West College Scotland

ORGANISATIONAL DEVELOPMENT AND HR COMMITTEE

WEDNESDAY 8 November 2017 at 4.00 p.m. in
Room 116 (Estates Room), Renfrew Building, Paisley Campus

AGENDA

General Business

1. Welcome
2. Apologies
3. Declaration of Interests
4. Minutes of the meeting held on 13 September 2017   Enclosed   LL
   Actions from the minutes   Enclosed   LL

5. Matters arising from the minutes
   (and not otherwise on the agenda)

Main Items for Discussion and/or Approval

6. Update from Director Organisational Development and HR
   .1 College Improvement Plan: Update on Progress   Paper 6.1   LC
   .2 National Bargaining: Update   Oral Report   DG
   .3 Building Our Collective Future   Paper 6.3   DG

7. People Strategy: Progress Report   Paper 7   DG

8. Health and Safety Audit Report   Paper 8   DG

9. HSE Improvement Notice   Paper 9   DG

10. Update on EU General Data Protection Regulations (GDPR)   Paper 10   DG

11. Risk   Paper 11   LL

Items for Information

12. Reports from Sub-Committees   Paper 12   DG
    i. Minutes of the LJCNCL Meeting – 6 September 2017
    ii. Minutes of the LJCNCS Meeting – 6 September 2017
    iii. Minutes of the EDI Committee Meeting – 21 September 2017
    iv. Minutes of the Health and Safety Committee Meeting – 13 September 2017

13. Any other business
    Next meeting: Wednesday 14 February 2018 at 4.00 p.m. at the Paisley Campus

Drew McGowan
Secretary to the Committee

ORGANISATIONAL DEVELOPMENT & HR COMMITTEE

MINUTES: 13 September 2017

Present: Lyndsay Lauder (in the Chair)
Linda Johnston

Attending: David Alexander (VP Operations); Liz Connolly (VP Corporate Development), David Gunn (Director Organisational Development & HR), Gwen McArthur (Secretary to the Board) and Drew McGowan (Secretary to the Committee).

Apologies: Audrey Cumberford, Keith McKellar and Jim Hannigan.

OM150 DECLARATION OF INTERESTS
David Alexander declared an interest as a Trustee of the West College Scotland Foundation.

OM151 MINUTES
The minutes of the meeting held on 17 May 2017 were approved.

OM152 ACTIONS FROM THE MINUTES
The Committee noted the actions taken since the last meeting.

OM153 REMIT AND MEMBERSHIP
The Committee noted that the Corporate Development Committee had agreed to propose an amendment to their remit and membership at their meeting on 5 September. The amendment to the Committee's membership would allow "other Board members to attend the meetings" with the approval of the relevant Committee Chair. The Committee agreed with this proposal and **recommends** to the Board that its remit be amended so that paragraph 4 of the Membership section reads:

> "Other Board members can attend meetings with the approval of the Chair of the Organisational Development and HR Committee."

The Committee noted its membership and dates of meetings in 2017/18.

OM154 VOLUNTARY SEVERANCE SCHEME (OM141)
The Committee noted the discussion that took place at the meeting on 17 May 2017 regarding the Voluntary Severance Scheme. Since the previous meeting, the Principal had received communication from the Scottish Funding Council confirming that no additional funding would be made available to the College to support a Voluntary Severance Scheme at this time. The Committee expressed its disappointment at this

position, as the Board had approved a balanced budget for 2017/18 which recognised the need for savings given the challenging financial environment faced by the College for 2017/18 and beyond.

OM155 UPDATE FROM DIRECTOR, ORGANISATIONAL DEVELOPMENT & HR

The Director Organisational Development and HR reported on the following matters:

.1 College Improvement Plan: Update (OM142.1)

The Vice Principal Corporate Development updated the Committee on the progress concerning the College Improvement Plan. The Committee heard that there were many strands to the College Improvement Plan, including the Student Journey Project, the development of a new culture framework, a leadership programme, the introduction of a regular forum for support managers and SMT and the continued pilot of Skype for Business. The College is also part of the Scottish Government's recently announced College Improvement Pilot Programme to increase attainment and improve retention. However, the Committee was informed that the progress of the College Improvement Plan had been affected by recent industrial action. The Committee **agreed** that the Vice Principal of Corporate Development would provide a written report at the next meeting.   **[Action: LC]**

.2 National Bargaining: Update (OM142.2)

The Vice Principal Operations tabled information relating to national bargaining for support and lecturing staff. The Committee was updated on the details of the 2017/18 support staff pay offer, which was accepted after trade union members were balloted, and the developments of the lecturing staff negotiations that resulted in industrial action being suspended in May 2017. The impact of recent developments on the College, and the wider sector, were also discussed. Colleges Scotland will continue to seek clarity from the Scottish Government on funding for the college sector to implement the agreements from the national bargaining process. The Committee will continue to be kept informed of progress.
                                                          [Action: AC]

.3 Workforce Planning: Report from Internal Audit (OM142.3)

The Director, Organisational Development and HR, tabled the West College Scotland Internal Audit Report 2016/17 for the Committee's information. The Committee was given an overview of the report and apprised of a number of recommendations for improvement contained within it. The Committee was pleased to note that the internal auditors had identified a number of areas of good practice within the College. Representatives of the College will also be attending a national workshop

on workforce planning in November 2017 to share experience and best practice with other colleagues in the sector. The Committee will be kept updated of the College's progress of implementing the recommendations contained within the report. **[Action: DG]**

.4 **Developing the College Dashboard (OM142.4) (CD131)**

The Vice Principal Corporate Development updated the Committee on the work being undertaken to develop a new KPI dashboard for the College. The Committee was informed that the Corporate Development Committee had also discussed the development of the College's dashboard at their recent meeting on 5 September 2017 where they discussed what constituted a KPI across different directorates of the College. Each of the Board committees had considered this matter at previous meetings and provided their input on what performance measures they thought ought to be included in any performance dashboard that would be developed by the College. The Committee **agreed** that Vice Principal Corporate Development would consider all suggestions with the view of producing a paper for the Corporate Development Committee that distinguishes between committee KPIs and corporate KPIs. **[Action: LC]**

OM156 **PEOPLE STRATEGY: PROGRESS REPORT (OM144)**

The Director Organisational Development & HR tabled a summary action plan for implementing the People Strategy for the Committee's information and provided an update on the College's progress on this matter. The Committee **agreed** that a further update will be provided at the next meeting. **[Action: DG]**

OM157 **HEALTH AND SAFETY AUDIT**

The Committee was informed that the internal auditors had recently undertaken a review of health and safety at the College and that Management would be provided with the draft report in due course. The Committee will be provided with an update of the main outcomes of this review at an appropriate future meeting. **[Action: DG]**

OM158 **EMPLOYEE WELLBEING SURVEY – ACITON PLAN (OM129.1)**

The Director Organisational Development & HR tabled the College's updated Employee Wellbeing Survey and Action Plan for the Committee to note. The Committee welcomed the news that the College had retained its Healthy Working Lives Gold Award (HWL). The Committee noted that work was being undertaken for a revised HWL Three Year Rolling Plan and **agreed** that this would be presented at an appropriate future meeting. **[Action: DG]**

OM159 EU GENERAL DATA PROTECTION REGULATIONS (GDPR)

The Committee noted a briefing paper provided by the Director Organisational Development & HR concerning the EU's General Data Protection Regulations due to come into effect in May 2018. The College established a Working Group of led by the Head of Organisational Development and HR to form a compliant response to the new legislation. As the introduction of GDPR is a sector-wide issue, the possibility of a shared service – i.e. a Data Protection Officer – was currently being explored. The Committee **agreed** that it would be kept abreast of ongoing developments concerning the GDPR.   **[Action: DG]**

OM160 RISK (OM133)

The Committee considered the Strategic Risk Register and noted that the EU General Data Protection Regulations had been added.

OM161 CDN AWARD 2017 – SHORTLIST

The Committee welcomed the news that the College had been nominated for three prestigious College Development Network awards. Teams from across the College have been nominated for the Health-promoting College Award in recognition of the Healthy Working Lives initiative, the Innovative College Award for the STEM Ambassadors Programme, and the Digital Education Award for the delivery of Coding Clubs to schools.

OM162 REPORTS FROM SUB-COMMITTEES

The Committee noted the reports from the following sub-committees:

i.   Joint Consultative and Negotiating Committee for Lecturing Staff meeting of 7 June 2017.
ii. Joint Consultative and Negotiating Committee for Support Staff meeting of 7 June 2017.
iii. Health and Safety Committee meeting minutes of 24 May 2017
iv. Equality, Diversity and Inclusion Committee meeting minutes of 18 May 2017.

OM163 SCOTTISH LIVING WAGE ACCREDITATION

The Committee welcomed news that the College would be shortly confirmed as an accredited Scottish Living Wage employer.

OM164 NEXT MEETING

The next meeting of the Committee will take place on Wednesday 8 November 2017 at 16:00 at the Paisley campus.

DMCG/14.09.17/Final

Chair's Signature: ……………………………………………   Date: ……………………

Organisational Development & HR Committee: Meeting of 13 September 2017

Actions from the Minutes

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
13 Sept 2017	OM155.1	College Improvement Plan – action plan and Behaviours Framework being developed. Behaviours Framework delayed due to impact of national bargaining activities. Committee to return to this matter at a future meeting.	L Connolly	Written report to be submitted at the next meeting of the Committee.	November meeting
	OM155.2	National Bargaining – Committee to be kept informed of developments	A Cumberford	Committee to be updated at a future meeting.	November meeting
	OM155.3	Workforce Planning – I. Workforce plan to be included in People Strategy to make tracking progress easier; ii. Audit Report and Management Response provided to Committee	D Gunn	Committee to be updated of the College's progress of implementing the recommendations contained within the report.	Future meeting
	OM155.4	Developing the College KPI Dashboard – the Committee to discuss the KPIs to be adopted in the College's Dashboard.	L Connolly	Written report to be submitted at the next meeting of the Committee.	November meeting
	OM156	People Strategy – Committee to be kept informed of progress.	D Gunn	Further update to be provided to the Committee at the next meeting.	November meeting
	OM157	Health and Safety Audit – draft of the internal audit report to be provided to the Committee at a future meeting	D Gunn	Draft of the internal audit report to be provided to the Committee with an update at a future meeting.	November meeting
	OM158	Employee Wellbeing Survey – Healthy Working Lives Gold Award retained by the College and work is being undertaken for	D Gunn	HWL Three Year Rolling Plan to be presented to the Committee.	Future meeting

		a revised HWL Three Year Rolling Plan.			
	OM159	EU General Data Protection Regulations (GDPR) – Working Group established to form the College's compliant response to new regulation. Efforts ongoing.	D Gunn	Committee to be kept abreast of ongoing development concerning GDPR and the College's response.	November meeting

DMcG – 24/10/2017

TITLE: **Update on the College Improvement Plan**

Background: At the Committee meeting of 13th September the Committee requested an update on the Staff related projects in the College Improvement Plan.

Action: The Committee is asked to note this report.

