BOARD OF MANAGEMENT

Human Resources and Development Committee

Thursday 22 May 2025 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** – 20 February 2025   Paper A for approval

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

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

7. **FINANCIAL SECURITY & SAVINGS PLANNING**   Paper D for discussion SH/ST

8. **NATIONAL BARGAINING UPDATE**   Paper E for information   ST

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

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

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

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

12. **DATE OF NEXT MEETING** – Thursday 4 September 2025 at 5.00pm in Room K- TO- 624, Kingsway Campus

Human Resources and Development Committee

Thursday 22 May 2025

PAPER A

MINUTE OF THE PREVIOUS MEETING –
Thursday 20 February 2025

BOARD OF MANAGEMENT

Human Resources and Development Committee

Thursday 20 February 2025 at 5.00pm **Room K-TO-624, Kingsway Campus** (MS Teams option available)

Minute of the Human Resources and Development Committee meeting held on Thursday 20 February 2025 at 5.00pm, in Room K-TO-624, Kingsway Campus.

PRESENT: Donald Mackenzie   Stephen Oakley
            Laurie O'Donnell (Observer)   Simon Hewitt
            Richard Gordon   Matthew Beattie
            Brian Lawrie   Neil Lowden
            Robert Young

IN ATTENDANCE: Steven Taylor (Vice Principal Support Services and Operations)
            Julie Grace (Vice Principal Curriculum and Partnerships)
            Penny Muir (Board Administrator)
            Abi Mawhirt (Head of People and Organisation Development)

1.   WELCOME

D Mackenzie welcomed everyone to the HRDC meeting and welcomed Robert Young and Richard Gordon to their first meeting.

2.   APOLOGIES

Apologies received from Jackie Buchanan, Carri Cusick, Donna Fordyce, and Billy Grace.

3.   DECLARATIONS OF CONNECTION & INTEREST

There were no declarations of connection & interests.

4.   MINUTE OF THE PREVIOUS MEETING

The minutes of the meeting held on 5 September 2024 were approved as an accurate record.

5.   MATTERS ARISING

There are no matters arising.

6.   PEOPLE, OD & COMMUNICATIONS REPORT

S Taylor provided an update on the Voluntary Severance (VS) scheme, which is being implemented on an enabling basis, with a small number of applications already been received.

L O'Donnell enquired whether fewer individuals are applying over time due to changing circumstances and B Lawrie asked whether redeployment options are considered in such schemes.

S Taylor confirmed that redeployment is explored, with an emphasis when approving VS on ensuring sufficient cost savings over a 12-month period before final decisions are made. He noted that whilst overall numbers were small there did remain interest in the scheme.

R Gordon noted that, from a union perspective, redeployment and skills matching often provide a more effective alternative to redundancies.

S Taylor shared the success of the organisation in recent awards, including an overall achievement award. Special recognition was given to Christine Calder for winning the prestigious Green Gown Award, which is a significant UK-wide accomplishment.

L O'Donnell commended the achievement and noted the congratulations of the Board to all staff involved.

S Taylor reported that a review of college practice in relation to new sexual harassment legislation has been completed. No gaps were identified, and all necessary measures are in place to ensure compliance. Work is ongoing to incorporate this into the college's risk assessment processes.

D Mackenzie enquired whether additional training would be required, however, S Taylor confirmed that all aspects are already covered, and no further training is needed at this stage. He reassured that equality, diversity, and safeguarding remain high priorities on the college's agenda.

R Young asked if there were any timelines for the risk assessment, whilst S Taylor confirmed that there are no specific timeframes and that all necessary documentation is in place.

D Mackenzie thanked S Taylor for the report.

7. **STAFF DEVELOPMENT DAY ACTIVITY & FEEDBACK**

A Mawhirt provided a review of the recent Staff Development Day. Over 400 staff members participated in more than 80 sessions covering 35-40 different topics across all three campuses. Despite some staff being unavailable, there was high attendance, with over 1,800 hours of learning accumulated. Feedback from the event was overwhelmingly positive, with high engagement levels reported.

The evaluation showed that 90% of staff attended the topics they had chosen. The event received an overall rating of 8/10, with many attendees expressing that the feedback sessions were beneficial and that specific skills were learned. The topics were created based on a range of feedback from staff groups

A notable impact on staff roles was reported, with many expressing that they could now perform tasks more efficiently and with greater confidence. Staff members have also indicated that since hybrid working has been introduced, they enjoyed the opportunity to come together as a College in person. The overall culture felt positive, and staff valued the networking opportunities provided by the event.

A Mawhirt highlighted suggestions for improvement which included structured breaks and more detailed explanations of some topics. There was also a desire to explore deeper levels of training on various subjects.

81% of staff expressed interest in future events, with feedback suggesting that interactive workshops and a continued focus on mental health and wellbeing would be welcomed.

The event was deemed a success, and the next steps include a planned event in August, with a focus on the start-of-term planning and development. Additionally, a staff development day is scheduled for February 2026, which will include peer-to-peer training and a focus on how good practice can be shared across the organisation.

A Mawhirt mentioned that the staff development audit had been positive, with no recommendations for improvement, as cross-referencing with staff feedback showed that the event was well received.

B Lawrie emphasised that the increased focus on staff wellbeing was a significant achievement, noting that organising an event for over 400 staff members and keeping them engaged was a challenge. He praised the positive engagement and the willingness to learn from the experience.

S Hewitt shared that the feedback from the past two years has played a key role in shaping the new strategy, particularly regarding wellbeing. He highlighted that the feedback is vital, and it was encouraging to see such positive statistics.

N Lowden asked about the sample size of feedback with A Mawhirt confirming that over half of the total staff headcount participated, with 50% providing feedback.

N Lowden also raised the issue of integrating the college's behaviour strategy into staff development. A Mawhirt explained that external speakers, including one who focused on supporting and challenging behaviour on campus, had been part of the development sessions.

J Grace mentioned that the CPD planning group, which includes a cross-college mix of staff, had contributed to the development of the event. The representation from support services, learning and teaching helped ensure the event reflected the diverse approaches being taken across the college.

M Beattie commented on the behaviour management sessions, noting how different teaching experiences have become and how these changes were reflected in the delivery, bridging the gap with academic and support staff.

S Oakley highlighted the importance of providing the right support at the right time, ensuring that feedback is used effectively to shape future programmes. He emphasised that organising such a complex event required careful planning. S Oakley concluded by stating that focusing on staff wellbeing is essential for nurturing a positive college environment and that by developing this approach, the college can create a more supportive and productive atmosphere for all.

D Mackenzie congratulated A Mawhirt on the successful event.

8. **FAIR WORK PRINCIPLES**

S Taylor presented the paper discussing the importance of Fair Work Principles (FWP) for the college and the broader sector. The paper highlighted that as an employer, the college must align with these practices, which are also necessary to secure funding and meet the conditions of public contracts. Public sector bodies require adherence to these practices, and it is essential for the college to demonstrate its commitment to Fair Work.

The approach outlined in the paper included a review of Fair Work Principles documents from various organisations, many of which appeared static. S Taylor proposed making this information available on the college's website in a more dynamic and engaging format would better reflect the college's commitment to Fair Work requirements.

S Taylor highlighted that the aim is to establish a 'living' document that evolves over time, with an annual review ensuring its continued relevance, alignment with actions, and demonstration through established practices.

The committee was asked for feedback and assurance regarding the content on the website and the approach to Fair Work. R Young raised a question about whether there are champions for each of the five components of Fair Work, however, S Taylor confirmed that these principles are embedded in the college's values and operations as part of its organisational culture.

S Oakley raised concerns about the language used in the section on 'Security and Stable Employment' noting that it seemed vague and could potentially be contentious. S Taylor acknowledged the challenge, explaining that while it would be ideal to guarantee every individual hour, some roles, such as project-funded positions and absence cover, do not offer such certainty. The wording is carefully chosen to reflect this reality and to bridge the gap around the inevitable flexibility required in some areas.

D Mackenzie asked how to introduce the information in a more dynamic way and how this can tie into the comments made by S Hewitt. S Taylor explained that the statement and the college's behaviour and culture should align with what is being communicated. D Mackenzie suggested that this approach might provide more reassurance and certainty to individuals.

S Hewitt stated that the website's statements are clear and will evolve to accommodate changes, including flexibility for various reasons. S Oakley expressed understanding of the statement but emphasised the balance between 'Security and Flexibility.' S Taylor confirmed that he would meet with S Oakley to further discuss this point.

D Mackenzie welcomed the clarity around the principles and thanked S Taylor for the report.

9. **WORKFORCE PLAN**

A Mawhirt provided an overview of the various initiatives happening across the college, linking them to the Workforce Plan. The discussion covered several areas central to the college's future infrastructure, aligned with the 2030 strategy, and focusing on leadership, wellbeing, retention, and turnover. While turnover remains low, there is an ongoing effort to attract new skills and retain staff effectively. As the college moves forward from the pandemic, the focus is on flexible working arrangements and advanced strategies such as incorporating AI into the college's operations.

The new campus development, set for 2030, is a key part of this plan, ensuring staff have ample opportunities. Administrative activities were also changing, with a focus on data analysis and enhancing communication across campuses. This includes undertaking a review of communication methods, specifically around team collaboration on platforms like Teams. These efforts are aimed at improving both the baseline perspective and the overall communication strategy within the college.

D Mackenzie requested more commentary on flexible working arrangements. A Mawhirt explained that flexible practices differ across teams, with discussions ongoing about the possibility of a four-day working week, which is becoming more common nationally. A Mawhirt stated there is data analysis being conducted to understand who is on flexible working arrangements, and there are ongoing discussions with the Senior Leadership Team on this matter. Managers are having conversations with their teams, with some staff finding that flexible working has positively impacted their personal lives.

S Hewitt emphasised that, as a face-to-face college, the default position is that staff are available to support students daily.

