

West College Scotland

ORGANISATIONAL DEVELOPMENT AND HR COMMITTEE

**WEDNESDAY 13 September 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 17 May 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. Remit, Membership and Dates of meetings of Committee Paper 6 GM
7. Update from Director Organisational Development and HR
 - .1 College Improvement Plan: Update on Progress Oral report LC
 - .2 National Bargaining: Update Paper 7.2 DA
 - .3 Workforce Planning: Report from Internal Audit Paper 7.3 DG
 - .4 Developing the College Dashboard Oral report DG
8. People Strategy: Progress Report Paper 8 DG
9. Health and Safety Audit Paper 9 DG
10. Employee Wellbeing Survey – Action Plan Paper 10 DG
11. EU General Data Protection Regulations (GDPR) Paper 11 DG
12. Risk Paper 12 LL

Items for Information

13. CDN College Awards 2017 – Shortlist Paper 13 DG
14. Reports from Sub-Committees Paper 14 DG
15. Any other business

Next meeting: Wednesday 8 November 2017 at 4.00 p.m. at the Paisley Campus

Gwen McArthur
Secretary to the Committee

ORGANISATIONAL DEVELOPMENT & HR COMMITTEE

MINUTES: 17 May 2017

Present: Lyndsay Lauder (in the Chair)
Jim Hannigan, Linda Johnston, Keith McKellar.

Attending: David Gunn (Director Organisational Development & HR), Gwen McArthur (Secretary to the Committee).

Apologies: Audrey Cumberland.

OM137 DECLARATION OF INTERESTS

David Gunn declared an interest as a member of the Management side for local staff bargaining committees.

OM138 MINUTES

The minutes of the meeting held on 15 March 2017 were approved.

OM139 ACTIONS FROM THE MINUTES

The Committee noted the actions taken since the last meeting.

OM140 REMIT AND MEMBERSHIP (OM126; BM363.6)

The Committee noted that, at its meeting on 27 March 2017, the Board had approved the amendments to the Committee's remit. It was noted that, in relation to voluntary severance, settlement agreements could not be used and so the proposed changes to the wording of the remit had been adjusted to reflect this. The Committee noted this information.

OM141 VOLUNTARY SEVERANCE SCHEME (BM127)

The Committee was aware that the SFC had approved the Voluntary Severance (VS) Scheme proposed by the College but had not provided any funding to support this. The Principal had written to the SFC again recently seeking further information. However, no response had been received to date. The Committee was disappointed that the SFC had not, so far, provided funding for a VS scheme. The College needed to reduce its cost base for 2017/18 if it was to achieve a balanced budget. It was considered that, given the level and rate of change taking place across the sector, the SFC would have established a change fund to help institutions meet costs to refresh or change its course offerings in order to keep up to date, which would also have implications for staffing requirements to support the courses on offer. The College might need to consider if it could find a way of supporting such change costs in the future if SFC was unable to do so. In the meantime it was hoped that the

SFC would respond to the Principal so that an update could be provided to the next Board meeting. **[Action: AC]**

OM142 UPDATE FROM DIRECTOR, ORGANISATIONAL DEVELOPMENT & HR (OM129)

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

.1 College Improvement Plan (OM128)

It was noted that the Vice Principal Corporate Development was continuing to develop and progress the College Improvement Plan. Unfortunately progress had slowed due to the impact of National Bargaining and the EIS dispute. The Senior Management Team (SMT) had agreed the draft Behaviours Framework but a workshop with the trade unions had not taken place because of time committed to National Bargaining by West College Scotland management and trade union representatives. However, it was hoped that once the dispute was settled progress could be made. The Committee would return to this matter at a future meeting. **[Action: DG]**

.2 National Bargaining Update (OM129.2)

The Director, Organisational Development and HR, tabled information relating to National Bargaining and the current dispute with EIS. This included: a statement released by the Deputy First Minister (16 May 2017); a paper setting out the terms and conditions being sought by the Employers and by the EIS; a news release from EIS (16 May 2017). It was noted that there was still some significant differences between the Employers and the EIS positions. Negotiations were continuing and it was hoped that an agreement could be reached soon, particularly as the EIS would be stepping up its action by holding strike action on 3 days the following week. In the meantime the College was working hard to mitigate the impact on the students. The Committee would be kept informed of developments. **[Action: AC]**

.3 Workforce Planning Update (OM129.3)

It was noted that the Internal Auditors had visited the College and had now produced a draft report and recommendations for the College to consider regarding how best to progress this matter. The Committee was pleased to note that the Internal Auditors were of the view that the College was already well placed to meet the needs of workforce planning. Work was currently underway on completing the self-assessment which would then be used to inform the development of an action plan. However, the Committee was of the view that the workforce plan should be included in the People Strategy, so that all the relevant information

was in one place and progress could be easily tracked. This would also ensure that it remained a 'live' document. **[Action: DG]**

It was noted that there was a further meeting with the Internal Auditors scheduled on 26 May, following which the Audit Report and Management Response would be finalised before being forwarded to the Audit Committee. The Audit Report and Management Response would be brought to the next meeting of this Committee for information.

[Action: DG]

.4 Developing the College KPI Dashboard

It was noted that the Vice Principal Corporate Development had written to each Committee Chair to seek information from them on the key priorities for that Committee which would then be used to further develop the KPI dashboard for the College. In considering this matter the Committee was of the view that the KPI's should be related to the themes and metrics contained in the HR Report but presented in a more strategic manner, more suitable for governance reporting. This Committee already monitored these metrics and could use these to identify the information to be provided for inclusion in the KPI dashboard. This would emphasise the headline information and progress being made and could also flag up any areas of concern where progress was not being achieved (e.g. by using a RAG status report). The broad approach could be to include KPI's that covered:

- Culture (which is inclusive, transparent, where staff contributions are valued, respected and encouraged);
- Equality strategy (which would be the main theme for the discussion at the Board in October);
- Leadership and management (to include induction, training and development, health and safety, etc).

It was **agreed** that the Chair and the Director, Organisational Development and HR, meet with the Vice Principal Corporate Development to discuss this matter further. **[Action: LL, DG]**

OM143 EQUALITY REPORT 2017

The Committee noted the Equality Report 2017 which had been produced by the Equality, Diversity and Inclusion Manager. This report had been submitted to SFC and published on the College website. The Committee welcomed this report which captured a lot of activity currently underway in the College. It also provided information on the actions the College was taking to make improvements and the timescales involved in achieving these. The Mainstreaming section in particular, contained a lot of information and it was queried if some of this could be set out

differently to make it easier for the reader to grasp the whole range of activity taking place. However, the Committee considered this to be an excellent report and noted that it would be presented to the Board at its meeting in October, when equality and diversity would be the main theme for discussion at the meeting.

OM144 PEOPLE STRATEGY: PROGRESS REPORT (OM131)

The Committee noted the progress report on implementing the People Strategy. This report provided an update on progress as measured against the Regional Outcome Agreement, the Corporate Plan and the Education Scotland Quality Framework. The Committee welcomed the progress that had been made to date and was pleased to note that a significant number of actions had been implemented. It also welcomed the RAG style reporting format which made these easy to identify. In considering this report the Committee noted that, in terms of succession planning, there was a leadership development programme being put in place and appropriate staff would be encouraged to participate in this. The College encouraged all staff to participate in the continuing professional development programme. Managers held regular one-to-one meetings with their staff and used these meetings to encourage their staff to continue to develop.

In discussion it was queried if SMART targets could be used with timescales for achievement set. This would provide a comprehensive and useful report for the Committee to monitor. The Committee would return to this at a future meeting. **[Action: DG]**

OM145 HEALTH AND SAFETY POLICY STATEMENT

The Committee noted that the Health and Safety Policy Statement for the College had been updated following the review of the Health and Safety Policy. The Committee was pleased to note that the College was fully compliant with health and safety legislation and good practice. The revised Health and Safety Policy would be discussed at the Health and Safety Committee where it was anticipated that it would be approved. It would then be considered and approved by the Senior Management Team. The revised policy would be circulated to the members of this Committee also for information and comment. **[Action: DG]**

The Committee **agreed** that the Chair of the Board and the Principal be authorised to sign the revised Health and Safety Policy Statement which would be uploaded to the staff intranet. **[Action: DG]**

OM146 RISK (OM133)

The Committee considered the Strategic Risk Register. While the Committee agreed with the risks identified it remained of the view that

Organisational Development & HR Committee – Minutes of 17 May 2017

some of these could be phrased in a different way to make the risks less technically focussed and more people-oriented so that it would be clear that matters relating to staff and students were included in the risk register. It was accepted that the risks identified relating to financial and estates matters did impact on staff and students, but perhaps some re-wording might change the emphasis. It was agreed that the Committee members give some further thought to this for the next meeting.

[Action: All]

OM147 DATES OF MEETINGS IN 2017/18

The Committee noted the proposed dates of its meetings in 2017/18. The Chair indicated that she needed to check the dates before confirming. Once further information was available members would be notified accordingly.

[Action: LL; GMcA]

OM148 REPORTS FROM SUB-COMMITTEES (OM135)

The Committee noted the reports from the following Sub-Committees:

- i. Joint Consultative and Negotiating Committee for Lecturing Staff meeting of 25 January 2017;
- ii. Joint Consultative and Negotiating Committee for Support Staff meeting of 25 January 2017;
- iii. Health and Safety Committee meeting of 15 February 2017;
- iv. Equality, Diversity and Inclusion Committee meeting of 23 February 2017.

The Committee welcomed these reports.

OM149 NEXT MEETING

Wednesday 13 September 2017 at 4.00 p.m. at the Paisley Campus (subject to confirmation).

GMcA/26.05.17/Final

Organisational Development & HR Committee: Meeting of 17 May 2017

Actions from the Minutes

Date of Meeting	Min Ref	Matter for Action	Responsible Person	Action Taken	Timescale (where applicable)
17 May 2017	OM141 127	Voluntary Severance Scheme – update on progress in discussions with SFC to be provided to Board	A Cumberford	Update provided to Board at meeting on 21 June	Complete
	OM142.1 128, 113	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.	A Cumberford D Gunn		Future meeting
	OM142.2 129.2	National Bargaining – Committee to be kept informed of developments	A Cumberford	Committee to be updated at next meeting	September meeting
	OM142.3 129.3	Workforce Planning – i. Workforce plan to be included in People Strategy to make tracking progress easier; ii. Audit Report and Management Response to be provided to Committee	D Gunn		September meeting
	OM142.4	Developing the College KPI Dashboard – the Chair and Director of ODHR to meet with Vice Principal Corporate Development to discuss Committee KPI's	L Lauder D Gunn	Report on outcome of discussions to be provided to next meeting	September meeting
	OM144 131	People Strategy – consideration to be given to the inclusion of SMART targets and timescales for achievement	D Gunn		Future meeting

	OM145	Health and Safety Policy Statement – i.Revised policy to be circulated to Committee members for comment ii. Chair of the Board and Principal authorised to sign the revised Health and Safety Policy Statement	D Gunn	i.Revised policy circulated to Committee members ii. Policy Statement signed and now on staff intranet	Complete
	OM146 133	Risk - Committee members to consider how risks included in the register could be phrased differently so that they were more people-oriented	All Committee members		September meeting
	OM147	Dates of meetings in 2017/18 – Chair to confirm availability; following which Secretary to confirm dates with Committee	L Lauder G McArthur	Chair confirmed dates – no changes required. Secretary confirmed dates to Committee	Complete
		Actions from previous minutes			
15 Mar 2017	OM129.1 114.1	Employee Wellbeing Survey and Action Plan – committee to receive regular progress reports	D Gunn	Regular progress reports to be provided	On-going

GMcA/5.07.17

TITLE: **REMIT, MEMBERSHIP & DATES OF MEETINGS IN 2017/18**

Background: The Committee is asked to review its remit annually to ensure that it reflects the scope of the committee and remains relevant and up-to-date. The remit was revised in March to include the Committee's responsibilities in relation to the introduction and monitoring of any voluntary severance scheme that might operate within the College. The remit is attached for consideration.