Lead: Liz Connolly, Vice Principal Corporate Development and David Gunn, Director Organisational Development and HR

Status: Open

Introduction

The College Improvement Plan has been informed by a number of sources including; informal staff feedback, the staff survey carried out last spring, business process improvement suggestions identified during the Operational Planning process. The Improvement Plan is an evolving document, reflecting the on-going desire to improve performance and processes.

At its meeting on 13th September the OD and HR Committee requested an update on those projects which are staff focussed. It should be noted that as a result of the industrial action that took place towards the end of last term the decision was made to delay progress on a number of these projects.

The Projects

Develop a WCS approach to Behaviours: Feedback from the staff survey suggested that staff would welcome a clear set of agreed behaviours. A Behaviours Framework was drafted by the Head of Organisational Development and HR, this drew on the output from the staff study and input from the Senior Management Team (SMT). The early draft was tested with a number of staff groupings including all of the Operational Managers. Following Feedback a draft was shared with all of the recognised Trade Unions who were very supportive of it. The document was recently shared with all staff to ask for their comments and input. Following any final input to the document a short life working group including trade union representatives will be formed to discuss the implementation of the framework which will called "Building our Collective Future"   It is intended that the framework will influence behaviours and work practice such as our approach to recruitment and staff development. A copy of the documents issued to staff is include as Agenda item. This project was delayed because of the industrial action.

Establishment of Operational Managers Forum: Feedback from the staff survey suggested that a number of the middle managers required additional development. One route to support this has been the establishment of an Operational Managers Forum. The purpose of the Forum is to improve communications, allow for peer support and development and provide a mechanism for the managers, as a group, to input to the development of College policies and processes.

The Forum meets three times a year and so far has been involved in a range of discussions and projects such as developing the Behaviours Framework, developing an approach to self-evaluation for support teams and providing feedback on improving communications within the College.

Developing a Leadership Development Programme: Again to address the development of senior and middle managers the College has been developing a bespoke leadership development programme. Led by the Head of Organisational Development and HR this project has identified the core and critical competencies that all WCS managers should develop and possess. Following agreement on these by the SMT a tender was issued for a delivery partner. There was a disappointing response to the initial tender, so this was re tendered. The College is in the final stages of completing this process and a partner is likely to be in place by the end of October.

Further exploration of staff survey results: In order to try and get more insight into some of the feedback from the staff survey it was decided that the Principal would hold open meetings with staff on all campuses. This happened in October 2016. The Principal is again holding open sessions with all staff at all campuses during September and October 2017.

New approach to recruitment and appointments: This project has been delayed as a result of the delay to rolling out the approach to behaviours. Once the approach has been finalised this will be progressed.

A new approach to team meetings: This project has also been delayed due to the delay in rolling out the approach to behaviours.

TITLE: **BUILDING OUR COLLECTIVE FUTURE**

Background: Building Our Collective Future is a set of core behaviours which focuses on how staff treat one another and provide services to students and other customers. The Framework will be implemented by a Working Group which shall include trade union representatives who have been very supportive of this initiative.
A copy of the communication to staff is attached for information.

Action: The Committee is invited to note this information and seek clarification as required.

Lead: David Gunn, Director, Organisational Development & HR

Status: Open

Building our Collective Future	
Source	**Principal**
Details	

Building our Collective Future

Building our Collective Future is a set of core behaviours which focuses on how, as colleagues, we treat one another and how as staff, we provide our services to students and other customers.

This framework was developed following feedback from last year's Collective Ambition Staff Survey and the associated focus groups. You told us you wanted to see positive behaviours recognised so that West College Scotland would become the creative, supportive and enjoyable environment we wish it to be.

We have consulted with trade unions on this initiative and their response has been very positive .It was agreed that all staff would be given the opportunity to provide feedback before we introduce the Building our Future Guidelines. We would appreciate getting your feedback so please email comments and suggestions to joe.rafferty@wcs.ac.uk by Friday 27 October. Your input will help shape the final version which we would hope to issue early in November.

The Purpose of Building our Collective Future Guidelines

"Why do we need to be told how to behave?" The response to this question is that we don't need to be told how to behave. That is not what the guidelines are about. The purpose of the Guidelines is to provide an agreed and a consistent baseline against which we can talk about our actions in the workplace, drive improvements, seek to resolve conflicts, reflect on how we react in different situations and hold each other to account.

The Guidelines are designed to nurture the kind of culture we aspire to. So, for example, if we want a College culture which is student-centred and has excellent standards, we would need to make a point in behaving in ways which are student-focused, open to feedback, innovative and energetic etc. These agreed behavioural norms, if embedded as part of how we do things, could lead to the very specific type of positive culture that we are striving to develop.

The Guidelines should also help us deal with pressure on our service, particularly pressure associated with change.

When people are under pressure they sometimes find it difficult to meet their own high standards of behaviour. Also, when people find themselves in conflict with others, the actions of the other party (which can sometimes be based on a simple misunderstanding) can lead them to behave in ways which are unhelpful. Such behaviour can provoke an unhelpful tit-for-tat response as each party seeks to "win" the argument. Referring back to the Guidelines should be a good starting point in helping people break such a damaging cycle and move them towards resolving difficulties.

Of course these Guidelines are not just for when things go wrong. Some of the behaviours will be "stretching" behaviours or "enabling" behaviours which people may aspire to in order to maximise their performance and be all they can be.

So there are many situations in which the behaviours framework provides a useful starting point for conversations – non-threatening, and a standard for everyone.

Uses for the Guidelines

Below are some illustrations of where the Building our Collective Future framework may be utilised.

Recruitment

Applicants will be selected and interviewed on the basis of cultural-fit as well as job-fit.

Learning & Development

Personal development planning takes place as part of the CPD Review process – training is available to support staff to deliver positive behaviours.

Feedback Discussions

It is part of a supervisor's or manager's job to provide regular feedback to their direct reports so that the individual knows how they are doing. This helps each individual to know what they should do more of, because they are doing well, or what they need to change. If we are all committed to an agreed way of doing things, then this individual feedback becomes essential in letting us know how closely we are meeting expectations, or the extent to which we are demonstrating the ideal standard.

Induction

All new staff will receive information on the behaviours expected at West College Scotland.

Policy

The behaviours will be considered when developing or reviewing any new policies, processes and guidance designed to support staff and students.

Wellbeing Initiatives

We recognise that behaviour can be influenced by an individual's wellbeing, so we will ensure that appropriate supports are in place and opportunities for engagement in activities are offered through the Healthy Working Lives agenda.

Partnership Working

The way in which we work with our partners is key to delivering the Corporate Plan. The Building our Collective Future framework is central to the success of this and to the development of relationships with our partners.

Building Our Collective Culture

BEING PART OF WEST COLLEGE SCOTLAND

DRAFT

WEST COLLEGE SCOTLAND

Our Vision: "Collective ambition, pride and passion: a vibrant and dynamic College"

The West College Scotland vision emerged following widespread staff consultation in the run up to the College's formation. People were clear about the kind of College they wanted to be part of, and it was from this that we developed our vision.

Achieving our vision depends on our *collective culture*, in other words, it depends on how we do things at West College Scotland: how we work with others, how we treat others, how we challenge ourselves.

The 2016 staff survey and follow-up focus groups told us a lot in terms of what staff think about our developing collective culture, including approaches to help us achieve our vision and shape the type of college you want to be part of. Six broad themes emerged:

- Student focussed
- Takes ownership
- Honest and trustworthy
- Respects others
- Works together
- Strives for excellence

This following pages provide examples of the type of approaches around these themes They should help us all become active contributors to the *collective culture* or to make the *collective culture* even better. There are also examples of the type of approaches which could serve to weaken the culture and therefore undermine our collective ambition.

Please think of this guidance document as a flexible communication tool. It's designed to help us initiate discussions about our approach to things at West College Scotland with a view to developing our vision. It will be useful in a variety on contexts including, recruitment, personal development planning, providing feedback, induction, policy development, wellbeing initiatives and partnership working.

Student Focussed

The student experience is our top priority so the statements below are about ensuring the needs of students drive what we do.

Building our Collective Culture

- ✓ Strives to develop a clear understanding of the needs of students.
- ✓ Provides all responses to students, including complaints, in an efficient and timely manner.
- ✓ Deals with student misbehaviour or misdemeanours in a professional manner, adhering to relevant guidelines.
- ✓ Readily apologises to students if mistakes have been made seeks to address any deficiencies.
- ✓ Seeks to improve the student experience wherever possible.
- ✓ Notices when a student is in need, in whatever context, and offers help, or puts the student in touch with the appropriate service.

Making it Even Better

- ✓ Balances the need to respect students with the need to challenge them and develop them in their programmes of study.
- ✓ Develops a clear understanding of the student journey in order to know how any procedural or service changes will affect them.
- ✓ Ensures proper consultation with students or their representatives and communicates feedback to the College community.

Weakening our Collective Culture

- ✗ Makes no attempt to develop an understanding of the needs of students.
- ✗ Fails to respond properly to students, with efficiency and timeliness.
- ✗ Deals with student misbehaviours or misdemeanours inappropriately, deviating from guidelines.
- ✗ Never apologises to students if mistakes are made and does not seek to address deficiencies.
- ✗ Neglects to consider how to improve the student experience.

Takes Ownership

This is about conscientiousness, taking responsibility and doing what needs to be done without being prompted.

Building our Collective Culture

✓ Assumes personal responsibility for resolving problems.

✓ Admits mistakes with a view to learning from those mistakes.

✓ Refers problems for resolution, when unable to deal with these directly.

✓ Prepared to pitch in with whatever needs done, and as the situation demands.

Making it Even Better

✓ Seeks opportunities to develop the job role, within the scope of the job description.

✓ Takes the lead in a crisis, especially in the absence of a designated manager.

✓ Empowers others to work on their own initiative.

Weakening our Collective Culture

✗ Takes no responsibility for resolving problems.

✗ Covers up mistakes or fails to come forward.

✗ Leaves problems for others to find.

✗ Sticks rigidly to designated duties, even when the situation demands a response.

Honest & Trustworthy

This area of behaviour is about being reliable and dependable – placing a high importance in meeting commitments and providing information which can be relied on.

Building our Collective Culture

- ✓ Tells the truth.
- ✓ Always responds and follows through on commitments.
- ✓ Respects confidentiality and keeps other people's personal information secure.
- ✓ Acknowledges mistakes with a view to taking remedial action and learning from them.

Making it Even Better

- ✓ Makes key decisions and uses initiative, where management direction is unavailable, in order to meet personal or organisational commitments.
- ✓ Offers help, to enable others to meet their commitments.
- ✓ Organises the work so that everyone can contribute to meeting the deadline.

Weakening our Collective Culture

- ✘ Misrepresents the truth.
- ✘ Fails to respond or to follow through on commitments.
- ✘ Breaches confidentiality or fails to protect other people's personal information.
- ✘ Covers up mistakes or seeks to shift responsibility to others.
- ✘ Gives up when things become difficult.

Respects Others

Respect in this context is about accepting and responding to the belief that everyone deserves to be treated with dignity and that anyone can have a useful contribution to make.

Building our Collective Culture

✓ Treats all people with equality and with courtesy and dignity.
✓ Does not make assumptions about individuals because they belong to or are associated with a particular group
✓ Challenges unfounded negative or discriminatory opinions about individuals or groups.
✓ Listens to alternative points of view.