S Taylor noted that while flexible working is important, it is essential to reset parameters where necessary. The hybrid working model has settled into a rhythm, with many managers encouraging staff to return to the office as part of service changes and improvements.

S Oakley highlighted the need for understanding in educator roles and the flexibility required by staff where possible. He expressed concern that flexibility is sometimes limited, but S Taylor acknowledged that balancing flexibility and organisational needs remains crucial.

R Gordon mentioned that UNISON is advocating for a four-day working week, with one college fully engaging with the idea. However, academic work presents a challenge in this context. The potential impact on culture and identity was discussed.

L O'Donnell pointed out the challenges of making assumptions about work-from-home arrangements, emphasising that face-to-face opportunities remain important for learners.

S Oakley asked about national staff turnover data. S Taylor responded that the national average for staff loss due to retirement is around 16-18%, but at the college, the figure is much lower, around 5-6%. This low turnover rate is reflected in the progression planning for talented staff, though there is room for improvement in ensuring that staff progress within the organisation.

A Mawhirt confirmed that actions are in place to formalise the development process, including offering training and development opportunities to all staff. The college is working on engaging all levels of staff and formalising the management induction process for new line managers.

S Hewitt emphasised that delivering leadership programmes is a key action in the new strategy and that CPD will play a significant role in supporting this.

R Gordon discussed future leadership development, noting that leadership opportunities do not always require line management responsibilities. A Mawhirt agreed, emphasising that anyone interested in leadership should be given the opportunity, whether leading themselves or a team.

S Taylor concluded the discussion by noting the importance of balancing these efforts with the current financial situation. While the overall Full-Time Equivalent (FTE) count was unlikely to grow, career development remains a priority, even if some opportunities may not be immediately available within the college.

L O'Donnell mentioned the need to manage the number of structural promotions, noting that fewer opportunities are available, which requires careful management.

S Hewitt reflected on TQFE discussions, noting that every promotion he had received was during a period of crisis, advising that individuals should not wait for opportunities but instead prepare for them, seeing every situation as an opportunity for growth.

S Oakley praised the continued development of managers, recognising that good management is crucial to organisational success.

The report was welcomed.

10. NATIONAL BARGAINING UPDATE

S Taylor reported that the information covered in this report is more positive than recently. The settlement for academic staff has facilitated discussions and contributed to progress in this area. Lessons learned are being reviewed, and work has been planned to clarify expectations and behaviours regarding national bargaining.

Discussions are ongoing regarding the national COVID circular, which remains a contentious issue. There are still debates about whether COVID-related absences should be classified as sickness absences, but this matter is expected to be resolved soon.

S Taylor also highlighted progress in national bargaining, stating the support staff pay demand has been submitted.

He further noted the ongoing challenges at a national level, particularly regarding changes within the Union FE branch. Despite these national issues, local relationships remain positive, with a strong focus on collaboration to support both students and staff within the college.

The report was noted.

11. STRATEGIC RISK REGISTER

S Taylor noted a few changes, specifically in sections 3.4 and 3.10, which relate to adjustments in the scoring methodology rather than the risks themselves. A broader discussion regarding these methodological changes will take place at the A&R Committee.

The report was noted.

12. HR METRICS

S Taylor reported that there were no updates regarding board metrics. However, he highlighted staff absence rates, noting that recent data circulated within the HR group indicated that the college has the second-lowest absence rate of those reported. While some colleges are experiencing rates exceeding 6%, the average across the sector is approximately 3.5%. The sample size for this data was relatively small.

Regarding mandatory training, S Taylor confirmed that it operates on a three-year rolling basis and includes Cyber Security and GDPR training.

D Mackenzie enquired about improving data collection on equalities. Whilst S Taylor acknowledged that the percentage of staff who prefer not to disclose their sexual orientation remains high despite repeated efforts to encourage participation, the lack of data does not impact the gender action plan, though it presents difficulties in producing more detailed reports.

B Lawrie questioned whether the level of established posts compared to the budget was slightly over, and whether figures were higher than the annual establishment. S Taylor explained that this had been discussed at the Senior Leadership Team, noting that a significant amount of work is being undertaken to align staffing levels with the budget. S Taylor highlighted that with recent work progressed to underpin the budget, there is now greater oversight, and the current position is more stable compared to previous periods.

The HR metrics report was noted.

13. MEETING MINUTES/UPDATES

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

S Taylor provided an update on Martyn's Law, upcoming legislation addressing the impact of terrorism and potential security concerns on campus. Ongoing discussions are taking place to assess expectations and requirements in this area in line with the likely implementation date for the new legislation.

L O'Donnell raised the possibility of renaming committees to better reflect their scope.

Suggestions included reconsidering the Finance & Property Committee (FPC) name and incorporating "students and partnerships" into the Learning, Teaching & Quality Committee (LTQC) Adding "assurance" to the Audit & Risk (A&R) Committee and updating the Human Resources & Development Committee (HRDC) to emphasise culture and wellbeing.

He stated research into other colleges showed that many have moved away from using "HR" in committee names, with the proposal aiming to ensure committee names align with their evolving focus.

R Young noted that culture is important to both staff and students.

N Lowden noted that a name change would not materially affect the committee's function and it is important to ensure the focus remains on both students and staff. Attention should also be given to the terms of reference, which are available on the website.

B Lawrie suggested that "HR" might be an outdated term and that renaming the committee could shift the focus of discussions. Consideration should also be given to the sequencing of committee meetings to ensure a logical flow.

S Taylor highlighted the governance aspect, noting that reviewing committee remits would also be important to ensuring alignment with the Board's expectations, emphasising the importance of understanding the needs of the Board and its members in this process.

14. DATE OF NEXT MEETING

Thursday 22 May 2025 at 5.00pm in K-TO-624, Kingsway Campus

Action Point Summary

Action	Responsibility	Date
No actions noted		

Human Resources and Development Committee

Thursday 22 May 2025

PAPER B

MATTERS ARISING

BOARD OF MANAGEMENT

Human Resource and Development Committee

Thursday 22 May 2025

Matters Arising

Paper B for noting

The following actions are noted.

Agenda Item No	Action	Current status	Open / Closed
	No actions noted.		

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

Human Resources and Development Committee

Thursday 22 May 2025

PAPER C

**PEOPLE, ORGANISATIONAL DEVELOPMENT &
COMMUNICATIONS REPORT**

BOARD OF MANAGEMENT
Human Resources & Development Committee
Thursday 22 May 2025

People, Organisational Development and Communications Report

Paper for information

1. Voluntary Severance Scheme

As reported previously, an enabling Voluntary Severance scheme was opened in early 2025 and remained open until 18 April 2025. This scheme attracted 16 applications (6 academic and 10 support). From these applications 6 have been approved (2 academic and 4 support). The approved applications will result in full year savings of c£250k at a cost in 2024/25 of £143k.

As detailed elsewhere on the agenda, VS will remain open for any staff directly impacted by savings changes.

2. Equalities Mainstreaming Report

Reflecting the Specific Duties requirements outlined in the equalities legislation the College has recent published its biennial Equalities Mainstreaming report. This report summarises a significant range of equalities related data in respect of students and staff to inform the key actions required to continue to support equality and inclusion and deliver as close to equal outcomes as possible.

Alongside this work the College has also published its Gender Pay report. This report summarises pay data and identifies that the College has a gender pay gap of **% (down from **%). As reported in previous reports, this pay gap is influenced wholly by horizontal occupational segregation due to the higher proportion of female staff in cleaning and canteen roles.

The Equalities mainstreaming and Gender Pay reports are live to the College website.

3. Supreme Court Ruling on Biological Sex

Following on from the UK Supreme Court judgement that a woman in equalities terms refers to a biological female only, we (like all other organisations) have had to review areas of practice or guidance that may need to be updated.

One of the most obvious areas is in respect of the use of single sex facilities such as toilets or changing rooms by trans students/staff and the Equalities and Human Rights Commission has published its interim guidance on expectations under the legislation.

A [summary of this guidance is available here](#) and the College is currently updating the signage on gender neutral facilities as well as ensuring that there are suitable facilities available across each campus.

In making these changes we have been mindful that this is also a significant change for our trans community and we have reminded staff that we remain supportive of the needs and rights of both trans men and women.

Support for any staff or students impacted around these changes has been made available via our Student Services Team for students and People Team for staff.

4. Rapid Improvement Event (RIE) – PTV Arrangements

In January 20205 the College held a Rapid Improvement Event (RIE) using lean management approaches to review the processes underpinning the appointment, contracting and payment of part time staff that work variable hours.

The purpose of this event was to review and redesign the 'back of house' processes and arrangements for staff contracts of this type, simplifying the number of separate contracts issued and creating a more streamlined claims system for hours worked.

It is important to note that these changes do not impact on any of the terms and conditions of service for the staff but may change how systems and processes operate from academic year 2025/26. The changes will, however, better align with the expected changes anticipated within the new employment act.

Like all RIE, it was apparent that current arrangements were cumbersome and that significant improvements/efficiencies could be achieved. Work on this is progressing with a view to simplifying arrangements from timetabling onwards.

Information and guidance on the new arrangements will be developed and shared with staff commencing from August 2025 onwards.

5. 2024/5 Communications & Marketing Priorities

In academic year 2024-25, the Marketing team agreed three key priorities with the Executive team:
1. Recruitment
2. D&A Brand
3. Communications

The three priorities include key and specific projects such as a review of the College website and launch of the College's 10 year Estates vision, and there is significant overlap between the priorities.

Recruitment

Marketing have been working on shifting away from short term campaigns and onto core D&A brand messaging. This approach is designed to consistently reinforce the key characteristics and values of the College, and features real life students and their experiences, along with our staff and partners.

Recruitment is significantly up for 2025-26, mirroring the pattern seen with January start provision. This will be due to a range of factors including demographics, strong school link partnerships but also suggests that our marketing approach is bedding in and working.

