struggle to discuss with staff because if the sensitivities. We have our CPD planning meeting next week and this will be picked up because it has also been highlighted through the staff survey.

RG Provided an update on Unison strike action, a digital ballot has gone out and will be open until the 30th of May. There is no guidance been given to members to vote for or against the pay award on offer. There will be some consultation with members, but its giving facts, rather than a for or against. There hasn't been any confirmation from branch about next weeks strike action I will update as soon as I hear.

SH Noted, some principals have been told the further strike days by Unison have been cancelled. RG Commented, some clarification still needs to be had I will let you know as soon as possible. | **KB/DG** |
| 9 | **Policy Review** | |

	KB Provided an update, the People Strategy was revised and submitted to policy review group asking for further feedback by the 30th of April, the strategy has now been published.	
10	**AOCB** No other business noted. SH Thanked the group for their input and feedback over the last couple of years it is a testament to how well the partnership has worked.	
11	**Date of Next Meeting** TBC as part of the 2024/25 meetings schedule.	

Health, Safety & Wellbeing Committee Meeting

Wednesday 22nd May 2024 at 9am,
A625 Kingsway campus

PRESENT:

Steven Taylor (ST) (chair)	Kichelle Williams-Robinson (KWR)
Andy Ross (AR)	Ronnie Hamilton (RH)
Billy Grace (BG)	Karen Buchan (KB)
Sandy Fowler (SF)	Jane Cooper (JC)
Kenny Watt (KW)	Darren Abel (DA)
Jackie Beresford (JB)	Chloe Hendrie (CH)
Lee Lapin (LL)	Lisa Kelbie (LK)
Sarah Ramminger (SRam)	Jade Fox (JF)
Zoe Hargraves (ZH)	Sarah Rennie (SR)

APOLOGIES: Brian Leonard (BL) Amy Monks (AM)

1. Welcome & Apologies

ST 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)

Agenda Item No	Owner	Action	Current Status	Open / Closed
3	**KB**	Liaise with People Team and ST to agree relevant ToR reporting headings for Staff Wellbeing.	ongoing	open
4.1	**BA/AR**	look at possibility of helpdesk system recording NM's	System not suitable	closed
4.1	**SF**	Create working group to look at NM engagement and report back to committee. Agreed group SF,JB,SR,BL,LK,LL.	Complete - update in agenda item 4.	closed
4.1	**SF/JB**	Look at current system and best way for People team to be notified if staff member is off due to accident at work.	H&S Team to liaise directly with People Team	closed
4.2	**KB**	Create a wellbeing working group and report back to committee.	Merged with communication group	closed
4.2	**LL/AR**	Discuss with LDF to ensure buy in from all departments on all staff having the opportunity to attend staff wellbeing events.	complete	closed

4. Sub-Committee Updates

4.1. AINM (See It, Hear It, Say It Poster)

LL updated the committee on the sub-committee's discussions. The proposal is to improve the current information posters situated in the Kingsway tower and extend this to all campuses. The poster has been developed to provide relevant instruction for Fire, First Aid and Reporting of service/estates requests and incidents and near misses.

- JC proposed wording change to First Aid section – "scan this code to call the first aider". This was agreed by the committee.
- LK advised that the QR codes should be in black due to some phones not recognising coloured QR codes.
- SR advised of the communication that will be going out to staff.
- It was agreed that the posters will be A3 and AR recommended clip frames for display and to await pending changes to the room numbering project.

The committee approved the poster and once amendments are made, it will be forwarded to the signage committee.

Action – SR to request wording and QR code changes and then send to signage committee.

Action – AR to liaise with signage committee reference the clip frames.

4.2. First Aid ROTA

SF advised the committee of the issues around the First Aid Rota and the current processes. The sub-committee's proposal was put forward – One Dedicated First aider and one mandatory reserve per day on each campus. This was discussed and approved by the committee.

SF advised that a First Aiders Agreement form has been drafted to allow better communication around what is required of a First Aider and to record availability.

SF advised that there is a new Train-the-Trainer within the college and that we hope to be able to facilitate more frequent courses.

AR queried if it would be better for on campus support staff to be targeted as first aiders. SF advised that this is something that is ongoing.