Making It Even Better

✓ Advocates on behalf of others
✓ Promotes dialogue and mutual understanding.
✓ Offers to mediate disagreements.

Weakening our Collective Culture

✗ Is discourteous to certain groups or individuals or treats them in an undignified fashion.
✗ Labels individuals as having certain attributes or beliefs because they belong to or are associated with a particular group.
✗ Accepts or joins in with negative or discriminatory comments about individuals or groups.
✗ Refuses to listen to alternative points of view.

Works Together

Working with others to reach a common goal; sharing information, supporting colleagues and searching out collaborative solutions from partners, both internal and external.

Building our Collective Culture

- ✓ Strives to develop effective working relationships.
- ✓ Freely contributes to the work of the team, sharing information and supporting others where needed.
- ✓ Seeks to understand other points of view and to resolve conflicts effectively.
- ✓ Accepts the different roles people play, valuing all contributions.

Making it Even Better

- ✓ Seeks to grow and strengthen personal networks both internally and externally.
- ✓ Supports other people's ideas and communicates their contribution to others.
- ✓ Seeks out opportunities for collaborative working both within and beyond organisational boundaries.

Weakening our Collective Culture

- ✘ Seeks to remain isolated.
- ✘ Prioritises own work, and holds on to information, to the detriment of the team as a whole.
- ✘ Refuses to consider alternative viewpoints and foments conflict.
- ✘ Fails to acknowledge or value the contribution of other team members.

Strives for Excellence

This is about having an enthusiasm for delivering a high quality service to meet personal, organisational and student expectations. It is about pursuing excellence rather than "good enough".

Building our Collective Culture

✓ Works to the highest personal standards.

✓ Accepts feedback as an aid to performance improvement.

✓ Ensures sufficient preparation is put into all key activities.

✓ Delivers on time.

✓ Open and approachable.

Making It Even Better

✓ Continuously asks, "How can this be improved?"

✓ Offers ideas and feedback.

✓ Engages in consultation processes whenever possible.

✓ Monitors performance and takes remedial action where necessary.

✓ Provides constructive feedback.

Weakening our Collective Culture

✗ Makes do with "good enough" or less than good enough.

✗ Reacts defensively to feedback.

✗ Fails to prepare properly for key activities.

✗ Misses deadlines.

✗ Unapproachable or difficult to engage with.

TITLE: **PROGRESS REPORT ON IMPLEMENTATION OF PEOPLE STRATEGY 2016 -2019**

Background: The Director Organisational Development and HR was asked by the Committee to keep them appraised of the progress made in implementing the People Strategy 2016-2019 through the Operational Planning process.

Action: The Committee is asked to note the Progress/Update on implementation of the People Strategy.

Lead: David Gunn, Director Organisational Development and HR

Status: Open

People Strategy – Progress Report

The Organisational Development and HR Committee will be responsible for monitoring the implementation of the People Strategy on an annual basis. They will use the reporting structure that is integral to the Operational Planning Process.

When reviewing progress the Committee should:
- Ensure that activities are kept within the parameters of the agreed strategic priorities;
- Ensure that activities are consistent with the College's vision, ambitions, culture and values;
- Keep under review internal and external changes which may require adjustments to the People Strategy or affect the ability to achieve the objectives.

Extract from West College Scotland People Strategy

Review of Operational Objectives 2017-2018				
References			**Review of Targets 2017-2018**	**Outcome** (note: outcomes will not be realised until projects have been completed)
CP	**ROA**	**ESQF**		
26 34	1	2.4	**Target** Develop and implement a Workforce Plan for West College Scotland. *By end of January 2018* **Status** The Director Organisational Development and HR and Head of Organisational Development and HR have been actively engaging with partners in the sector to	

			progress this objective. The College Development Network have organised a cross sector workshop for the 1st November where the Director and Head will represent West College Scotland. **Commentary** The first part of this process involved a workforce Planning audit from our internal auditors, Scott-Moncrieff. They found a number of areas of good practice. The recommended actions will help form the basis of our Workforce Plan.	
12 29		3.1	**Target** Develop a Carers Strategy associated with the Carer Positive accreditation to ensure that that staff with caring responsibilities are adequately supported. *July 2017* **Status** We found the process of applying for Carer Positive accreditation more involved than at first thought therefore the original timescale has not been met but we are confident of having a robust strategy in place within 2017. **Commentary** With an increasing percentage of the population taking on caring responsibilities there is a potential knock on effect in the workplace e.g. staff members who are feeling stress or who are having difficulty balancing their personal and work based responsibilities. In order to ensure people are able to fulfil their duties the College will ensure we properly promote our flexible working policies, our employee assistance programme and offer any other supports, such as resilience and mindfulness training, which can help staff to deal with the pressures of being a Carer.	

1 **2** **12** **29**			**Target** Develop actions to embed a Behaviours Framework especially with regard to:- - recruitment and selection; - providing development feedback through CPDR; - linking to leadership development. *By end of December 2017* **Status** The Trade Unions have been very supportive of the Behaviours Framework which has now been retitled "Building Our Collective Culture". Staff consultation concludes 31st October 2017. Thereafter a working group will consider full implementation. **Commentary** The Behaviours Framework provides a number of examples of instances where the framework would be appropriate and helpful. Some of these examples can be adapted informally, as required, whereas others ought to be formally embedded into the process e.g. the recruitment process. There may therefore be several streams to this objective.	
26 **32**		**3.1**	**Target** Develop actions in response to rising levels of sickness absence to include raising awareness amongst staff and line managers. *By end of August 2017*	Long term absence is closely monitored and responded to through a regular HR Managers meeting chaired by the Director Organisational Development & HR.

			Status	
			Early emphasis was put into developing a regular reporting mechanism and setting up monthly monitoring meetings. We are confident that every effort is currently being made to respond to long term absence with appropriate actions, involving line managers and Occupational Health as appropriate. We have decided to exceed the deadline to ensure that communication to all staff is properly considered as there is always a risk that inappropriate communication around absence management could damage employee relations. **Commentary** The two key strands to this activity are the analysis of absence data and developing appropriate responses, both of which we are currently addressing.	
12 **29** **32**		**3.1**	**Target** Develop and implement a WCS Employee Wellbeing Strategy. *By end of September 2017* **Status** Due to unforeseen operational difficulties the target date has been exceeded. Nonetheless background work is underway especially that associated with Healthy Working Lives. We have been reassessed for the Gold Award and have managed to retain this recognition. We have also been shortlisted for a College Development Network Award under the category, "Health Promoting College". **Commentary** This activity will closely link with the Healthy Working Lives agenda, the absence management approach, occupational health and employee assistance provision,	

			flexible working policies and also training for staff and managers on key issues such as mental ill health, stress, resilience etc. The aim of the strategy will be to take a collective overview of the procedures and supports currently in place, improve or enhance these and then communicate the mechanisms/opportunities available to all staff and managers.	
12 25		3.1	**Target** Develop the Organisational Development & HR intranet site to ensure all staff related guidance, policies and procedures are easily accessible. *By end of March 2018* **Status** The Organisational Development and HR Portal is now functional. We are further populating areas within the portal with information before it is officially launched. **Commentary** This activity involves developing the HR area of SharePoint so that documents are readily accessible to staff. A similar exercise was undertaken for Health and Safety in 2016.	
9 27		1.3 2.4	**Target** Undertake a re-examination of data protection processes and procedures to ensure compliance with new EU General Data Protection Regulations in 2018. *By May 2018* **Status**	

			The GDPR working group has recommended that a service be procured to assist in the preparation for GDPR. Auditors, Scott-Moncrieff will be outlining a potential service offering. The Universities and Colleges Shared Services (UCSS) have reported that there is sufficient support in the sector to establish a shared Data Protection Officer service. A cross sector group has been established to oversee implementation. The Universities and Colleges Shared Services (UCSS) have established a College Sector Data & Information Managers Group to share experience and good practice. Awareness raising has taken place in the College with presentations to Heads, Operational Managers and CQLs. **Commentary** The requirements of the new legislation will not come into force until May 2018 however requirements will be somewhat onerous. Therefore preparation is necessary to ensure the College is in a position to comply within the timeframe.	
32		3.1	**Target** Implement the Government Automatic Enrolment initiative for pensions. *By July 2017* **Status** The implementation was successfully completed, co-ordinated by our Senior Payroll Adviser. **Commentary**	We have achieved successful implementation of the Automatic Enrolment Initiative. The purpose of the initiative was to help more people save for later life through a pension scheme at work

			As of July 2017 the College will be implementing the Automatic Enrolment process and is required to automatically enrol staff into a Pension Scheme. This will require technical modifications to iTrent and close communication with affected staff members.	
29 **32**	**4**	**1.1** **1.2** **1.3**	**Target** Ensure that the Leadership Development Programme is properly evaluated and embedded. *By May 2017* **Status** CDN have been selected as the preferred supplier following a competitive tendering process. SMT have decided that time should be taken to ensure that there is proper targeting of the programme, that the order of modules is finessed in order to gain maximum impact and that the evaluation process should be more robust before the programme is launched. Launch is now likely to be January 2018. In the meantime the Head of Organisational Development and HR has successfully piloted a one-day introductory leadership course entitled "Leading Teams Effectively". Evaluation has been excellent. **Activity** It is important that the delivery of the first cohort is effectively evaluated and, if necessary, changes made. Thereafter the Programme will become the College's mechanism for ensuring that all leaders (mangers, aspiring managers etc.) are appropriately trained.	
8		**2.3**	**Target**	

			Introduce the PDA Teaching qualification for teaching staff. **Status** A Staff Development Group has been established to consider the West College Scotland Approach to developing our lecturers. **Commentary** The College has decided to take a more planned and focussed approach to the support and development of our teaching staff.	
8 32		2.3 2.4	**Target** Update the corporate Training Needs Analysis undertaken in 2016. *By August 2017* **Status** An update was undertaken at the Heads forum. The training programmes for 2017-18 are currently under development. **Commentary** Going forward the aim is to have an annual programme of training to allow staff to plan their training along with their managers under the CPDR process.	An update was undertaken at the Heads forum in June 2017.
8 9		2.3 2.4	**Target** Develop and deliver a selection of programmes of staff training for the year 2016-17 covering information technology, management, health and wellbeing, personal development and support for teaching.	