Discussion at the Corporate Development Committee on 5 September has led the Committee to propose an amendment to the wording of the Membership section so that 'other Board members can attend the meetings', with the approval of the relevant Committee Chair, and this is not just restricted to other Committee Chairs. The other Board Committees will be asked to consider this proposal as it would seem good practice.

The attached paper also contains information on the Committee membership and the dates of meetings in 2017/18, this is for noting.

Action: The Committee is asked to consider its remit and the proposed amendment to the wording of the membership section, and to note its membership and dates of meetings in 2017/18.

Lead: Gwen McArthur, Secretary to the Committee

Status: Open

West College Scotland

Board of Management

Organisational Development and HR Committee

Statement of Purpose

The Board provides the principal governance mechanism through which activities are managed in accordance with legislation and regulations, as well as ensuring that systems are in place to provide efficiency, effectiveness and economy. However, the Board has delegated some of its responsibilities to certain committees.

The main purpose of the Organisational Development and HR Committee is to develop strategy and policy in all matters relating to the recruitment, reward, recognition, retention, motivation and development of the college's employees, taking account of accepted good practice and to ensure that the Organisational Development and HR strategy of the College is clearly derived from the College's Annual Regional Outcome Agreement.

1. Remit

- a) To agree an Organisational Development and HR Strategy for the College, for approval by the Board and to review progress against key milestones;
- b) To ensure that the College complies with all aspects of employment and health and safety legislation;
- c) To monitor effective and efficient use of the College's Human Resources;
- d) To ensure that the College operates effective policies, procedures, systems and administrative controls, including:
 - recruitment and selection
 - equality and diversity
 - continuous professional development
 - employee relations
 - health and safety
 - employee communications
 - payroll
 - Freedom of Information and Data Protection
- e) To agree College Senior Management's collective bargaining remit for discussions with senior staff outwith Recognition and Procedure agreements (with the exception of those covered under the remit of the Remuneration Committee) and in liaison with the Finance and General Purposes Committee;
- f) To consider the scope and terms of any voluntary severance scheme to be introduced and to make any recommendations to the Board accordingly; to receive regular monitoring

reports from the group established by the Board to manage the voluntary severance scheme for College staff (apart from those falling under the responsibility of the Remuneration Committee): these reports to provide information on the numbers applying, the number of cases approved, the total costs involved and the potential savings to be achieved; to report on a regular basis to the Board on the implementation of the voluntary severance scheme.

The Committee will also report to the Board on any cases that are approved outwith the voluntary severance scheme (e.g. settlement agreements).

- g) To receive regular reports on staff development and training activities;
- h) To manage the annual self-evaluation activities of the Board of Management and its standing committees;
- i) To consider risk relating to the matters that fall within the Committee's remit and to agree what mitigating factors/actions are in place and what further action, if any, needs to be taken to address such matters of risk.

2. Membership

The Principal and three non-executive members of the Board of Management, one of whom will Chair.

Attending:

Director of Organisational Development and HR

The Committee is empowered to invite other members of the Executive and/or Senior Management team to attend meetings of the Committee. It may also invite other members of staff, as appropriate and following consultation with the Principal and/or the Director of Organisational Development and HR, to attend meetings to provide information to the Committee on their areas of expertise.

The Committee is empowered to co-opt additional members, subject to approval by the Nominations Committee.

Chairs of other Committees can attend the meetings, with the approval of the Chair of the Organisational Development and HR Committee.

Committee members will be appointed to serve for up to four years, or for the period of their term of office.

The Chair of the Board of Management will be an ex-officio member of the Committee.

3. Quorum

A quorum will be two Members of the Board of Management

4. Frequency of Meetings

The Committee will meet at least three times per year.

5. Secretariat

Secretary to the Board of Management.

Papers for the meeting will be sent out 7 days in advance of the meeting

The Committee will report to the Board of Management and the minutes of its meetings will be circulated to the Board for information.

6. Review

This remit will be subject to review annually.

Approved by the Board 27 March 2017

Membership

Lyndsay Lauder (Chair)
Audrey Cumberford
Jim Hannigan
Linda Johnston
Keith McKellar (*ex officio*)

Attending Officers

David Gunn, Director, Organisational Development and HR
Gwen McArthur, Secretary
Drew McGowan, Policy Officer

Dates of Meetings in 2017/18

13 September 2017
8 November 2017
14 February 2018
16 May 2018

All Wednesdays starting at 4.00 p.m. on the Paisley Campus.

GMCA/29.08.17

TITLE: NATIONAL BARGAINING

Background: The attached papers refer to the Support Staff Pay Offer 2017/18 which has been accepted by Support Staff .Also included are NJNC Circulars on the implementation of pay elements of Section 5 Of the March 2016 NJNC Agreement (Lecturing Staff);salary placement for new unpromoted Lecturers ; and pay harmonisation and job matching for existing promoted Lecturing Posts.

Action: The Committee is asked to note the contents of the national papers and seek clarification as required. Progress updates will be provided to the Committee.

Lead: David Alexander, Vice Principal Operations

Status: Open



Support Staff Pay Offer 2017/18

1) Pay 2017/18

An uplift of £425 for all support staff in scope of the NRPA where their conditions of service are linked to the NJNC Support Staff table

2) Annual Leave

- A unitary and inclusive minimum entitlement to 44 days for all support staff employees effective from 1 April 2017. Current employees in receipt of a higher entitlement will retain this entitlement pending further national negotiations on annual leave.
- A common leave year will apply commencing 1st September 2018. Annual leave year migration will be subject to additional technical guidance developed through the Annual Leave Subcommittee.

3) Job Evaluation

The grading outcomes of a National Job Evaluation exercise will apply from 1 September 2018. They will apply to all those in post as at 1 September 2018. The effective date for those who join the service after that date will be their date of commencement in employment.

4) Conditions of Service

The NJNC Support Side Table will set up a group to discuss and report on all outstanding matters pertaining to Support Staff terms and conditions to aim to conclude its work by 31 March 2018. This to include, for example, working hours and associated allowances, standard overtime rates and other premium payments, annual leave, etc. also priority Employment Policies will aim to be completed in same timescale or sooner (i.e. Grievance and Disciplinary Policy; Organisational Change/Redeployment).

Implementation

- £425 of the Pay Award will be effective and consolidated from 1st April 2017. Colleges will implement locally as soon as is reasonably practical but no later than August 2017.
- The Pay Award will be applied pro rata for part time employees.
- The annual leave entitlement will be applied pro-rata for part time employees.
- The Pay Award will be applied in the first instance, then any further uplift applied if required in order to ensure staff are in receipt of the Living Wage of £8.45 as at 1st April 2017.
- The Pay Award will be applied on an unconsolidated basis to staff on pay protection.
- The Pay Award will apply to employees in post as at 30 June 2017.

Recommendation

The Support Staff Trade Unions recommend this offer to their members.

Colleges Scotland Employers' Association, 29 June 2017



NJNC Circular 01/17

Implementation of May 2017 National Joint Negotiating Committee (NJNC) Agreement: The Immediate Sections

This Circular deals with the following sections only, of the May 2017 NJNC Agreement:

"The EIS agrees to immediately suspend the current industrial action relating to the March 2016 NJNC Agreement.

The Management side agrees to immediately implement the pay elements of section 5 of the March 2016 NJNC Agreement".

Further NJNC Circulars will be issued outlining how other sections of the May 2017 NJNC Agreement must be implemented in due course. These will include details of the application of any cost of living awards, the job matching and pay harmonisation process for promoted lecturers, and the salary placement rules for new employees.

This Circular is issued under the provisions of the NJNC and is binding on the signatories of the National Recognitions and Procedures Agreement (NRPA).

1. The EIS suspended its industrial action relating to the March 2016 NJNC Agreement on 19 May 2017.

The pay elements of section 5 of the March 2016 NJNC Agreement dealt with in this Circular are the migration and harmonisation process for unpromoted lecturers in post or with continuity of employment on 31 July 2017 – the unpromoted lecturers. The migration and harmonisation process for unpromoted lecturers must be carried out by every NRPA signatory college as set out in the NJNC minute of 15 December 2016.

2. The unpromoted lecturers will not have any college pay scale incremental progression in 2017/18 and 2018/19 as these progressions have been built into the national migration and harmonisation processes.

The national migration and harmonisation process will apply to existing unpromoted lecturers irrespective of whether they currently hold TQFE or not, ie: there is no bar to progression in this process.

3. Colleges will make monthly payments of 1/12 of the 25% harmonisation payment for April 2017 to March 2018 which will begin in July 2017. A back payment of 3/12 of the 25% harmonisation payment for April 2017 to June 2017 will also be made in July 2017.

All payments are consolidated.

4. The NJNC pay migration and harmonisation process for unpromoted lecturers must be implemented using the following principles:

There are two key stages; migration from the current salary to the new National Pay Scale to generate a notional salary for April 2019 and then harmonisation which begins in April 2017 in which 25% of the difference is added to the annual salary, with a further 25% a year later and the final 50% added to the annual salary to complete the harmonisation in April 2019. In April 2019, the actual salary paid will be the notional salary identified in the migration process.

5. The pay migration process determines each individual unpromoted lecturer's salary in April 2019, which is known as the *notional pay point*. The migration process has two rules which must be applied to determine each unpromoted lecturer's notional pay point on the National Pay Scale for unpromoted lecturers.
 - i. Current salary point is identified and then the closest salary point upwards is found on the new National Pay Scale for unpromoted lecturers, this is then moved up two increment points on the new National Pay Scale to give a notional pay point.
 - ii. Separate to i. above, any unpromoted lecturer who is currently top of his/her college unpromoted salary scale or will be at the top by April 2019 will have a notional salary point of the top point of the National Pay Scale. This is known as the 'Top to Top' Rule and it supersedes any notional salary point theoretically calculated through i. above.
6. The pay harmonisation process involves the payment of the difference between each unpromoted lecturers' current salary and their notional salary over the period April 2017 and March 2020.
 - i. Payments between April 2017 and March 2018 must cover 25% of each individual's pay harmonisation process, that is 25% of the difference between the current salary (at 31st March 2017) and the notional pay point determined in the migration process set out above.
 - ii. Payments between April 2018 and March 2019 must cover a further 25% of each individual's pay process, that is 25% of the difference between the current salary (at 31st March 2017) and the notional pay point determined in the migration process set out above.
 - iii. Payments between April 2019 and March 2020 must cover the remaining 50% of each individual's pay harmonisation process, that is 50% of the difference between the current salary (in May 2017) and the notional pay point determined in the migration process set out above.
7. The National Pay Scale for unpromoted lecturers is set out below and shall be used to calculate the notional pay point for each unpromoted lecturer:

Point 1	£32,000
Point 2	£34,007
Point 3	£36,014
Point 4	£38,020
Point 5	£40,026

8. Part time staff will receive a pro-rata harmonisation payment relative to a 35 hour working week. The ratio will be amended to reflect any variation in the number of teaching hours during the harmonisation process.
9. An unpromoted lecturer on a fixed term or temporary contract with continuity of employment will receive no less favourable treatment than part time or full time unpromoted lecturers and will be subject to the pay migration and harmonisation process above.
10. If any clarification is sought, this should be directed to the Joint Secretaries, john.gribben@collegesscotland.ac.uk and dbelsey@eis.org.uk. A joint response will be provided to all points of clarification.

NJNC Joint Secretaries

David Belsey

John Gribben

Worked Example:

Pay Migration and Harmonisation at College A

College A has a six point pay scale in April 2016 with annual incremental progression for five years, occurring in August of each year.

Table 1: College A Current Unpromoted Lecturers Pay Scale

Point 1	£ 32,302
Point 2	£ 33,686
Point 3	£ 34,810
Point 4	£ 35,909
Point 5	£ 37,244
Point 6	£ 38,884

Table 2: National Pay Scale

Point 1	£32,000
Point 2	£34,007
Point 3	£36,014
Point 4	£38,020
Point 5	£40,026

1. Pay Migration at College A

The pay migration process determines each individual unpromoted lecturer's salary in April 2019, which is known as the notional pay point.