SF put forward the sub committee's proposal of each First Aider to have an individual first aid kit. This would encourage responsibility to keep them stocked and more accessible should they be needed outwith their rota schedule. Committee agreed.

Action – JB to order FA kits

Action – SF/KW/JB to finalise the First Aiders Agreement

5. Health, Safety & Wellbeing Performance

5.1. Health & Safety

SF noted the H&S Officers Report. Highlighting the AINM statistics and especially the reduction in near misses and under reporting of verbal/physical abuse.

ST highlighted that departments should be encouraged to report and agreed that there is an issue with under reporting and that larger comms are required around the behaviour reporting. LL advised that she would take this to the behaviour management group.

Action- LL to discuss comms of behaviour reporting with the Behaviour Management group.

BG proposed communications to all staff reference "what is AINM" and "if in doubt, report".

Action- SF/KW/JB to develop communications on "what is AINM" and "if in doubt, report".

SRam queried if the student behaviour forms could be linked to AINM system to allow easier reporting.

Action- LL to discuss linking the behaviour form to the AINM system, with the systems group.

5.1.1. Draft Display Screen Equipment (DSE) Policy and guidance

SF introduced the Draft DSE Policy, highlighting section 4 – Homeworking. The committee had discussion around the current process for DSE users, the new policy and the issue of classification of homeworking.

LL suggested that the wording in section 4 should be clearer in terms of stating that it is the college DSE assessment form that should be used.

Action- JB to change wording and include hyperlink to the DSE form.

ST recommended that a sub-committee look at the Draft policy and produce guidance for managers.

ST recommended a change within the impact assessment.

Action- SF/LL to assemble a sub-committee.
Action- KB to gather information on hybrid/DSE working arrangements in other colleges.
Action- Sub-committee to review the impact assessment.

5.1.2. Union Feedback

No union representatives in attendance.

Action - ST to discuss union representation at the next JCF meeting.

5.2. Wellbeing

5.2.1. Staff

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

JC noted the Wellbeing Log report. Highlighting the programme for June and that there will be a Wellbeing focus for the Welcome back day.

JC introduced the #justonehour initiative, highlighting the possibilities for every member of staff. LK proposed a parent group for those feeling lonely or overwhelmed to meet up with others. JC recommended that that this could be picked up by Social @D&A.

Action- JC/BG to discuss parent group at Social@D&A.

5.2.2. Students

No Student Association representatives in attendance but report was submitted.

JF noted the Learner Engagement Update report.

6. Accident Investigation Summary Findings and Lessons Learned

SF advised that there had been one RIDDOR report since the last meeting. This has been investigated and there were no significant issues highlighted.

7. Health, Safety & Wellbeing Training

7.1. Health & Safety

SF noted the mandatory H&S training figures now sit at 97%, with only 20 staff

outstanding. Full figures are in the H&S Officers Report. SF advised the committee that it took a lot of work from members of the H&S Team to reach this figure.

SF highlighted the need for the mandatory H&S training to be given more encouragement to be completed in a timely manner. Advising should an accident happen that requires an external investigation, one of the first requests is training records. The committee discuss and agreed that H&S training has stronger legal responsibilities and that this should be highlighted more to staff.

ST recognised and commended the work of the H&S Team in achieving the high figures and recommends that these be published for all staff to see. ST also recommends that communication is developed around "Mandatory training is mandatory".

Action- KB to arrange for People Team to develop communication around "mandatory training is mandatory".

SF highlighted the H&S management training section within the Health & Officer report and advised that this will be developed into a D&A specific training programme for all staff, that will negate the need for the TES modules and reduce the time requirements for staff. Timeline for this is 12-18 months.

7.2. Health & Wellbeing

Nothing to report.

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

Nothing to report.

9. AOCB

JC talked through the Staff survey presentation, highlighting the wellbeing feedback. The People Team will now be analysing the data and work on what comes next.

10. Date of Next Meetings

Wednesday 25th September 2024 at 9am, Gardyne Campus Y150
Wednesday 29th January 2025 at 9am, Gardyne Campus Y150
(unless there is a particular requirement for an earlier meeting)

Human Resources and Development Committee

Thursday 5 September 2024

DATE OF NEXT MEETING-

Thursday 21 November 2024 at 5:00pm in Room K-TO-624, Level 6, Kingsway Campus