			Status Programmes are currently under development. *June 2018* **Commentary** The baseline training needs analysis for 2016 together with the 2017 refresh and any requests associated with the CPDR process should help to inform the content of the staff development programmes. This is essentially a large scale planning activity.	
8 32		1.1 1.2 1.2	**Target** Provide training for managers on how to handle complex people management issues associated with, for example, absence management, capability, grievances and disputes, conduct and providing feedback. *June 2018* **Status** An initial course entitled Leading Teams Effectively has been developed and delivered by the Head of Organisational Development & HR. Three pilot courses have taken place and feedback has been excellent. The course will now become an established regular offering and will act as a feeder into the WCS Leadership Development Programme. **Commentary**	A initial course entitled Leading Teams Effectively has been developed and will be delivered by the Head of Organisational Development & HR. The course will be piloted in September and October**.**

			The College will provide a Leadership Development Programme to provide managers with the theoretical knowledge and practical strategies for leading their teams and their sectors. In addition the College will provide this supplementary training in people management skills to ensure that managers take a consistent, college specific approach to dealing with difficult people related issues.	
8 32		1.1 1.2 1.2	**Target** Ensure the successful rollout of the CPDR process. *By end of December 2017* **Status** Training has been provided for managers. Anyone who missed the training will have a further opportunity to attend. **Commentary** All staff should be included in the programme by the end of December 2017. Information from the process needs to inform training programmes and managers need to be guided and reminded to undertake the process.	
12 29		3.1	**Target** Refresh the Healthy Working Lives programme with a particular emphasis on employee wellbeing. *End of September 2017* **Status**	A refreshed programme of activity has been developed. The college has retained its Gold Award. The College has been shortlisted for the CDN Awards – the Health Promoting College Category. A ceremony takes place in November 2017.

			The College was re-assessed for the Gold Award at the start of the summer and a verification visit took place in august. The College has retained its Gold Award. A refreshed programme of activity has been developed.
			The College has been shortlisted for the CDN Awards – the Health Promoting College Category. A ceremony takes place in November 2017.
			Commentary
			We know from the HWL survey, HR metrics and the 2016 staff survey that issues relating to stress and morale (not necessarily work-related) are a key issue for staff. It therefore makes sense to pivot the 2017-18 Healthy Working Lives programme towards employee wellbeing.
32		3.1	**Target**
			Prepare an annual programme of policy and procedural review for Health & Safety Committee.
			By June 2018
			Status
			The College's Health & Safety Information Centre has been developed and updated as a repository for the policies and procedures which staff can easily access.
			Commentary
			Health & Safety procedures need to be regularly updated and reviewed to keep up with any changes (organisational, technological or legislative), and this programme of policy and procedural review will ensure that task is undertaken with appropriate oversight.

32		3.1	**Target**	
			Undertake a re-examination of the College's arrangements for health surveillance, with particular regard to baseline examinations and environmental monitoring.	
			By June 2018	
			Status	
			A revised health surveillance policy has been developed.	
			Commentary	
			Health surveillance is an important measure to ensure that risk controls are protecting staff as they are designed to. However it is important that health surveillance is used only in the appropriate circumstances, as it is costly and may highlight individual health issues, throwing up concerns, even when the College is not exposing the employee to any identifiable risk. This work will ensure that health surveillance is used in the most appropriate way.	
8 32		3.1	**Target**	
			Provide a programme of health and safety training/toolbox talks/online training to ensure that staff are adequately trained on all of the necessary health and safety topics.	
			By June 2018	
			Status	
			The third cohort of IOSH Managing Safely commenced on 19th September 2017.	

			Commentary	
			As well as continuing the programme of IOSH Managing Safely Training and IOSH Working Safely Training, training on specific risks will be provided.	
29 **32**		**1.1** **3.1**	**Target**	
			Raise awareness of health and safety across all College campuses.	
			By end of December 2017	
			Status	
			Improvement work is continuing on the Health & Safety Information Centre (staff intranet).	
			Commentary	
			This is a continued expansion of the work accomplished to date on the Health & Safety section of the staff intranet. We also have to ensure that new policies and procedures are properly communicated and underpinned with training where appropriate.	
1, 2, 3.	**4**	**3.2**	**Target**	
			Address gender imbalances at subject level (gender mix on courses).	
			Completion of activity by June 2018.	
			Status	
			Background work has commenced.	

			The EDI Manager has requested slots on CQL forums on 6th, 8th, and 10th November to deliver Unconscious Bias Training.	
			Commentary	
			Activity will include the following:	
			- Develop the capability and motivation of staff to tackle student gender participation imbalances. - Encourage applications from minority gender students. - Work institutionally, in collaboration with other institutions and in partnership with other sectors. - Learn more about what motivates student choices. - Support Engineering and Computing CQLs in participation in ECU Attracting Diversity Project.	
3, 11	2	1.1	**Target** Enhance the EDI practice of the Board of West College Scotland. *Activity complete by May 2018.* **Status** An EDI presentation from the EDI Manager was successfully delivered to the Board on 9th October 2017. **Commentary**	

			The scope of the presentation included: • Deliver EDI Good Practice Update to Board • Review advertising of Board appointments • Increase use of social media and existing networks to advertise opportunities • Ask existing members to update their equality data to better understand their profile in terms of diversity • Raise awareness of the role of Board members and the benefits it offers to the individual and the community	
1, 3, 4.	2	1.2	**Target** Increase staff awareness of and confidence in Equality, Diversity and Inclusion *Activity complete by March 2018.* **Status** Background work has commenced. **Activity** Activity will include the following: • Develop an EDI CPD area on the staff intranet providing information about the range of courses available	

			• Procure online training for staff which is tailored to WCS policies and processes • Deliver further Unconscious Bias training, targeting Teaching Staff in gender imbalanced subjects as a priority • Develop and publish case studies to engage with staff in ways to further advance equality
1, 4	2, 4	1.3, 2.4	**Target** Ensure that staff and students with mental health conditions are supported. *Activity complete by May 2018.* **Status** Background work has commenced **Commentary** Activity will include the following: • Promote existing services which support the physical and emotional health and well-being of staff and students • Encourage staff and students to provide us with information about their mental health conditions • Assist with the implementation of the Access and Inclusion Policy • Work with Health and Safety Department to promote mental welfare campaign, e.g. See Me

1, 3	4	2.4, 3.1	**Target** Increase involvement with students in the EDI agenda *Activity complete by April 2018.* **Status** Background work has commenced. The EDI manger has met the new Student President to plan Student association training. **Commentary** Activity will include the following: - Conduct student focus groups (looking at LGBT issues and data in particular) in order to inform action to reduce real or perceived barriers - Provide workshops for the Student Association to assist them in the advancement of equality and supporting students from protected groups - Launch Smartphone training	
1, 2, 4.	2, 4	1.2, 1.3	**Target** Respond effectively to matters raised in the EDI Staff Survey 2017 *Activity complete by June 2018.* **Status**	

			Background work has commenced. **Commentary** Activity will include the following: - Benchmark workplace practices against the Stonewall Workplace Equality Index - Develop evidence base to cross reference career progression with protected characteristics - Ensure good practice equality is embedded within future Estates Development process - Facilitate focus groups for staff to better understand their needs and how we can ensure that we meet them	
21 32		1.1 2.6	**Target** Implement the terms and conditions resulting from National Bargaining. *2018, once changes are agreed.* **Status** Negotiations are intense and are continuing. **Commentary** The activity will involve informing all staff of changes to terms and conditions resulting from National Collective Agreements through local joint consultative and	

			negotiating committees and by issuing amended Procedures and contractual documentation to individuals. Introduce A local Facilities Agreement based on the ACAS Code will be introduced.	
29 **32**		**1.1** **1.2** **1.3**	**Target** The college will continue to share sensitive information with trade union representatives in the confidence that they will recognise the best interests of the College and their members. *Target date: 2018* **Status** This approach remains our modus operandi and is key to handling some of the difficult transitions linked to national bargaining. A National Facilities Agreement is being discussed . **Commentary** The college will continue to use regular informal open agenda meetings with trade union representatives and also formal mechanisms as part of the RPA's.	

ROA: Regional Outcome Agreement (Priority Impact Section)
ESQF: Education Scotland Quality Framework (Quality Indicator Reference)
CP: Corporate Plan – WCS Strategic Priorities and Objectives

TITLE: **HEALTH AND SAFETY AUDIT**

Background: The Internal Auditors, Scott-Moncrieff, have recently undertaken a review of health and safety arrangements, including policy and procedures, incident management and reporting within the College.

Action: The Committee is asked to note the report and seek any clarification as required.

Lead: David Gunn, Director, Organisational Development & HR

Status: Open

TITLE: **IMPROVEMENT NOTICE ISSUED BY HEALTH AND SAFETY EXECUTIVE (HSE)**

Background: The incidents relating to the improvement notice being issued by HSE have been fully investigated by the College .The Director Organisational Development and HR has been in touch with the HM Inspector of Health and Safety and a meeting with him will be organised at the earliest opportunity to discuss the corrective action proposed by the College.

Action: The Committee is asked to note the terms of the Improvement Notice and seek clarification as required.

Lead: David Gunn, Director Organisational Development and HR

Status: Open

Health and Safety at Work etc Act 1974, Sections 21, 23 and 24

Serial Number | **WCS19621710181RB**

Improvement Notice

Name	**West College Scotland**
Address	**Paisley Campus Renfrew Road Paisley Renfrewshire PA3 4DR**
Trading as	**N/A**
I, *(Inspector's full name)*	**Russell Berry**

one of Her Majesty's Inspectors of Health and Safety, being an Inspector appointed by an instrument in writing made pursuant to section 19 of the said Act and entitled to issue this Notice

of	**1st Floor, Mercantile Building, 53 Bothwell Street, Glasgow G2 6TS**
Telephone number	**0203 028 2420**

hereby give you notice that I am of the opinion that at

(Location of premises or place of activity) **Buildings occupied by you at the Paisley Campus which may contain asbestos**

you, as **An Employer**

are contravening* the following statutory provisions :

The Health and Safety at Work Etc Act 1974 Sections 2 (1) and 3 (1) and The Control of Asbestos Regulations 2012 Regulations 4 (3) to 4 (10) inclusive.

The reasons for my said opinion are:

You as a dutyholder have failed to have in place effective arrangements for the management of asbestos in buildings at the West College Scotland Paisley Campus that are likely to contain asbestos, in that; your current arrangements require a fundamental review to ensure you have identified all locations were there may be asbestos and you develop and implement a plan for the ongoing management of it in accordance with Regulation 4(3) to 4(10) and the attached schedule.

and I hereby require you to remedy the said contraventions or, as the case may be the matters occasioning them, by

10ᵗʰ January 2018 *(Date for compliance)*

and I direct that the measures specified in the Schedule which forms part of this Notice shall be taken to remedy the said contraventions or matters

Signature		Date	**18ᵗʰ October 2017**

~~An Improvement Notice is also being served on~~ ————

~~of~~ ————

~~related to the matters contained in this Notice~~

This is a relevant notice for the Environment and Safety Information Act 1988

Signature		Date	**18ᵗʰ October 2017**

LP1 (03.10)

NOTES

1.   Failure to comply with this Improvement Notice is an offence as provided by section 33(1)(g) of the Health and Safety at Work etc Act 1974 and section 33(2) and Schedule 3A of this Act renders the offender liable on summary conviction, to imprisonment for a term not exceeding 6 months in England and Wales and 12 months in Scotland, or to a fine not exceeding £20,000, or both, or, on conviction on indictment, to imprisonment for a term not exceeding 2 years, or a fine, or both.

2.   An Inspector has power to withdraw an Improvement Notice or extend the period specified in the notice, before the end of the period specified in it. If you wish this to be considered you should apply to the Inspector who issued the notice, but you must do so before the end of the period given in it. Such an application is not an appeal against this notice.

3.   The issue of this notice does not relieve you of any legal liability for failing to comply with any statutory provision referred to in the notice or to perform any other statutory or common law duty resting on you.