- a. All College A unpromoted lecturers on pay point 1 of £32,302 will move to the closest national salary scale point upwards (£34,007) and then move 2 points up the national salary scale giving a notional salary of £38,020.
- b. All College A unpromoted lecturers on pay point 2 of £33,686 will move to the closest national salary scale point upwards (£34,007) and then move 2 points up the national salary scale giving a notional salary of £38,020.
- c. All College A unpromoted lecturers on pay point 3 of £34,810 will move to the closest national salary scale point upwards (£36,014) and then move 2 points up the national salary scale giving a notional salary of £40,026.
- d. All College A unpromoted lecturers on pay point 4, 5 and 6 of £35,909 and above will move to the closest national salary scale point upwards and then move 2 points up the national salary scale giving a notional salary of £40,026.
- e. It is also worth noting that College A unpromoted lecturers currently on points 4 or above will be at the top of their College A pay scale by April 2019, and will therefore have been automatically placed to the top of the national pay scale with a notional salary of £40,026 due to the Top to Top rule.

2. Details of Harmonisation at College A

- a. All College A unpromoted lecturers currently on pay point 1 of £32,302 will have a notional salary of £38,020.

The harmonisation gap is £5,718.

Harmonisation for the unpromoted lecturer is carried out by payment of £1429.5 (i.e. 25% of the harmonisation gap) in equal monthly instalments between April 2017 and March 2018. Thereafter, a further payment of £1429.5 (i.e. further 25% of the harmonisation gap) in equal monthly instalments between April 2018 and March 2019. Harmonisation is completed when of £2,859 (i.e. 50% of the harmonisation gap) is paid in equal monthly instalments between April 2019 and March 2020.

- b. All College A unpromoted lecturers currently on pay point 2 of £33,686 will move to the closest national salary scale point upwards (£34,007) and then move 2 points up the national salary scale giving a notional salary of £38,020.

The harmonisation gap is £4,334

Harmonisation for the unpromoted lecturer is carried out by payment of £1083.5 (i.e. 25% of the harmonisation gap) in equal monthly instalments between April 2017 and March 2018. Thereafter, a further payment of £1083.5 (i.e. further 25% of the harmonisation gap) in equal monthly instalments between April 2018 and March 2019. Harmonisation is completed when of £2,167 (i.e. 50% of the harmonisation gap) is paid in equal monthly instalments between April 2019 and March 2020.

- c. All College A unpromoted lecturers currently on College A pay point 3 of £34,810 will move to the closest national salary scale point upwards (£36,014) and then move 2 points up the national salary scale giving a notional salary of £40,026.

The harmonisation gap is £5,216

Harmonisation for the unpromoted lecturer is carried out by payment of £1,304 (i.e. 25% of the harmonisation gap) in equal monthly instalments between April 2017 and March 2018. Thereafter, a further payment of £1,304 (i.e. further 25% of the harmonisation gap) in equal monthly instalments between April 2018 and March 2019. Harmonisation is completed when of £2,608 (i.e. 50% of the harmonisation gap) is paid in equal monthly instalments between April 2019 and March 2020.

- d. All College A unpromoted lecturers currently on pay point 4, 5 and 6 of £35,909 and above will move to the closest national salary scale point upwards and then move 2 points up the national salary scale giving a notional salary of £40,026.

All College A unpromoted lecturers currently on College A pay point 4 of £35,909 the harmonisation gap is £4,117.

Harmonisation for the unpromoted lecturer is carried out by payment of £1,029.25 (i.e. 25% of the harmonisation gap) in equal monthly instalments between April 2017 and March 2018. Thereafter, a further payment of £1,029.25 (i.e. further 25% of the harmonisation gap) in equal monthly instalments between April 2018 and March 2019. Harmonisation is completed when of £2,058.5 (i.e. 50% of the harmonisation gap) is paid in equal monthly instalments between April 2019 and March 2020.

All College A unpromoted lecturers currently on College A pay point 5 of £37,244 the harmonisation gap is £2,782.

Harmonisation for the unpromoted lecturer is carried out by payment of £695.5 (i.e. 25% of the harmonisation gap) in equal monthly instalments between April 2017 and March 2018. Thereafter, a further payment of £695.5 (i.e. further 25% of the harmonisation gap) in equal monthly instalments between April 2018 and March 2019. Harmonisation is completed when of £1,391 (i.e. 50% of the harmonisation gap) is paid in equal monthly instalments between April 2019 and March 2020.

All College A unpromoted lecturers currently on College A pay point 6 of £38,884 the harmonisation gap is £1,142.

Harmonisation for the unpromoted lecturer is carried out by payment of £285.5 (i.e. 25% of the harmonisation gap) in equal monthly instalments between April 2017 and March 2018. Thereafter, a further payment of £285.5 (i.e. further 25% of the harmonisation gap) in equal monthly instalments between April 2018 and March 2019. Harmonisation is completed when of £571 (i.e. 50% of the harmonisation gap) is paid in equal monthly instalments between April 2019 and March 2020.

College A – Migration and Harmonisation to National Pay Scale

Please note this is an example only for illustrative purposes.

Point	Current Scale Point	Salary Scales at 1 April 17	Salary Scales at 1 April 18	New Salary at 1 April 19
1	£32,302	£33,731	£35,161	£38,020
2	£33,686	£34,769	£35,853	£38,020
3	£34,810	£36,114	£37,418	£40,026
4	£35,909	£36,938	£37,968	£40,026
5	£37,244	£37,940	£38,635	£40,026
6	£38,884	£39,170	£39,455	£40,026

26 June 2017



NJNC Circular 03/17

Salary Placement for New Unpromoted Lecturers – Interim Arrangements

Background

This Circular provides directions for colleges for the initial salary placement of newly appointed unpromoted lecturers (the new starts) from 1st August 2017 to 31st March 2019. The arrangements are consistent with the national pay migration and harmonisation agreement for existing unpromoted lecturing staff as set out NJNC Circular 01/17 and do not disadvantage new employees.

This Circular sets out the means by which colleges insert new starts into their existing pay migration and harmonisation scales so that colleges are not required to create additional salary points which could compromise current pay migration and harmonisation processes.

Continuation of Local Salary Placement Procedures

Following implementation of Circular 01/17 'Implementation of May 2017 National Joint Negotiating Committee (NJNC) Agreement: The Immediate Sections', each college will have an agreed pay harmonisation salary scale (the "harmonisation scales") for both April 2017/18 and April 2018/19. These harmonisation scales will be used to determine the placement of new starts during the time period between 1 August 2017 and 1 April 2019.

The NJNC has not agreed salary placement rules for unpromoted lecturers, and so current local college salary placement procedures for unpromoted lecturers will continue to be applied until advised to the contrary. For the avoidance of doubt, the outcome of the local salary placement assessment will determine the starting salary point for new start unpromoted lecturers – who will then progress as set in the harmonisation scale associated with that starting salary point.

Using Current College Specific Harmonisation Salary Scales

For each college, a harmonisation salary scale for (April to April) 2017/18 and 2018/19 has been determined for each college to implement NJNC Agreements and NJNC Circular 01/17, and these include the 25%, 25% and 50% uplifts to close the gap between the pre-April 2017 local college salary scales and the notional salary (on the national pay scale for unpromoted lecturers) effective from 1st April 2019.

Please note that the harmonisation salary scales are specific to each college and salary values will increase from 2017/18 to 2018/19 reflecting the progress in implementing the pay gaps between pre-April 2017 and notional salary points, i.e. to get all unpromoted lecturing staff onto the national pay scale.

The national pay scale for unpromoted lecturers of £32,000-£40,026 per annum will not apply until pay migration and harmonisation is complete, i.e. 1st April 2019.

Salary Increments

Service based salary increments are included within the NJNC pay harmonisation model and no additional service based salary increments should be awarded from 1 April 2017 to April 2019. Contracts of Employment will require to be amended to reflect this.

Colleges may have current arrangements in place to award salary increments for achievement of the PDA or TQFE qualifications. Further NJNC guidance will be issued specifically addressing how salary increments linked to qualifications should be managed.

Please note that the Professional Gateway at point 3 on the National Salary Scale will not be effective until 1st April 2019. During the pay migration period individuals who do not hold a TQFE (or equivalent qualification at SCQF Level 9) may progress to the top of the salary scale.

In addition, further guidance will be issued on the application of any cost of living awards to the salary scale points.

Initial Salary Placement Procedure

The pay of 'new starts' must be implemented using the following principles:

The new employee will be salary assessed against the local college procedure. The derived salary point will then be matched to the associated salary point on the harmonisation pay scales; for new starts August 2017 to March 2018 to the 2017/18 harmonisation pay scale, and for new starts April 2018 to March 2019 to the 2018/19 harmonisation pay scale.

In the subsequent year(s) of pay migration, the new start lecturers will progress along the harmonisation pay scale until and including the notional salary – which will be a point on the national pay scale in April 2019.

Vacancies will be advertised using the appropriate local college harmonisation pay scale for (April to April) 2017/18 or 2018/19, and contracts of employment should reflect the appropriate salary range.

If any clarification is sought this should be directed to the Joint Secretaries john.gribben@collegesscotland.ac.uk and dbelsey@eis.org.uk. A joint response will be provided to all points of clarification.

NJNC Joint Secretaries – John Gribben and David Belsey
16 August 2017

NJNC Circular 02/17

Pay Harmonisation and Job Matching for Existing Promoted Lecturing Posts

This Circular implements the pay harmonisation and job matching for promoted lecturers agreed in principle by the National Joint Negotiating Committee (NJNC) – Side Table Lecturers (STL) in March 2017 that is given effect by paragraph 5 of the May 2017 NJNC Agreement.

The NJNC has agreed that pay harmonisation for promoted lecturers will take place using the following principles:

- a. Matching should be done against nationally agreed job profiles/families, at a local level. These are set out in Appendix 1.
- b. Judgements on matching need to be informed, structured and consistent and carried out by local college management and local EIS representatives.
- c. Matching is about job content, not personal capability.
- d. The matching should focus on matching job families within existing college structures. It will not be used to change the duties of existing staff.
- e. The job matching process needs to be equality proofed and subject to an Equality Impact Assessment carried out through the local JNC.
- f. Not all colleges will have posts at all three levels.
- g. The job matching process and first payments should be completed by 31 October 2017.
- h. Any additional facilities time for the job matching process will be a matter for local agreement.

Steps in Job Matching

- i. The local JNC (or panel of the local JNC) will agree the role profiles and the jobs to be matched.
- j. The local JNC will agree the mechanism for recording the decision and reasons, ensuring consistency and fairness. College management will present job matching proposals based on the current job profiles, to the local EIS representatives and the outcome will be a joint exercise conducted through the local JNC arrangements.
- k. Discussions and outcomes on the matching process should be recorded at local level.
- l. The matching appeals mechanism should be agreed by the college management and EIS representatives at the college, with input at national level if necessary.
- m. In the unlikely event that local agreement cannot be reached by 31st October 2017, the matching process with all the relevant job descriptions and written submissions from local management and local EIS representatives should be referred to the NJNC – STL, for consideration by an appropriate sub-committee. This national mechanism of last resort is not an appeals mechanism for individuals.

Matching the Job

- n. Matching is about the role not the current grade or salary level of the post being matched, nor is it about the qualifications and experience which would be required for the post should it be advertised.
- o. Comparisons should be made between the current job description and requirements of the current role against the role profile criteria for promoted posts. It is recognized that existing role profiles may not align with every role profile criterion and posts should be matched on substantive points, taking account of local operational requirements and college size.
- p. The job matching process should consider a line of best fit across all promoted roles

Pay Harmonisation

National Pay Scale for Promoted Lecturers

The NJNC has agreed the following national pay points for promoted lecturers.

Promoted Post – National Level	National Pay Scale for Promoted Lecturers (fully effective from 1 April 2019)
Level 1	£43,850
Level 2	£46,925
Level 3	£50,000

This is not an incremental pay scale and promoted lecturers will be matched to one of the three pay points.