Retention also falls under this priority, with the Marketing team supporting internal campaigns like Stay@D&A, showcasing the wrap around support available to students. To support this end, Marketing have also recently taken responsibility for the student app, My D&A Life and will work under the Communications priority to develop the use of the platform as a student comms tool.

In a bid to support recruitment over the longer term, and support the D&A wider network, Marketing are working on an alumni plan to support engagement with this key group. Alumni are often sought to give talks and presentations to current students, however this large network is a key group the College is keen to work with on a deeper level.

Brand

As outlined in the recruitment priority, Marketing have been working on refreshing the D&A brand and associated guidelines. The D&A Brand was prepared pre-merger in 2012-13 and is therefore over a decade old. Marketing will soon present this work to SLT for discussion, as options range from tweaks to a full rebrand.

The brand development work links with the new 2030 *Our College* strategy and will support the evolution of the D&A brand as we work towards the 10 year estates vision.

A key part of the brand review is establishing the College's 'voice', which has included, along with the brand guidelines, a review of College-associated social media. Earlier this session, the SLT agreed to the Marketing proposal to close the College's X (formerly Twitter) account. This was in response to significant changes to the platform following the move from Twitter to X, as well as relevant brand association concerns.

Marketing have worked systematically through the range of departmental and group Facebook and Twitter accounts (in particular) to engage with owners and shut down relevant accounts. Marketing have also worked with departments to set up relevant sub-accounts of the College's main social media accounts so appropriate controls are in place for managing and shutting down accounts. This also includes websites.

The brand work is currently ongoing, with personas being developed for use across marketing and comms activity. This includes work around business development and a review of the arrangements around marketing activity for this area.

Communications

Earlier in the session, the Strategic Communications Officer role within the Marketing team became vacant, and the opportunity was taken to review communications work and benefit from the vacancy saving to the end of session.

The communications roles within the Marketing team are a relatively new addition and there has been some bedding in time to assess the requirements of internal and external communications. The Marketing team have been trialling a range of approaches to socials and website content to assess the level and range of requirements for a comms role.

The College will soon see the kick off of the Communications Review, which will review communication channels at D&A, and work with staff (and students as appropriate) to trial improvements and changes to communication practices. The output of the work will include College-wide guidance and support for effective communications.

A small group of staff from SLT, Digital and teacher training backgrounds will undertake updated Microsoft training this month (May 2025) to review best practice uses of MS products, and then assess what should be trialled at D&A. This will then be trialled collaboratively with staff to gather feedback and build an agreed way of working that supports great communication.

Whilst the focus of this project is internal, there will be elements that overlap with the website review and external communications channels.

6. 2025 Annual Staff Awards

The 2025 Staff Awards will take place on Thursday 26 June 2025 in the Gardyne Campus (Board members are very welcome to attend).

Three sets of awards are made on the day, with awards nominated and made by our Students, our Staff (over 60 nominations received, shortlisted and then voted on by staff) and the Executive.

The event is always one of the highlights of the year and is a fantastic opportunity to celebrate and recognise the amazing efforts that staff put in to support our students and the College community.

7. Link to Strategic Risk Register

Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of 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: Abi Mawhirt, Head of People & OD, Steve Taylor, Vice Principal Support Services and Operations
Executive Sponsor: Steve Taylor, Vice Principal Support Services and Operations

Human Resources and Development Committee

Thursday 22 May 2025

PAPER D

FINANCIAL SECURITY & SAVINGS PLANNING

BOARD OF MANAGEMENT
Human Resources and Development Committee

Thursday 22 May 2025

Financial Security and Savings Planning

Paper for discussion

1. Introduction & Context

This paper summarises the current position and work being progressed to support the financial sustainability of the College.

This includes an outline of the financial value of savings anticipated plus details on the approach being adopted in each case and the support available to staff impacted by these changes.

2. Efficiency and Savings Proposals

In his recent update on the 2025/26 Funding allocations, the Principal noted that:

"Whilst our finances are stable, we need to focus on the efficiency of what we do and need to ensure that we are focussing the limited funds we have on the core of the College business. This means that we will continue to look at any areas of activity that sit alongside our core activities (like we have with Gardyne Theatre) to ensure that they are financially viable and contribute to the wider student and College experience. Further discussions and plans will be progressed with these areas to maximise efficiency and value for the wider College."

This work is being progressed in two specific areas as follows:

2.1 Service Design Academy

In terms of specific savings proposals, we are currently reviewing the operation of the Service Design Academy, with a proposal to discontinue the commercial training and consultancy we offer.

Unfortunately, the SDA has struggled to achieve a profit in 4 of the past 5 years, therefore it has been necessary to discuss the future of the Service Design Academy with its staff. A consultation is now open for SDA team members, proposals are being discussed, and final decisions will be made in June.

2.2 Gardyne Sports Centre & Pool

Like many businesses, the Gardyne Sports Centre has suffered with the rising cost of supplies and energy and the pool infrastructure is reaching the end of its lifespan, has become too expensive to maintain, and will soon require significant investment. Similarly, the gym facilities have not been able to cover the costs associated with their operations and are no longer financially viable.

Given this, there is a proposal to discontinue the gym and swim programs at Gardyne and close the swimming pool.

In line with our desire to focus on the core business of learning and teaching for the benefit of our students, the gym facilities at Gardyne will return to curriculum use and we will cease offering public memberships through Gardyne Sports Centre. The option for students and staff to use the gym facilities within normal College hours would continue, as would the option for local clubs and other groups to hire the facility out with teaching hours.

We are also working with a range of other providers that may transfer gym memberships and offer equivalent swimming lessons within other local facilities.

As with SDA, consultation is now open for Sports Centre team members, proposals are being discussed, and final decisions will be made in June. A separate customer consultation with Gym members and regular pool users will also help inform the final proposals developed.

Details of the proposals developed in each in each case are included in Appendix A and B and these also include information in respect of the consultation arrangements and support for staff in place.

Whilst the main discussions on the above changes are with the staff impacted, arrangements are also in place to allow other staff to contribute to the consultation or to raise questions, concerns, or proposals.

Further information on College finances and our 2025/26 budget development will also be included in the Principal briefings scheduled for June 2025.

3. Trade Union Discussions and Wider Communications

In line with our normal practice and approaches developed and evaluated through previous savings exercises, the proposals have been signalled to our trade unions in advance of them being progressed. Discussions on these have been held so that our unions understand the proposals, rationale, steps and timelines. This has included discussion around any potential for compulsory redundancy and a clear commitment has been given that any such step would always be a last resort.

Alongside engagement with our trade unions, we have communicated the proposals with all staff and have publicised the consultation inbox arrangements that are in open for any member of staff to utilise.

Communication has also taken place with the members and clubs utilising the current Gardyne Sports Centre offer.

4. Link to Strategic Risk Register

Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of the following risk within the Strategic Risk Register.

1.3   Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on:
- Ability of the College to meet key regional strategies/objectives
- Financial loss or unmanageable financial risk
- Reputational loss

2.2   Failure to achieve institutional sustainability

2.6   Demands of capital developments / maintenance impacts on financial sustainability or delivery of learning and/or services

3.6   National bargaining outcomes impact adversely on College operations, activity, and flexibility

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

Appendix A

**Review and Future Planning for
the Service Design Academy and Activities**

7 May 2025

Background

The Service Design Academy (SDA) was formed in 2017 as a stand-alone department within Dundee and Angus College. SDA is an accredited service design training and education provider that takes a user-centred approach to actively define, design and deliver services. SDA courses are designed to connect theory and practical application through workshops, coaching and mentoring. In order to appeal to a broader market, SDA has its own unique branding distinct from D&A College, with a separate website and marketing approach.

A comprehensive Business Plan was produced in 2019 with a further revision in 2023 to reflect changes to the SDA delivery model following the Covid-19 pandemic. The Business Plan was created to capitalise on opportunities for growth and expand into prospective markets.

The SDA Business Plan made several financial assumptions and was modelled on costing and pricing consultant capacity and sales pipeline/conversion rates. The plan identified a key goal to grow capacity from 23/24 to achieve a minimum of £400,000 contribution by 2026/27.

Service Offer

The SDA offers a range of services and products:

The Professional Development Award in Service Design
The PDA in Service Design, accredited by SQA, was the first of its kind Scotland. It was co-written by the SDA team and is exclusively offered by SDA. It supports professional practice in service design and has content, methodology, tools and techniques applicable to a range of sectors. The PDA comprises 4 units and is delivered online over a 6-month period.

Uptake of the PDA was initially positive, with an average enrolment of 3 cohorts per year. However, demand for the PDA has reduced to a single intake in 2024/25. The January 2025 intake was cancelled due to lack of demand.

Short Courses
The SDA currently offers 5 different short courses ranging from introductory/awareness level through to working level and masterclass level. Courses are delivered online and are regularly scheduled throughout the year. Tay Cities Deal Digital funding stream contributed to the creation and delivery of the Service Design for Data Professionals short course.

Customised Courses
The SDA provides a service offer to work with businesses to co-design a training course to meet an organisational objective. Training is provided in tools and methodologies to enable businesses to create a user centred solution to a business challenge. Each bespoke service requires dedicated development time to ensure courses are contextualised to the customers' needs.
The UK Shared Prosperity Funded projects – Decarbonisation of Transport and Business Training Grants – have contributed to the income generated for customised courses in 2024/25.

Consultancy

The SDA team offers a tailored service to support organisations to engage with stakeholders and co-design projects and solutions. Two additional staff have been recruited on a fixed-term, part-time basis and are currently seconded to a local business to support with business innovation and transformation.

Staffing

SDA comprises a Business Manager, Project Administrator, Service Design Lead Consultant and 5 Service Design Consultants. The Business Manager leads on the development of new business and is supported by the Project Administrator. The Service Design Consultants are well qualified and skilled in Service Design methodology. They design, create and deliver training to meet the customers' needs.