4.   You can appeal against this notice to an Employment Tribunal. Details of the method of making an appeal and a form to use are contained in the ETS19 booklet which will be provided by the Inspector with this notice.

Time limit for appeal

A notice of appeal must be sent to the Employment Tribunal within 21 days from the date of service on the appellant of the notice, or notices, appealed against, or within such further period as the tribunal considers reasonable in a case where it is satisfied that it was not reasonably practicable for the notice of appeal to be presented within the period of 21 days. If posted the appeal should be sent by recorded delivery.

The entering of an appeal suspends the Improvement Notice until the appeal has been determined, but does not automatically alter the date given in this notice by which the matters contained in it must be remedied.

The rules for the hearing of an appeal are given in The Employment Tribunals (Constitution and Rules of Procedure) Regulations 2004 (SI 2004 No 1861).

Public availability of information on all enforcement notices

1.   The Health and Safety Executive (HSE), for its own purposes, records and monitors trends in the enforcement action it takes, and in the convictions and penalties imposed by the Courts. It is HSE's policy that this information should be brought to the public's attention. HSE also has a statutory obligation under the Environment and Safety Information Act 1988 to maintain a public register of certain notices. Details from this notice will therefore be stored on an electronic database, which is available on HSE's Website (www.hse.gov.uk).

2.   Information on a notice will not be entered onto the database until after the right of appeal against the notice has expired. Where a notice is withdrawn or cancelled on appeal no entry will be made. Entries relating to notices served on individuals will be kept on the database for a period of 5 years from the date of issue. Notices served on individuals under the age of 18 will be removed sooner.

3.   Information will be withheld where, in HSE's belief, its disclosure would:

- cause harm or prejudice; or
- be in breach of the law.

4.   Personal information is dealt with in accordance with the Data Protection Act 1998. Where disclosure of personal information would be incompatible with the Act it will not be included on the database.

5.   If you are not satisfied with the information contained in the entry you have a further right to appeal to the HSE in the first instance.

Health and Safety at Work etc Act 1974, Sections 21, 23 and 24

Serial Number   **WCS19621710181RB**

Schedule

In order to comply with the requirements of this notice the following action should be taken:

identify all locations were there may be asbestos on the West College Scotland Paisley Campus and develop and implement an asbestos management system which should:

1. Include carrying out an inspection of reasonably accessible areas of **all** buildings that may contain asbestos;

> AND

2. Include recording the findings of the inspection;

> AND

3. Include drawing up an asbestos management plan for the Campus that giving consideration to: (see in particular items in bold)

   (a) Information about the risks associated with asbestos containing materials (ACMs) and the priorities for action

   (b) **Identification of the ACMs, their location and condition**

   (c) How damaged ACMs or ACMs in poor condition will be repaired, encapsulated or removed as required

   (d) **How the condition of remaining ACMs will be monitored**

   (e) **How information about ACMs will be provided to those persons liable to disturb them**

   (f) How work involving disturbance of ACMs will be managed

   (g) **Who will be responsible for managing the plan**

   (h) **The means by which the plan will be implemented**

   (i) **When and how the plan will be reviewed**

OR

4. Take any other equally effective measures to remedy the said contraventions.

This paragraph does NOT form part of the Notice

HSE Publication: L143 Managing and working with asbestos Control of Asbestos Regulations 2012. Approved Code of Practice and guidance, available to order or download at www.hse.gov.uk sets out what is required under the Regulations.

TITLE: **UPDATE ON IMPLEMENTATION OF EU GENERAL DATA PROTECTION REGULATIONS (GDPR)**

Background: The EU General Data Protection Regulations will be implemented in May 2018. The paper provides an update on the progress made by the College in preparing for their implementation.

Action: The Committee is asked to note the progress made and seek clarification as required.

Lead: David Gunn, Director Organisational Development and HR

Status: Open

The General Data Protection Regulation (GDPR)
Organisational Update (2), November 2017

WCS GDPR Working Group

A working group meeting was held on 26th September 2017.

The meeting concluded the following:

- That West College Scotland should support the move by Universities and Colleges Shared Services (UCSS) to establish a Data Protection Officer for the sector and to make financial provision to pay for this service.
- In the lead in to the GDPR coming into force the College needs to undertake a significant amount of preparatory work which requires effort and expertise, therefore a recommendation should be made to EMT to make a budgetary sum available to purchase this service either by directly employing an individual, or by engaging the services of an appropriate provider such as a legal firm, an auditing organisation or an ICT security services provider.

Update: the Executive have agreed to budget for the projected costs .

Data Protection Officer Shared Service

The UCSS confirmed in October that there was sufficient support in the sector to proceed with the implementation of a Data Protection Officer shared Service. A workshop has been arranged for the 9th of November in Stirling in order to review and firm up the proposed shared service model. Joe Rafferty, Head of Organisational Development &HR will represent WCS at that workshop.

College Sector Data & Information Managers Group

This group has been established, again under the auspices of UCSS, to share experience, best practice and pool ideas in implementing the requirements of the GDPR within the college Sector. The first meeting will take place on 29th November with Joe Rafferty representing WCS.

Awareness Raising within West College Scotland

Angus Warren, CEO of APUC & UCSS, and Owen Freel , Head of UCSS IS Catalyst, were invited to give a presentation on the implications of GDPR for the College Sector to the WCS Heads Forum on 27th September 2017.

Joe Rafferty delivered a similar presentation to the WCS Operational Managers Forum on 4th October 2017.

Joe Rafferty will also present to the CQLs forums week beginning 6th November 2017.

TITLE: **RISK**

Background: The strategic risk register was updated and considered by the Board at its last meeting on 9 October 2017.

The revised risk register is attached and the Committee is asked to consider the risks identified and the mitigating actions being taken and if there are any further additions or amendments to be made to it. Also the Committee has previously been of the view that the risks could be phrased less technically and more people-oriented to make it clear that matters relating to staff and students are included in the risk register.

Action: The Committee is asked to review the current strategic risk register in light of the matters discussed at the meeting and to propose any amendments and/or additions, or any re-phrasing, to be made to this register.

Lead: Lyndsay Lauder, Chair, Organisational Development & HR Committee.

Status: Open

WEST COLLEGE SCOTLAND STRATEGIC RISK REGISTER 2017/18

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
1	1,2,3,11	Impact of SFC funding changes including credit, European, ELS, student support and estates maintenance funding.	5	4	20	1) Financial scenario planning undertaken along with development of 5 year financial plan 2) Robust budgetary / forecasting including production of monthly management accounts 3) Estates Strategy including objective to improve / rationalise the College estate 4) Commercial Development Group reporting to Corporate Development Committee. 5) Robust monitoring of current and future curriculum delivery plans (CMAP) including staffing needs 6) Significant work undertaken to embed Workforce Planning into College operations / planning. Positive internal audit report highlighting solid base position. 7) On going discussions and modelling with SFC. 8) Active involvement in external review groups - Credit review, Access and Inclusion, Rural and remoteness Premium and Student Funding.	4	4	16	VP Operations / VP Educational Leadership
2	1,2,3,11	Failure to secure estates capital funding for future investment or refurbishment	5	4	20	1) Approved Estate Strategy which has been subject to positive review by internal audit. 2) Continued engagement with SFC regarding the basis of the funding methodology for the allocation of estate maintenance resource. 3) Participation in SFC/sector Capital Working Group 4) Submission of Outline Business Case for Greenock campus to SFC; awaiting review. 5) Development of draft Outline Business Case for the future development of the Paisley campus.	4	4	16	VP Operations
3	1,2,3,11	Business case for development of estate are delayed, impacting upon ability of College to recruit students / retain staff.	5	4	20	1) The College continues to actively engage with SFC, SFT and other key stakeholders. 2) Approved Estate Strategy (ES) highlights required estate investment for consideration by SFC and Scottish Government. ES submitted to SFC for consideration. 3) Option Appraisal and Outline Business Case considering future options for College estate in Greenock submitted to the SFC. 4) Outline Business Case for College estate in Paisley now concluded for review and submission to SFC. 5) Ongoing prioritisation of College estates funding in a way which links to priority projects, with update reports being provided to each meeting of the Board of Management Estates Committee. 6) Ongoing involvement in sector/SFC capital working group enables WCS input to ongoing discussions re SFC estates maintenance allocation methodology and capital allocations.	4	4	16	VP Operations

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
4	3, 11	Impact and outcomes of National Pay Bargaining for both teaching and support staff	6	3	18	1) WCS representation and involvement in national college Employers Association and national joint negotiating committee (NJNC). 2) Financial impact assessment / planning scenarios with the financial impacts of National Bargaining under ongoing discussion with the SFC. 3) Planning for impact of industrial action, with specific strike business continuity plans in place. 4) Local trade union negotiating committees for support and teaching staff continuing to mete on an ongoing basis in order to maintain positive College industrial relations. 5) Robust college sector and WCS communication plan. 6) Local workforce planning arrangements subject to positive internal audit review (May 2017)	6	2	12	Principal
5	1, 3, 5, 6	Unable to meet student targets leading to a failure to deliver stated Regional Outcome Agreement objectives	5	3	15	1) Robust internal monitoring, tracking and reporting procedures in place, including through College operational planning process and ongoing monitoring through the Board of Management and sub-committees. 2) Detailed Curriculum Development Planning and review process. 3) Ongoing engagement with SFC in relation to ROA outcomes. 4) Involvement with SFC advisory group on 'One Plus' 5) Blended approach to delivery of teaching and learning including distance and online learning. 6) Curriculum offering is reviewed to ensure employer and student needs are met and appropriate courses delivered.	4	3	12	VP Educational Leadership
6	2, 11	Inadequate business continuity / contingency planning	3	4	12	1) Business Continuity Plans in place with planning for specific threats. 2) Communications to staff of procedures to be followed in the event of an incident. 3) Effective estate security procedures. 4) Adequate insurance cover. 5) Embedding of risk assessments. 6) Planned preventative measures in place, including alarms.	3	3	9	VP Operations

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
7	2, 9, 11	Unable to develop and commence the implementation of an Estates Strategy that achieves the agreed criteria for size, quality, flexibility and carbon emissions	3	4	12	1) Estate Strategy 2016-2026 approved by Board of Management October 2016 and submitted to SFC. 2) Plans to improve infrastructure and equipment are in place. 3) Minimise possibility of unplanned closures through regular maintenance of physical assets. 4) On going discussions with funders and other stakeholders to identify potential funding / development opportunities. 5) Condition survey work undertaken to assist with identification of areas of investment . 6) Internal audit review (May 2017) of Asset Management included positive review of work undertaken to developed the College Estate Strategy 2016-26.	3	3	9	VP Operations
8	3, 4, 11	Inability to maintain good staff relations	4	3	12	1) Internal audit report on Workforce Planning indicated sound building blocks. 2) Clear procedures for communication in place in order to engage with Trade Unions and all staff across the College. 3) Developed procedures for staff engagement / negotiations 4) "Ask Audrey" staff engagement session and staff surveys undertaken. 5) Local trade union negotiation committees in place for teaching and support staff and meet on an ongoing basis	3	3	9	Principal
9	3, 4,	Failure to implement a systematic approach to workforce planning resulting in lack of appropriate resources and skills to achieve strategic priorities	4	3	12	1) Detailed teaching resource planning through use of curriculum mapping tool (CMAP). 2) Resourcing of support staff structures reviewed on an ongoing basis by Executive Management Team to ensure alignment with operational and strategic priorities. 3) Itrent HR and Payroll software developed to provide staff data and reports. 4) Professional Development Policies are aligned to strategic priorities. 5) Roll out of CPD review process now underway and supports succession planning, leadership development and assists in mitigating the impact of the loss of key staff. 6) Internal audit reviewed workforce planning as part of 2016/17 audit plan.	3	3	9	VP Educational Leadership VP Operations
10	1,2,3,11	Failure to invest sufficient resource (financial / staff) into delivery of Carbon Management Plan (CMP) resulting in negative publicity for College.	3	3	9	1) Approval of CMP by Board of Management in October 2016 with this subsequently being submitted to SFC. 2) Specific resource - staff and funding - allocated to allow CMP to be implemented. 3) Creation of Sustainability Group involving staff and student representatives. 4) CMP Plan and targets will be kept under review and revised should further funding become available.	2	3	6	VP Operations