The first harmonisation payment is payable from 1st April 2017 and will be based on 25% of the difference between the new matched salary point and the current salary of the promoted lecturer as at 31st March 2017. This is done by applying the same mechanism as unpromoted lecturers (see NJNC Circular 01/17), including the first harmonisation payment with back-payment to April 2017.

The second annual installment of 25% pay differential is due on 1st April 2018 and the final annual installment of 50% of the pay differential on 1st April 2019.

Clarification

If any clarification is sought this should be directed to the joint secretaries:
john.gribben@collegesscotland.ac.uk or dbelsey@eis.org.uk

A joint response will be provided to all requests for clarification.

NJNC Joint Secretaries

David Belsey
John Gribben

TITLE: WORKFORCE PLANNING REPORT FROM INTERNAL
AUDIT

Background: In accordance with the 2016/17 internal audit plan, Scott Moncrieff Internal Auditors, have assessed workforce strategies including skill mix and staff continuity. The work comprised a facilitated self-assessment in line with Audit Scotland guidance. The Report includes a number of recommendations to fully align the College's Workforce management arrangements with best practice.

Action: The Committee is asked to note the contents of the report and recommendations. Progress updates will be provided to the Committee.

Lead: David Gunn, Director Organisational Development and HR

Status: Open

TITLE: SUMMARY ACTION PLAN FOR IMPLEMENTING PEOPLE STRATEGY 2016 -2019

Background: The Director Organisational Development and HR was asked by the Committee to keep them apprised 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	<p>Target</p> <p>Develop and implement a Workforce Plan for West College Scotland.</p> <p><i>By end of January 2018</i></p> <p>Status</p>	

			<p>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.</p> <p>We have established a working group to look at HR reports and the retention and use of data, in order to ensure that the College have the information we need in the form we need it going forward.</p> <p>Commentary</p> <p>The potential range of activity involved in workforce planning could be considerable as it can take into account a range of information such as projected budgets, staffing demographics, skills analysis, demand for courses, public policy etc. The first workforce plan will have to identify which workforce planning activities are appropriate for WCS as well as undertaking the analysis and specifying actions.</p>	
12 29		3.1	<p>Target</p> <p>Develop a Carers Strategy associated with the Carer Positive accreditation to ensure that that staff with caring responsibilities are adequately supported.</p> <p><i>July 2017</i></p> <p>Status</p> <p>We found the process of applying for Carer Positive accreditation more involved than was anticipated , therefore the original timescale has not been met but we are confident of having a robust strategy in place by the end of 2007.</p> <p>Commentary</p>	

		<p>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.</p>	
<p>1 2 12 29</p>		<p>Target</p> <p>Develop actions to embed a Behaviours Framework especially with regard to:-</p> <ul style="list-style-type: none"> - recruitment and selection; - providing development feedback through CPDR; - linking to leadership development. <p><i>By end of December 2017</i></p> <p>Status</p> <p>Following initial positive consultation with trade union representatives the Behaviours Framework will officially be presented and discussed at the LJCNC meetings scheduled for 6 September 2017.</p> <p>Commentary</p> <p>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.</p>	

<p>26 32</p>		<p>3.1</p>	<p>Target</p> <p>Develop actions in response to rising levels of sickness absence to include raising awareness amongst staff and line managers.</p> <p><i>By end of August 2017</i></p> <p>Status</p> <p>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.</p> <p>Commentary</p> <p>The two key strands to this activity are the analysis of absence data and developing appropriate responses, both of which we are currently addressing.</p>	<p>Long term absence is closely monitored and responded to through a regular HR Managers meeting chaired by the Director Organisational Development & HR.</p>
<p>12 29 32</p>		<p>3.1</p>	<p>Target</p> <p>Develop and implement a WCS Employee Wellbeing Strategy.</p> <p><i>By end of September 2017</i></p> <p>Status</p> <p>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.</p>	

			<p>Commentary</p> <p>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.</p>	
12 25		3.1	<p>Target</p> <p>Develop the Organisational Development & HR intranet site to ensure all staff related guidance, policies and procedures are easily accessible.</p> <p><i>By end of March 2018</i></p> <p>Status</p> <p>We have completed the mapping out of the different screens and links we propose to have on the intranet. Our Innovation and Technology Department are currently developing the screens on SharePoint.</p> <p>Commentary</p> <p>This activity involve 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.</p>	
9 27		1.3 2.4	<p>Target</p>	

		<p>Undertake a re-examination of data protection processes and procedures to ensure compliance with new EU General Data Protection Regulations in 2018.</p> <p><i>By May 2018</i></p> <p>Status</p> <p>A GDPR working group has been established chaired by the Head of Organisational Development and HR – the first actions have been discussed.</p> <p>WCS attended the Universities and Colleges Shared Services (UCSS) workshop which was organised to develop the role of a shared Data Protection Officer to help support Universities and Colleges with the implementation of the new legislation. We are now considering the appropriateness of the resulting offering from UCSS.</p> <p>Commentary</p> <p>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.</p>	
32	3.1	<p>Target</p> <p>Implement the Government Automatic Enrolment initiative for pensions.</p> <p><i>By July 2017</i></p> <p>Status</p> <p>The implementation was successfully completed, co-ordinated by our Senior Payroll Adviser.</p>	<p>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</p>

			<p>Commentary</p> <p>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 i-Trent HR Payroll system and close communication with affected staff members.</p>	
29 32	4	1.1 1.2 1.3	<p>Target</p> <p>Ensure that the Leadership Development Programme is properly evaluated and embedded.</p> <p><i>By May 2017</i></p> <p>Status</p> <p>The Leadership Development Programme has been properly specified and procurement is almost complete.</p> <p>Activity</p> <p>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.</p>	
8		2.3	<p>Target</p> <p>Introduce the PDA Teaching qualification for teaching staff.</p> <p>Status</p>	

			<p>Since establishing this objective the College has taken the decision to develop an in-house solution to this issue which will be appropriately tailored and more cost effective.</p> <p>Commentary This objective will proceed under the direction of the Vice Principal Educational Leadership.</p>	
8 32		2.3 2.4	<p>Target</p> <p>Update the corporate Training Needs Analysis undertaken in 2016.</p> <p><i>By August 2017</i></p> <p>Status</p> <p>An update was undertaken at the Heads forum. The training programmes for 2017-18 are currently under development.</p> <p>Commentary</p> <p>Using the 2016 analysis as a baseline, request that managers refresh the list of needs with what is currently required. This can then be built into the training programmes for 2017-18.</p>	An update was undertaken at the Heads forum in June 2017.
8 9		2.3 2.4	<p>Target</p> <p>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.</p> <p>Status</p> <p>Programmes are currently under development.</p>	

			<p><i>June 2018</i></p> <p>Commentary</p> <p>The baseline training needs analysis for 2016 together with the 2017 refresh and any requests associated with the Continuing Professional Development(CPDR) process should help to inform the content of the staff development programmes. This is essentially a large scale planning activity.</p>	
8 32		<p>1.1</p> <p>1.2</p> <p>1.2</p>	<p>Target</p> <p>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.</p> <p><i>June 2018</i></p> <p>Status</p> <p>An 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 with a view to offering further dates. Demand for the pilot dates were high with the courses becoming fully booked within two days of release.</p> <p>Commentary</p> <p>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.</p>	<p>An 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.</p>

<p>8 32</p>		<p>1.1 1.2 1.2</p>	<p>Target</p> <p>Ensure the successful rollout of the CPDR process.</p> <p><i>By end of June 2018</i></p> <p>Status</p> <p>Training has been provided for managers. Anyone who missed the training will have a further opportunity to attend.</p> <p>Commentary</p> <p>All staff should be included in the programme by the end of June 2018. Information from the process needs to inform training programmes and managers need to be guided and reminded to undertake the process.</p>	
<p>12 29</p>		<p>3.1</p>	<p>Target</p> <p>Refresh the Healthy Working Lives programme with a particular emphasis on employee wellbeing.</p> <p><i>End of September 2017</i></p> <p>Status</p> <p>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.</p> <p>The College has been shortlisted for the College Development Network (CDN) Awards – the Health Promoting College Category. A ceremony takes place in November 2017.</p>	<p>A refreshed programme of activity has been developed. The college has retained its Gold Award.</p> <p>The College has been shortlisted for the CDN Awards – the Health Promoting College Category. An Awards ceremony takes place in November 2017.</p>

			<p>Commentary</p> <p>We know from the Healthy Working Lives 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.</p>	
32		3.1	<p>Target</p> <p>Prepare an annual programme of policy and procedural review for Health & Safety Committee.</p> <p><i>By June 2018</i></p> <p>Status</p> <p>The College's Health and Safety Information Centre has been developed and updated as a repository for the policies and procedures which staff can easily access.</p> <p>Commentary</p> <p>Health and 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.</p>	
32		3.1	<p>Target</p> <p>Undertake a re-examination of the College's arrangements for health surveillance, with particular regard to baseline examinations and environmental monitoring.</p>	

			<p><i>By June 2018</i></p> <p>Status</p> <p>A revised health surveillance policy has been developed.</p> <p>Commentary</p> <p>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.</p>	
8 32		3.1	<p>Target</p> <p>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.</p> <p><i>By June 2018</i></p> <p>Status</p> <p>The third cohort of IOSH Managing Safely commences on 19th September 2017.</p> <p>Commentary</p> <p>As well as continuing the programme of IOSH Managing Safely Training and IOSH Working Safely Training, training on specific risks will be provided.</p>	
29		1.1	<p>Target</p>	

32		3.1	<p>Raise awareness of health and safety across all College campuses.</p> <p><i>By end of December 2017</i></p> <p>Status</p> <p>Improvement work is continuing on the Health and Safety Information Centre (staff intranet).</p> <p>Commentary</p> <p>This is a continued expansion of the work accomplished to date on the Health and 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.</p>	
1, 2, 3.	4	3.2	<p>Target</p> <p>Address gender imbalances at subject level (gender mix on courses).</p> <p><i>Completion of activity by June 2018.</i></p> <p>Status</p> <p>Background work has commenced.</p> <p>The Equality Diversity and Inclusion Manager (EDI) has requested slots on Curriculum Quality Leaders (CQL) forums on 6th, 8th, and 10th November to deliver Unconscious Bias Training.</p> <p>Commentary</p>	

			<p>Activity will include the following:</p> <ul style="list-style-type: none"> • 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	<p>Target</p> <p>Enhance the Equality Diversity and Inclusion practice of the Board of West College Scotland.</p> <p><i>Activity complete by May 2018.</i></p> <p>Status</p> <p>An EDI presentation from the EDI Manager is scheduled for the Board meeting on 9th October.</p> <p>Commentary</p> <p>Activity will include the following:</p> <ul style="list-style-type: none"> • Deliver EDI Good Practice Update to Board 	

			<ul style="list-style-type: none"> • 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	<p>Target</p> <p>Increase staff awareness of and confidence in Equality, Diversity and Inclusion</p> <p><i>Activity complete by March 2018.</i></p> <p>Status</p> <p>Background work has commenced.</p> <p>Activity</p> <p>Activity will include the following:</p> <ul style="list-style-type: none"> • Develop an EDI Continuing Professional Development 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 	

			<ul style="list-style-type: none"> Develop and publish case studies to engage with staff in ways to further advance equality 	
1, 4	2, 4	1.3, 2.4	<p>Target</p> <p>Ensure that staff and students with mental health conditions are supported.</p> <p><i>Activity complete by May 2018.</i></p> <p>Status</p> <p>Background work has commenced</p> <p>Commentary</p> <p>Activity will include the following:</p> <ul style="list-style-type: none"> 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	<p>Target</p> <p>Increase involvement with students in the EDI agenda</p> <p><i>Activity complete by April 2018.</i></p>	

			<p>Status</p> <p>Background work has commenced.</p> <p>The EDI manger has arranged to meet the new Student President to discuss Student association training.</p> <p>Commentary</p> <p>Activity will include the following:</p> <ul style="list-style-type: none"> • 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	<p>Target</p> <p>Respond effectively to matters raised in the EDI Staff Survey 2017</p> <p><i>Activity complete by June 2018.</i></p> <p>Status</p> <p>Background work has commenced.</p> <p>Commentary</p> <p>Activity will include the following:</p>	

			<ul style="list-style-type: none"> • 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	<p>Target</p> <p>Implement the terms and conditions resulting from National Bargaining.</p> <p><i>2018, once changes are agreed.</i></p> <p>Status</p> <p>Negotiations are intense and are continuing.</p> <p>Commentary</p> <p>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.</p> <p>Introduce</p> <p>A local Facilities Agreement based on the ACAS Code will be introduced.</p>	

<p>29 32</p>		<p>1.1 1.2 1.3</p>	<p>Target</p> <p>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.</p> <p><i>Target date: 2018</i></p> <p>Status</p> <p>This approach remains our modus operandi and is key to handling some of the difficult transitions linked to national bargaining.</p> <p>Commentary</p> <p>The college will continue to use regular informal open agenda meetings with trade union representatives and also formal mechanisms as part of the Recognition and Procedure Agreements.</p>	
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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 and incident management and reporting within the College. The scope and objectives of this review are set out in the attached paper. The draft report will be available shortly for management to review. The Committee will be informed of the main outcomes of this review in due course.