The Business Plan identifies the chargeable hours and volume of activity required to achieve the growth expectations of the SDA. Chargeable hours include all work relating to commercial planning, development, delivery and reporting.

In line with the Business Plan and using the data available from SDA during February 2023 – February 2025, the team total average chargeable hours per week with the staffing in place at the time are detailed in the table below.

Average 'Billable' Hours

Year	Date	Target Weekly Hours (per Business Plan)	Realisation Hours	Variance in Hours
2022/23	01.02.23 – 31.08.23	117	66	-51
2023/24	31.08.23 – 31.08.24	117	67	-50
2024/25*	01.09.24 – 25.02.25	106.5	68	-37.5

*It should be noted that the target hours are lower for this year to reflect removal of a 0.5 FTE post

There are significant variances against the Business Plan target of 21 hours per week for 1 FTE (pro-rata for P/T staff) with between 37 and 50 hours per week of underutilisation. It should be noted that the calculations have been adjusted to account for sickness absence and holiday periods.

Income and Expenditure

SDA's business model is reliant on public sector customers and this market and other core target markets identified in the Business Plan have been directly affected by a reduction in funding and budgetary pressures. The table below gives details of the operating position over the last 5 years. In 2022/23 the SDA contribution to the College's financial position was mainly due to Scottish Funding Council Flexible Workforce Development Fund, which is no longer available as a funding stream.

Year	Income £	Overall Expenditure £	Staff Costs	Non-Staff Costs	Net surplus / (deficit)
2019/20	95 704	298 967	270 484	28 483	(203 263)
2020/21	288 385	367 037	356 463	10 574	(78 652)
2021/22	427 758	446 975	441 625	5 350	(19 217)
2022/23	571 390	363 550	354 083	9 467	207 840
2023/24	407 073	431 047	414 688	16 379	(23 974)

The 2024/25 budget projected overall income of £521 404, generating a net surplus of £86 542. However, the income forecast has been reduced by £260 700 to reflect the decline in demand for the service offer and the lack of prospective business. As a result, the SDA is now forecasting a net deficit of **£210 281** for 2024/25.

Recommended Actions

The college's core purpose and strategic aim is to maintain a regional college that is sustainable in all its forms whilst directing the maximum level of resource towards learners and their learning.

With the exception of one year with significant input from the former Flexible Workforce Development Fund, the Service Design Academy has failed to meet the growth or income expectations outlined in the Business Plan and cannot be considered to be financially sustainable in its current format or operations. Given this, it is recommended to discontinue its current operations and activity.

It is proposed that the administrative role is retained and is brought into Administration Services to support the increased demands on this service. The arrangements currently in place for the staff who are working with a local business are not impacted by this proposal and will continue until September 2025 as planned.

We recognise the benefits of using a service design approach to designing college services and we are keen to take this approach with the student, staff and stakeholder engagement elements of the future campus development work. We would welcome views on how we could retain the service design specialism within the wider college.

Acknowledging that there does remain a level of potential service design demand externally, the College would be prepared to consider the transfer of the SDA brand, intellectual property and offer should this be of interest to any of the SDA staff currently supporting this work.

Consultation and Engagement

As outlined above there is a need to review the service design offer in light of recent and anticipated future levels of activity, income and contribution. Whilst ceasing to operate has been proposed, the college remains open to consideration of other options and proposals that could form the basis of an alternative sustainable business plan. To support this the proposals outlined above remain subject to consultation.

The college has significant experience of using consultation responses to help shape the final proposals developed and any thoughts or ideas are strongly encouraged. None of the proposals are finalised and there are a range of opportunities over the coming weeks to allow any member of staff to input thoughts and ideas around all of these.

Consultation will be open until 4 June 2025 and feedback can be directed through the email inbox consultation@dundeeandangus.ac.uk.

Confidential queries and comments can be raised through a dedicated online hotline, again available throughout the period of change: you can access the Hotline here. Anonymous questions can be asked at any time and responses will be given as soon as practicable.

Voluntary Severance Scheme

Whilst closed for other staff, the Voluntary Severance Scheme will remain open for any SDA staff impacted by these changes until 30 June 2025 as one of the key approaches to support cost reductions.

It is recognised that the terms associated with VS can be complex, particularly where there is interaction for support staff with the terms of the Local Government Pension Scheme. The wording of this section of the VS scheme outlines these requirements, but the arrangements are complex, and staff are encouraged to meet with their People Team contact to raise any questions or seek additional information.

Support for Staff

HR support and advice is available to all SDA staff on an ongoing basis, including support and guidance on interview skills for any member of staff looking at redeployment opportunities or taking VS.

Confidential support around personal wellbeing, or the wellbeing of colleagues, can also be sought by contacting the People Team via peopleteam@dundeeandangus.ac.uk or directly through Teams.

The College also supports an individual Employee Assistance Programme and provides links to other services through the D&A Wellbeing Hub. Your trade union may also offer similar support for members.

Where staff are impacted by the changes identified, individual and (as appropriate) team discussions will continue alongside work with our trade unions to look at individual options / opportunities / support to avoid the risk of compulsory redundancy.

Timeline

The timeline for changes proposed through this paper is summarised in the table below.

Date/s	VS	Activities
7 May 2025	VS Scheme Open until 30 June 2025	Publication of revised plans for operation of service design activities and services with opportunity for individual consultation with staff and comment / consultation via the Consultation inbox, with further opportunity to discuss comments or concerns directly with line manager, the People Team or through the anonymous hotline.
4 June 2025		Consultation on changes closes.
Wb 9 June 2025		Consultation feedback and confirmation of final proposals published
16 June 2023 onwards		Progression of outcomes.
Open discussion and consultation will be available for SDA staff throughout the above noted timeline.		

Appendix B

Review and Future Planning for Gardyne Sports Centre
14 May 2025

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Background

The Sports Centre at Gardyne Campus has been operational since 2011, initially serving as a curriculum resource. Since 2019, it has also operated on a commercial basis mainly within the evening and weekends with its own staffing structure and an expectation that the Sports Centre staff support the College's Sports and Fitness curriculum during the day

The facility generates income through its Sports facilities, including a fitness suite, a swimming pool, 4 gyms and 2 external pitches.

The income is mainly made up from:

- Members of the public, staff and students who pay by monthly direct debit to access the fitness suite and/or swimming pool during set hours

- External groups who hire out facilities for dedicated access

- Learning to Swim classes for children delivered by our Sports Centre staff

Current Position

In January 2024, following the 2023 Savings Plan outcomes, internal auditors were appointed to undertake a Business Process Review (BPR) to evaluate the commercialisation and effectiveness of the Sports Centre operations. The BPR was concluded in November 2024, noting that significant capital investment and a revision of the business model would be required to make the Sports Centre commercially viable.

Staffing

The Sports Centre's current full-time equivalent staffing is c.10.5 FTE. Established staffing includes a Centre Manager, 2 Duty Managers, a Pool Supervisor and 2 Sports and Fitness Attendants. Additionally, there are 27 supply/casual staff on variable hours contracts. These arrangements are typical for a sports centre, with supply/casual staffing used to meet peak activity demands and teach in specific areas, such as swimming.

The Sports Centre operates 7 days a week from 06:00 – 22:00. Hours before 07:00 and after 21:00 are considered unsociable hours and are paid at a rate of 1.5x per hour. Overtime is paid to full-time staff and supply contracted staff who exceed 35 hours per week. Where shift patterns fall on Saturdays, time is paid at a rate of 1.5x and on Sundays at a rate of 2.0x

Meeting minimum staffing levels required for health and safety to satisfy opening hour demands, particularly for the commercial offer, is challenging. Competing with pricing structures of private gyms is difficult due to the range of premium rate payments included within the nationally agreed terms and conditions for support staff.

Fitness Suite

Most of the equipment in the Fitness Suite was purchased approximately 7 years ago, and there is currently no routine replacement programme in place. The BPR highlighted that a significant proportion of the equipment within the fitness suite is nearing or has passed its useful life, and continued operation may lead to insufficient operational equipment being available to meet the needs of staff, students, and external customers.

Further investment is required in this area, either through a rolling replacement programme included in the capital budget or potentially moving to a leasing model for equipment in the Fitness Suite

Swimming Pool

The swimming pool is predominantly used by the Sports Centre for external use by Swim Clubs, Learn to Swim classes, and Gym & Swim membership. In session 2024/25, there is scheduled to be less than 100 hours of use over the entire session by the curriculum teams.

The BPR and the recent Estates Condition Survey identified that the pool plant is nearing the end of its serviceable life and requires significant investment to ensure it remains operational. The pool filtration system is over 40 years old and the College's pool maintenance provider has advised that they can no longer support the necessary annual maintenance due to the age and condition of the system.

Upgrading the pool filtration system to bring it back to a minimum standard is estimated to cost c. **£96,000**, with an additional c. **£48,000** required for replacing other plant components and renewing controls, bringing the total to c. **£144,000.**

Gym Halls

Excluding curriculum time, the Sports Centre operates for 63 commercial hours per week. There are 1 Games Hall, 2 Gyms and 1 Dance Studio available for rent, with 252 hours of opening time available to generate income. There is an average of 33.5 hours of bookings per week, giving a hall utilisation of only 13%. This figure excludes holiday periods, last-minute bookings from Dundee Football Club, and the Performing Arts programme.

Income and Expenditure

The Sports Centre has consistently operated at a loss since reopening after the pandemic. Operational costs have exceeded income generation. It's important to note that staffing costs supporting the curriculum are not represented in the financial table below.

Year	Income £	Overall Expenditure £	Non-staff costs £	Staff Costs £	Surplus/ (Deficit) £
22/23	271,046	461,950	15,896	446,054	(190,904)
23/24	281,933	472,023	14,380	457,643	(190,090)

For the current financial year, we are forecasting a net cost to run the Sports Centre of £206,008.