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
11	2, 3	Failure to maintain or acquire and use IT systems and infrastructure to support strategic improvement in business and learning processes	4	3	12	1) IT Strategy, Policies / Procedures and system access processed in place. 2) Staff and student feedback and evaluation procedures in place. 3) IT Contingency Plan in place with regular review. 4) Embedded IT incident review process.	3	2	6	VP Operations
12	5, 6, 8, 11	Inability to specify, deliver and implement effectively an approach to generation of alternative income	3	3	9	1) Development of strong partnerships with local employers and stakeholders. 2) Development of operation plans. 3) Adaption of course portfolio to meet student / employer needs. 4) Financial strategy and financial planning. 5) Review of resources required within Curriculum Development Planning procedure. 6) Annual financial target is agreed and closely monitored by the Corporate Development Committee. 7) Commercial Development Group reporting to Corporate Development Committee.	3	2	6	VP Corporate Development
13	11	Inability to ensure a holistic response to data and information governance, including compliance with the General Data Protection Regulations (GDPR).	3	3	9	1) External briefings provided to SMT on principles and practicalities of implementing GDPR. 2) Establishment of College working group on implementation of GDPR requirements. This group will have oversight of the information risk assessment process. 3) Update reports to SMT and OD&HR Committee on progress made. 4) Active engagement across the College to ensure collaborative approach to addressing issues raised. 5) Data Protection concepts and principles already embeded within the operations of the College. 6) Working with other Colleges to pool resources and minimise duplication of efort.	3	2	6	Principal
14	1, 3, 5, 6	Normal business activities are unduly affected due to the complexity of sequencing estates investment works	4	2	8	1) Detailed resource planning involving all relevant parties at an early stage for project work undertaken. 2) Level of investment at a stage where no material impact on activities. 3) Knowledge base within current staff to be able to identify issues.	3	2	6	VP Operations
15	1, 3, 5, 8	Investment plans do not reflect future requirements. Sector and/or market expectations do not materialise or are markedly different resulting in changes to future delivery plans.	3	3	9	1) Developed environmental scanning process in place 2) Operational planning process in place linked to resource requests. 3) Detailed resource allocation process and ability to address ad hoc requests.	2	3	6	VP Educational Leadership VP Operations

Risk No.	Strategic Priority	Risk	Assessment pre mitigation			Mitigating Controls and Actions	Assessment post mitigation			Executive Responsible
			Risk Probability	Risk Impact	Risk Score		Risk Probability	Risk Impact	Risk Score	
16	9, 10, 11	**Failure to analyse and respond effectively to changes such as ONS implications, net depreciation / resource impact, year end and insurance**	3	2	6	1) Participation in a number of sector working groups. 2) Established team and knowledge base to allow impact of changes to be assessed. 3) Developed budget / forecasting models. 4) Further areas of review expected - commercial insurance, financial year end, allocation of cash arising from net depreciation - WCS represented on sector Financial Directors group in order to provide input to these key areas of consideration.	1	2	2	VP Operations

STRATEGIC PRIORITIES

1. We will provide education and training in inspirational and innovative ways to engage and meet the diverse needs of our students.

2. Education and training will be delivered to students in high quality College facilities, in their place of work or through the development and use of digital technologies.

3. We will provide the highest quality of teaching and tailored support to maximise our students' opportunities to achieve success and progress to employment and further study.

4. We will support the development of our staff and teams to achieve successful outcomes for themselves, our students and the College.

5. We will develop our curriculum and services to ensure they align with and support Scotland's key economic sectors. We will ensure that our students are equipped with the relevant training, qualifications and essential skills they need for employment and life.

6. We will develop meaningful partnerships; connections and alliances with business and industry to ensure employers are directly involved and invest in educational and skills development across the west.

7. We will become a strategic resource and valued partner with our stakeholders, building relationships, leveraging resources and capabilities to design, develop and deliver our products and services.

8. We will proactively look for new partners and new areas of activity, which will allow us to grow and develop our income to reinvest in our core business for the benefits of our students, our staff and our communities.
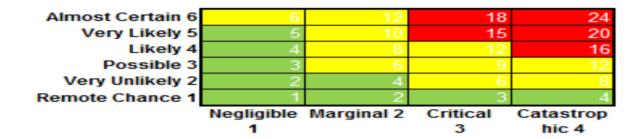
9. We will grow our reputation both nationally and internationally. Our reputation will be based on the quality of our teaching, outcomes four our students and our willingness to strive for and set the highest standards across all areas of our work.

10. We are committed to taking a leadership role in the West Region and together with our partners and stakeholders, tackle the significant social and economic deprivation, which still characterise many of our communities.

11. We will deliver a sustainable, effective and efficient service to our communities, through the implementation of sound governance, leadership, planning and management.

Probability	Score	Impact	Score
Almost Certain	6	Catastrophic	4
Very Likely	5	Critical	3
Likely	4	Marginal	2
Possible	3	Negligible	1
Very Unlikely	2		
Remote Chance	1		

Risks - Probability x Impact Score Grid

	Negligible 1	Marginal 2	Critical 3	Catastrophic 4
Almost Certain 6	6	12	18	24
Very Likely 5	5	10	15	20
Likely 4	4	8	12	16
Possible 3	3	6	9	12
Very Unlikely 2	2	4	6	8
Remote Chance 1	1	2	3	4

Minutes of the Local Joint Consultative & Negotiating Committee for Lecturing Staff (LJCNCL) held at Greenock Campus on 6th September 2017

Present:

David Alexander	Chair
Stephanie Graham	Vice Principal: Educational Leadership
David Gunn	Director Organisational Development & HR
John Kelly	EIS
Garry Ross	EIS
Eugene Crummie	EIS
Denise Munro	EIS
Pauline Nelson	EIS

Apologies:

A Cumberford, M Gillan

Abbreviations used: MS – Management Side   SS – Staff Side

Action	**Responsibility**

1   Minutes of previous meeting held on 6th June 2017

The minutes were agreed as an accurate record of the meeting subject to small amendments.

2   Matters Arising from Action Plan

2.1   Member of SMT in charge of campus

S Graham stated that a database with details of the campus location of SMT/Heads was being maintained by SMT PAs. This information would be made available in campus reception areas, so that SMT/Heads were contactable in an emergency situation.

2.2   Sickness cover – Clydebank campus

S Graham stated that there had not been any national negotiations on sickness cover arrangements and it would be beneficial to have discussions at a local level.

J Kelly stated that matters were complicated because staff moved between campuses. Also, the cover arrangements at Clydebank College had been voluntary.

S Graham stated that cover arrangements for lecturers at Clydebank College had been voluntary because they taught 24 hours per week and were covering up to 27 hours.

It was agreed that a meeting would be arranged to discuss local cover arrangements.   SG

2.3   Course Feedback

P Nelson stated that the use of social media in learning and teaching had been an agenda item at the CQL forum meeting.

G Ross stated that guidelines were required on how staff provided course guidance using social media.

J Kelly stated that the main issue was inappropriate use of social media by students.

S Graham stated that she would follow up on the feedback from the CQL meetings on this issue.   SG

2.4   Student Passwords

J Kelly stated that issues in respect of training for students had been resolved. He asked if consideration had been given to changing student passwords on an annual basis.

D Alexander stated that he had a discussion with D Black about a less regular frequency for changing passwords. Some systems, however, required passwords to be changed every 90 days.

P Nelson stated that there were still problems with learning support students who could not enrol electronically. There was not a facility for enrolling theses students manually.

S Graham stated that she would provide feedback to the Student Journey Team.   SG

2.5   Student Services

G Ross stated that he would be happy to meet with the Director of Student Services and Communities to provide him with feedback on student issues that he had to deal with.   GR

S Graham stated that the Director was keen to improve service.

D Munro stated that one of the main concerns raised by lecturers was the mental health of students.

S Graham stated that the Director was keen to ensure that robust services were provided to support students with mental health issues.

P Nelson stated that it should be noted that the College had got Bursaries provision right this year.

D Alexander thanked her for the positive feedback which he would pass onto staff.

2.6   Issues raised in relation to IV

J Kelly stated that Cathy MacNab had contacted them the previous day with regards to arranging a meeting.

J Kelly stated that staff still had concerns about IV from the previous session.

2.7   Specialist Computing Equipment

D Alexander stated that feedback from Mark Gillan had provided an opportunity to review how this project had been progressed and to identify areas for improvement going forward. D Alexander thanked M Gillan for his input.

E Crummie stated that some IT staff did not know anything about Apple Macs. Some issues with Apple Macs never seemed to get resolved.

D Alexander stated that his understanding was that there were IT staff in each campus that could support Apple Macs. He agreed to raise the matter with D Black.   DA

2.8   Grievance Procedure

D Gunn stated that he had circulated an amended Grievance Procedure

for comment.

2.9   Inclusion of "defer"
S Graham stated that there were pro and cons in including "defer" to end of year mark options on registers. It had been discussed at a meeting of the ELT but no agreement had been reached.
J Kelly stated that staff were getting emails about completion of registers left blank when there were arrangements in place to defer assessments.
S Graham stated that Eileen Mooney would stop system generated emails if requested up until the agreed defer date.

2.10   Draft Joint Management / Trade Union communication
J Kelly stated that it should be noted that the national dispute was ongoing and action had been suspended. There had been no national meetings since June.

3   Funding Update
D Alexander stated that there was not much more to add to the update provided at the previous meeting.
D Alexander stated that increased costs as a result of the national agreement had made the budget position more challenging. A further update would be provided when there was a better understanding of the financial implications of the changes to terms and conditions.
D Munro stated that it seemed only the EIS were challenging the Scottish Government on reduced funding in colleges.
D Alexander stated that this was not his understanding as funding was always high on the agenda of any meeting with the SFC.