Action: The Committee is asked to note that the Internal Auditors have recently undertaken a review of Health and Safety arrangements within the College.

Lead: David Gunn, Director, Organisational Development & HR

Status: Open

TITLE: EMPLOYEE WELLBEING SURVEY AND ACTION
PLAN - UPDATE

Background: The College is currently accredited with a Healthy Working Lives Gold Award. In order to continue supporting the Healthy Working Lives initiative the College required employees to complete a questionnaire in order to identify key issues and develop an action plan around these which is currently being implemented.

Action: The Committee is asked to note the updated action plan.

Lead: David Gunn, Director Organisational Development and HR

Status: Open

Employee Wellbeing Survey – Action Plan and Progress

Update September 2017

Current Status

It is now more than a year since the Employee Wellbeing survey was carried out. The college was re-assessed for the Healthy Working Lives (HWL) Gold Award earlier in 2017 and in August we received a verification visit from our HWL Health and Work Adviser. We retained the Gold status and we are now working on our revised HWL Three Year Rolling Action Plan which will be presented to a future meeting of the Organisational Development and HR Committee. This will become the key document for tracking much of the activity associated with Employee Wellbeing. This will be made clear in a new West College Scotland Employee Wellbeing Strategy which is currently under development.

There are some actions associated with the Employee Wellbeing Survey which will fall outside the scope of Healthy Working Lives, or which will not be included because they have already made significant progress towards completion. Against that background the following therefore represents a revised action plan and progress report on those items.

Revised actions	Progress to Date	Responsibility	Revised Timescales*
<ul style="list-style-type: none"> - Improve reference centre on Intranet. - Improve quick links to key documents - Provide hyperlinks to key policies and procedures with joining instructions 	A new reference centre was launched on the Intranet (Sharepoint) at the end of 2016. This has been improved over the summer of 2017. Quick links and hyperlinks will be the next improvements we make to the presentation of Health and Safety policies and procedures.	H&S Team	Further improvements to be complete by April 2018.
<ul style="list-style-type: none"> - Increase opportunities for staff to attend health checks 	Health checks were offered in November 2016. Similar checks will be offered in 2017. Staff were also offered flu vaccinations given by Occupational Health Nurse in 2016. This process will be repeated in October 2017.	HR/H&S Team	Health checks to be offered as part of Healthy Working Lives Programme by end of 2017.

<ul style="list-style-type: none"> - improve stress management information and introduce regular short duration workshops on relaxation, time management etc. 	<p>The March 2017 CPD programme was targeted at Health & Wellbeing. Courses were offered in 'Mental Health Awareness', 'Personal Resilience' and 'Everyday Mindfulness'.</p> <p>These courses were extremely popular and will form a key element of our new Employee Wellbeing Strategy.</p>	<p>H&S Team/ OD Manager/Head of Organisational Development & HR</p>	<p>Wellbeing courses to be offered as part of a new annual CPD Programme by December 2017.</p>
<ul style="list-style-type: none"> - Introduce regular rolling programme of general, job specific and IOSH Managing Safely on CPD Programme 	<p>Two cohorts of IOSH Managing Safely have been run since the start of 2016 with a further cohort scheduled to start in September 2017. This will be a feature of the annual CPD Programme going forward.</p>	<p>Training through use of Curriculum staff</p>	<p>Health and Safety courses to be offered as part of a new annual CPD Programme by December 2017.</p>
<ul style="list-style-type: none"> - Encourage good housekeeping - Remove surplus desks chairs from workrooms. - Identify and provide suitable storage solutions 	<p>The Health and Safety Team have developed and implemented a programme of workplace inspections to help identify and eliminate risks associated with a lack of space in workrooms.</p> <p>An improved inspection programme, with a more focused level of hazard identification is under development.</p>	<p>H&S Team with local managers and Safety Reps</p>	<p>New programme by end of 2017</p>
<ul style="list-style-type: none"> - College will work towards smoke free campus and reduce smoking at entrances. 	<p>The College became a "No Smoking Campus" in August 2017.</p>	<p>SMT/ Health and Safety Committee/ Student Assoc./ Working Group</p>	<p>n/a</p>
<ul style="list-style-type: none"> - Provide skills for dealing with challenging behaviour 	<p>Violence and Aggression Procedure was prepared and implemented by a Short Life Working Group involving managers and trade union representative</p> <p>The Maybo online learning package for dealing with violence and aggression was purchased in July 2017. This will be launched to staff in September 2017</p>	<p>H&S team</p>	<p>Online learning to be launched in September 2017</p>

Main sources of pressure at work identified	Actions Suggested (from survey)	College Response
Unreasonable demands and workloads	<ul style="list-style-type: none"> - Improve communication - Focus groups - Ask Audrey Sessions 	<p>These highlighted issues were taken together with the responses from the Collective Ambition Staff Survey and have helped form the WCS Improvement Plan. The Improvement Plan addresses a number of issues relating to those highlighted as possible responses to pressure at work including:-</p> <ul style="list-style-type: none"> • The establishment of an operational managers' forum. • A review of CAP • A behavioural framework and communications strategy • An approach to team meetings • Further exploration of staff survey results
Lack of consultation	<ul style="list-style-type: none"> - Encourage employee representatives to attend Health and Safety Meetings 	
Lack of communication	<ul style="list-style-type: none"> - Improve intranet - Regular staff meetings 	
Lack of policies and procedures or ever changing processes	<ul style="list-style-type: none"> - Review processes and procedures - Organise SLWG to look at job specific issues 	

TITLE: **EU GENERAL DATA PROTECTION REGULATIONS (GDPR)**

Background: The EU General Data Protection Regulations will be implemented in May 2018. The briefing paper summarises the regulations and the progress made by the College in preparing for their implementation.

Action: The Committee is asked to note the briefing paper.

Lead: David Gunn, Director Organisational Development and HR

Status: Open

EU General Data Protection Regulation (GDPR)

Introduction

The GDPR comes into effect in UK on 25 May 2018 and puts data subject rights at the forefront and emphasises that data subjects continue to 'own' data. It applies to processing of data in the EU, whether the data subject is an EU citizen or not, and also to data concerning an EU citizen processed outwith the EU. This means that any institution working with any EU based organisation or who has EU staff or students will need to comply and be able to demonstrate that they meet the requirements.

At the moment, many employers gain consent to process employee data by including a clause in their contracts of employment but the GDPR will tighten the rules for gaining consent. The CIPD recommend in future the use of a separate form to gain consent rather than just including a clause in an employment contract.

Under GDPR organisations will need to disclose a breach of data to the appropriate authorities within 72 hours. Sanctions for non-compliance include fines of up to 20 million euros or 4% of a company's worldwide turnover.

Working Group

A college working group was established on 19th June 2017 to form a College response to the new legislation.

The group was chaired by the Head of Organisational Development and HR and comprised of the Assistant Principal Creative Industries and Essential Skills, the Director IT, the Director Finance and Estates, the Head of Learning Communities and the Head of student Services.

The structure of the meeting was set around discussing the ICO guidance publication "Preparing for the General Data Protection Regulation (GDPR) 12 steps to take now".

The meeting concluded the following:

- A key prerequisite in responding to the regulations is to understand where all of our data is kept, what the data is, in what form (electronic or otherwise), by whom it is kept and what it is used for.
- Awareness raising would be necessary to start the process of finding these things out. Current forums such as the Heads Forum, Operational Managers Forum and the CQLs Forum.
- Consideration of the requirement to appoint a Data Protection Officer would be a priority.
- An important activity in the sector which could help any College or University respond to this requirement would be a workshop hosted by Universities and Colleges Shared Services (UCSS) which would take place on the 1st August 2017.

Shared Service Workshop

Joe Rafferty, Head of Organisational Development & HR, attended the Data Protection Officer Shared Service Workshop hosted by Universities and Colleges Shared Services (UCSS).

The main objective of the workshop was to establish which model of shared service might be appropriate and what the content of that service would be.

It was clear that an institution to institution model is unfeasible as those with a data protection resource are currently working to meet the demands of their own organisations. Therefore an “owned body” model of shared service would be proposed.

The proposal would be based on an assimilation of responses from representatives at the workshop, who said what they wanted from a shared service. If five or more organisations wish to participate then the proposal could be feasible.

It is important to note that the service will not be available until at least the end of the first quarter 2018.

Some key points of information from the legislation which were pointed out at the meeting were noteworthy:-

- The DPO must directly report to the highest management level.
- Any other duties carried out by the data protection officer (other than data protection) cannot result in a conflict of interests. Therefore putting the data protection role along with other duties is extremely problematic, especially where those other duties include the collection, analysis and keeping of information. That means that a common approach of having the role as part of a student services officer’s role or an HR Managers role is likely to be unfeasible.
- Data subjects (staff/students) will be able to contact the DPO with regard to all issues related to processing of their personal data and to the exercise of their rights under the GDPR.
- The data protection officer will be involved, properly and in a timely manner, in all issues which relate to the protection of personal data.

Joe Rafferty fed in the following with respect to what West College Scotland wanted from a Data Protection Officer shared service:-

- Respond to FOI/subject access requests (if feasible).
- Chair/service an internal data protection steering group.
- Provide emerging/up-to-date advice on legislative requirements and case law.
- Provide training/briefing on data protection requirements.
- Sit on operational groups where data protection is an element of the project or service planning.
- Co-ordinate and facilitate the development of data sharing agreements.
- Contribute to the development of a culture of data security.
- Monitor adherence to data protection legislation and internal arrangements concerned with data security.

A draft proposal has recently been received from the UCSS. Consideration of this proposal will be the next order of business for the GDPR Steering Group.