The figures **do not** include the swimming pool's annual heating and maintenance costs, which amount to an estimated **£63,000** per year**.**

Recommended Actions

The College's core purpose and strategic aim is to maintain a regional college that is sustainable in all its forms whilst directing the maximum level of resource towards learners and their learning.

Despite multiple attempts to make the Sports Centre financially sustainable, this has not been achievable. Given minimum staffing requirements and increased staff costs and premium payments it is not felt that this operation can become financially viable under the current operating arrangements.

As a result, it is recommended that the majority of the commercial element be discontinued, and the facility be returned to a curriculum teaching resource during core College hours. The Games Hall, Gyms and pitches should still be made available via a new simplified booking procedure in the evenings until 9pm using the College's venue hire process.

Due to the very significant investment to bring the pool up to the minimum standards required to ensure the safe and continued operation, it is recommended that closure of the swimming pool be undertaken before it becomes inoperable.

It is recognised that these are significant changes for the service offered to the Dundee and Angus communities and the College will work in partnership with a range of other providers that may transfer gym memberships and offer equivalent swimming lessons and opportunities within other local facilities.

To improve the support available to the curriculum it is proposed that 1.5 FTE Sports Technicians roles be created. Their role would be to work with the curriculum and ensure that facilities are in place as and when required.

Appropriate input will also be required to support the booking and invoicing of venues, and the booking procedure will be reviewed alongside the Digital Services team to create a streamlined process for external organisations. Physical access to the facility in the evening and weekends (where cost effective) for lets will be the responsibility of the Caretaking team at Gardyne.

To continue to support Students and Staff wellbeing, we propose to introduce free access to the Fitness suite between 12-1 and 4-5 Monday – Friday where there is no commercial booking in place. Part of the Sports Technician role will be to deliver induction for those using the facility to ensure equipment is used in a safe manner.

To improve the student learning experience, it is recommended that investment in the equipment within the fitness suite be made and a curriculum equipment replacement schedule (or lease arrangement) be implemented.

Consultation and Engagement

As outlined above there is a need to review the Gardyne Sports Centre offer in light of recent and anticipated future levels of investment and levels of deficit. Whilst ceasing to operate as a commercial offering has been proposed, the College remains open to consideration of other options and proposals that could form the basis of an alternative sustainable business model. To support this the proposals outlined above remain subject to consultation.

The College has significant experience of using consultation responses to help shape the final proposals developed and any thoughts or ideas are strongly encouraged. None of the proposals are finalised and there are a range of opportunities over the coming weeks to allow any member of staff to input thoughts and ideas around all of these.

Consultation will be open until 13 June 2025 and feedback can be directed through the email inbox consultation@dundeeandangus.ac.uk.

Confidential queries and comments can be raised through a dedicated online hotline, again available throughout the period of change: you can access the Hotline here. Anonymous questions can be asked at any time and responses will be given as soon as practicable.

Voluntary Severance Scheme

Whilst closed for other staff, the Voluntary Severance Scheme will remain open for Sports Centre staff impacted by these changes until 30 June 2025 as one of the key approaches to support cost reductions.

It is recognised that the terms associated with VS can be complex, particularly where there is interaction for support staff with the terms of the Local Government Pension Scheme. The wording of this section of the VS scheme outlines these requirements, but the arrangements are complex, and staff are encouraged to meet with their People Team contact to raise any questions or seek additional information.

Support for Staff

HR support and advice is available to all Sports Centre staff on an ongoing basis, including support and guidance on interview skills for any member of staff looking at redeployment opportunities or taking VS.

Confidential support around personal wellbeing, or the wellbeing of colleagues, can also be sought by contacting the People Team via peopleteam@dundeeandangus.ac.uk or directly through Teams.

The College also supports an individual Employee Assistance Programme and provides links to other services through the D&A Wellbeing Hub. Your trade union may also offer similar support for members.

Where staff are impacted by the changes identified, individual and (as appropriate) team discussions will continue alongside work with our trade unions to look at individual options / opportunities / support to avoid the risk of compulsory redundancy.

Timeline

The timeline for changes proposed through this paper is summarised in the table below.

Date/s	VS	Activities
15 May 2025	**VS Scheme Open until 30 June 2025**	Publication of revised plans for operation of Sports Centre activities and services with opportunity for individual consultation with staff and comment / consultation via the Consultation inbox, with further opportunity to discuss comments or concerns directly with line manager, the People Team or through the anonymous hotline.
13 June 2025		Consultation on changes closes.
Wb 16 June 2025		Consultation feedback and confirmation of final proposals published
23 June 2025 onwards		Progression of outcomes.
Open discussion and consultation will be available for Sports Centre staff throughout the above noted timeline.		

Human Resources and Development Committee

Thursday 22 May 2025

PAPER E

NATIONAL BARGAINING UPDATE

BOARD OF MANAGEMENT
Human Resources and Development Committee

Thursday 22 May 2025

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 settlement of the recent pay disputes for academic and support staff groups, national bargaining arrangements have been focused more on resolving and progressing some of the longstanding workplans and areas for discussion.

2. Academic Staff Negotiations

Since the previous update there have been ongoing national discussions between the Colleges Employers Association and EIS-FELA. These discussions have focused on resolving and clarifying arrangements around Transfer to Permanency arrangements (circular 04/18) and the national dispute in respect of the use of instructor roles (circular 02/21). Discussions have progressed well on these points and both have now been formally resolved.

Discussions continue in respect of the outcomes of the 'lessons learned' exercise undertaken through the Scottish government. This includes work on culture/behaviours and discussion around possible updating to the national recognition and procedure agreement and ways of working.

3. Support Staff Negotiations

Since the previous update there have been further ongoing national discussions between the Colleges Employers Association and the support unions (Unison, GMB and Unite) in respect of a range of long-standing work. This includes the national job evaluation project, with proposals being developed to seek to get the project back on track and progress outcomes. Consultative ballots on changes to the project are currently being progressed by all three unions.

Discussions are also well progressed in respect of a national policy/guidance on consultation, organisational change and job security.

Work has been taken forward to simplify and re-assess the significant range of twenty outstanding working groups and discussions. These discussions have resulted in a reduction to twelve key areas, with work well progressed on around half of these.

Salary negotiations are progressing, with an employer offer of 3% per annum for the 2025/26, 2026/27 and 2028/29 years tabled alongside proposals for this to be increased to 4.5% for year one if equivalent funding to that provided for academic staff is forthcoming from the Scottish Government.

There would be a minimum increase for those earning under £27k per annum alongside some small changes in conditions of service for those earning over £40k.

4. Joint Negotiation Outcomes

Since the previous update there have been some areas of agreement reached at a national level that will impact on all staff groups as follows.

4.1   COVID-19 Guidance (Circular 01/20 and 01/25)

Discussions have progressed nationally and a revised circular promoting good practice in respect of COVID-19 was agreed and implemented in March 2025. This replaces the previous circular and removes the 'special treatment' of COVID-19 absences.

4.2   NJNC National Referrals Process

A National Referrals Protocol has been agreed to outline the process to be followed by colleges and unions if referring an area of practice or disagreement within an individual college relative to the national terms and conditions of service. This new protocol clarifies the arrangements in place and sets out a clear structure for the contact and information required from both colleges and unions.

4.3   National Discipline Policy and Model Procedure

A national policy of staff discipline has been agreed for implementation. This policy follows the ACAS guidance and sets a minimum standard for colleges to adopt in respect of their practice. This policy is supported by model procedures that provide a template for colleges to adopt or amend as appropriate.

The College is currently reviewing practice against the national policy but does note expect any areas where significant change will be required prior to implementation in August 2025.

5. Unison National Branch Developments

Issues and developments are still progressing in respect of the matters surrounding the decision by Unison to move of the national FE branch under union supervision.

On 7 November 2024, all colleges received the undernoted notification from Unison Scotland via the Regional Organiser advising that the national FE Branch was being put under supervision.

Within all of these changes it is important to highlight that local relationships with Unison are positive and that on-going engagement and partnership working will continue.

The position of D&A is that these are national issues, and that the College has no locus or input to make with regard to them. Support and access to local and national Unison representation is in place and the College will work as normal to support and address staff needs.

6. GMB representation

The College has been without any local representatives from GMB since spring 2024 and work continues to progress with GMB to seek to encourage College staff to take up this role.

To date no new representative has been identified, but this work will continue to encourage local engagement and representation. GMB are our biggest support union in terms of membership, and it is important for staff to have representation of this type.

The offer of support by local EIS/FELA and Unison representatives to provide informal information or input around the role has been welcomed as part of these arrangements.

7. Link to Strategic Risk Register

Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of the following risk within the Strategic Risk Register.

2.3   National outcomes on salaries and conditions of service outstrip ability to pay

3.6   National bargaining outcomes impact adversely on College operations, activity, and flexibility

3.7   Industrial Relations Problems (including industrial action)

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

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

Human Resources and Development Committee

Thursday 22 May 2025

PAPER F

STRATEGIC RISK REGISTER

BOARD OF MANAGEMENT
Human Resource and Development Committee

Thursday 22 May 2025

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 June 2025 Strategic Risk Register is enclosed and it is noted that there are no changes proposed to the 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

2024 - 2025

As at June 2025

Post Holders								Score	Impact	Likelihood
	ELT	Executive Leadership Team		Prin		Principal			Impact	Likelihood
	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	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
	POTENTIAL CONTRIBUTING FACTORS				**TREATMENT**				**POST MITIGATION EVALUATION**	
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	1	4 ↔	• Robust monitoring via **OF&AM Framework** • 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	2	8 ↔	• Review of changes and amendment of strategic direction/plans • Financial strategy sensitivities	Principal & Chair
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

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Blue (1-3) = Minor Risk; Green (4 – 8) = Moderate Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk. Board Risk Appetite for the above risks is assessed as Open with risks scored as major being subject to regular scrutiny and risks scored as fundamental subject to review at every meeting.