4   Exclusivity of Service
D Gunn issued a paper which detailed clauses from the WCS Lecturers Staff Contract of Employment on Exclusivity of Service and the Working Time Regulations. The clauses had also been included in the legacy Colleges Contracts of Employment.
D Gunn stated that for contractual and legal reasons the College had to update HR records relating to these employment issues.
D Gunn stated that in future, these contractual and legal requirements would be discussed with new staff at their induction.
D Gunn stated that staff could opt out of the Working Time Regulations.
D Gunn stated that he would send the proposed communication on these   DG
matters to committee members for information before being issued to all staff.

5   Building our Collective Future
D Gunn referred to a special meeting of the LJCNCL on 5th September at which there had been positive feedback from staff representatives. It was proposed that the guidance document would be issued to all staff for feedback during week commencing 18th September 2017.
J Kelly stated that they welcomed this initiative.

6   **Voluntary Severance**
             J Kelly stated that he assumed nothing was happening with VS.
             D Alexander stated that this was correct. The mechanics of a Voluntary
             Severance Scheme had been agreed with the Board and Funding Council
             however no funds were available to support this and no applications for
             VS were being sought at this time.
             Discussions were ongoing with the Funding Council as to whether funds
             might be available going forward, however there was no indication at this
             point in time that funds would be available.

7   **Mini Bus Hire Arrangements**
             E Crummie stated that there was an issue with the help estates desk in
             respect of booking a mini bus. It recorded that a job was complete but
             this only meant the request for a mini bus had been logged online.
             E Crummie stated that on 2 occasions a mini bus had not turned up. Also,
             if Arnold Clark did not have a mini bus for 18, they sent one for 15.
             E Crummie also stated that Senior Admin Assistants required more
             training in booking a mini bus online through Arnold Clark.
             E Crummie stated that CQLS did not have a budget for the hire of mini
             buses.
             P Nelson stated that Learner Development students had many visits
             spread across courses.
             J Kelly stated that they had been told there was a limit for these students
             using a mini bus as part of their independent training.
             D Alexander stated that it had previously been agreed the College would
             put in place the resources required to run these courses.
             P Nelson stated that some of the vehicles did not have disabled access.
             D Alexander stated that this should be specified in the hire requirement.
             It was agreed that E Crummie would send D Alexander examples of the   EC
             mini bus hire booking that was causing concern.

8   **Cuts in ASN Provision**
             J Kelly asked if a meeting could be arranged to discuss these figures.
             S Graham stated that there was a new funding mechanism and guidance
             had been tightened with regards to what could be categorised as ASN.
             It was agreed that J Kelly would forward S Graham the spreadsheet.   JK
             P Nelson stated that she was concerned that the local Council had
             withdrawn social work funding but a compromise had been reached.
             S Graham stated that they could not influence Council budgets.

9   **Matching in Process – Promoted Staff**
             D Gunn confirmed that an initial meeting had been arranged on 8th
             September to agree the process to be adopted.

10   **Staff Toilets and Changing Rooms – Clydebank Campus**
             E Crummie stated that he had raised this item on the agenda previously.
             He still had safeguarding concerns about staff and students using
             communal male changing rooms.

He referred to two incidents which he believed had the potential to leave staff in a vulnerable position.

S Graham stated that the new Sports Centre across the road had a changing room and showers and some staff may wish to consider using this instead.

E Crummie stated that this would mean joining the Sports Centre.

S Graham stated that there were reasonable joining terms available.

E Crummie stated that this still involved a fee.

D Alexander stated that it was not possible to create new facilities at Clydebank Campus.

S Graham stated that management fully understood the staff concerns and had tried to find a solution. They would continue to look for solutions but the facilities next door were an option for consideration.

11   AOCB
11.1   Schools Provision

P Nelson stated that there had been a dramatic reduction in Schools Provision in her area and particularly Psychology.

S Graham agreed that it was concerning and stated that it seemed to be a sector wide issue.

S Graham stated that this would need to be raised with the Funding Council as Schools Provision was one of the Regional Outcome Agreement targets.

11.2   Room availability

P Nelson stated that the time had come to review rooms at Clydebank campus. There were a limited number of rooms available for classes with higher numbers of students.

S Graham stated that they were looking at some options.

D Alexander stated that there were limitations as the Estates maintenance budget had been reduced significantly from 2016/17 levels.

J Kelly stated that there was a need to move white boards in some rooms at Clydebank campus.

D Alexander stated that if teaching staff wished to identify rooms for   DA
whiteboards to be moved then this could be arranged.

11.3   Asbestos Oakshaw Building

J Kelly referred to a couple of incidents involving asbestos.

He also stated that locations with the letter "A" (advising of asbestos) had been painted over during redecoration.

J Kelly stated that there was also a requirement to ensure that the Asbestos Register was updated on a regular basis.

D Gunn stated that the College was investigating the two incidents involving asbestos.

D Gunn stated that Unison had also reported the matter to the Health and Safety Executive who had visited the College.

D Gunn stated that this issue would be reported to the Health and Safety committee.

D Gunn stated that he would raise the issues relating to the painting over   DG

of the letter "A" in locations identifying asbestos and maintenance of the Asbestos Register with the Director of Finance and Estates.

11.4   PI Guidance

E Crummie enquired about a publication that had been circulated to staff by their CQL in respect of PI Benchmark data.

It was agreed that he would send a copy of this publication to S Graham.   EC

11.5   College PIs

S Graham stated that subject to audit, FE and HE PIs had gone up for last session.

She congratulated staff on this achievement.

8   Date of Next Meeting

Wednesday 11th October 2017, Clydebank campus 1pm.

Signatures
Minutes of JCNCL Meeting: 6th September 2017, Greenock Campus

Joint Secretary (MS)   _____   Date:

Joint Secretary (SS)   _____   Date:

WEST COLLEGE SCOTLAND

Present:

Stephanie Graham	Chair
David Alexander	Vice Principal: Operations
David Gunn	Director Organisational Development & HR
Nicky McDonald	Unison
Audrey Manning	Unite
Laura McLean	Unite

Apologies:
A Cumberford, Alison MacLean

Abbreviations used: MS – Management Side   SS – Staff Side

Action	Responsibility

1   Minutes of previous meeting held on 7ᵗʰ June 2017
The minutes were agreed as an accurate record of the meeting.

2   Matters arising from the minutes

2.1   Use of Contractors
D Gunn stated that training on replacement of light bulbs for PMAs at Paisley campus still had to be completed.

2.2   Consultants Costs
D Alexander stated it was his understanding that this information on consultants had been provided, but if not the case, to advise.

2.3   Pigeon Excrement – Paisley Campus
D Gunn stated that he understood this matter had been dealt with.

2.4   Annual Leave – Student Advisory Team
S Graham stated that this issue had been resolved.

3   Funding Update
D Alexander stated that there was nothing to add to the update provided at the previous meeting.
D Alexander stated that the Funding Council had asked all colleges to provide a 5 year financial forecast over the summer based on assumptions set by the SFC.
D Alexander stated that the College faced financial challenges during 2017/2018 and beyond. More clarity would be provided in due course about specifics.
A Manning stated that this seemed a positive request as it would let the Funding Council better understand the College finances going forward.
D Alexander stated that it was not an easy task and was being worked through for submission to the SFC in the coming period.

4   Exclusivity of Service
D Gunn issued a paper which detailed clauses from the WCS Support Staff

Contract of Employment on Exclusivity of Service and the Working Time Regulations. The clauses had also been included in the legacy Colleges Contracts of Employment.

D Gunn stated that for contractual and legal reasons the College had to update HR records relating to these employment issues.

D Gunn stated that in future, these contractual and legal requirements would be discussed with new staff at their induction.

A Manning stated that lower paid staff could have a number of jobs. It was possible that they might exceed 48 hours and would be concerned.

D Gunn stated that staff could opt out of the Working Time Regulations if they exceeded 48 hours.

D Gunn stated that he would send the proposed communication on these matters to LJCNC members for information before being issued to all staff.

DG

5   Building the Collective Future

D Gunn referred to a special meeting of the LJCNCS on 5th September at which there had been positive feedback from staff representatives. It was proposed that the guidance document would be issued to all staff for feedback during week commencing 18th September 2017.

DG

A Manning stated that it was a very positive initiative which she welcomed.

6   Voluntary Severance

N McDonald asked for an update on Voluntary Severance.

D Alexander stated that the mechanics of a VS Scheme had been approved by the Scottish Funding Council but there was no funding to support such a scheme and the College was not seeking VS applications.

A Manning enquired about staff who had been asked to note their interest in voluntary severance.

D Gunn stated that staff had not been asked to express an interest in voluntary severance.

7   AOCB

7.1   L McLean stated that the Annual Leave year will be August to July from 2018. L Mclean enquired if local arrangements relating to carry over of holidays would apply.

D Alexander stated that this was a matter for discussion at a national level.

N McDonald stated that staff were noticing a drop in their wages since conserved salaries had ended.

N McDonald asked for the overall total of staff affected. Also the number affected in each Department. She explained that their members within Business and Enterprise believed that 22 out of 31 staff were red circled. It was quite a saving for the College and members would like to know how this compares to other areas.

D Alexander asked that that the request be put in writing to ensure there was an understanding of the question being asked – and advised that overall there was no saving to the College from the introduction of job evaluation.

A Manning enquired about backfilling for staff who volunteered to be involved in the Scottish Government College Improvement Project.

S Graham stated that this project was under her remit. Staff had volunteered to be involved in the Improvement Project and there was no

backfilling of their duties.

S Graham stated that she had briefed all volunteers.

The Project did not come with any additional resources. It had been made clear to individuals at the briefing that their involvement would be over and above their normal duties.

S Graham stated that Support Staff had been keen to get involved in this curriculum related project.

S Graham stated that training would be provided by 2 Scottish Government Advisors.

N McDonald asked if there had been a good response from staff in terms of joining the Project Team.

S Graham stated that there had been a good response and she was very happy with the skills mix.

8   Date of next meeting
Wednesday 11th October 2017, Clydebank campus, 3pm

Equality, Diversity & Inclusion Committee Minutes
21st September at 10am
Greenock Campus, Ardgowan 4

Present:

David Gunn (Chair)	Director Organisational Development & HR
Clare Fraser	Equality, Diversity and Inclusion Manager
Cathy McNab	Director Quality
Robyn Chandler	Stakeholder Experience Coordinator
Matthew Marsden	Student President
Karen Combe	HR Manager

Apologies: Albert Sorrie, Drew McGowan, Fiona McKenzie,

Action **Responsibility**

1 Welcome and Apologies
D Gunn welcomed everyone and noted apologies

2 Minutes of previous meeting
Minutes of the meeting on 18th May 2017 were agreed as an accurate record.

3 Matters arising from 18th May 2017

3.1 University of Glasgow "Full Stop" Campaign
Creative Industries have agreed to work on this with students at an appropriate time in the curriculum.

3.2 PREVENT Duty training for students
Colleges Scotland online package available. Feedback to NUS/SPARKS regarding training for M Marsden. C Fraser to liaise with I Forster-Smith.   CF

3.3 Applications – 1st come / 1st in
Wider discussions required – to be forwarded to Student Journey project
for investigation by A Campbell and I Forster-Smith.   AC
A Campbell will update committee at later date.