TITLE: **RISK**

Background: The strategic risk register was updated and considered by the Board at its last meeting on 21 June 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 2016/17

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) Board and Committee oversight and review of remits 4) Estates Strategy including objective to improve / rationalise the College estate 5) Alternative income group reporting to Commercial Development Committee 6) Robust monitoring of current and future curriculum delivery plans (CMAP) including staffing needs 7) 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, 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 full engagement with SFC which has resulted in an additional £0.9m of estate funding being secured for 2016/17 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) SFC agreement that Outline Business Case can now be undertaken for College estate in Paisley. 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	<ul style="list-style-type: none"> 1) WCS representation and involvement in national college Employers Association; sector Workforce for the Future working group, which is considering the future teaching and support staff roles required by colleges; and national joint negotiating committee (NJNC). 2) Financial impact assessment / planning scenarios. 3) Planning for impact of industrial action, with business continuity plans in place. 4) Local trade union negotiating committees for support and teaching staff continuing to meet 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	<ul style="list-style-type: none"> 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) Ongoing monitoring against agreed outcomes. 3) Detailed Curriculum Development Planning and review process. 4) Continued positive engagement with SFC to resolve issues identified. 5) Involvement with SFC advisory group on 'One Plus' 6) Blended approach to delivery of teaching and learning including distance and online learning 7) 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	<ul style="list-style-type: none"> 1) Business Continuity Plans in place 2) Scenario planning for specific threats including bomb threats 3) On going communications to staff of procedures to be followed in the event of an incident 4) Effective security procedures 5) Adequate insurance cover. 6) Embedding of risk assessments 7) 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	<ul style="list-style-type: none"> 1) Estate Strategy 2016-2026 presented to Board of Management for approval and submission to SFC on 3 October 2016. 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) Conditions 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	<ul style="list-style-type: none"> 1) Effective HR / System procedures to minimise exposure. Internal audit report on Workforce Planning indicated sound building blocks. 2) Clear communications on progress with action points reviewed. 3) Developed procedures for staff engagement / negotiations 4) Staff feedback sessions "Ask Audrey" / surveys 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	<ul style="list-style-type: none"> 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 to review 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 resulting in negative publicity for College.	3	3	9	<ul style="list-style-type: none"> 1) Approval of CMP and Board endorsement 2) Specific resource - staff and funding - allocated to allow CMP to be implemented 3) Launch of CMP across the College along with events to publicise CMP commitments 4) Creation of Sustainability Group involving staff and students representatives 5) CMP Plan and targets will be kept under review and revised should further funding become available 6) Funding allocated to allow CMP to be embedded and implemented 	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 in place and operational 2) Staff and student feedback and evaluation procedures in place and operable. 3) Staff and Student systems access management processes in place and operable. 4) IT Contingency Plan in place with regular review. 5) 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	3	2	6	VP Corporate Development
13	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 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
14	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
15	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 - including use of bank accounts, 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 for 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

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
	Negligible 1	Marginal 2	Critical 3	Catastrophic 4

TITLE: **CDN COLLEGE AWARDS 2017: SHORTLISTING**

Background: The College has been shortlisted by CDN for its College Awards 2017 in the category 'Health Promoting College Award'.
Forth Valley College and the University of the Highlands and Islands have also been shortlisted in this category. The winners will be announced by CDN at its awards dinner on 23 November 2017.

A copy of the submission is attached for information.

Action: The Committee is invited to note this information.

Lead: David Gunn, Director, Organisational Development & HR

Status: Open

Health Promoting College Award 2017 Entry Form

Please return completed entry forms by email to: awards@cdn.ac.uk

College	West College Scotland	
Lead Contact	Joe Rafferty	
Email Address	joe.rafferty@wcs.ac.uk	
Telephone	+44(0)141 951 7466	
Title of Submission	Gold Standard Health Promotion	
Activity <i>Please confirm that this entry relates to activity which took place in academic year 2016-17.</i>	Yes (delete as appropriate)	
Approval <i>Please confirm that this submission has the approval of the Principal.</i>	Yes (delete as appropriate)	
Showcase <i>We like to share college best practice on CDN's website.</i> Please check this box if you are <u>NOT</u> happy for this submission to be shared on CDN's website, social media channels and printed materials. <input type="checkbox"/>		
<i>We would like to contact you about additional opportunities to showcase and share your submission e.g. future face-to-face/online events; creation of case studies.</i> Please check this box if you are <u>NOT</u> happy for CDN to contact you <input type="checkbox"/>		

Award Criteria

This award recognises a college that has made a significant contribution in addressing the health and wellbeing needs of its staff and students.

Entries should evidence:

- A strategic approach for supporting health improvement activity within the college setting
- Health improvement initiatives which are proactive in their response and are sustainable
- Health improvement initiatives which recognise different dimensions of health including physical, emotional and mental health
- How these initiatives have impacted individually and collectively on staff and student resilience, motivation and performance.

Using the box below please summarise your submission (in no more than 200 words)

Word Count <i>(maximum 200 words)</i>	Executive Summary
<p>This submission is about how our hard won Healthy Working Lives Gold Award provides a flexible framework for addressing the health and wellbeing needs of our staff and students. It specifically illustrates the value of this initiative showing how, using this framework, we are able to implement a carefully targeted, strategic approach to addressing health issues.</p> <p>In 2016 we spotted an area of concern, mental ill health, in our HR metrics and we looked to our HWL agenda to provide a platform for a multi-layered response. First of all the HWL programme offered both physical and mental health activities which would supplement our targeted offering. We supplemented these with a resilience focussed programme for our March CPD week – including classes in resilience and mindfulness - which received an enthusiastic response with requests for follow-ups.</p> <p>There are a raft of other initiatives – some associated with HWL, some spontaneous – but which taken together demonstrate our confident assertion that West College Scotland is a Health Promoting College. It is quite simply part of our culture.</p> <p>We are proud not only of winning the gold award, but of using it as a practical operational and strategic tool in addressing important health concerns.</p> <p><i>Any digital evidence available to support your submission would be welcome.</i></p>	

Explain to the judges (in no more than 1,000 words) why your submission should win this award. **NB.** Your explanation will align to and reflect the substance of the award criteria.

Word Count <i>(maximum 1,000 words)</i>	
<p>Strategic Approach</p> <p>Our strategic approach to health promotion involves tying evidence and metrics to health promotion activities. In 2016 we carried out a staff survey under the healthy working lives framework wherein stress emerged as a key concern for staff. In our 2016 HR Annual Report we were able to triangulate this data with further evidence. We found an increase in sickness absence largely attributable to non-work related anxiety/depression. We also found that occupational health referrals due to non-work related mental ill health had more than doubled. Some anecdotal evidence suggests this is linked to financial concerns and carer responsibilities. Senior lecturers and Curriculum Heads were able to demonstrate that carer responsibilities were also affecting student absence. We decided that our health promotion activities for 2017 would focus on ways to combat stress and mental ill health and to help improve resilience.</p> <p>Proactive & Sustainable</p> <p>By using metrics and staff survey data we are being proactive in our approach to health promotion. As soon as patterns are changing or emerging we are responding by flagging these concerns to the Health Working Lives steering group centred in HR.</p>	

The sustainability of our approach lies in continually building a health promoting culture. The HWL programme forms the basis for our approach. The effectiveness of our programme has been recently accredited. At the end of 2016 we were externally assessed against the HWL criteria and we retained the Healthy Working Lives Gold Award for our merged College (having previously earned this accolade in one of our legacy Colleges). However there is something in the College's culture which produces spontaneous health activities, much of it associated with charity. Two examples of this (which forms part of our digital evidence) include "In Memory of Eddie" – a 5k and giant Stripping the Willow dance – in memory of a student who passed away due to a congenital condition, and also our cancer research efforts, with participants in fundraising including half marathons, step challenge and walking the West Highland Way. We have just launched the 2017 Step Count Challenge which again will have a fund raising element – teams are putting their names forward from all College campuses and the enthusiasm is growing.

Different Dimensions of Health

Our activities involve different dimensions of health, not just sport and fitness. The resilience based programme this year has involved tai chi, palates, stress awareness training, mindfulness training, resilience training and mental health awareness training. We also intend to run sessions improve resilience in students.

But our strategic approach means that health promotion and awareness raising does not happen in isolation. For example we are currently promoting our Employee Assistance Programme – particularly focussing on the availability of employee counselling to help with issues of stress, anxiety and mental ill health. And we are continually looking at new ways of improving the health and wellbeing of all – staff and students. One of our boldest moves is to make West College Scotland an entire no-smoking institution from August 2017. Preparations for that bold move started in 2016.

Impact

The impact of our health promotion initiatives are incredibly difficult to measure but we can definitely say the response to our initiatives has been extremely positive. For example during our CPD week many of our mindfulness sessions were oversubscribed and there were a large number of request to repeat these classes on a regular basis which is what we intend to do. Our charity events produce high levels of participation, fundraising and an atmosphere of goodwill. We intend to repeat staff and student consultation to provide ongoing evidence of the positive impact of our initiatives. And we will be reviewing our metrics, such as sickness absence levels and referrals, looking for discernable improvement.

So Why Should WCS Win This Category?

Hopefully this submission illustrates some of the breadth of what we get involved in, in terms of health promotion. You cannot achieve the Health Working Lives Gold Award with a half-hearted approach or a tick box exercise. You need to evidence a raft of activity underpinned with policies and procedures and a targeted approach driven by evidence.

In taking this seriously we have not just relied on evidence from the staff survey, we have also brought evidence from other sources, particularly HR metrics, in order to take a considered strategic approach.

In developing our activity we go beyond the Healthy Working Lives programme, adding CPD, employee welfare services, spontaneous staff and student activities, and anything else that can contribute to our efforts to make West College Scotland a Health Promoting College.

Finally we believe you will see from the examples we have given, and from the digital evidence we have provided, that this would be an award for the efforts of the entire College community, not just the dedicated few.

TITLE: REPORTS FROM SUB-COMMITTEES

Background: Reports from the meetings of each of the Sub-Committees are attached for the Committee's consideration. This includes:

- a. LJCNCL – meeting of 7 June 2017 (to follow)
- b. JCNCS – meeting of 7 June 2017 (to follow)
- c. Health and Safety Committee – 24 May 2017
- d. Equality, Diversity & Inclusion Committee – 18 May 2017

Action: The Committee is invited to note the reports and to seek further information or clarification on any points contained within these reports.

Lead: David Gunn, Director of Organisational Development and HR

Status: Open

Minutes of the Local Joint Consultative & Negotiating Committee for Lecturing Staff (LJCNCL) held at Paisley Campus on 7th June 2017

Present:

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

Apologies:

A Cumberland, D Alexander, M Gillan

Abbreviations used: MS – Management Side SS – Staff Side

Action

Responsibility

1 Minutes of previous meeting held on 29th March 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

L Connolly stated that there was still a bit of work to be done to finalise the arrangements for SMT or Head responsibilities on campuses.

A database shared by the SMT PAs was in place with details of SMT/Heads on each campus on a daily basis. It had been agreed that there should never be less than 2 individuals in this capacity on campus and the PAs were amending diaries to ensure this was the case.

L Connolly stated that it now had to be decided how to communicate this information to staff.

J Kelly stated that the final bit had always been their main concern.

J Kelly stated that it would be helpful for teaching staff to know about the arrangements at the start of next session.

2.2 Sickness cover – Clydebank campus

S Graham stated that it had been thought that this issue would be sorted by National Bargaining but this was not the case.

S Graham proposed discussion at a local level once issues with contracts at a national level had been agreed.

J Kelly stated that they would be happy to engage on this basis.

2.3 Course Feedback

S Graham stated that she had been informed that the Facebook site referred to had been removed.

G Ross stated that the issue was about the need for guidance on how to use Facebook for course feedback. Students were using Facebook to make accusations against members of staff.