Post Holders	ELT	Executive Leadership Team	Prin	Principal		Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment		1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience		2	Minor	Unlikely
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	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	POTENTIAL CONTRIBUTING FACTORS				TREATMENT				POST MITIGATION EVALUATION		
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
1	Strategic and Structural (cont)									
1.4 Board	College disadvantaged as a result of changes arising from major national educational body reviews: SFC, SQA, EdS	3	3	9	• Negotiation/influence at national level • Review of activities/ projects and response to new opportunities	3	1	3 ↔	• Robust monitoring via OA • Amendment of strategic direction/ plans • Rolling curriculum review	Principal
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	3	2	6 ↔	• 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

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Blue (1-3) = Minor Risk; Green (4 – 8) = Moderate Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk. Board Risk Appetite for the above risks is assessed as Open with risks scored as major being subject to regular scrutiny and risks scored as fundamental subject to review at every meeting.

Post Holders					Score	Impact	Likelihood
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DirInf	Director of Infrastructure	Chair	Chair of the Board of Management				

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	2	8 ↔	• 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

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Blue (1-3) = Minor Risk; Green (4 – 8) = Moderate Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk.   Board Risk Appetite for the above risks is assessed as Open with risks scored as major being subject to regular scrutiny and risks scored as fundamental subject to review at every meeting.

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DirInf	Director of Infrastructure	Chair	Chair of the Board of Management					

	POTENTIAL CONTRIBUTING FACTORS				TREATMENT				POST MITIGATION EVALUATION		
Risk Number & Committee	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring		Lead Responsibility
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	3	3	9	• Strong financial controls: segregation of duties and review of transactions. • Review of impact of any changes in structure or duties • Whistleblowing arrangements	2	2	4 ↔	• 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	4	4	16	• Multi-year estates strategy and capital planning • Lobbying of SFC on capital and backlog maintenance funding • Planning for D&A Foundation bids	4	3	12 ↔	• Monitoring of capital plans and expenditures • Regular review of capital plans/timescales relative to funds		VPSO

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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	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	2	2	4 ↔	• 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	4	16	• 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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		POTENTIAL CONTRIBUTING FACTORS			**TREATMENT**				**POST MITIGATION EVALUATION**	
3 **People and Performance (cont.)**										
3.4 **HR&D**	Failure to meet the aspirational standards in respect of the health, safety, wellbeing and development of staff and students	4	4	16 → 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	2	8	• Marketing strategy • Reputation plan • Positive marketing approaches	3	2	6 ↔	• 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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		Impact	Likelihood	Score		Impact	Likelihood	Score		Lead Responsibility

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POTENTIAL CONTRIBUTING FACTORS					**TREATMENT**				**POST MITIGATION EVALUATION**	
3 **People and Performance (cont.)**										
3.7 **HR&D**	Industrial Relations Problems (including industrial action)	4	5	20	• Adherence to legislative and good practice requirements • Positive Union relations and staff communication • Effective management development programmes • Industrial action continuity planning	4	2	8 ↔	• Regular union/management dialogue • Regular employee engagement monitoring • Open communication with staff • Industrial action continuity planning	VPSO
3.8 **A&R**	Significant 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	2	8	• Clear and compliant procurement arrangements and procedures • Staff identity checking arrangements and use of PVG.	3	1	3 ↔	• 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	3	15	• 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

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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			
3	People and Performance (cont.)											
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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Risk Number & Committee	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
		POTENTIAL CONTRIBUTING FACTORS			**TREATMENT**			**POST MITIGATION EVALUATION**		
4 **Infrastructure**										
4.1 **A&R**	Major Disasters – eg Fire, MIS Failure, Failure of Emergency Procedures, RAAC or similar infrastructure failure	5	3	15	• 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	3	2	6 ↔	• Regular review/reporting on milestones, systems effectiveness etc • Regular CPD	VPSO, DirInf
4.3 **A&R**	Significant breach of ICT/Cyber security resulting in loss of service sufficient to impact College student / staff outcomes	4	3	12	• Effective management of ICT arrangements • Active ICT/data security monitoring and cyber security policy	4	2	8 ↔	• Staff CPD on cyber security issues • Regular security monitoring/testing • Cyber resilience plan	VPSO, DirInf
4.4 **A&R**	ICT infrastructure fails to support effective data security / data protection	5	3	15	• Effective infrastructure and systems design and implementation • Effective management of ICT arrangements and GDPR compliance	4	2	8 ↔	• Active data protection monitoring and auditing • Effective information and data security policies in operation • Regular data security monitoring/testing	VPSO, DirInf

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Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS				TREATMENT				POST MITIGATION EVALUATION		
	Risks	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	5	20	• 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	4	4	16 ↔	• Lobbying of SG and SFC on campus vision and needs • Prioritization of capital plans and expenditures • Regular review of capital plans/timescales relative to funds	Principal VPSO

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Human Resources and Development Committee

Thursday 22 May 2025

PAPER G

HR METRICS

HR Metrics

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Paper F for information

1. Introduction

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

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

Other data is presented on a quarterly basis and taken as a snapshot of the status at that point in time.

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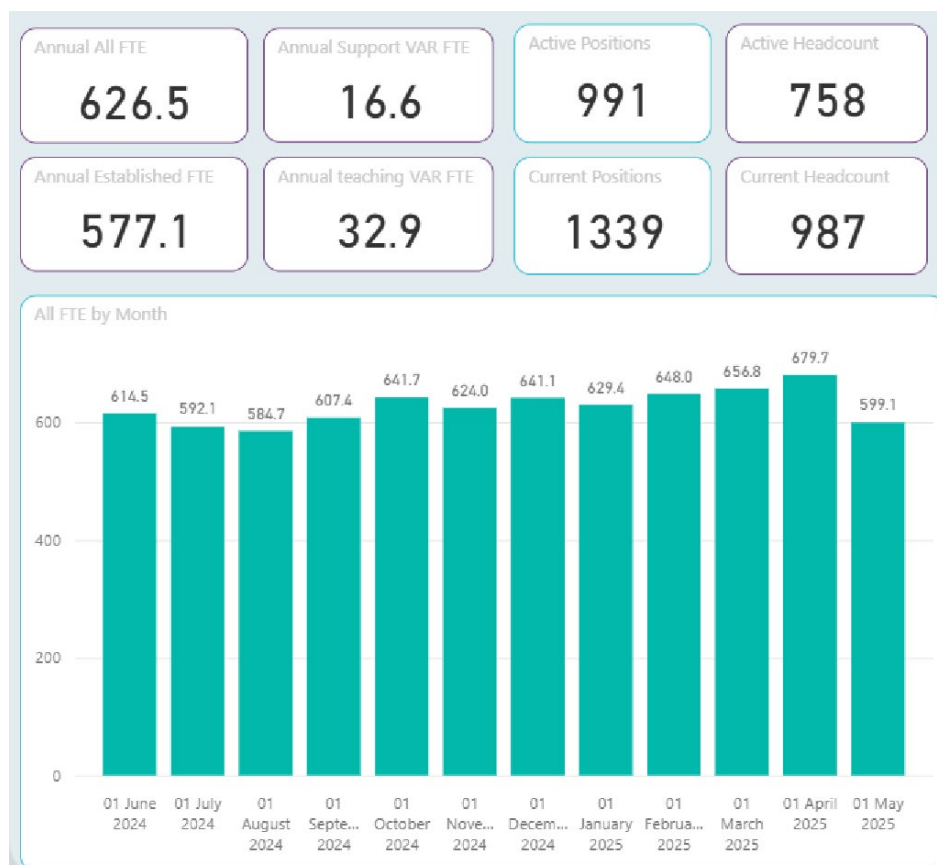
This data covers the FTE, Headcount and Position information as summarised below and is drawn directly from the live dashboard information utilised within the College. Using this data is easier to compile and gives a more accurate snapshot of staffing data at the point in time of each meeting.

Comparison Data from
Previous Meeting

FTE   620

Active Headcount   776

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

Month	FTE
01 June 2024	14.6
01 July 2024	10.4
01 August...	14.4
01 Septe...	16.6
01 Octob...	17.6
01 Nove...	16.5
01 Dece...	19.7
01 Januar...	14.4
01 Febru...	18.2
01 March...	19.9
01 April 2025	22.0
01 May 2025	14.3

Teaching Variable FTE by Month

Month	FTE
01 June 2024	33.1
01 July 2024	12.4
01 Augus...	1.2
01 Septe...	21.8
01 Octob...	51.2
01 Nove...	33.2
01 Dece...	43.3
01 Januar...	31.9
01 Febru...	43.2
01 March...	51.4
01 April 2025	70.9
01 May 2025	1.0

Established FTE by Month

Month	FTE
01 June 2024	566.8
01 July 2024	569.3
01 August 2024	569.1
01 Septe... 2024	569.0
01 October 2024	572.9
01 Nove... 2024	574.2
01 Dece... 2024	578.1
01 January 2025	583.1
01 Febru... 2025	586.5
01 March 2025	585.5
01 April 2025	586.8
01 May 2025	583.9

Diversity Data Held	%
Ethnicity/Race	45.57%
Disability	64.77%
Gender Pay Gap	6.50%
Diversity Data Gaps	30.68%

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 2024/25 to improve data recording across the range of protected characteristics.