3.4 Unconscious Bias Training
Training held with Support Staff and Greenock CQLs with more scheduled in November 2017
CF to be invited to Faculty Days to discuss addressing gender imbalances .   APs

3.5 Equality Outcomes – Sexual Orientation
Carried forward from previous meeting. CF to contact LGBT officers.   CF

4 Staff Online Training
C Fraser noted that the desktop version of Marshalls ACM Training has been developed to reflect the College's policies and approach. The package also provides information about embedding good practice in learning and teaching.
An announcement to be put on Staff Intranet and refresher, mandatory   CF/G McIntyre
training to be completed by end of term.

5   **Gender Action Plan**

C Fraser thanked those were involved in the Plan.

C Fraser stated that M Marsden and herself were invited by the SFC to deliver a   session on engaging students in gender equality in partnership with the NUS. They have also been asked to speak at the National Conference in December.

The SFC had requested marketing details from C Fraser of her Action Plan for their use.

The committee discussed the following based on the Gender Action Plan:

1. Leadership – publish how important this is to the College – possible interview with the Principal?   CF
2. C Fraser to contact David Donaldson re Inverclyde TV
3. C Fraser to contact Principal / Board to raise profile of EDI
4. C Fraser to contact I Forster-Smith and F McKenzie
5. Tie in with STEM Activity day – A Campbell to provide dates to CF   AC
6. CF to contact Marketing for videos of previous activities   CF

6   **EDI Area Internet**

Gender Action Plan to be uploaded on staff intranet site.   CF

Committee to forward other suggestions to C Fraser.   ALL

7   **Diversity in Board Appointments**

C Fraser attending Board meeting in October.

Gender balance should be 50/50 – the committee discussed various barriers stopping this and ways to help overcome:

- Vary times of meeting
- Specifically target companies
- Target LinkedIn
- Application pack to be looked at and updated.

8   **Updates for CQLs and Heads of Sector**

Topics for discussion - Gender and Unconscious Bias.

C Fraser to arrange training for Heads.   CF

9   **Date and time of next meeting**

Thursday 14th December 2017, 10am Paisley campus, Abercorn room 1

Present:		
David Gunn (Chair)	Director Organisational Development & HR	
Joe Rafferty	Head of Organisational Development & HR	
Katherine Bow	Health and Safety Manager	
Donna McPate	Health and Safety Advisor (Greenock Campus)	
Peter Pringle	Assistant Principal	
Anne Campbell	Assistant Principal	
Angela Pignatelli	Assistant Principal	
Peter Thorne	Head of Estates	
William Weaver	Unite (Paisley)	
David McDonald	EIS/FELA (Greenock Campus)	
Susan Ferrie	EIS/FELA (Clydebank Campus)	
Apologies:		
Albert Sorrie	Unison (Greenock Campus)	
Douglas Porter	EIS/FELA (Paisley Campus)	

Action		Responsibility
1	**Review of Previous Meeting Notes and Action Points**	
	Minutes of meeting held on 24th May 2017 were reviewed.	
	The minute to be amended as follows under item Clydebank Campus Update – Minute submitted by AP. No verbal update.	**DMcP**
	Toilets have now been identified for use by LGBT users at each location and Estates staff will arrange for signage to be erected.	**PT**
	Revised PEEP form for 2017/2018 has been added to the intranet and is being used.	
	Discussion is ongoing with CQL regarding number of student incidents in Business & Technologies Faculty	**PP**
	PT advised that the fault which caused the Paisley Campus fire alarm to activate during planned evacuation appears to have been rectified by the contractor. There has been no recurrence during testing.	
	Bike lockers are still in high demand, and there has now been an issue regarding damage to a bike in a shared locker at Clydebank Campus which was investigated.	
	KB advised there is a six minute fire alarm delay at Clydebank Campus only when one sensor is activated. It was not considered appropriate for a delay in Paisley Campus. Consideration could be given to Greenock Campus by Risk Assessment.	**KB**

Action		Responsibility
	PT has issued an instruction to the cleaners to stop using the ducts for storage in Greenock Campus	
	An update is required from Gary McIntyre on Student Excursion training. The procedure has been placed on the intranet.	**JR**
	Further communication has been made to students about inappropriate parking, but a similar message needs to be sent out for the attention of staff. It was noted that cars had been removed by Police at Clydebank Campus for illegal parking.	**JR**
	Risk assessments have been discussed at the Heads Meeting, but follow up is required.	**JR**
2	**Progress of Sub Committees**	
	Greenock Campus PT advised that tender documents are being submitted to identify a contractor to resolve Waterfront Campus heating issues.	**PT**
	PP confirmed that emergency stop controls on the new machinery in the workshop is adequate, but discussions are ongoing about the requirement of any additional measures.	**PP/Estates**
	The Smoke Free initiative is going well. However, smoking at the main entrance stairs means staff and students are walking through smoke.	
	DMcD advised that he had put up several posters around campus for Suicide Awareness Week.	
	Paisley Campus AC advised that the sub-committee requires representation from a Unison rep, but membership has improved for this year. DG will contact the Student Association regarding their representation on the committees.	**DG**
	JR advised that the Paisley Campus asbestos register includes previous survey findings and should contain fully up to date information.	
	It was agreed that HR staff could notify H&S of any new starts working in areas with an occupational health hazard. KB will discuss further with HR Managers.	**KB**
	KB advised there was a discussion about the need for first aid and defibrillator training at New Street.	**KB**
	AC advised that more focused signage is being organised to promote the Smoke Free initiative.	
	Clydebank Campus AP advised that discussions are ongoing to resolve the issues surrounding the noise generated by the pan mill and clipper saw.	**KB**

Action		Responsibility
	There has been no further communication from the student who had requested breastfeeding facilities but appropriate facilities would be put in place if required.	
	KB detailed a first aid incident which occurred during evening classes. This was an unfortunate combination of events at the switch over period and caused a delay in first aid assistance being provided.	
	Not all PMA's are First Aid trained in the Clydebank Campus, therefore a First Aider in attendance in the evening is not guaranteed. DG to follow up on this issue as it had been agreed all PMAS would undertake first aid training.	**DG**
3	**Accidents / Illnesses: Statistics and Trends**	
	A comparison of 2015/2016 and 2016/2017 accident statistics were provided.	
	KB informed that a quarterly report would be submitted via the sub-committees comparing with the same quarter of the previous year. A summary would be provided to the main committee.	
4	**Review of Any Significant Health & Safety Incidents**	
	JR gave an update on the asbestos incidents at Paisley Campus providing clear assurance that no staff or students were currently being exposed to any risk associated with asbestos removal on Paisley Campus. He was not able to go into the details of incidents which were currently being investigated under the College's Grievance Procedure. However he was able to reassure Committee that the recent concerns flagged up, associated with asbestos tile removal in Engineering, were completely unfounded. This conclusion was reached following a meeting with the asbestos contractor on site. As a precautionary measure, reassurance tests were undertaken in the area in question. The issue was one of communication i.e. the main contractor failed to give sufficient advance notice to allow the College to advise staff that the works were being carried out in that area and there would be no risk to staff or students. The main contractor was warned that all future works required sufficient advance notice before contractors arrived on site.	
	JR was able to provide additional reassurance by explaining that the College's approach to asbestos removal was to go beyond what was required by statute, in terms of health and safety. For example the College uses licensed contractors to remove vinyl floor tiles containing small amounts of asbestos. This is despite the fact that this type of work is not notifiable to the HSE. The College also obtains reassurance tests after removal so that staff and students can be reassured if necessary.	
	JR further explained that prior to any invasive works on the estate, an asbestos survey is undertaken to detect the presence of asbestos. The College's approach is that whenever such works need to take place, the College takes the opportunity to remove the asbestos in that area	

Action		Responsibility
	completely, rather than seek to encapsulate it or manage it by some other means.	
	WW asked about the asbestos register being made available to staff. PT advised that this could be added to a shared drive as it is a live document.	**PT**
	DG explained that the incidents were being investigated by management and the HSE had visited the Campus after being contacted by Unison. DG stated that the Committee would be kept fully informed of developments.	
5	**Health & Safety Training and Communication**	
	JR advised IOSH Managing Safely has been arranged at ½ day for 9 weeks. A more suitable mode of attendance is being investigated.	
	The online training programme to incorporate health and safety induction training is being considered.	
	KB advised that fire extinguisher training has been arranged at Greenock Campus on 3rd October.	
	KB is working towards first aid and defibrillator training as regular CDP activities.	
6	**Occupational Health and Hygiene**	
	KB is currently looking at the recall lists for the three campuses.	
	HR will be consulted to ensure new start information is provided to Health and Safety.	
	Staff will be given more notice of clinic dates and also a more suitable location for clinics held at Greenock Campus will be identified.	
	DMcD suggested that staff are notified of the costs involved in missed appointments. DG stated that this was a good suggestion.	**JR/KB**
7	**Feedback from Workplace Safety Inspections**	
7	KB advised of the proposed planned, systematic approach to workplace inspections. Outcomes will be reported to Head, the sub committees and also overall to the main committee. Best practice and lessons learnt will be shared across the College.	
	Inspections are due to commence in October and dates will be made available for the academic session, and Heads will be notified of who is attending the inspection, and what area is being inspected.	
	KB/DMcP will meet with the trade union representatives prior to commencing the schedule.	**KB/DMcP**

Action		Responsibility
	KB stated that the Work Inspection Pro-Formas are under review and invited comments.	
8	**Review of Health and Safety Developments**	
	Nothing to report.	
9	**Enforcement Authority Contact (Visits/Communication Action)**	
	KB is meeting with HSE on 18th September to discuss an adverse LOLER report for a lift in Clydebank Campus Motor Vehicle Department. HSE have also been onsite at Paisley Campus regarding the asbestos incidents. DG gave informal feedback from the recent internal audit carried out for Health and Safety. There were no areas of significant concern and a small number of recommendations for improvement. DG will circulate the report when received.	**DG**
10	**Recommendations for Improvement or Remedial Action**	
	Smoking AP advised that the SLWG has now been disbanded and thanked Estates, Marketing staff, and Matthew Marsden, for their significant contribution involving communication and signage. A high volume of feedback has been received from staff who have been making the effort to move smokers off campus. At Greenock Campus, feedback has been received from one of the neighbours about the fears of smoking at the close entrances to their homes. We have responded to say that we will monitor this situation and continue to patrol the areas. AP will report back to the committee quarterly to maintain focus and marketing where necessary. DG expressed his thanks to AP for her efforts in managing the project. **Disabled Parking** This issue seems to have improved at Paisley Campus this term. However, DG will issue a reminder. **Risk Assessments** JR advised that Heads have been updated on what is required. We will now seek information from individual areas to ensure suitable and sufficient risk assessments are being carried out. **FESH**	**AP** **DG/JR**

Action		Responsibility
	KB asked the committee to complete and submit the FESH assessment at the end of the meeting.	
11	**Healthy Working Lives**	
	KB informed the committee that we have retained our Gold Award. A review was carried out by HWL, followed by an audit.	
	A schedule of HWL meetings is required to be set up. JR suggested this could be included as part of Campus Health and Safety sub committees.	**JR**
	JR advised the committee that we have been shortlisted for a College Development Network Award for our HWL work.	
	Date and time of next meeting	
	Wednesday 22nd November 2017, 10.00, Ardgowan 4, Greenock Campus	