Action	Responsibility
S Graham stated that Facebook was not appropriate for student feedback as this was done through surveys or focus groups via Student Experience Assistants.	
S Graham stated that she would ask for this and the general use of social media in learning and teaching to be an agenda item at a CQL Forum.	SG
2.4 Student Access All Areas	
S Graham stated that additional guidance had been prepared for students.	
D Munro stated that she had received feedback that students could not put self- certificates on system.	
S Graham asked if feedback had been provided on this.	
D Munro stated that feedback was given on a regular basis.	
G Ross stated that one of the main issues was the need to change student passwords every 90 days.	
J Kelly stated that this requirement had unintended consequences for students not in the College every day and untold work for IT.	
J Kelly asked if the passwords could be changed on an annual basis.	
S Graham stated that she would raise this with D Alexander.	SG
2.5 Student Services	
G Ross stated that he did not have a chance to follow this up with Student Services. He will speak to the Head and outline some of the issues as the student concerned had now completed the course.	
S Graham stated that Enabling Services should also be involved.	
S Graham stated that a new Director was commencing on 1 st August 2017 and he would find the feedback helpful.	
G Ross stated that he would be happy to meet with him at the beginning of the session.	SG/GR
D Munro stated that it would be helpful to discuss the issue of student mental health.	
J Kelly stated that this was a serious matter across the sector.	
2.6 Electronic Registers	
J Kelly referred to the previous minutes relating to email alerts about changing results. He stated that there should be material to back up any changes for EV purposes.	
S Graham stated that no results had been changed in the issue that had been raised; It had concerned incomplete registers.	
S Graham stated that there was an MIS change of result process in place.	
The member of staff named on the register and the CQL would both receive an email if a result was changed.	
It was agreed that evidence relating to the change of result would require to be made available.	
S Graham stated that there was no College wide issue relating to changing results without complying with the MIS procedure.	
2.7 Internal Verification	
S Graham stated that Cathy MacNab had met with trade union	

Action	Responsibility
<p>representatives. J Kelly stated that a further meeting was required in the new session.</p>	SG
<p>2.8 Specialist Computing Equipment D Gunn stated that D Alexander had been in email correspondence with M Gillan.</p>	
<p>2.9 Training on Marking Attendance S Graham stated that this would be taken forward by the Student Journey Project. G Ross stated that “defer” to end of year mark option on registers had been removed. S Graham stated that she would feed this back to the Project Team. G Ross stated that training was also required for existing staff.</p>	SG
<p>2.10 Educational Visit and Field Trips D Gunn stated that he had circulated the Procedure and staff development was taking place.</p>	
<p>2.11 Hearing and Sight Impaired Student Numbers D Gunn stated that he had circulated a response from Clare Fraser.</p>	
<p>2.12 WCS LSS Agreement S Graham stated that she would be arranging a meeting with Mark Gillan.</p>	SG
<p>2.13 Grievance Procedure D Gunn stated that he had further discussions with Mark Gillan. It had been agreed that a meeting would take place early next session on the required review of the Grievance Procedure. D Gunn stated that all levels of management had attended staff development on the Grievance Procedure. A Workshop would take place with managers to discuss their feedback on the implementation of the Grievance Procedure. This would be part of the overall review.</p>	
<p>3 Funding Update S Graham stated that the previous minute on 29 March 2017 referred to indicative funding. The funding had now been confirmed. S Graham stated that the College had received more funding for specific childhood practice training. This resulted in an increase of 1200 credits for 70 HN students. The funding was welcomed but challenging to deliver.</p>	
<p>4 SMT Plan for Student Qualifications G Ross stated that they wanted to know what the SMT were doing to ensure that students gained their qualifications following strike action. S Graham stated that the College would be opened as required but if there were requests from staff.</p>	

Action**Responsibility**

S Graham stated that there was no overall college plan as every curriculum area was affected in different ways. Plans were being implemented at course level.

D Munro stated that staff were angry because there was no plan to catch up on student work.

S Graham stated that any requests should be referred to the CQLs and Heads. She was not aware of any issues relating to catching up on curriculum areas and SMT would support any initiatives whereby students were helped to complete work.

D Munro stated that there were no clear messages from the SMT on catching up.

S Graham stated that this would have been contrary to advice sent out by the EIS that no additional work was to be undertaken by lecturers as the strike was only suspended.

P Nelson asked if the SQA would look favourably at College students in terms of marking and reduce the required pass mark for them.

S Graham stated the SQA could not do this since it would not be clear to them which college students had had learning disrupted and the level of disruption. There was a special circumstances form that could be submitted to SQA for individual students once the results were known

J Kelly stated that some classes could run during the final week when staff development was scheduled.

J Kelly stated that the message needed to go out that assisting students should take priority over staff development.

J Kelly asked about the process of arranging evening classes.

S Graham stated that this could be done through the Heads but notice had to be given to allow Facilities staff to open buildings.

S Graham stated this was contrary to EIS guidance though.

J Kelly stated that the guidance had now been changed and lecturers could carry out additional work on a voluntary basis.

J Kelly suggested that it might be an idea to prepare a joint management, trade union communication.

It was agreed that a joint communication would be prepared and S Graham asked EIS to draft something in the first instance.

GR

5 Pay deductions

G Ross stated that a lot of part time staff were concerned about salary deductions for strike days.

D Gunn stated that G Ross had previously raised this concern in an email.

D Gunn stated that HR staff had spent a considerable amount of time talking to CQLs to ensure that they had the correct timetabling information before deducting strike pay.

D Gunn stated that payroll had received very few queries relating to the 2 days strike pay deducted in the May payroll.

J Kelly asked when the College would implement the Equal Pay agreement.

S Graham stated that the national agreement had to be ratified on the basis of a Technical Note for payroll implementation.

S Graham stated that the College would implement the pay deal as soon

Action		Responsibility
	<p>as possible after receipt of the Technical Note and the notification to progress.</p> <p>J Kelly asked if the back pay could be implemented in the July payment. D Gunn stated that every effort would be made to do so but it would depend on when the technical note was received.</p> <p>S Graham stated that management would prepare a note clarifying that the College would implement the pay deal as soon as the Technical Note was received.</p> <p>J Kelly asked if management would consider paying staff for days when they were on strike, in view of the delay in implementing the equal pay settlement.</p> <p>S Graham stated that this was not an option.</p>	SG
<p>6</p>	<p>Business & Enterprise Credit Claims</p> <p>E Crummie stated that he was representing Assessors who were EIS members and were of the view that they were carrying out academic work. E Crummie stated that they had raised the fact that the College was claiming academic credits for work carried out by Assessors.</p> <p>S Graham stated that there was no such thing as academic credits. Credits were also claimed for distance learning and other modes of learning.</p> <p>S Graham stated that the College fully complied with the SFC Credit Guidance and credit claims were audited each year.</p> <p>It was agreed that S Graham would send E Crummie a copy of the SFC Credit Guidance.</p> <p>E Crummie stated that he was not suggesting that the College was doing anything wrong.</p> <p>S Graham stated that she would be happy to discuss the Credit Guidance further with E Crummie.</p> <p>J Kelly stated that they still maintained that Assessors were carrying out a teaching role.</p>	SG
<p>7</p> <p>7.1</p>	<p>AOCB</p> <p>CQL Contract</p> <p>P Nelson stated that CQLs in a curriculum area had been asked to identify their availability during the summer holidays to come into College.</p> <p>J Kelly stated that he had not heard of this type of edict being issued.</p> <p>S Graham stated that she was not aware of the situation referred to but this was within the CQL contract where there was a requirement to ensure arrangements and timetables were in place for the new session. As per the contract, CQL would receive toil for working in the summer.</p>	
<p>8</p>	<p>Date of Next Meeting</p> <p>Wednesday 6th September 2017, Greenock campus 1pm.</p>	

Signatures

Minutes of JCNCL Meeting: 7th June 2017, Paisley Campus

Joint Secretary (MS) _____ Date:

Joint Secretary (SS) _____ Date:

Minutes of the Local Joint Consultative & Negotiating Committee for Support Staff (LJCNS) held at Paisley Campus on 7th June 2017



Present:

Liz Connolly	Chair
Stephanie Graham	Vice Principal Educational Leadership
David Gunn	Director Organisational Development & HR
Albert Sorrie	Unison
Nicky MacDonald	Unison
George Rice	Unison
Kirsty Devine	Unite
Laura McLean	Unite

Apologies:

A Cumberford, D Alexander, Danny Thomson

Abbreviations used: MS – Management Side SS – Staff Side

Action	Responsibility
<p>1 Minutes of previous meeting held on 29th March 2017 The minutes were agreed as an accurate record of the meeting.</p>	
<p>2 Matters arising from the minutes</p>	
<p>2.1 Use of Contractors D Gunn stated that it had not been possible to proceed with the electrical training because of industrial action involving teaching staff. It was scheduled for early next session. G Rice asked if training on replacement of light bulbs for PMAs at Paisley campus could be brought forward as he assumed this was still being done by contractors at considerable expense to the College. G Rice also stated that this task was likely to be summer work. D Gunn stated that he would follow up on this.</p>	DG
<p>2.2 School Buses D Gunn stated that he had been in touch with the School Liaison team about the running of bus engines when waiting to pick up school pupils at ICE building.</p>	
<p>2.3 Occupational Health D Gunn stated that there was no further feedback on this item.</p>	
<p>2.4 Consultants Costs D Gunn stated that David Alexander had been extensively involved in National Bargaining and would forward the information to A Sorrie the following week.</p>	DA
<p>2.5 Bowel Cancer Screening D Gunn stated that he had followed up this issue with the Healthy Working Lives Group.</p>	

Action	Responsibility
<p>3 Funding Update</p> <p>S Graham stated that reference had been made by D Alexander at meeting on 29th March about indicative funding. The funding had now been confirmed unfortunately as per the figures detailed in the previous minutes.</p> <p>S Graham stated that the Government had however, increased funding for childcare provision and the College received additional funding specifically to deliver 1269 credits for 70 students at HN level. This was a challenge to deliver and ensure that the students passed the course.</p>	
<p>4 Annual Leave during EIS Industrial Action</p> <p>G Rice stated that this issue had been resolved.</p>	
<p>5 New Unite Rep</p> <p>Laura Mclean stated that she was replacing John Bowman as the Unite Branch Secretary. John Bowman was retiring in August.</p>	
<p>6 AOCB</p>	
<p>6.1 Retirement of Director of Technology and Innovation</p> <p>G Rice stated that he noted the changes to reporting relationships following the retirement of George Johnston. He asked about the consultation that had taken place with staff in these areas.</p> <p>L Connolly stated that there had not been a lot of consultation as it was only the Directors who would be taking on additional responsibilities. Other staff would have no additional responsibilities. The only change would be to reporting relationships.</p> <p>L Connolly stated that she had spoken to staff and everyone was comfortable with the new arrangements.</p>	
<p>6.2 Pigeon Excrement – Paisley Campus</p> <p>G Rice stated that cleaning staff had to remove pigeon excrement inside College. They were prepared to do so but it added to their workload.</p> <p>G Rice stated that cleaners did not have training in removing pigeon excrement and he asked if cleaners were expected to carry out this task.</p> <p>G Rice also asked if more could be done to ensure that windows were closed.</p> <p>D Gunn stated that he would raise the issue with A Ritchie.</p>	DG
<p>6.3 Staff Incentive Scheme</p> <p>G Rice stated that there used to be a scheme in Clydebank College whereby local businesses would provide discounts for College staff. He asked if Marketing could introduce a similar scheme for West College Scotland.</p> <p>L Connolly stated that there was a small Marketing team but she would raise it with them.</p> <p>S Graham stated that the key priority for Marketing was to assist with student recruitment.</p>	
<p>6.4 Death of Catering Assistant</p> <p>G Rice stated that the death of a member of staff in the canteen was a</p>	

Action	Responsibility
<p>very sad occasion. He had been asked by canteen staff if the post would be replaced as it had increased their workload.</p> <p>L Connolly stated that there had been no discussion on this matter.</p> <p>D Gunn stated that this was an operational issues which be considered in the normal way.</p>	
<p>6.5 Access to Job Evaluation Reports</p>	
<p>G Rice stated that he had been asked by management to destroy Job Evaluation reports used as part of the appeal process. He was now receiving queries from staff about duties which may have been agreed as part of the job evaluation appeal process and he could not access the reports for clarification.</p> <p>D Gunn stated that the Job Description was the main reference document.</p> <p>D Gunn asked that any specific queries should be referred to him.</p>	
<p>6.6 Salary Conservation</p>	
<p>G Rice acknowledged that a lot had been done by Joe Rafferty and Gary McIntyre to assist red circle staff with development needs. He asked if a discretionary fund could be set up to provide financial assistance to staff losing monies when salary conservation ended in June. He also asked if the salary savings resulting from Job Evaluation could be used to assist staff experiencing financial hardship.</p> <p>D Gunn stated that there was no discretionary fund available. He also explained that salary savings would be used to achieve a balanced budget.</p> <p>L Connolly stated that management had empathy and sympathy for staff that had their salary reduced as a result of Job Evaluation but there had been a 3 year period to adjust.</p>	
<p>6.7 Annual Leave – Student Advisory Team</p>	
<p>G Rice stated that the Student Advisory team had been told that they could not take annual leave for a 7 week period because of student induction. This seemed excessive as student induction normally takes between 2 and 4 weeks.</p> <p>S Graham stated that students appeared week after week and individuals taking annual leave during this period put pressure on other staff in small teams.</p> <p>G Rice stated that staff were willing to cover for each other.</p> <p>S Graham stated that she would take this back for discussion with the Director.</p>	<p>SG</p>
<p>6.8 Greenock Campus Update</p>	
<p>N McDonald asked for an update on the proposals for Greenock campus.</p> <p>L Connolly stated that a business case had been sent to the Funding Council and discussions were taking place about a refurbishment of the existing building at Finnart Street. The other option of a new build had been considered but no suitable site could be identified.</p> <p>L Connolly stated that Audrey Cumberland and David Alexander were still in discussion with the Futures Trust and the Funding Council.</p> <p>A Sorrie asked if there had been any confirmation of funding.</p>	