Staff Absence Data (year to date)

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

	Staff Absence Last Full Quarter	Staff Absence Rolling Year to Start of Last Quarter
Average working days lost per sick headcount	**4.51 days**	**7.74 days**
Working time lost	**1.73%**	**2.97%**
Comparison with sector/national rates		
UK All Sector rate (CIPD 2016)	3.3% (3.4% CIPD 2023)	
UK Public Sector rate (Unison 2016)	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)	**68**	**73**
Short Term Absences	**879**	**887**
Stress Related Absences – Work related	**8**	**12**
Stress Related Absences – Non-work related	**72**	**55**

Other HR Metrics

	Last Quarter	2023/2024 Full Year
Staff Turnover Rate (non-forced)	**1.79%**	**13.6%**
Employee Hearings		
Discipline	**0**	**1**
Grievance	**1**	**2**
Tribunal Actions	**0**	**0**
Recruitment Exercises	**21**	**85**
Current Vacancies	**17**	

3. OD Metrics

	YTD 2024/25	2024/25 Full Year
Engagement with Leading Learning Academy (per team)	**100%**	**100%**
Number of internal CPD events delivered and external events supported	**209**	**337**
Number of attendances at internal and external CPD events per employee headcount	**1504**	**1140**
Organisational Development budget per employee headcount	**-**	**£110**
Engagement survey ratings (annual/periodic)	**Engagement Index: 80** **Happiness Index: 76**	Engagement Index: 80 Happiness Index: 76
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 2024/25	New Starts	Not Started	In progress: On Track	In progress: Behind	Completed	Total
Academic	**24**	**0**	**24**	**0**	**0**	**0**
Support	**12**	**0**	**12**	**0**	**0**	**0**

Training & Development Completion Rates

Activity	2024/25 Completion Rate to date
Development Reviews	**69%**
Mandatory Training	
#Health & Safety	**100%**
#Fire Safety	**100%**
#Display Screen Equipment	**100%**
***Safeguarding**	**86%**
***Equality & Diversity**	**93%**
***Mental Wellbeing in Children and Young People**	**91%**
****Cyber Security**	**56%**
****GDPR**	**58%**

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.

There has been a slight drop in the completion % due to the increase in active headcount.

4. Link to Strategic Risk Register

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

- 2.2 – failure to achieve institutional sustainability

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

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

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

- 3.9 – failure to meet PREVENT and related obligations

Author: Karen Buchan, HR Manager / Lauren Mowatt, Data Analyst
Executive Sponsor: Steve Taylor, Vice Principal People and Performance

Human Resources and Development Committee

Thursday 22 May 2025

PAPER H

MEETING MINUTES/UPDATES

JOINT CONSULTATION FORUM

Wednesday 29th of January 2025 at 1.00pm

PRESENT: S Hewitt   R Gordon
                   A Ross   K Buchan
                   S Oakley   A Mawhirt
                   S Toms   S Taylor
                   J Grace

Item   **Actions**

1. **Apologies**

   Apologies were received from Derek Smith

2. **Minute of Previous Meeting, from the 27th of November 2024.**

   The note of the previous meeting was approved.

3. **Matters Arising/Actions**

   JG and AR had an action to review attendance by team. JCF were provided figures through a dashboard for review.

   AM had an action to share the evaluation feedback from the all staff day and bring to this meeting.

4. **2024-2025 Student Retention and Attainment**

   S Tom noted that a like for like comparison at week 21 showed significant progress in student retention, with 566 less withdrawals last week.

   The first week in semester two saw 76 students not returning, which was a concern and follow up actions were being taken.

   All depts were asked to compile a retention plan which have been completed, there has been lots of activity around retention to get students to stay as long as possible up to the Christmas break.

   In terms of Jan starts the numbers are on track all streams are running.

   In terms of retention for senior phase and NQ learners, this was c.5% below the national average. Anything that can be done to raise the importance of senior phase and retain them as much as possible is crucial.

   SH asked about analysis to see how many of the senior phase learners come onto our full time courses and from what areas.

JG noted this had been looked at before but would be useful to repeat.   **JG**

SO asked about curriculum content and delivery and STo noted the agreed Dundee standard, and we are working with Angus to develop a similar standard. Jane Roscoe is working with APT to work with schools in an open transparent way that engages the school pupils.

JG stated that curriculum teams should have knowledge of what schools are delivering and they should complement each other rather than repeat/duplicate. SO noted that he was aware that this could be problematic, delivery is key as it is different for this group.

JG highlighted that it should be our best lecturers that can relate to the school students, these students could stay with us for four years studying if we get them enthused and engaged.

SO asked if this was something for CPD for staff and JG noted that this would be something we could consider as part of the CPD group.

AM highlighted the work that's happening under the changing learner and noted that this would help with delivery approaches.

JG noted that in terms of collaboration, our staff can go into schools to see what is being delivered.

Sto noted that there was a huge amount of work in quality week around results, there was a session with Michelle Hamilton with CQL's and HCQ's around accurate checks on registers and amendment requests to make sure they are accurate.

SO noted that he felt that the focus on CPD and the change in the last twelve months has made a significant change in how we communicate across the College and its fundamentally changed the way we work, I think its enhanced what's going on.

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

SH stated that at the last JCF in November the financial position had moved from a forecast £920k deficit to a £1.3million deficit however there was still uncertainty around some costs. The budget detail was still to come in, capital funds for revenue was also something we needed clarity on.

Not long after that meeting we did get some clarity and the figure had improved to a £779K deficit, with still scope to improve and still some clarity needed. SH noted that there was now some answers over pension contribution costs but not NI. We were also still awaiting some clarity of the split between capital and revenue funds (CDEL and RDEL).

Given the financial picture and the expectation of flat cash going forward the VS scheme had re-opened on a speculative basis to support possible savings.

SH stated that the £779K deficit will be pulled in further and that also includes the Gardyne loan repayment. We will continue to keep tight controls on recruitment and costs and what we can do through VS.

SH noted that the SLT we are looking at some specific areas that are non-core items which we will work through and there will be a series of decisions we will need to make.

ST noted that the College had bid for some additional capital funds from SFC which was approved and will help invest in improvement works such as Calc lift.

RG asked if there was a benefit to asking the staff for any suggestions similar what we did before. SH noted that there was no harm in going back out and asking teams, we will take an action for that suggestion.

SH/ST

SH stated that there were national updates around asset disposal and two areas that could be funded through other portfolios, one was offshore wind and the other was around health and social care developments, both of which may see some funds come into the sector.

There were also national proposals being formalised for colleges to create their own curriculum transformation fund, giving up some activity for a period to fund future developments.

6. D&A Infrastructure Vision Update

SH noted some really positive discussions with the First Minister and funders, there is a meeting this Friday with Shona Robison and we have got some costing for development of the Outline Business Case.

A big part of Abi's role is taking this on to structure governance and communication. There is an announcement going out tomorrow about the briefings that will happen, we want to talk about the 2030 strategy.

SO stated that there were a lot of the questions from staff about developments and welcomed the opportunity for briefing sessions.

SH stated that the last set of briefings were well attended, I would encourage all staff to attend the briefings. Keeping everyone up to date and engaged is a big job, we are in a better pace than we were before Christmas however we now need to look at funding and the funding model.

AR highlighted recent comms out about the short medium term, if anyone is keen to get some work done we are very keen to advise that investment doesn't end simply because of our strategy, we do need to consider best use of the funds but we still need to deliver quality campuses.

SH noted the positive progress of the infrastructure work and confirmed that he would issue updates on an on-going basis.

7. 2030 Strategy

SH stated that the 'Our College' strategy has been in progress for 12 months, the June Board meeting is the final sign off but we want staff and student input. The announcement tomorrow and the briefings will be about getting feedback and providing updates. JCF is also an important group and we would be interested in your feedback and comments too.

All

When the announcement goes out tomorrow, please ask people to review it and feedback.

SO welcomed this input and stated that if you give people an insight about creating success all of those things will enhance the belief of sustainability and stability for the future.

SH stated that it was an exciting time and staff should feel that and be keen to shape the future.

8. College Sector Reform Agenda

SH stated that the consultation on the future of student funding had closed and the feeling was that this would be consolidated into a single body (SAAS), with the hope that this would give greater flexibility as currently the college can't vire between FE and HE funds.

How we fund apprenticeships has also been discussed, with the potential for funding for SDS being removed and passed onto SFC.

SH said that there is a sense they are properly listening and we are talking about the barriers we face and what we can do to improve the things in the sector. He stated that he did not think that the Scottish Government should be prescriptive with the funding, they should let colleges determine how to use the funds as there will be different needs.

SO asked if we were getting better at obtaining commercial work. JG stated that we were but we need to rethink what commercial means for example upskilling someone to improve their chances of securing better employment. JG stated that the business partnership team have been excellent at using the 450k fund to get out there and support businesses.

SO asked what we did prior to commercial input. JG stated that there were more funding pots and we used to be able to claim for leisure courses but that had all changed. We are making improvements in sourcing the income the last three years, we have brought in more income. We are really fortunate with our partnership relationships and knowing what we are good at has really helped.

SH stated that the government were also looking at how we skill plan for economic regions, all the different areas need to agree the regional plan, and the direction of travel is the right one.

ST stated that colleges are supportive of the change but SDS are less supportive and that, as a sector and individual colleges, we need to be sensitive around that when speaking with others as they may be impacted.

9. Union Items

Staff Questions

SO stated that they were asked lots of questions and he had pulled together some questions for the SLT. He stated that some of these were lengthy questions.

One question asked was do new have competitors and who do we look to inspire us. SH stated that we have looked at models in Scandinavia and Norway and we want to be a one shop multi agency organisation, we don't necessarily look at one organisation its more asking what we want to do.

SO stated that a member of staff asked, how do the digital team arrive at their decisions. RG replied that there will be different standards in our field, we look at other academic establishments, but we don't advocate that.

AR noted that the question seemed to be about communication because people are unclear about how decisions are arrived at.

SO asked what will the SLT do to rebuild the trust within the teams. SH stated that this was difficult because different people can have a very different experience. This is the perennial issue one person's good culture is the other persons poor culture, there needs to be ideas and suggestions from them because my suggestions might not be what they are looking for.

SO stated that he would like to do this for every other meeting, he will ask for questions and we can then respond afterwards and publish them or go back to them individually.