Action	Responsibility
<p>L Connolly stated that funding had not been confirmed. A Sorrie asked if a decant was being considered. L Connolly stated that this type of issue would be included in the final business case.</p>	
6.9	Email
<p>G Rice stated that he realised that there had been an issue with an email he had sent to management during the teaching industrial action. G Rice stated that he recognised there was mutual respect between management and trade unions at a local level. S Graham stated that the management side welcomed these comments.</p>	
6.10	John Bowman
<p>L Connolly thanked John Bowman on behalf of the committee for his valuable contribution over the years and wished his a long, happy and healthy retirement.</p>	
10	Date of next meeting
<p>Wednesday 6th September 2017, Greenock campus, 3pm</p>	

Present:

David Gunn (Chair)	Director Organisational Development & HR
Joe Rafferty	Head of Organisational Development & HR
Bill McNeice	Health and Safety Manager (Greenock Campus)
Senna Volbeda	Health and Safety Advisor (Paisley Campus)
Peter Pringle	Assistant Principal
Anne Campbell	Assistant Principal
Peter Thorne	Head of Estates
Andrew Hunter	Student President
William Weaver	Unite (Paisley)

Apologies:

Kathy Bow	Health and Safety Manager (Clydebank & Paisley Campuses)
Angela Pignatelli	Assistant Principal
David McDonald	EIS/FELA (Greenock Campus)
Albert Sorrie	Unison (Greenock Campus)
Douglas Porter	EIS/FELA (Paisley Campus)
Susan Ferrie	EIS/FELA (Clydebank)
John Bowman	Unite (Clydebank Campus)
Jim McCrystal	Health and Safety Advisor (Paisley Campus)

Action

Responsibility

1	<p>Review of Previous Meeting Notes and Action Points</p> <p>Minutes of the previous meeting held on 15th February were reviewed. JR's job title to be changed. Otherwise agreed as an accurate record.</p> <p>JR to investigate what is causing the delay with LGBT signage being put in place in the toilet areas.</p> <p>Communication with staff and students is ongoing in the lead up to WCS being Smoke Free on 1st August. AH stated that there had been little response from student.</p> <p>Risk Assessments have been added to the Agenda for the next Head's meeting.</p> <p>The HWL Steering Group is scheduled to meet next week.</p>	<p>DM</p> <p>JR</p> <p>JR</p> <p>JR</p>
2	<p>Progress of Sub Committees</p> <p>Greenock Campus</p> <p>PP will email CQL's at start of term reminding them to complete PEEP's where necessary.</p> <p>The Science staff are satisfied with the new fans installed in the workbook labs.</p>	<p>PP</p>

Action	Responsibility
<p>Issue with heating at Finnart Street Campus has been resolved. Issues with WFC heating are being dealt with by Estates who are looking at budgets and timescales for works.</p>	
<p>PP to discuss the need to reduce Business & Technology student incident statistics with his department.</p>	PP
Paisley Campus	
<p>Most recent planned evacuation went well, but students and staff are still congregating inappropriately, and more education is needed regarding assembly points. No more evacuations planned until new term.</p>	
<p>The planned evacuation for Abercorn building also activated the main building, which should not happen. PT advised he is waiting for feedback from the fire alarm contractor as this was a one off fault.</p>	PT
<p>Nothing to report on Smoke Free sessions.</p>	
Clydebank Campus	
<p>No report available on Health and Safety actions. JR to ensure feedback is available in the absence of Health and Safety Manager or Health and Safety Adviser.</p>	JR
<p>Apologies from AP. DG stated that clarification required on budget implications to increase availability of bike lockers.</p>	KB
3 Accidents / Illnesses: Statistics and Trends	
<p>BMcN detailed the accident statistics, with 103 accidents reported across all three campuses, including 47 from Business and Technologies. Most of the accidents were minor.</p>	
<p>DMCP will amended bunsen burner incident from Near Miss category to Accident category</p>	DMCP
4 Review of Any Significant Health & Safety Incidents	
<p>The committee discussed the possibility of various delays in notifying the fire brigade when the fire alarm activates. It was agreed that this should be looked into in more detail across the 3 campuses by the Health and Safety Managers and Estates Managers and in particular the option of a standard approach being introduced</p>	KB/BMcN/PT
<p>PT asked for clarification of who will be taking on the role of Evacuation Co-ordinator during the absence of the Paisley Estates Manager and Property Maintenance Supervisor. Contingency is that SV will cover when on campus, otherwise Estates admin and PMA's will cover. It was agreed that SV will let Julie Easdale know when she will be off campus.</p>	SV
<p>BMCN detailed yesterday's fire evacuation at Greenock campus which was caused by a busbar and clamp overheating in the 2nd floor service duct. The faulty component was replaced the following day.</p>	

Action	Responsibility
Yesterday's evacuation has highlighted that cleaners are still using these ducts for storage. PT will take this issue forward.	PT
5 Health & Safety Training and Communication Student Excursions training to be arranged by Gary McIntyre.	GMcl
6 Occupational Health and Hygiene Ongoing cycle. Still waiting for report from Integral on college health surveillance data.	
7 Feedback from Workplace Safety Inspections BMcN - Greenock workshops completed by AS and BMcN. Now progressing through Tower Block. SV – Schedule completed. Will commence again after Summer. It was agreed that any actions required will now go to Heads as well as CQL's. Main issue from inspections is general housekeeping of individual work areas. This is to be addressed.	KB/BM
8 Review of Health and Safety Developments Nothing to report.	
9 Enforcement Authority Contact (Visits/Communication Action) Nothing to report.	
10 Recommendations for Improvement or Remedial Action SLWG's Communication about WCS becoming a Smoke Free Campus in August is ongoing. Signage has been erected at Clydebank Campus advising of possible police action and fines if disabled parking bays are misused. This is not yet in place at Paisley Campus. A specific communication is to be made to students about this for the start of term.	JR/DG
Risk Assessments This has been added to the Agenda for the next Heads Meeting.	JR
FESH Committee members to score the document and send to JR. To be done both for individual campuses and college-wide. To be completed annually.	All
DMcP to send to members with returns to be made to JR by end of term.	DMcP
11 Healthy Working Lives The group are meeting next week, and a report will be provided back to the committee.	

Action	Responsibility
<p>12 AOCB Stress at Work Procedure Minor changes only. Reviewed and agreed by committee. To be submitted to SMT for approval</p>	DG
<p>Alcohol and Drugs Procedure Minor changes only. Reviewed and agreed by committee. To be submitted to SMT for approval</p>	DG
<p>Health and Safety Policy DG advised that the HR&OD committee commented that there needs to be a link to the policy on the intranet. Policy still to be submitted to SMT for approval.</p>	DG
<p>First Aid Procedure First Aid Procedure was reviewed and agreed. To look at standardising the number to call for a First Aider, and also individual rota scenarios.</p>	JR/KB/BMcN /SV/JR
<p>Mental Health and Well Being Procedure Reviewed and agreed by committee. To be submitted to SMT for approval</p>	DG
<p>Fire Wardens Queries WW was asked by union members to raise the question of whether a payment could be made to those carrying out Fire Warden duties, and if they could be provided with rain jackets. It was agreed that this is not necessary.</p>	
<p>Thanks to Bill and Andrew DG expressed his thanks to both Bill McNeice who is retiring and Andrew Hunter who is ending his term as Student President for their valuable contributions to the committee and wished them well for the future.</p>	
<p>Date and time of next meeting Wednesday 13th September, 10.00, Abercorn 2, Paisley Campus</p>	

Present:

David Gunn (Chair)	Director Organisational Development & HR
Clare Fraser	Equality, Diversity and Inclusion Manager
Drew McGowan	Policy Officer
Robyn Chandler	Stakeholder Experience Coordinator
Moses Apiliga	Student Experience Assistant

Apologies: A Campbell, K Combe, F McKenzie, C MacNab, G Smith, I Brown

Action	Responsibility
<p>1 Welcome and Apologies D Gunn welcomed Drew McGowan to the committee and noted apologies received.</p>	
<p>2 Minutes of previous meeting Minutes of the meeting on 23rd February 2017 were agreed as an accurate record.</p>	
<p>3 Matters arising from 23rd February 2017</p>	
<p>3.1 Balancing EDI with H&S Presentation feedback sent to I Brown. To be made available on the intranet</p>	C Fraser
<p>3.2 Car Parking Staff are continuing to monitor the car parking at Clydebank campus. The Police will come on site and issue tickets if cars are parked in disabled bays illegally.</p>	
<p>3.3 University of Glasgow "Full Stop" Campaign To be carried forward to next term.</p>	C Fraser
<p>3.4 PREVENT Duty training for students Update c/f to next meeting.</p>	Stdt President
<p>3.5 EDI Beauty Therapy Teaching resource and worksheet forwarded to committee.</p>	
<p>3.6 Scottish Government Consultation – Gender Composition of Board E Welsh and C Fraser met with the Board and the College has emailed a response to the Scottish Government.</p>	
<p>3.7 ECU Attracting Diversity An update on progress was provided. Amanda Wilson has joined the group.</p>	
<p>3.8 Statutory Report – 30th April 2017 Equality Report now available on Staff Intranet</p>	

Action	Responsibility
<p>3.9 Applications – 1st come / 1st in C/f - C Fraser noted that some Polish groups were applying first for ESOL courses. Asylum seekers weren't applying early enough and therefore missed out. Should applications be in date order? To be carried forward by C MacNab</p>	C MacN
<p>4 Equality Report D Gunn presented the report to the OD and HR Board sub committee meeting. Feedback received from the committee was really positive; they agreed it was well presented and D Gunn thanked C Fraser for her work.</p>	
<p>5 Increasing Diversity in Recruitment It was stated that more diverse applications were required for Board membership. C Fraser has been asked to attend the October Board meeting to up date them on equality and diversity initiatives. C Fraser to meet with Fiona McLaren to discuss possible use of social media ie. LinkedIn in order to market to a wider audience and report back to the committee.</p>	C Fraser
<p>6 Unconscious Bias Training Training in the form of videos and exercises will take place to target academic staff with the most gender imbalanced subjects next term (Top 10 most imbalanced courses). C Fraser to arrange dates. D Gunn encouraged committee members to attend.</p>	C Fraser
<p>7 Gender Action Plan ELT would like draft Plan by Tuesday 30th May. Final submission due 3rd July. SFC Guidance will be used to inform the development of the Plan.</p>	
<p>8 Equality Outcomes – Sexual Orientation 7% of students at College have been identified as Gay/Lesbian. It is acknowledged their success rate is lower and withdrawals are higher than those in other sexual orientation groups. It was felt that some students couldn't be open about their sexual orientation. This needs to be investigated further. M Apiliga to contact Mathew Marsden regarding the LGBT group to ask if C Fraser could be invited to next meeting to speak to students directly.</p>	M Apiliga
<p>9 Disability at Work Procedure The changes made to this Procedure were noted. It was suggested that more promotion of this Procedure could take place. D Gunn advised that as part of their Operational Plan, HR will have their own website which will highlight ongoing developments.</p>	
<p>10 Proposed dates for 2017/2018 Dates agreed for next term.</p>	
<p>11 AOCB D Gunn thanked and acknowledged the work the Committee achieves each year.</p>	

- 12** **Date and time of next meeting**
Thursday 21st September 2017, 10am Greenock campus, Ardgowan 4

DRAFT