SH asked if he could get sight of them before the briefing sessions he can try and answer them as part of the briefings. If you look at the staff survey a lot of what we are planning the survey has been the foundation of that.

SO welcomed this and noted his view that the Academic Directors have been instrumental in the changes we are seeing, which is great.

ST noted that it would be useful to remind teams and staff that we have an anonymous hotline and consultation inbox which they can use, we don't want staff holding onto questions until the next meeting.

AR stated that it was also useful to think about two way communication, because there is something that has triggered the question and that would help him answer it for the individual.

October Break

SO stated that there had been a question was about the October break,

AR noted that he had circulated the dashboard showing attendance, there is an increase in student absence just after the break and it varies by department, it can be very pronounced but overall there is a around 2% increase in absence and then it dips down again.

SO asked if for some departments where they aren't seeing the increase in absences what are they doing differently.

JG stated that it varies by departments as it depends on the age of the student. I would say the October break isn't the concern we thought it was.

If you look at full time students the second week doesn't create a problem, other areas, there is a slight increase and then it dips again. It was a useful exercise but it doesn't conclusively show we should extend the October break.

SO What are we going to do if we are seeing the increase. JG It's before the October break that we see the increase, not the week we return, its shows there is an increase in absence in October in general, but we cannot simply say its related to the break period,

SO said that he didn't want to not see students coming back. STo advised that this would continue to be a huge focus for us and we will monitor the figures.

Unison National Developments & Job Evaluation

RG stated that nationally there was still a lot of uncertainty within Unison around what was going on, but that there had been a change working with CES and Job Evaluation is still coming along.

10. Policy Review Group

ST highlighted proposed changes in wording to some processes to clarify what was meant by written confirmation now that teams and e-mail were used regularly. He noted the proposed addition of a section about the College values and making sure people behave in an appropriate way.

11. AOCB

None noted.

12. Date of Next Meeting

Wednesday 14th of May 2025 at 2.00pm, K-TO-624, Kingsway Campus

Health, Safety & Wellbeing Committee Meeting Minutes

Wednesday 29th January 2025 at 9am
Gardyne Campus Room G-MA-150

PRESENT:	Steven Taylor (Chair) (ST)	Lauren Simpson (LS)
	Sandy Fowler (SF)	Kichelle Williams-Robinson (KW-R)
	Kenny Watt (KW)	Chloe Hendrie (CH)
	Karen Buchan (KB)	Kara Ramsay (KR)
	Jane Cooper (JC)	Bryan Leonard (BL)
	Lee Lappin (LL)	

PRESENT on TEAMS CALL:	Billy Grace (BG)
	Ronnie Hamilton (RH)

APOLOGIES:	Andy Ross (AR)	Zoe Hargraves (ZH)
	Jackie Beresford (JB)	Fi O'Duibhinn (FO)
	Darren Abel (DA)	Amy Monks (AM)
	Sarah Ramminger (SRam)	Richard Gordon (RG)
	Sarah Rennie (SR)	Tom Duncan (TD)
	Lisa Kelbie (LK)	Stephen Oakley (SO)

1. Welcome & Apologies

ST welcomed everyone attending and **SF** confirmed apologies received.

2. Note of Last Meeting

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

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.		Closed
4.1	**KB**	To share draft policy on Hybrid Working /Home Working with committee when updated.		Closed
4.2	**SF**	To provide update on the See It, Hear It, Say It Poster progress	Ongoing	Open
4.2	**AR**	To discuss room layouts to what posters are required in each room and communal areas and provide an update	Ongoing	Open
5.1	**SF**	To arrange a HSMS training session for 6 staff who have returned from long term sickness	Ongoing	Open

5.1.4	**SF**	To give an update on the Health & Safety Check Analysis when complete	Agenda	Open
5.1.5	**KB/JC**	To provide an update/clarity to where the Wellbeing Structure should sit		Closed
5.2	**SF**	To provide an update on the progress of the Health & Safety Training course development	Agenda	Open
6.3	**SF**	To remove headed item from meeting agenda	Item Removed	Closed
7.1	**RG**	To provide name of the Union Representative who will attend the next meeting	Ongoing	Open
7.2	**KB**	To provide clarity on First Aid Payments to First Aiders		Closed
10	**SRam**	To clarify with Nikki Anderson Finance Director that the sports union insurance is in place	Ongoing	Open

4. **Sub-Committee Updates:**

   4.1 DSE Policy Review

   SF updated that to support the Policy Review KB had published Hybrid Working Guidelines. **BG** stated and asked the question how we determine that all the DSE Equipment is available when working from home. And how do we know the DSE set up at home is ok. If this is not possible, they should be back on Campus.
   Action - KB to look at Hybrid Working Guidelines and DSE to ensure that the working from home information is captured before sending to Policy Review Group

   4.2 AINM (See It, Hear It, Say It Poster)

   SF provided update that the poster for each Campus was approved. **SF** presented a Draft Near Miss Definition Guidance Sheet which is to be finalised. The Guidance Sheet will provide and give examples of a Near Miss to allow people to understand what they are reporting. Once the posters are ready and through the campaign, we will be encouraging people to report, and consideration will be given to the positioning of the posters in all the rooms and communal areas. The Posters will display the Room Numbers and will be placed in Clip Frames. The Timescale for this to proceed is around August 2025
   AR is liaising with the signage committee with reference to the clip frames for the posters.
   Action - SF to finalise the Near Miss Definition Guidance Sheet and provide an update when ready
   Action - AR to discuss room layouts to what is required in each room and communal areas and provide an update.

5. **Health & Safety Team Update**

   5.1 SF stated that the Health & Safety Officer's Report had been released and is published online, within that report it shows progress over the last year. The report covers from August 2024 to January 2025. In summary it's been quite a busy

department with Safety Checks being one of particular growing development and is providing fantastic results.

5.1.2 Health & Safety Statistics

SF presented the Statistics reports where it is important to understand how we are doing and where we are. Although we share these at committee level, going forward we are looking to share the statistics at team meetings. During the period August 2024 - Jan 2025 there were 60 accidents, 65 Incidents and 27 near misses reported. There were 0 RIDDOR reportable accidents reported during this period.

5.2 Health & Safety Training

SF Stated that the balance of Line Managers to attend the Health & Safety Management Training is being finalised. **SF** has developed a Cleaning Operatives Health & Safety Information Handbook which is to be used for Training All Cleaning Operatives. The course will involve 2 x One Hourly Sessions at each Campus and these courses have been arranged to take place at the End of February beginning March 2025. Going forward the plan is to roll out this course to other Departments i.e. Technicians, Gardeners, Kitchen Staff etc.

KB requested that the People Team are informed of these events so that relevant records can be kept up to date.

Action - SF to finalise the Health & Safety Management Training Course
Action - SF to inform the People Team when these Training events occur.

5.3 Accident Investigations Summary Findings and Lessons Learned

SF Highlighted an incident at Arbroath Campus which involved a tree stump being removed and whilst digging into the ground electric cables were discovered. The outcome of this Incident could have been serious. Going forward **SF** has obtained a C.A.T Tool which takes readings on the depth of the cables and is linked to GPS System. A Permit to Dig document has been produced and will be required before any works/digging can be permitted. It was proposed that SF could attend HCQ/D meetings to share lessons learned

Action - LL to arrange for SF to attend meetings.

6. People Team Update:

6.1 Absence:

KB confirmed that the reports were uploaded to the Portal and stated that the absence statistics remain low and that there were no significant spikes in absence to be concerned about. They are continuing to monitor long term sickness.

6.2 Wellbeing:

JC confirmed 2 papers uploaded to the Portal and gave an update on activities taking place across the campuses where they have been well, received. It's been a busy period in terms of Wellbeing Activity. The importance of taking an Hour out was highlighted and all Staff are being encouraged to do this. **RH** stated that this subject would be including in the curriculum monthly meetings. There is a Wellbeing group set up which includes JC,JR, LL & ZH which sits across both teams with information uploaded on to the Portal.

7. Trade Union Update:

7.1 TD was to attend the meeting as Union representative but sent his apologies and was not present at the meeting. JC stated that he was leaving or had left the College.
Action - RG to provide another name for a Union Representative to attend the next Health & Safety Meeting.

8.   **Students Association/Learner Engagement Update:**
   8.1 KR Stated the Learner Engagement Update was available on the Team Portal and there was lots of activity/engagement with students.

9.   **New Issues or Other Reports in Internal & External Health, Safety & Wellbeing:**
   Nothing raised.

10   **AOCB**
   LL Stated that there would be changes in membership of the committee. Gary Gordon, Ronnie Hamilton and Kichelle Williams-Robinson would attend and that Sarah Ramminger and Zoe Hargreaves would no longer attend the meetings
   Action - SF to update the Portal to reflect the changes.

   SF Gave an update about Martyn's Law, Terrorism, (Protection of Premises) Bill 2024 which was announced in the Kings Speech. This Bill is going through parliament with reference to the procedure Under the Terrorism Act. More information guidance will follow when available, with other colleges looking at this through their business continuity plan. **SF** continues to attend various meetings and seminars and is keeping everyone up to date on future developments.
   Action - SF to provide on Martyn's Law through the Business Continuity Group.

   It was stated that **SRam** will no longer be attending these meetings and there was no update on the sports union insurance
   Action: LL to clarify with Nikki Anderson Finance Director that the sports union Insurance in place as SRam is no longer attending these meetings.

11.   **Date of Next Meeting:**
   Wednesday 21st May 2025 at 09.00am Gardyne Campus Room G-MA-150
   (Unless there is a particular requirement for an earlier meeting)

Human Resources and Development Committee

Thursday 22 May 2025

DATE OF NEXT MEETING-

**Thursday 4 September 2025 at 5:00pm in Room
K-TO-624, Level 6, Kingsway Campus**